

ALL THE WAY



# 2023 Sustainability Report



# ESG performance highlights

Introduction

Strategy and governance

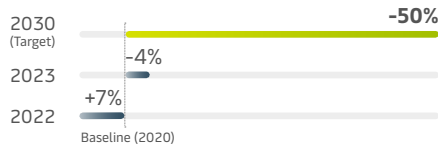
Progress on ESG

Data and assurance

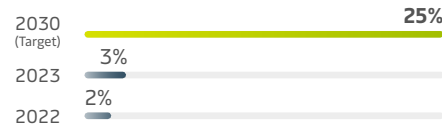
Sustainability Report 2023

## Climate change

Ocean: **-50%** reduction in carbon intensity (EEOI) by 2030<sup>1</sup>



Ocean: Min. **25%** of cargo transported with green fuels by 2030<sup>1</sup>



## Safety and security

**100%** of Learning Teams completed following a High Potential Incident by 2023



## Human capital

Employee Engagement Survey score in the top quartile of global norm by 2025

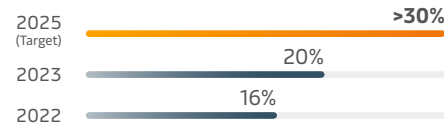


## Diversity, equity and inclusion

**>40%** women in management and leadership by 2025



**>30%** diverse nationality (non-OECD) of executives by 2025



## Business ethics

**100%** employees (in scope) trained in the Maersk Code of Conduct by 2023



## Data ethics

**100%** of employees (in scope) trained on data ethics by 2023



## Sustainable procurement

**100%** of suppliers (in scope) committed to the Supplier Code of Conduct by 2024



## About the report

This is the Annual Sustainability Report of A.P. Møller - Mærsk A/S (hereinafter referred to as A.P. Møller - Maersk or Maersk as the consolidated group of companies and A.P. Møller - Mærsk A/S as the parent company). The report covers activities in the 2023 calendar year and represents our statutory statement on social responsibility, diversity and data ethics in accordance with sections 99a, d and 107d of the Danish Financial Statements Act, and our compliance with the EU Taxonomy disclosure requirements.

As a supplement to the Annual Sustainability Report, we prepare an ESG Factbook with key performance indicators as well as TCFD and SASB index tables. The ESG Factbook can be downloaded at <https://www.maersk.com/sustainability>.

Previous years' reports and data tables are also available online. Please visit <https://www.maersk.com/sustainability>.

See full ESG performance data overview on pp. 48-51. See accounting policies pp. 55- 61 for more information on definition and scope of KPIs.

<sup>1</sup> From 2024 A.P. Møller - Maersk will be reporting against new targets aligned with our validated science-based targets. Read more in the climate change chapter pp. 18-27.



OUR PURPOSE

# Improving life for all by integrating the world



Introduction

Strategy and governance

Progress on ESG

Data and assurance

- The integration illustrated by five years of Automatic Identification System (AIS) transponder data from A.P. Moller - Maersk vessels registered in the company's scheduling system GSIS
- Gateway and hub terminals

A.P. Moller - Maersk is an integrated logistics company working to connect and simplify its customers' supply chains. As a global leader in logistics services, the company has 100,000+ customers, operates in more than 130 countries and employs around 100,000 people. A.P. Moller - Maersk is aiming to reach net zero emissions by 2040 across the entire supply chain with new technologies, new vessels and green energy solutions.

## Ocean



Green methanol-enabled vessels on order	24
Containers per annum (m FFE), serving over 475 ports worldwide	11.9
Container vessels deployed	670+

## Logistics & Services



7,800k+ sqm warehousing capacity worldwide across	460+ sites
Electric vehicles in operation; 200+ more on order	100+
Intermodal volumes managed (m FFE)	4.0

## Terminals\*



Moves in 2023	21.7m
Vessel calls	27,000+
Operating facilities across 35 countries; 3 new port projects	62

\* Gateway terminals and hubs



# Contents

## Introduction

- 5 Letter from our CEO
- 6 Our business and how we create value
- 7 Re-wiring of global supply chains

## Strategy and governance

- 9 ESG strategy and governance
- 13 Our material ESG topics

## Progress on ESG

- 17 Environment
  - 18 Climate change
  - 28 Environment and ecosystems
  - 31 Responsible ship recycling
- 32 Social
  - 33 Our people
  - 34 Safety and security
  - 36 Human capital
  - 37 Diversity, equity and inclusion
  - 39 Employee relations and labour rights
  - 40 Human rights
- 41 Governance
  - 42 Business ethics
  - 43 Sustainable procurement
  - 45 Data ethics and Responsible tax
  - 46 Citizenship

## Data and assurance

- 48 ESG performance data
- 52 EU Taxonomy
- 55 ESG performance data accounting policies
- 62 Statement of the Board of Directors and the Executive Board
- 63 Limited assurance statement
- 64 Stay up to date



Our material ESG topics

[→ Read more](#)



Our people

[→ Read more](#)



ESG performance data

[→ Read more](#)

Introduction



Strategy and governance



Progress on ESG



Data and assurance



Introduction

Strategy and governance

Progress on ESG

Data and assurance

LAURA MÆRSK



# Letter from our CEO

2023 was a year of extraordinary challenges affecting millions around the world, from geopolitical conflicts to record-setting weather events. But there were also highlights we can celebrate, such as the International Maritime Organization setting ambitious intermediate and long-term targets for shipping to reach net zero, and the COP 28 agreement on the need to transition away from fossil fuels.

The arrival of Laura Mærsk, the world's first green fuel-enabled container vessel, is a major milestone in our ESG strategy and our efforts to decarbonise logistics. The vessel serves as a clear signal to green fuel producers, policy makers and our customers that the energy transition is happening and will play a pivotal role in shaping global supply chains.

Today some 180 methanol capable vessels are on order across the industry, and Maersk has taken delivery of the first of 24 new, larger vessels in January 2024. However, this is only the beginning and many challenges lie ahead – especially the enormous task of enabling and scaling the world's supply of green fuels. Today we are meeting supply challenges through a large portfolio of fuel partners, and in 2023 we signed the shipping industry's first large offtake agreement with Goldwind, who will supply 500 kilotonnes of green methanol annually from 2026 - enough to propel the first 12 methanol-capable vessels.

Ocean activities are our main source of emissions; however our decarbonisation commitment extends across our full operations. In 2023, we helped customers further reduce emissions across their supply chains, powering terminals in Europe and Latin America with 100% renewable energy, new green warehouses and building electric truck capacity in Europe, North America and China.

### The imperative for collaboration across all stakeholders

One especially significant achievement is that Maersk is the first in the shipping industry to secure validation from the Science-Based Targets initiative for 1.5°C-aligned 2030 targets and net zero 2040 targets.

We know the journey to achieve the targets will be challenging, and we cannot do it alone. Maersk continues to rely on support from the industry, regulators and, the starting point for all we do, our customers.

Many of them have been willing to co-lead this journey with us, in support of their own ambitious climate goals.

Our industry needs ambitious regulatory frameworks as a prerequisite to drive investments at scale, along with a massive build-up of renewable energy. I was proud to stand with fellow CEOs from the world's leading shipping lines at COP28, as we jointly called for an end date for fossil-powered newbuilds and urged the IMO to create more supportive regulatory conditions for the green fuel transition. This includes our advocacy for a market-based carbon measure to close the cost gap and level the playing field between fossil and green fuels.

### Our impact on society

A key focus for Maersk, as part of our holistic ESG strategy approach, is ensuring that this green transition is inclusive and just - benefitting the environment and society. We also take responsibility to ensure a safe, fair and inclusive workplace for our people. In 2023, however, we tragically lost four colleagues in fatal accidents - this is something that no single member of our team can accept, and we are taking firm measures to stay ahead of constantly evolving risks.

2023 ended with the unfortunate attacks on several cargo vessels in the Red Sea and Gulf of Aden, including two Maersk vessels. These attacks are very concerning and something we take very seriously; job one for Maersk is ensuring the safety and security of our people, and our customers' supply chains. It is gratifying to see strong government support from many nations to reopen this critical shipping lane, and we remain optimistic that a solution will be found that allows transport to safely resume.

I encourage you to explore this report and learn more about our progress across ESG in 2023. The conversation about sustainable, inclusive trade is one that requires all voices. This is why Maersk remains committed to the UN Global Compact and recognises the importance of collaboration around the world's most difficult ambitions, outlined in the UN Sustainable Development Goals. I want to thank all our customers, partners and employees for their tremendous support in 2023, as a year where we, together, took important steps towards making the green transition a reality for our customers and society.

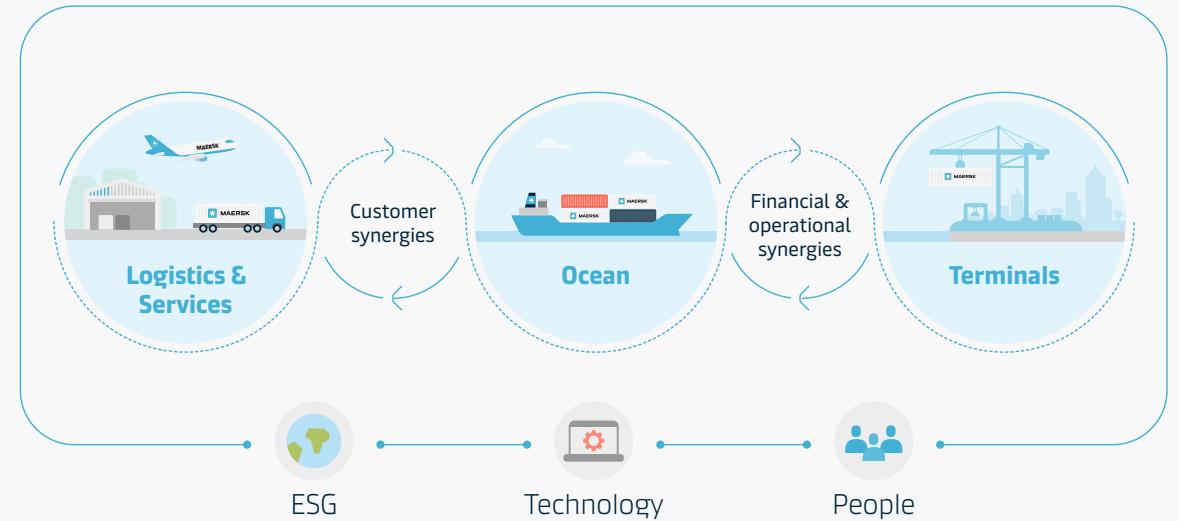
Vincent Clerc  
CEO of A.P. Møller - Mærsk A/S





# Our business and how we create value

A.P. Moller - Maersk is a purpose-driven company and always has been. Increasing complexity in global supply chains drives the need for integrated logistics. We aim to fulfil that need by sustainably and responsibly delivering better, simpler and more reliable outcomes for our customers – **improving life for all by integrating the world.**



## What we depend on

### Purpose-driven people and our culture

Our talented, diverse team of 100,000+ employees with 181 nationalities.

### Our brand

For over a century, we have built partnerships with customers, enabling them to prosper by facilitating global trade.

### Natural resources

Our business relies on natural resources such as steel for vessels and oil, biomass and water for conventional and green fuels.

### Stakeholder relationships and partnerships

We rely on constructive relationships with customers, suppliers, peers and authorities.

### Assets and end-to-end delivery network

Our assets, supplier relationships and logistics expertise ensure resilient supply chains.

### Financial capital

We have a strong balance sheet and are committed to remaining investment grade-rated.

### Technology and data

Technology and data are key to connecting and simplifying supply chains.

## Value created for

### Our customers

We aspire to provide truly integrated logistics for 100,000+ customers' supply chains, while helping them meet their decarbonisation commitments.

### Our people

We keep our people safe and engaged while offering equitable and interesting career paths.

### Society

By integrating global logistics, we improve the flow of goods and materials that sustain people, businesses

and economies the world over and contribute to improved quality of life and prosperity.

### The planet

Our industry is a significant contributor to global greenhouse gas (GHG) emissions, and we are committed to realising net zero emissions by 2040.

### Shareholders

In our transformation to become the global integrator of container logistics, we continue to innovate and grow shareholder value.

Introduction

Strategy and governance

Progress on ESG

Data and assurance



# Re-wiring of global supply chains

In 2023, megatrends connected to geopolitics, consumer sentiment and sustainability continued to impact global trade and supply chains, with technology playing a leading role in the transformation. While post-pandemic congestion has largely eased, the year remained full of global supply chain disruptions, including record-setting severe weather events and ongoing geopolitical conflicts.

## Post-pandemic trends show longevity

Among many trends impacting global supply chains, the post-pandemic normalisation had the greatest impact on A.P. Moller - Maersk (Maersk) and its customers during 2023. In addition to economic factors including inventory destocking and the ease of supply chain congestion, ESG-related factors have also had an impact. The re-wiring of supply chains continued, as manufacturers sought to increase resilience and reduce their dependence on global supply chains that are vulnerable to local disruptions. This is driving global players to take more of a regional approach, with fewer intermediate products traded over long distances.

Re-wiring is also driven by the continued slowdown of globalisation, as trade policy and social attitudes remain less supportive to open trade – especially due to inflationary pressures and increased nationalism and protectionism. For Maersk and its customers, this re-wiring creates material ESG risks and opportunities, from ensuring more sustainable trade to managing ESG-related trade regulations.

While helping customers navigate this re-wiring and increase in trade compliance requirements related to ESG, Maersk remains committed to supporting globalisation and free trade that provides socio-economic growth and lifts people out of poverty. An important part of this commitment is ensuring that we understand and manage potential negative social risks such as inequality, exploitation of workers

and human rights abuses. Maersk is actively working with its customers, experts, policy makers and partners to develop platforms and initiatives that support inclusive and sustainable global trade, for example through the Global Alliance for Trade Facilitation, the World Economic Forum and ITC/SheTrades (see our key partnerships on p. 15 and learn more about our ITC/SheTrades engagement on p. 46).

The imperative for addressing climate change and decarbonising supply chains continues, with strong momentum in the industry and with policy makers. In 2023, severe heat waves, flooding and wildfires around the globe caused tragic loss of life and humanitarian crises as well as disrupting supply chains, further elevating climate change as an important supply chain risk criterion. Read more about Maersk's decarbonisation ambitions in the Climate chapter of this report.

The re-wiring of supply chains, inclusive and equitable trade, decarbonisation and climate change are lasting trends more than transient developments, and Maersk expects these to be material throughout this decade.

## Increased global conflict impacts supply chains

2023 saw increasing geopolitical tensions which continue to have a profound and direct impact on supply chains. This includes ongoing impacts to food and energy supply chains from the Russian invasion of Ukraine, and the attacks related to the Gaza war on several commercial cargo ships in the Bab al-Mandab Strait en route to the Suez Canal. These attacks caused the world's largest shipping companies, including Maersk, to pause or suspend shipments through the Red Sea and Gulf of Aden to the Suez Canal – which is used by roughly one-third of global container ship cargo. These conflicts are likely to continue in 2024, pressuring customers to adapt their supply chains for contingencies with agility, such as rerouting Asia to Europe cargo around the Cape of Good Hope.

## Regulatory action is now a key driver of the sustainability agenda

New regulatory requirements for sustainability reporting and due diligence are driving companies across all sectors to take a stronger approach to managing and disclosing impacts and risks related to ESG and responsible business practices in their operations and across value chains. The EU Corporate Sustainability Reporting Directive and its accompanying European Sustainability Reporting Standards

set a comprehensive standard for ESG reporting founded in a double materiality assessment.

Further, the anticipated EU Corporate Sustainability Due Diligence Directive will make human rights and environmental due diligence mandatory across value chains – increasing responsible business requirements both for Maersk and our customers. These regulations are part of the European Union's Green Deal, which also includes other wide-reaching measures in support of the green transition with implications for companies and trade compliance. In addition to climate, there is also an increase in regulation targeting biodiversity loss, in response to the Global Biodiversity Framework agreed at the UN COP15 in December 2022. Biodiversity loss and ecosystem collapse are considered two of the fastest deteriorating global risks and financially material for many companies, according to the World Economic Forum's 2023 Risk Report.

The new requirements expand the notion of companies' responsibility beyond only accounting for own operations, to ensure due diligence and increase transparency across the value chain. This is challenging for many companies with global supply chains and will be a journey for Maersk to further mature our own processes over the coming years, while we also recognise opportunities to support our customers across their logistics supply chains.

## Technology investments drive visibility

A large percentage of supply chains are already, or well on their way to being, fully digitised, with customers seeking visibility into their shipments to improve sustainability, reliability and responsiveness to disruption. 2023 saw especially strong technology developments in solutions such as digital platforms to do business directly with customers, artificial intelligence and predictive analytics. This elevates the materiality of ESG topics such as data ethics and the social impact of technology and automation on people.

E-commerce technology investments remained robust in 2023 to meet rising demand for supply chains that support omni-channel, digitally enabled experiences. This includes highly agile logistics solutions for growing urban populations such as 'quick commerce,' where goods are delivered in less than an hour. Maersk is developing localised logistics solutions from green warehouses to electric vehicles to ensure trends such as urbanisation and quick commerce can be sustainably supported.

Introduction



Strategy and governance




Progress on ESG




Data and assurance



  
Introduction

  
Strategy and  
governance

  
Progress on ESG

  
Data and  
assurance

# Strategy and governance





# ESG strategy and governance

Building on over a decade of commitment to sustainability progress, the ESG strategy of A.P. Moller - Maersk (Maersk) charts an ambitious course and establishes ESG as core to our purpose, critical to the success of our business strategy and a differentiator in the value we create for our customers.

The strategy encompasses the material sustainability impacts, risks and opportunities for Maersk and is centred around three core commitments, each with supporting strategic KPIs and targets. These commitments represent issues where Maersk's position, scale and reach can create the most significant impact, which in turn define our ambition level – whether we want to be good, excellent or an industry leader in specific ESG topics. Our strategic priorities and targets are shown in the figure at right.

The development of the ESG strategy in 2021 was informed by an assessment of material topics based on globally recognised frameworks, ESG benchmarks and our understanding of stakeholder expectations. An array of topics were assessed in terms of the impact we have through our business model, the value our stakeholders have at stake, and the risks and opportunities we face as a company. The outcome of this assessment was a holistic strategy spanning 14 ESG categories with defined sub-topics, ambitions, KPIs and metrics to track progress internally, and to report externally (see the relevant sections of this report).

This year, we are introducing changes to some of the strategic KPIs going forward. On Climate change, our new validated science-based targets for 2030 and 2040 will replace previous targets (read more in the chapter on Climate change). The targets for Business ethics and Data ethics, set for 2023, will be carried over as annual targets going forward. On Safety & Security, the Learning Teams target will also carry over as an annual target, while the leadership training target is being rescoped and will not continue for 2024. We report towards all current targets in this 2023 report.

## A.P. Moller - Maersk's ESG strategy

	Strategic targets	Performance 2023	Updates to targets
<b>Environment</b>			
	We will take leadership in the decarbonisation of logistics		
We will deliver on our customer commitment to decarbonise their supply chains in time and our societal commitment to act and have impact in this decade	<p><b>2030:</b> Aligned with the Science Based Targets initiative 1.5°C pathway</p> <p>Industry-leading green customer offerings across the supply chain</p> <p><b>2040:</b> Net zero across the business</p> <p>100% green solutions to customers</p>	<p>Carbon intensity (Ocean) decreased by 4% compared to 2020 baseline</p> <p>13% reduction of GHG emissions (scope 1 and 2) in Terminals since 2020</p> <p>Share of ocean freight transported with green fuels increased to 3%</p>	<p><b>2030:</b> 35% absolute reduction in total scope 1 emissions</p> <p>100% renewable electricity sourcing</p> <p>22% absolute reduction in total scope 3 emissions</p> <p><b>2040:</b> 96% absolute reduction in total scope 1 and 2 emissions</p> <p>90% absolute reduction in total scope 3 emissions</p>
<b>Social</b>			
	We will ensure that our people thrive at work by providing a safe and inspiring workplace		
We ensure everyone gets home safe by preventing fatal and life-altering incidents	<p><b>2023:</b> 100% of Learning Teams completed following High Potential incidents</p> <p>Global Leadership (Top 1,200) upskilled in Maersk's safety and security principles</p>	<p>99% Learning Teams completed following High Potential Incidents</p> <p>98% leadership trained in Maersk's safety and security principles</p>	Only the target on Learning Teams will continue in 2024
We create an engaging environment for all colleagues	<b>2025:</b> Employee Engagement Survey score in the 75th percentile of global norm	60th percentile	No change to target
We facilitate diversity of thought	<p><b>2025:</b> &gt;40% women in management and leadership</p> <p>&gt;30% diverse nationality (non-OECD) of executives</p>	<p>35% women in management and leadership</p> <p>20% diverse nationality (non-OECD) of executives</p>	No change to targets
<b>Governance</b>			
	We operate based on responsible business practices		
We live our Code of Conduct	<b>2023:</b> 100% of employees (in scope) trained in Maersk Code of Conduct	92% of employees (in scope) trained	Target continues for 2024
We protect and treat data with respect	<b>2023:</b> 100% of employees (in scope) trained on data ethics	91% of employees (in scope) trained	Target continues for 2024
We procure sustainably	<b>2024:</b> 100% of suppliers (in scope) committed to the Supplier Code of Conduct	95% of suppliers (in scope) committed	No change to target

Please see accounting policies on pp. 55-61 for more information on definitions. All targets are for end of year.

Introduction

Strategy and governance

Progress on ESG

Data and assurance



Since the launch of the ESG strategy in early 2022, a key focus has been on defining roadmaps and strong governance to ensure progress and realise the strategic ambitions. In addition, Maersk has matured its reporting processes, enabling us to add new ESG KPIs to our performance table again this year (see pp. 48-51). Like existing KPIs, these are covered by external assurance.

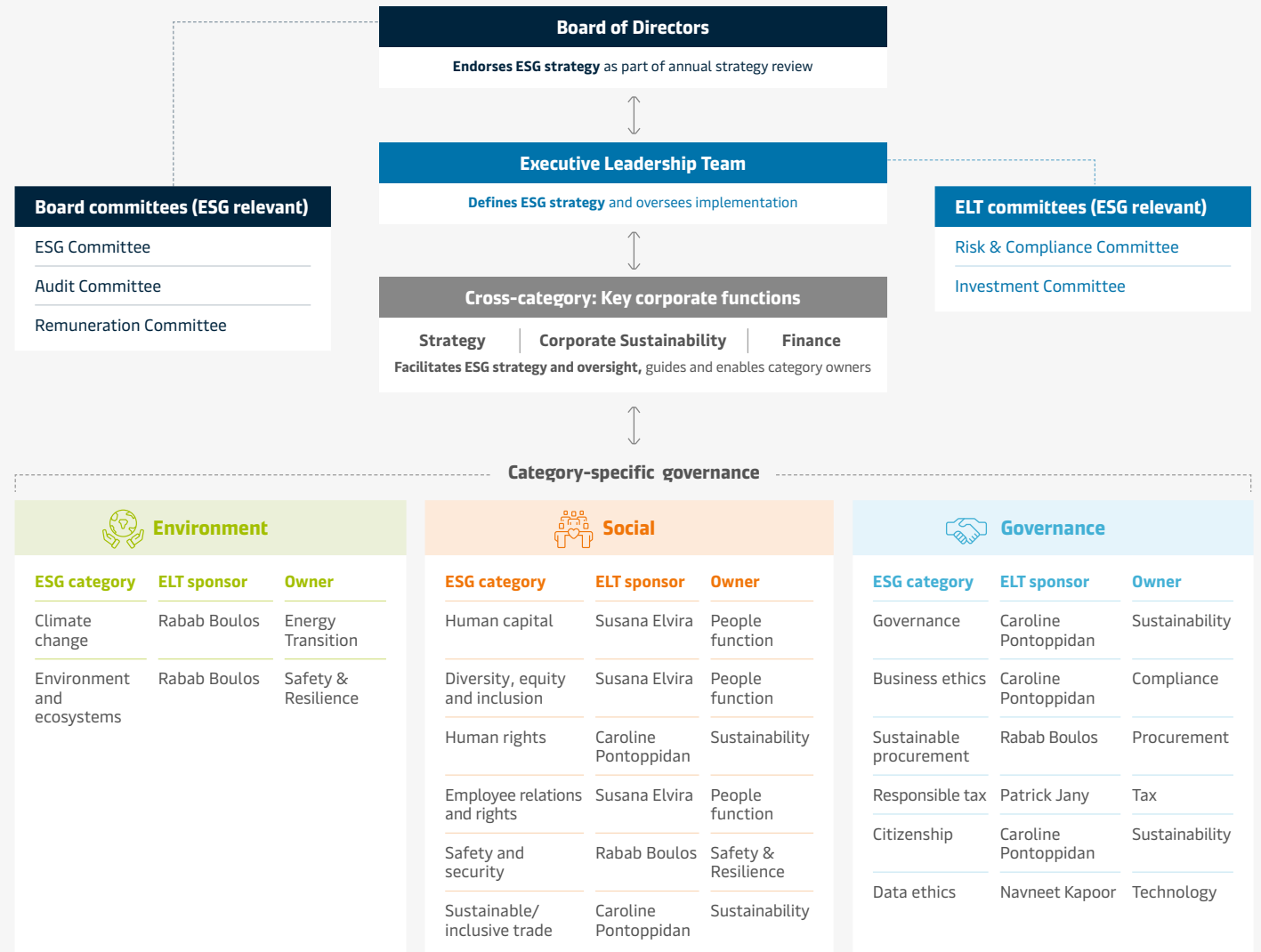
Working actively and strategically with all aspects of sustainability risks and impacts is a baseline requirement from our key stakeholders today, and expectations continue to grow and develop. Looking ahead, external expectations and regulatory reporting requirements will continue evolving, and new ESG landscapes are taking shape regionally and globally - raising the need to revisit our existing strategy. This work will take place in 2024, and will include a review of ambition levels to reflect the outcomes of the updated double materiality assessment conducted this year (see pp. 13-14).

### How the ESG strategy is governed

In early 2023, Maersk announced a new organisational structure and a new Executive Leadership Team (ELT), following the appointment of Vincent Clerc as CEO. As a result of these organisational changes, new ELT members took over sponsorship for several ESG categories ensuring continued ownership and leadership focus. Sponsorship includes driving initiatives forward and being accountable to the full executive team and Board of Directors for delivering on targets. Responsibility for executing on the strategy resides with the relevant functional areas reporting to the respective ELT member. To facilitate oversight and support decision-making for strategic dilemmas and risks through the year, ESG progress updates are provided to the ELT quarterly for our strategic KPIs and biannually across all 14 categories.

Ultimately, governance is anchored with the Board of Directors, that endorses the overall ESG strategy. In 2023, a new Board ESG Committee was established with the primary purpose of supporting the development of our ESG strategic direction, acting as a sounding board for the ELT and supporting the Board with strategy insights into specific ESG matters. This Committee meets quarterly to discuss selected deep dives on strategic topics throughout the year. Among the topics discussed in 2023 were our ESG and decarbonisation commitments, the current and emerging regulatory landscape for ESG, human and labour rights, diversity, equity and inclusion (DE&I) and ESG

## Governance of ESG in A.P. Moller - Maersk in 2023





Introduction

Strategy and governance

Progress on ESG

Data and assurance

Sustainability Report 2023



targets for executive remuneration – the latter is incorporated into the Long Term Incentive programme and scorecard for approval by the Remuneration Committee.

In addition, the Audit Committee ensures oversight of key ESG risks and external reporting and receives regular updates on our ESG reporting process – in 2023 with a particular focus on preparations for the EU Corporate Sustainability Reporting Directive (CSRD) reporting including the update of the double materiality assessment.

At the ELT level, the Risk and Compliance Committee (RCC) is the main governance forum for ESG as well as other key risk and compliance processes and topics across Maersk, including our internal Commit governance framework (see box) and enterprise risk management process. The RCC meets quarterly to discuss the ESG progress updates that are subsequently shared with the full ELT, as well as deep dives in ESG categories. In 2023, key topics included the update of Maersk's science-based targets, DE&I progress, human and labour rights, review of the sustainable procurement programme and ESG reporting. With the RCC now having oversight across ESG, the Decarbonisation and ESG steering committees were discontinued in 2023.

On an operational level, cross-functional steering committees or working groups facilitate coordination, ensuring that relevant functional and business areas are included in strategic decisions and supporting implementation.

#### Managing inorganic changes to the organisation

Acquisitions are a key part of Maersk's Global Integrator strategy, especially as we add capacity and expertise in areas like project logistics and e-commerce to our global portfolio and local coverage.

To ensure that all inorganic growth targets are aligned with our ESG strategy and commitments, we continue our efforts to strengthen due diligence processes by incorporating ESG risk assessment more systematically into the mergers and acquisitions (M&A) process. In 2023, this included training for the M&A team on ESG priorities and further embedding climate change impact assessment into the due diligence and investment decision processes.

In 2023, A.P. Moller - Maersk completed the divestment of Maersk Supply Service, a leading provider of global offshore marine services and project solutions for the energy sector. The divestment to A.P. Moller Holding, the parent company of the A.P. Moller Group, is

aligned with our global integrator strategy to focus on truly integrated logistics. Aligned with our accounting policies (see pp. 55-61), we include 2023 ESG data from Maersk Supply Service until the date of divestment in this year's report.

### The three key elements of Commit – Maersk's internal governance framework

As a company, Maersk ensures internal governance that provides our employees with direction and guidance on how we work and achieve our main objectives. This is structured around three core elements, which together form the Maersk governance framework called Commit:

- **Our guiding Core Values**, which have been shaped and strengthened since our foundation in 1904, and latest updated in 2022 to ensure they were consistently interpreted, easy to apply, and have a strong connection to our Purpose.
- **Our Code of Conduct** sets global standards for how we engage with colleagues, customers, suppliers, communities, authorities and other stakeholders. The Code of Conduct was also updated in 2022 to align with Our Purpose and ESG strategy.
- **21 Rules of business ethics, governance and authority** are included in the governance framework, providing detailed internal instructions for all employees covering high-risk areas. These are subject to internal controls and an annual internal assurance process.

ESG topics related to compliance and responsible business practices are integrated into Commit through the Code of Conduct and Commit rules on HSSE, global employee relations, anti-corruption, sustainable procurement and data privacy and data ethics. Each rule has a designated owner in the organisation who is responsible for compliance. Executive oversight of compliance with Commit is managed through the annual internal assurance process, anchored with the Risk and Compliance Committee.



### Speaking up

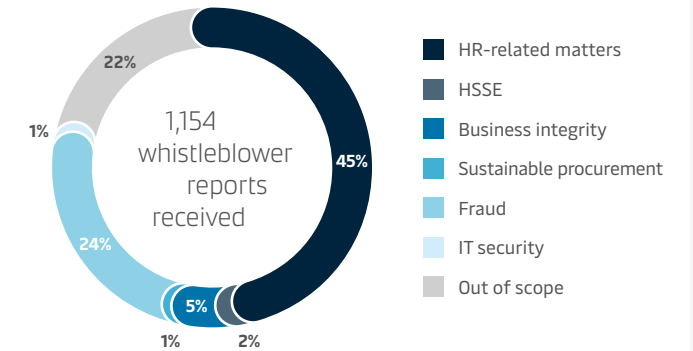
A key process anchored in the Commit framework is the whistleblower programme of A.P. Moller - Maersk (Maersk), which aims to create a safe and secure environment for anyone to speak up and report violations without fear of retaliation. This is supported by effective investigations led by independent and impartial investigators, and by ensuring appropriate follow-up action to address violations and implement controls to avoid repetition.

The whistleblower programme supports anonymous reporting of cases and is available in multiple languages. Maersk fosters a speak-up culture and welcomes inquiries, questions and concerns from employees and outside parties. In addition to the whistleblower programme, there are other available channels such as direct management or leadership team members, and our Compliance, People or Ombuds functions.

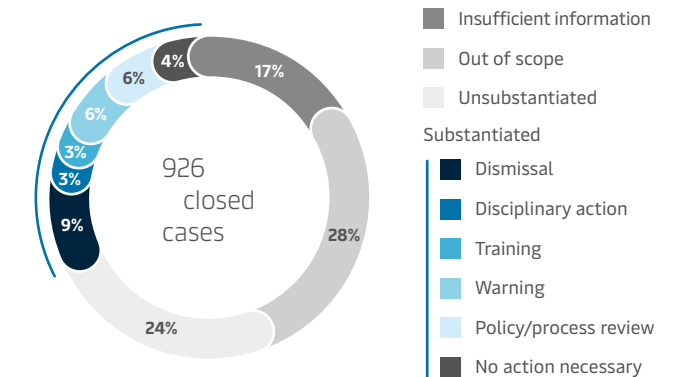
In 2023, Maersk continued its internal, global Speak Up campaign to reinforce a speak-up culture and encourage people to report concerns without the fear of retaliation. This year's campaign focused on warehouse and terminal workers, covering 120 entities out of the targeted 450 entities.

In 2023, Maersk received 1,154 whistleblower reports, a significant increase compared to the 735 cases recorded for 2022. 80% of the cases received during 2023 are already closed. In particular, we have seen an increase in cases received from the North America, Latin America and Asia-Pacific regions during 2023. Topics that contributed most to the increased number of cases received in 2023 relate to HR-related issues. We assess the increase in reports to partly be a positive development reflecting greater awareness of our whistleblower programme and the strengthening of our speak-up culture.

### Whistleblower reports received per topic area in 2023



### Report outcomes and actions among closed whistleblower reports in 2023



For numbers from previous years, see the [2023 ESG Factbook](#).



← Maersk's annual whistleblower campaign helps employees feel safe and empowered to speak up.



# Our material ESG topics

In preparation for the EU CSRD reporting requirements, which will be mandatory from 2024, we have this year updated our double materiality assessment. The results of this initial assessment, illustrated on the right<sup>1</sup>, confirm that the material topics of A.P. Moller – Maersk's (Maersk) ESG strategy are also those that come out as most material, including Climate change, Safety, DE&I and Business ethics. Political engagement/lobbying, a topic that does not have its own ESG category within our ESG strategy, but cuts across topics, was identified as a material issue comprising of both potential positive and negative impacts. Recognising our global presence and the nature of our business as an integrator of global supply chains, this is not an exhaustive list, but shows where Maersk may have the largest impacts on people and planet through our activities, or where Maersk is exposed to the most significant financial risks or opportunities. Some topics such as microplastics, substances of concern, water discharges and marketing practices were identified as relevant in the assessment but fell below the thresholds applied for materiality.

Maersk has already for many years been guided by a double materiality perspective as the foundation for our sustainability and ESG strategy and reporting. The criteria of the European Sustainability Reporting Standards (ESRS) add more rigour to the assessment through a common set of requirements for how to conduct and report on double materiality, aligning closely with recognised standards such as the OECD Guidelines on Responsible Business Practices. For example, all topics were assessed for severity, which covers an assessment of scale, scope and remediable character of the topic – concepts we already apply in the identification of our salient human rights issues. Our focus in 2023 has been on establishing robust methodology aligned with the approach and criteria outlined in the ESRS. Going forward, we will continue the work to further mature, develop and refine our approach in line with best practice and as more guidance becomes available. For more information on the methodology, please see the [2023 ESG Factbook](#).

<sup>1</sup> Please see more information on the topics in the relevant chapters. Two of our ESG categories, Sustainable & inclusive trade and Governance, are kept separate from this assessment as they are not managed and reported as separate ESG programmes but rather incorporated into relevant sections of the report. Positive impacts will be screened for financial materiality in 2024.

	ESG category	Material issues	Impact description
Environment	Climate change	Climate change mitigation	Impacts related to GHG emissions across our value chain and to our energy usage
		Climate change adaptation	Our business activities' exposure to climate-related physical risks and corresponding impacts to our workforce and customers due to business disruptions
	Environment and ecosystems	Resource inflows	Use of high-emitting resources that can put pressure on environment and societies
		Pollution to air, water and soil	Pollution to air, water and soil from our operations, e.g. accidental environmental spills from our vessels or terminals, and releases of pollutants during operation of our assets
		Water use	Withdrawal and consumption of water from areas classified as water-stressed, which can put pressure on ecosystems and societies' access to water
		Biodiversity and state of species	Biodiversity loss driven by our material environmental issues (e.g. pollution, climate change, water withdrawal and land-use change), direct impact to species in locations where we operate, and releases of invasive species by our vessels
		Degradation of ecosystems	Production of fuels and infrastructure developments contributing to land and sea-use change, soil sealing and gradual ecosystems degradation
Waste and ship recycling	Waste generation from operations, including related to ship recycling		
Social	Safety and security	Safety and security	Risks of work-related injuries or fatalities and our exposure to global security risks
		Violence and harassment	Risk of unsafe work environments for underrepresented or vulnerable groups of our workforce
	DE&I	Diversity and diverse ability	Potential discrimination based on, e.g., ethnicity, gender and nationality in our global workforce
		Work-life balance	Ability to support our employees' changing life situations by ensuring favourable global standards
	Human capital	Talent development	Ability to attract and scale the right talents
		Employee relations and labour rights	Working conditions
	Work-related rights		The rights of workers across our value chain including freedom of association and collective bargaining, modern slavery and child labour
Salient human rights issues	Impacts and risks to people related to our activities across our value chain. See p. 40 for information on our salient human rights issues.		
Governance	Business ethics	Corruption and bribery	Risks of corruption and bribery across our value chain
		Protection of whistleblowers	Impacts related to accessibility, availability and security of grievance mechanisms across our value chain
		Corporate culture and transparency	Promoting a strong corporate culture and transparency in Maersk and in our business relations
	Data ethics	Data privacy and ethics	The privacy of our employees' and customers' data and impacts related to an ethical use of data and AI
	Sustainable procurement	Supplier relations	Impacts and risks related to being a responsible and ethical business partner towards our more than 41,000 suppliers globally
	Responsible tax	Responsible tax	Being a responsible and transparent taxpayer
	Citizenship	Citizenship	Leveraging our position to drive positive impact on communities and societies where we operate
Climate advocacy		Potential GHG emission reduction through advocacy towards industry-wide decarbonisation	
Political engagement		Potential impacts related to Maersk's policy positions and engagement	

*Across categories*

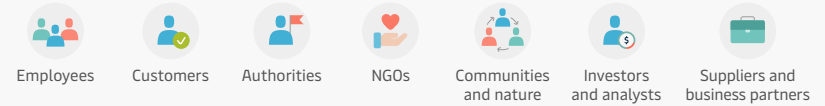


# How we impact people and the environment across our operations and value chain

As part of our double materiality assessment, we have assessed material impacts across our operations and value chain as shown below. These impacts are not exhaustive but highlight the variety of some of the material impacts from our activities as an integrator of global supply chains. For information on how we manage these impacts to minimise harm and mitigate risk, please see the relevant ESG category chapters.

## Key stakeholder groups

The expectations of seven key stakeholder groups have been considered in our materiality assessment. Please see more information on how we engage with them on p. 15.



**GHG** Our assets are exposed to **climate-related hazards**. Climate change adaptation is material to the resilience of our business and to our customers' supply chains.

Acting responsibly also means considering potential indirect impacts and mitigating risks of, e.g., facilitating **illegal wildlife or timber**.

Large infrastructure projects pose risks related to **workers' rights**, in particular for contracted and migrant workforces.

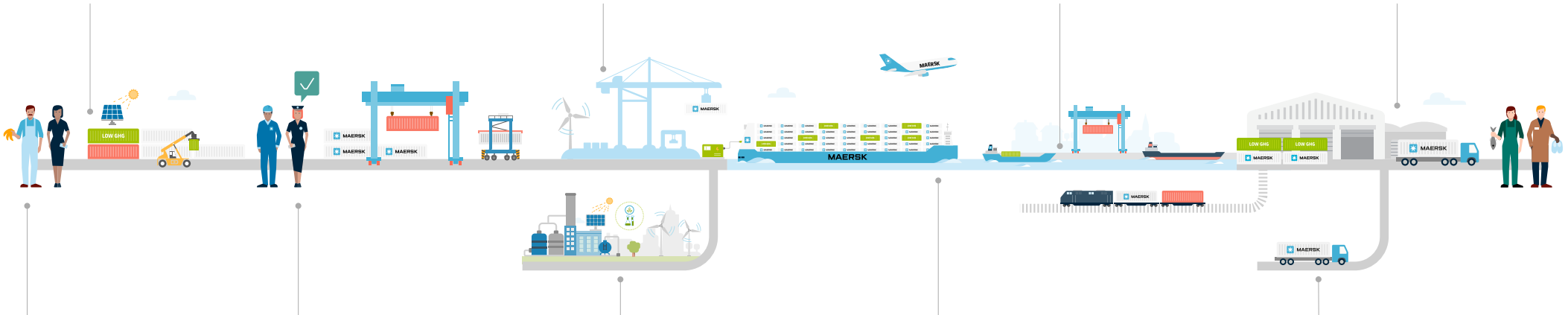
**Resource inflows:** Shipbuilding and large infrastructure projects across our operations require a large inflow of high-emission materials such as steel.

**Ecosystem degradation:** Clearing of waterways for vessels can impact underwater ecosystems through the dredging of sediments.

**Corruption and bribery** is an industry-wide risk for the transport and logistics industry.

A large part of our water consumption in land-side operations occurs in **areas of high water stress**.

Long working shifts and inadequate access to housing and sanitation can impact truck drivers' **well-being and conditions of work**.



As an end-to-end logistics provider, we **store and manage data** on customers, suppliers and workers.

Operating globally means exposure to **security risks**, from, e.g., geopolitical tension, terrorism and local conflicts.

The nature of our work carries **risks of injuries and fatalities** in our operations and across our value chain.

Underrepresented and vulnerable groups are at risk of **violence, harassment and discrimination** – especially in areas where gender norms and power imbalances influence perceptions, and local laws are inadequate.

**GHG** GHG emissions are significant across all of our operations, but fuels for our ocean segment is the **major contributor of our GHG footprint**.

**Electrification of our assets** increases the demand for new minerals which can put pressure on ecosystems and communities.

Pollution to air and water from **chemical spills** is an industry wide risk along with release of **air pollutants**. **Recycling of a vessel** can result in both pollution to soil and water and cause unsafe working conditions if not managed responsibly.

Our vessels sometimes **operate in sensitive marine areas**, e.g. with risk of whale strikes, and **invasive species** may be moved between ecosystems through ballast water or biofouling.

We work with **more than 41,000 suppliers** including approximately 5,100 high-risk suppliers in our global supply chain.

Barriers to **accessible local grievance mechanisms** can be a risk for third-party labour across our operations.

- Introduction
- Strategy and governance
- Progress on ESG
- Data and assurance



## Engaging with key external stakeholders

To inform our double materiality assessment we consider the perspectives of our key stakeholders, both those that may be directly impacted by our activities and those who are users of the information that we publish. The table at right shows our seven prioritised stakeholder groups. Through various channels, colleagues and teams across Maersk regularly engage with these stakeholder groups and collect valuable insights on topics that are important to them. As an example, our biannual engagement survey gives insight into the expectations of our employees (read more on p. 37). These insights inform our assessment of material issues and underpin the development of our solutions and initiatives in delivering on our ESG commitments and KPIs. ESG ratings are also a source of insight on stakeholder expectations, and our submissions are valued by customers and investors. We have prioritised those that are most material to our stakeholders and align with our priorities, including EcoVadis, CDP, MSCI and Sustainalytics. During 2024, we will work towards strengthening our format for directly collecting and incorporating external stakeholder perspectives into our double materiality process to ensure that stakeholder perspectives are continuously reflected in our ESG priorities.

## Active engagement in alliances and partnerships

We actively engage in cross-industry partnerships and coalitions to set standards, develop solutions and drive common agendas across the ESG agenda. This active engagement is core to our ESG strategy and in recent years, we have seen significant growth in engagement requests. We aim to prioritise our efforts where we have the biggest impact and where it adds the greatest value, and therefore consciously assess and prioritise our partnerships to determine the appropriate level of engagement (or disengagement).

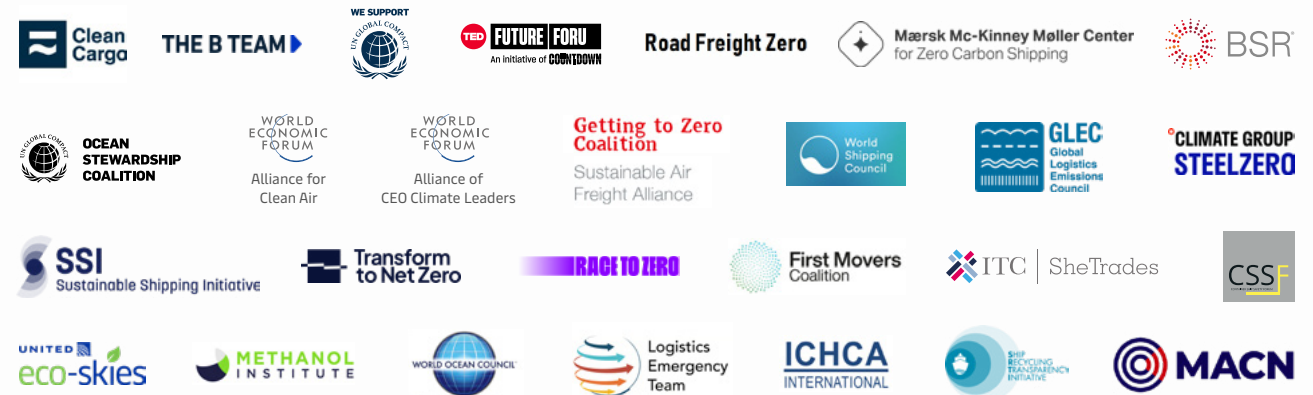
As noted in our materiality assessment, political engagement/lobbying is an area where we may have potential positive impact and we ensure to mitigate potential negative impact through firm corporate policies guiding our approach to policy engagement.

In 2023, Maersk engaged in policy and regulatory debates at national, regional and global levels to strengthen requirements for responsible business conduct and contribute to a level industry playing field. This includes an ambitious IMO MEPC80 agreement to support net zero shipping emissions by or around 2050 (see p. 25 for more information).

## Key external stakeholders and how we engage with them

Stakeholder	Stakeholder expectations on ESG	Engagement channels
<b>Employees</b>	Meaningful work, fair treatment and wages, a sense of belonging for all, and good development opportunities	Daily interactions between managers and colleagues – Engagement surveys – Inclusion survey
<b>Customers</b>	Solutions that ensure responsible business practices and net zero emissions in their supply chain	Regular business dialogues – ESG criteria in tender processes – Strategic Customer Council – Partnerships and collective action alliances
<b>Investors and analysts</b>	Strategies, plans and actions to mitigate short and long-term risk to the business model	Regular engagement with investors and analysts – Investor roadshows and ESG investor calls – Investor surveys – Collective action alliances
<b>Suppliers and business partners</b>	Responsible business practices and partnership on strategic issues	Regular dialogue – Collective action alliances
<b>Authorities</b>	Compliance with regulation and industry leadership on transformation to net zero	Bilateral engagement with local, national and international agencies and authorities – Engagement through industry associations – Collective action alliances
<b>NGOs</b>	Responsibility and accountability towards material issues, and industry leadership on topics of highest impact and leverage	Bilateral engagement – Collective action alliances and partnerships
<b>Communities and nature</b>	Responsibility and accountability towards material issues, and positive contributions in areas of highest impact and leverage	Engagement with community representatives – Collective action alliances and partnerships – Scientific studies

## Key partnerships and coalitions





At COP28, the CEOs of Maersk, CMA-CGM, Hapag Lloyd, MSC and Wallenius Wilhelmsen signed a Joint Declaration calling for four regulatory cornerstones for GHG reductions, including: 1) an end date for fossil-only vessels, 2) a global fuel standard, 3) a Green Balance Mechanism to fill the price gap between fossil and green fuels and 4) a well-to-wake life cycle methodology within an established regulatory framework. Maersk and CMA-CGM also signed a Public Private Partnership Commitment at COP28 with the governments of France, Korea and Denmark calling for the IMO to work towards higher targets for its GHG strategy in line with the Paris Agreement.

## Engaging with our customers

Maersk customers are increasingly looking to deepen partnerships that can help them meet their decarbonisation commitments. This is driven by more ambitious science-based target setting and net zero roadmaps, including supply chain logistics emissions as well as the need for compliance with increased regulation and reporting requirements and pressure from their end customers.

Across many of our commercial segments, we see customers with an appetite for logistics partners that are at least as ambitious on decarbonisation as themselves and have credible solutions to make these ambitions a reality. Almost 60% of Maersk's top 200 customers have committed to, or set, science-based targets, highlighting their need to increasingly decarbonise their scope 3 (supply chain) emissions as well as scopes 1 and 2. Going forward, we are solely tracking how many of our top customers/key accounts have committed to, or set, emission reduction targets with the Science Based Targets initiative (SBTi), and we are disregarding other emission reduction targets. Science-based targets represent the highest level of commitment, and most include scope 3 emission targets, giving us a better indication of customers' ambitions and market potential for low-emission solutions.

We see the increasing trend towards the strategic importance of ESG and sustainability mirrored in the growing maturity of the sustainability commitments made by our customers, evolving from a baseline focus on managing the risks of poor performance in supply chains to more ambitious strategies and investments. This is driving a shift from transactional procurement of green solutions to more long-term, strategic partnering that contributes to industry-level sustainability and transformation.

Maersk's annual Strategic Customer Council (SCC) is a platform for collaborating with our customers' executive leadership on the future of logistics, where we use the joint problem solving approach to enable scaling of decarbonised logistics solutions on Ocean and beyond. In 2023, Maersk partnered with several customers, including Nike and Volvo Group, on strategic sustainability initiatives.

### ECO Delivery uptake continues rising

ECO Delivery is Maersk's product family for low-emission transportation. Maersk ECO Delivery Ocean, ECO Delivery Inland and ECO Delivery Air help customers reduce GHG emissions from ocean shipping, inland transport and air freight, respectively. In 2023, Maersk customers shipped higher percentages of their ocean volumes with ECO Delivery Ocean - increasing to 3% in 2023 over 2% in 2022. Customers across many segments including Volvo Cars, Nestlé, BESTSELLER and Novo Nordisk are now moving 100% of their Maersk ocean volumes with ECO Delivery Ocean – sending a clear signal from larger corporations taking leadership in decarbonising their supply chains.

Maersk also continued developing low-emission inland transportation solutions across our wider logistics offerings, including

the extension of our electric vehicle capabilities in Germany, the UK, Norway, Sweden and China. HP Inc. partnered with Maersk on an integrated ECO Delivery Ocean and Inland solution, which led to the deployment of electric trucks in the United States supporting the needed development of low emission end-to-end logistics solutions.

Sustainability and decarbonisation are complex topics that require specific knowledge to have meaningful discussions with customers. In 2023, Maersk prioritised the training and upskilling of its global sales force on both, including decarbonisation theory and deep dives in low emission transportation and emission visibility solutions.

*"Scaling alternative fuels in shipping is a challenge. Nike and Maersk acknowledge that getting from idea to inception to implementation will take time. We work with partners like Maersk, who are also committed to the long-term vision of decarbonisation, to move towards a more sustainable future."*

**Noel Kinder**  
Chief Sustainability Officer, Nike



← We collaborate with customers on topics across ESG: Since 2019, Maersk's rainbow containers have served as a symbol of our commitment to diversity and inclusion in its widest sense - gender, race, disability, religion, age and LGBTQ+.

In addition to visiting Maersk sites and Pride events around the world, the rainbow containers have been part of many customer events celebrating our shared values on inclusion.

Introduction

Strategy and governance

Progress on ESG

Data and assurance





Introduction

Strategy and  
governance

Progress on ESG

Data and  
assurance

Sustainability  
Report 2023

# Environment

A. P. Moller - Maersk is taking a leading role in decarbonising logistics and in providing green solutions to help our customers reach their climate goals. Learn more about our progress including newly validated science-based targets for 2030 and 2040 and how we minimise our impact on the natural environment.

- Climate change
- Environment and ecosystems
- Responsible ship recycling

2023's milestone moment in our decarbonisation journey was the arrival of Laura Mærsk, the world's first container vessel capable of sailing on green methanol.





Introduction

Strategy and governance

Progress on ESG

Data and assurance

## Why it matters

The world is facing a climate emergency. We see it as our obligation – as an industry leader and with the resources available to us – to do all we can to get to net zero operations as fast as possible and to help our customers decarbonise their global supply chains end to end.

## Ambition

We will deliver an emergency response to the climate crisis and take leadership in the transformation of the transport and logistics sector to net zero operations.

## Targets

### 2040

- Net zero across our business and 100% green solutions to customers

### 2030

- Aligned with a Science Based Targets initiative 1.5-degree pathway
- Industry-leading green customer offerings across the supply chain

New validated science-based targets from 2024:

### 2040

- 96% Reduction in total scope 1 and 2 emissions
- 90% Reduction in total scope 3 emissions

### 2030

- 35% Reduction in total scope 1 emissions
- 100% Renewable electricity sourcing
- 22% Reduction in total scope 3 emissions

# Climate change

2023 was the hottest year in recorded history. Severe weather-related incidents in all regions of the world impacted millions of people and underscored the urgency of addressing climate change. As a key player in global logistics supply chains, which are responsible for 11%<sup>1</sup> of all global greenhouse gas (GHG) emissions, A. P. Moller - Maersk (Maersk) is committed to leading the decarbonisation of logistics and taking responsibility for being a part of the solution. Our approach is guided by the recognition that climate-related risks, and government and market actions to mitigate such, will have an impact on how we operate.

This year, concrete progress on this journey was delivered, following the ambitious climate goals we announced in 2022 of reaching net zero emissions by 2040 in our own operations and in 100% of our solutions for customers – many of whom have equally ambitious and science-based targets.

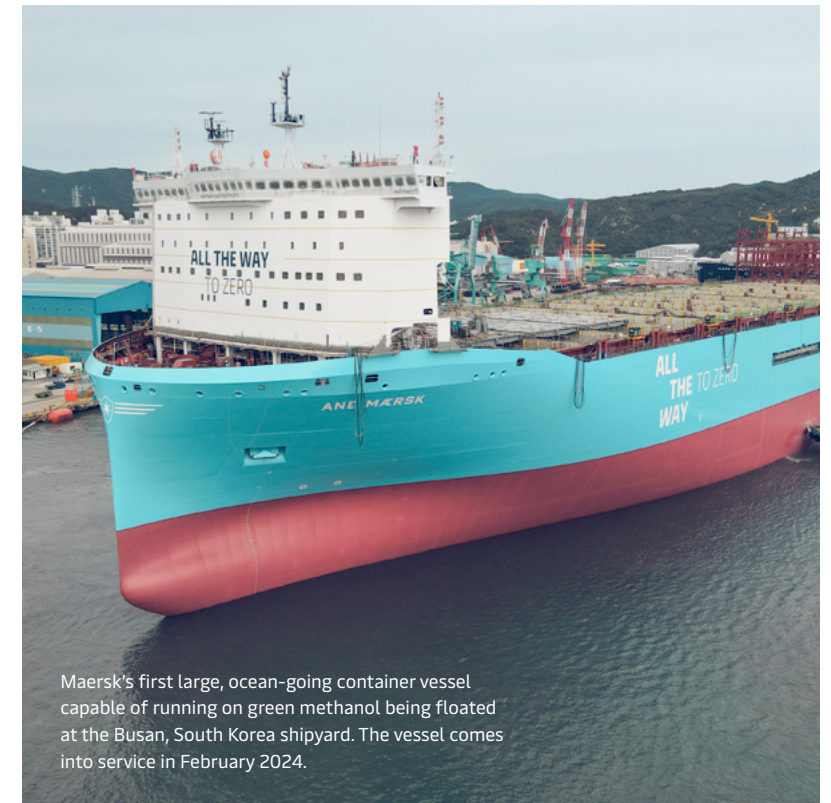
2023's most notable milestone was the arrival of Laura Mærsk, the world's first container vessel with a dual fuel engine that is capable of running on green methanol. In addition to marking a starting point for Maersk's new fleet of green fuel vessels, Laura Mærsk served as an important signal that green fuel and green vessel demand from industry leaders will be an industry-shaping force in the coming years. Since we announced the order of Laura Mærsk in 2021 – a first for the shipping industry – we have already seen strong industry followership, and today some 180 new methanol capable vessels on order or being retrofitted industry-wide.

Ocean activities are the largest source of Maersk's GHG emissions, but they are not the only source. In 2023, progress was made across our entire value chain, from terminal electrification to electric vehicles for local logistics and low and very low-emission warehouses. See pp. 21-24 for more details on our Ocean, Terminals and Logistics & Services activities.

In 2023, Maersk also became the first in the shipping industry to have its 2030 and 2040 targets validated by the Science Based Targets initiative (SBTi) in alignment with a 1.5°C and net zero pathway. These new targets, which are critical to our decarbonisation efforts, and to aligning with our customers' targets, include specific sub-targets for our scope 1, 2 and 3 emissions and will replace previous targets announced in early 2022 (see pp. 19-20 for more details).

Despite this momentum, serious challenges remain – including sourcing green fuels at scale. Regulatory incentives will be critical to overcome this challenge,

including two much-needed IMO measures coming into force in 2027 – a global fuel standard and a maritime GHG emissions pricing mechanism (see p. 25 for more details). In the greater economy, slowdowns in key markets are reducing logistics demand and in some cases the appetite for investments in energy transition. And while many Maersk customers have shown a willingness to pay a premium to decarbonise their supply chains, rising interest rates threaten to push fuel costs to customer limits. Maersk's position is that climate change needs to be tackled with a sense of urgency and action – we cannot wait until the market, regulatory and technical challenges are all resolved. We therefore continue our approach of implementing while we are innovating, and doubling down on solutions that have immediate impact. Achieving our SBTi-validated targets will be challenging, but we remain confident that the job can be done with the support of key stakeholders.



Maersk's first large, ocean-going container vessel capable of running on green methanol being floated at the Busan, South Korea shipyard. The vessel comes into service in February 2024.

<sup>1</sup> MIT research based on IEA data and Global Logistics Emissions Council guidance ([read more](#))



# Maersk's climate commitments validated by the Science Based Targets initiative

Aligned with 1.5 degree pathway by 2030

2030

Net zero by 2040

2040

Main KPIs and targets: Baseline year 2022<sup>2</sup>

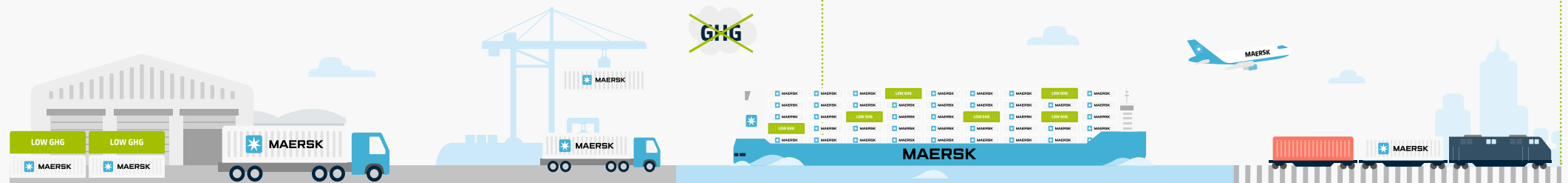
<b>Scope 1</b> <i>Own operations</i>	35%	Absolute reduction in total scope 1 emissions
<b>Scope 2</b> <i>Purchased electricity</i>	100%	Renewable electricity sourcing
<b>Scope 3</b> <i>Value chain</i>	22%	Absolute reduction in total scope 3 emissions

96%	Absolute reduction in total scope 1 and 2 emissions <sup>4</sup>
90%	Absolute reduction in total scope 3 emissions <sup>4</sup>

Sub KPIs and targets: Baseline year 2022

Maritime operations <sup>3</sup>	Other operations
35% Absolute reduction in <b>scope 1</b> and <b>scope 3</b> well-to-wake emissions from own container shipping operations	42% Absolute reduction in <b>scope 1</b> emissions from all other sources
17% Absolute reduction in <b>scope 3</b> well-to-wake emissions from subcontracted container shipping operations	25% Absolute reduction in <b>scope 3</b> fuel and energy related activities and upstream transportation
	42% Absolute reduction in <b>scope 3</b> emissions from use of sold products covering distributed fossil fuels

Maritime operations <sup>3</sup>	Other operations
96% Absolute reduction in <b>scope 1</b> and <b>scope 3</b> well-to-wake emissions from own container shipping operations	90% Absolute reduction in <b>scope 1</b> and <b>scope 2</b> emissions from all other sources
97% Absolute reduction in <b>scope 3</b> well-to-wake emissions from subcontracted container shipping operations	90% Absolute reduction in <b>scope 3</b> emissions from all other sources



2 Please refer to the [Climate Change](#) section of our Sustainability website for specific details on the science-based targets shown in this overview.  
 3 Following the maritime sectoral framework, the sub-targets for maritime operations cover emissions from fuels across scope 1 and 3 (well-to-wake). Well-to-wake emissions refer to the sum of upstream (well-to-tank) and downstream (tank-to-wake) emissions.  
 4 Residual emissions will be neutralised in accordance with the Net Zero criteria of the Science Based Targets initiative.



# Aligning our decarbonisation path to the Science Based Target initiative

In 2023, Maersk had a total GHG footprint of 79.5 million tonnes, a decrease of 4.1% compared to 2022 (see table below). The decrease was mainly driven by reduced purchases of capital goods (scope 3), and reduced fuel consumption (scope 1 and 3). Moreover, to align with our SBTi validated targets, the 2022 baseline has been recalculated, which led to a 6% increase of previously stated emissions. See the accounting policies pp. 55-61 for more detailed explanations on the changes.

As part of the work to set SBTi-aligned targets, we have significantly improved the methodology for calculating scope 3 emissions, increasing the share of emissions that is calculated based on activity data from 50% to 82%. Our new targets therefore reflect a clearer understanding of our performance with a shift from spend-based estimates to activity-based estimates. This methodology eliminates the effect of operational and administrative charges which

do not actually lead to emissions, and inflationary effects that cause uncertainty in spend-based estimates.

## Aligning our roadmap to the Science Based Targets initiative pathway

The Science Based Targets initiative (SBTi) is a widely adopted framework for setting corporate climate targets in line with the 2015 Paris agreement's pathway limiting global temperature rise to 1.5°C. The number of companies adopting SBTi targets – many of whom are our customers – has doubled each year over the past eight years.

In early 2022, Maersk announced an accelerated net zero 2040 target, including key milestones needed by 2030 from a 2020 baseline, and committed to aligning our targets with the SBTi 1.5 degree pathway to 2030 and the 2040 net zero standard. Following the publication of the long-awaited SBTi sectoral framework for maritime shipping in late 2022, we have, during 2023, done extensive work to prepare and submit 2030 and 2040 targets. These have successfully been validated by the SBTi as the first in the shipping industry, allowing us to deliver on our public commitment to externally verified emissions reduction targets.

The SBTi-validated targets are not directly connected to our previous business segment sub-targets. They have a different baseline year (2022), reflecting that 2022 is a more representative baseline compared to the previous two years of pandemic, and enabling us to take recent acquisitions into account in the baseline. A significant change is that they are absolute emissions reductions targets rather than relative intensity targets, and for the first time we are setting specific targets for scope 1, 2 and 3 emissions across Maersk, with required sub-targets for certain operations and GHG sources - in particular related to ocean activities as we follow the maritime sector framework. This means that the sub-targets for maritime operations cover well-to-wake emissions, whereas our previous ocean KPI on EEOI is a relative target covering only tank-to-wake emissions. While our overall roadmap to decarbonise remains the same, our new targets will require additional effort in certain business areas. In this year's report, we continue to report towards the previous targets, and will commence reporting on the new validated SBTi targets in 2024.

Introduction

Strategy and governance

Progress on ESG

Data and assurance

Sustainability Report 2023

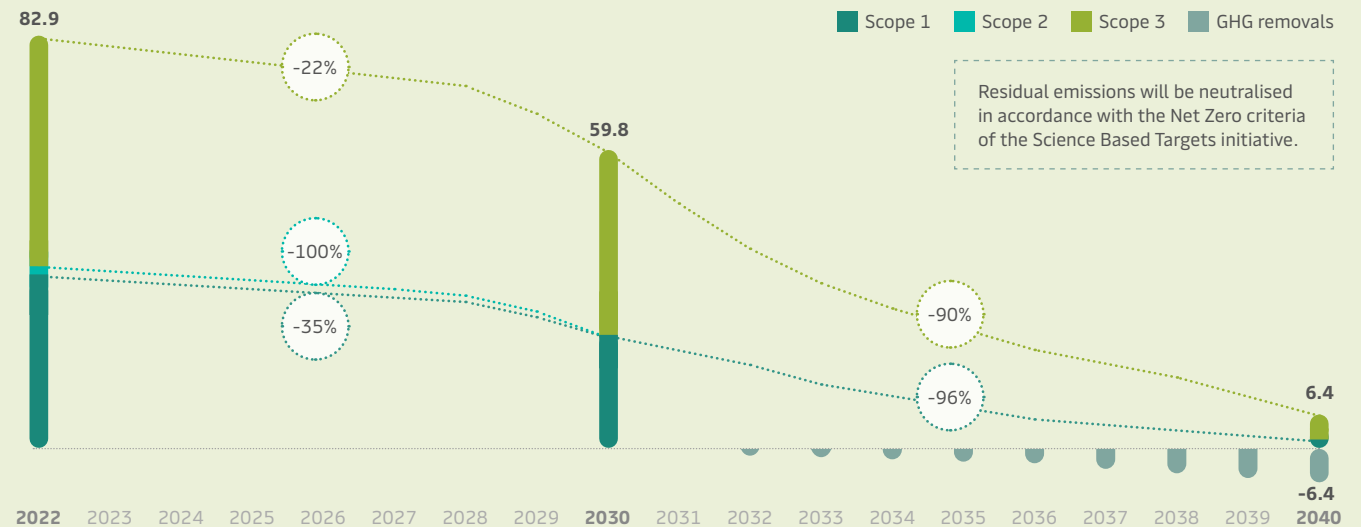
### Maersk's GHG emissions footprint 2023 (2022)

in 1,000 tonnes CO<sub>2</sub>e

<b>79,462</b> (82,877)	<b>Total GHG emissions</b> Including scope 1, scope 2 (location-based), and scope 3 emissions
<b>34,138</b> (34,453)	<b>Scope 1 emissions – from financially controlled own operations</b> Where 92% of the emissions come from our ocean operations related to fuel use
<b>386</b> (444)	<b>Scope 2 emissions – from generation of purchased electricity (location-based)</b> Where 56% of the emissions come from our terminals
<b>44,938</b> (47,980)	<b>Scope 3 emissions – created in the value chain as result of Maersk's business activities</b> Including emissions from cargo transported under vessel-sharing agreements and sourcing of marine fuels to third-party customers. The main drivers of these emissions are:
<b>20,465</b> (26,575)	• Upstream transportation and distribution
<b>10,428</b> (8,799)	• Use of sold product (incl. sale of marine fuels and reefer containers to third parties)
<b>5,728</b> (3,248)	• Purchased goods and service
<b>5,653</b> (5,949)	• Fuel and energy-related activities

### Emissions reduction pathways to achieve SBTi-aligned 2030 and 2040 targets

(m tonnes CO<sub>2</sub>e/year)





# Decarbonising our Ocean business

The two key levers to decarbonising our Ocean business – the largest source of Maersk’s GHG emissions – are improving fuel efficiency and transitioning to green fuels.

## Improving fuel efficiency

In 2023, Maersk continued increasing the energy efficiency of our fleet through more fuel-efficient operations and the continuous roll-out of

efficiency technologies on owned and time charter vessels including new and improved propellers, bulbous bows, shore power enablement and tech solutions like the Maersk’s energy efficiency platform StarConnect (read more on p. 45). Combined with the continued use of second-generation biodiesel in our fleet, we managed to lower our emissions intensity measure, EEOI<sup>5</sup>, from 13.0 in 2022 to a record low of 11.68 in 2023. In 2023, we also implemented better governance and forecasting processes for EEOI and leading indicators to be able to better track and act on progress during 2024.

Due to the significantly elevated security risk, Maersk in January 2024 decided that all vessels due to transit the Red Sea / Gulf of Aden will be diverted south around the Cape of Good Hope for the foreseeable future. While this will increase fuel consumption and emissions for the affected vessels, the overall impact on Maersk’s emissions in 2024 is highly uncertain, as it will ultimately depend on numerous factors, including vessel speed and duration of the conflict.

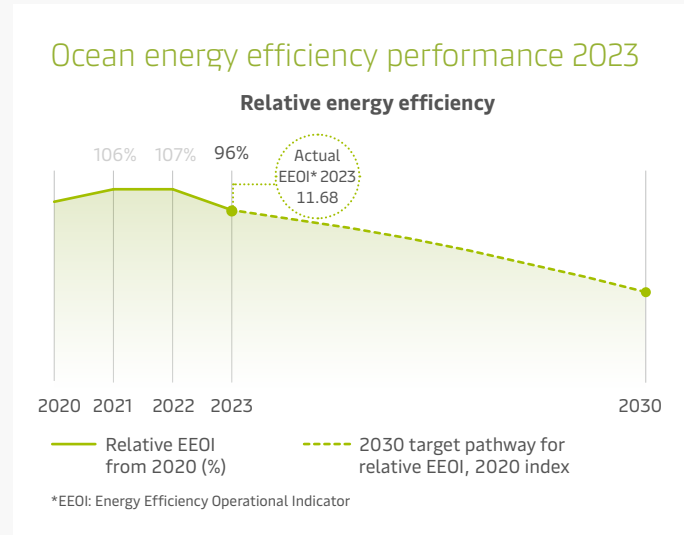
*“We’re continually exploring sustainability opportunities across our supply chain and our overall business, as we work towards becoming a climate-neutral company by 2040. By switching to renewable fuel, we have achieved an immediate reduction in fossil CO<sub>2</sub> emissions from intercontinental ocean freight by at least 84% compared to fossil fuel.”*

*This initiative shows that we can act now and implement solutions that achieve significant results. We all have a responsibility to act.”*

**Javier Varela**  
Chief Operating Officer and Deputy CEO at Volvo Cars

first seven large container vessels, each with a capacity of 16,000 TEU. The first of these, Ane Mærsk, is expected to enter service on Maersk’s string connecting Asia and Europe, which includes port calls in Shanghai, Tanjung Pelepas, Colombo and Hamburg.

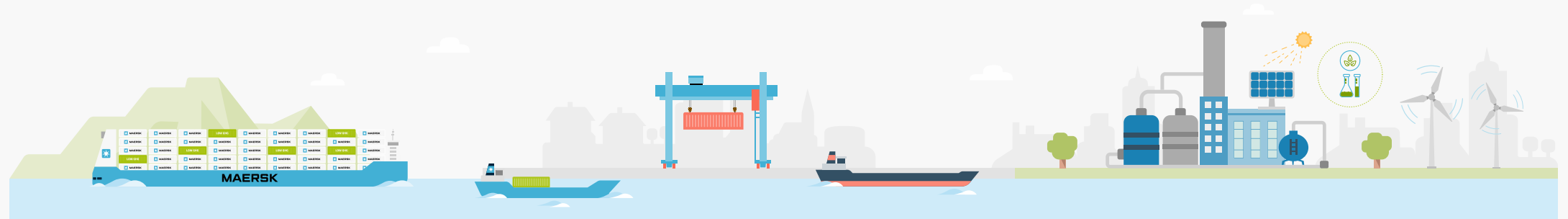
In addition to ordering new methanol-enabled vessels, Maersk also announced in 2023 our intentions to convert an existing 14,000 TEU vessel from a traditional diesel engine to a dual-fuel methanol engine. This first-of-its-kind project will help demonstrate that new builds are no longer the only pathway to decarbonisation. A vessel conversion will take place in 2024, with the intention of replicating the retrofit on additional vessels in the coming years.



## Transitioning to green fuels

A hallmark moment for Maersk - and the shipping industry - was the arrival this year of Laura Mærsk, the world’s first methanol-enabled container vessel. The 2,100 TEU (Twenty-foot Equivalent Unit container) feeder vessel completed its entire maiden voyage from South Korea to its name-giving ceremony in Copenhagen on green methanol, and is now in service on the Baltic Sea, operating on green fuels.

In 2023, we expanded our portfolio of methanol-enabled vessels on order with six additional vessels with a capacity of 9,000 TEU each, to be delivered in 2026 and 2027. In 2024, we will begin taking delivery of the



5 Please refer to the accounting policies on p. 55 for more information on how the 'Reduction in carbon intensity (Ocean) by 2030 (baseline year 2020)' is calculated.



### Continued growth in Maersk ECO Delivery

2023 saw continued demand growth for the ECO Delivery products of Maersk, which replace fossil fuels with biodiesel and green methanol certified with International Sustainability and Carbon Certification to ensure fully traceable, responsible feedstock and sourcing. In 2023, over 683,000 tonnes GHG savings were achieved, and around 3% of Maersk Ocean volumes are now transported with ECO Delivery Ocean.

To date over 212 customers have opted for ECO Delivery, and in 2023 global brands such as Nestlé and Inditex committed to shipping 100% of the ocean volumes they ship with Maersk via ECO Delivery Ocean. This growth reflects customers' growing engagement with supply chain partners who can help realise their climate ambitions with impactful solutions and credible data to support their science-based targets and enhanced reporting requirements.

In 2023, Maersk also introduced a new methodology to support customers' needs for more accurate emissions reporting, based on Global Logistics Emission Council standards. Biofuel per transported

container will be verified by an external third party for the scope of customers' Maersk ECO Delivery Ocean agreement.

2023 saw positive progress in securing green fuels for both Maersk's immediate needs and towards meeting 2030 targets. The ECO Delivery Ocean product today relies mainly on the use of drop-in biodiesel as a fuel, which can be used in conventional vessels. In 2023, Maersk continued expanding its global biodiesel supply infrastructure to key bunkering hubs in Europe and Singapore. We will continue to rely on biodiesel to scale the green fuel base while building up the supply base of other green fuels such as methanol.

### Securing green methanol today

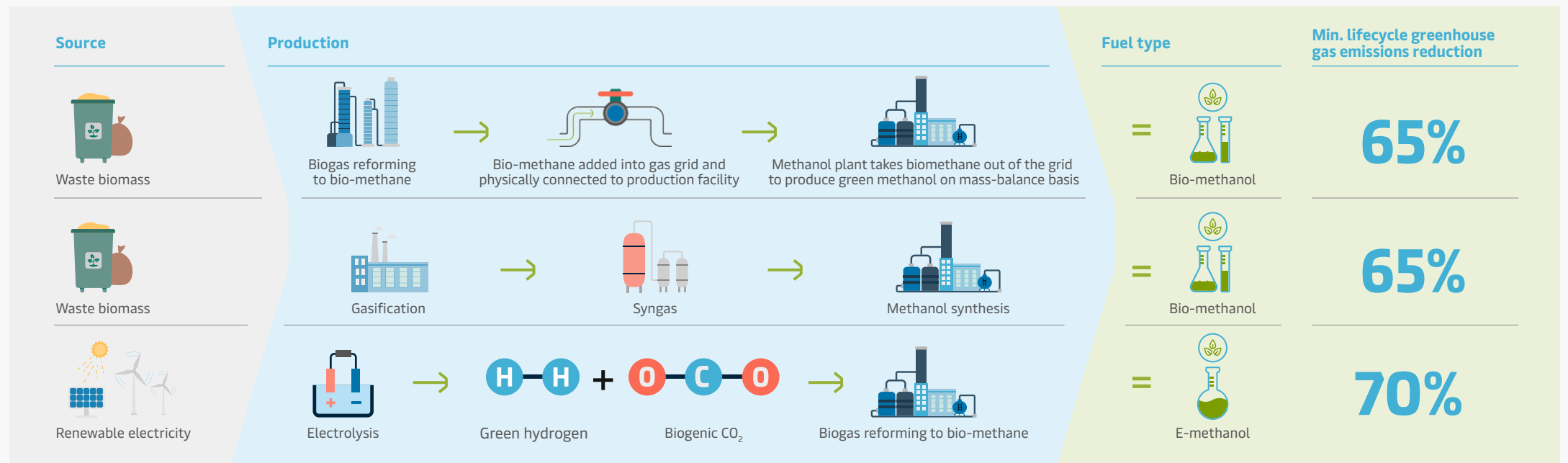
Since Laura Mærsk was ordered from Hyundai Heavy Industries in 2021, we have worked diligently to ensure her maiden voyage and operational route in the Baltic Sea could be run on green methanol. Biomethanol was secured from Dutch producer OCI Global to cover Laura Mærsk's maiden 21,500 km journey from Ulsan, South Korea, to Copenhagen, Denmark – more than halfway around the globe. OCI produces its

green methanol at a US-based facility by using captured biogas from decomposing organic waste in landfills.

Within her current Baltic Sea feeder route, Laura Mærsk will be bunkered in Rotterdam with biomethanol produced from biomethane and certified in accordance with the EU Renewable Energy Directive. It is produced by global energy company Equinor, using existing facilities and infrastructure for a quick route to market and contributing to a greener gas grid while also capturing methane emissions that would otherwise arise from the feedstock manure.

In 2021, Maersk signed a deal to secure future volumes for Laura Mærsk from a European Energy facility in Southern Denmark. The production plant is expected to come online in 2024 and will produce e-methanol from renewable electricity from the Danish electricity grid and from an on-site solar PV park and using biogenic waste CO<sub>2</sub> from upgrade of biogas to biomethane.

The necessity of exploring several different pathways illustrates the complexity of securing green fuels at scale today. The graphic below shows some of the different pathways to green methanol.



Introduction

Strategy and governance

Progress on ESG

Data and assurance



### Securing tomorrow's green fuels

In November 2023, Maersk signed a landmark offtake agreement with Chinese developer Goldwind, a global leader in clean energy, that significantly de-risks our emission reduction commitments in the coming decade. In the global shipping industry's first large scale offtake

#### Maersk's definition of green fuels

We define 'green fuels' as fuels with low to very low GHG emissions over their life cycle compared to fossil reference fuels. Different green fuels achieve different life cycle reductions depending on their production pathway. By 'low' we refer to fuels with 65-80% life cycle GHG reductions compared to fossil fuels. 'Very low' refers to fuels with 80-95% life cycle GHG reductions compared to fossil reference fuels.

agreement, Goldwind will supply annual green methanol volumes of 500,000 tonnes starting in 2026 - enough to allow green methanol operations for the first 12 of our coming 24 methanol-capable vessels. To help further catalyse this ramp-up, A.P. Moller Holding, together with A.P. Moller - Maersk as a minority owner, created a seed investment in C2X - an independent company that will build, own and operate assets to produce green methanol at scale. C2X plans to bring three million tonnes of green fuels to market annually starting in 2030, and large projects are underway in Egypt and Spain.

Maersk continues working hard on securing the volumes of green methanol and other green fuels needed to reach our 2030 and 2040 targets through a large portfolio of green fuel suppliers. Technologies are being developed to enable more scalable and competitive methods of producing biofuels, green methanol (biomethanol and e-methanol) and green ammonia, and Maersk continues to explore potential future fuels.

Ammonia is one promising fuel we are investigating for Maersk vessels. Substantial groundwork and R&D have been conducted, and Maersk is facilitating a comprehensive assessment of the environmental impacts of using ammonia as a shipping fuel with various industry partners. The assessment encompasses a full life cycle assessment of ammonia, as well as a thorough evaluation of the environmental risks posed by ammonia spills from vessels. The study results, to be published in 2024, will be benchmarked against other relevant shipping fuels, providing a neutral and science-based comparison to promote informed decision-making. Maersk is also investigating other potential energy sources that could support the decarbonisation of our fleet.

### Decarbonising Logistics & Services

The rapidly growing need for end-to-end logistics solutions and heightened expectations for sustainable supply chains are driving demand for more road, rail, warehouse and air decarbonisation solutions. These are reflected in our commitments to increase our adoption of renewable electricity and/or green fuels in these operations.

In our landside transportation business, Maersk is investigating both existing and emerging trucking technologies from battery-electric to fuel cells and hydrogen. We currently see battery-electric becoming the dominant energy system. Transitioning our landside transportation however presents challenges beyond technology. Maersk is dependent on our suppliers' willingness to invest in green assets, and on energy providers and energy infrastructure for green power.

Addressing these challenges will likely require Maersk to rethink how we engage with suppliers, partners and customers to effectively de-risk capital investment across the value chain and incentivise the scaling of these technologies until the end of the decade, when we forecast cost of ownership for electric trucks to reach parity with fossil fuels.

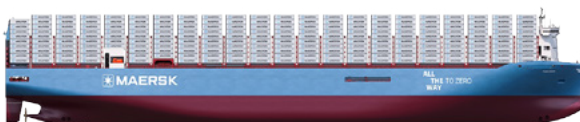
In 2023, Maersk launched an ECO Delivery Inland product in select locations within the USA using owned/leased electric vehicles. Further, we began deploying heavy duty electrical trucks, together with partners, in Germany, Norway, Sweden, the UK and China, and pilots in Brazil. We also launched low and very low-emissions dry storage warehouses in the UK, Malaysia and Colombia.

#### 2,100 container capacity



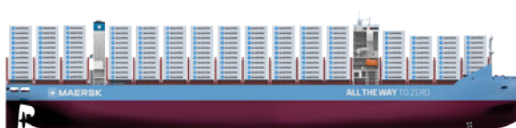
Laura Mærsk  
In operation since September 2023

#### 16,000 / 17,000 container capacity



18 vessels  
2024-2025 delivery

#### 9,000 container capacity



6 vessels  
2026-2027 delivery



In 2024, we will continue broadening our ECO Delivery Inland offerings across both geographies and transport modes, building more vendor partnerships. This includes expanding to electric rail, barge solutions, and increasing our heavy electric truck capacity.

Decarbonising storage facilities (excluding depots) is already possible from a technology perspective and offers a positive business case in terms of increased operational efficiencies. A key challenge is making the business case for investments with longer payback periods. Like landside transport, efficiencies for these facilities are also reliant on access to green electricity and underlying infrastructure.

In warehouses, we will continue driving energy consumption visibility and corresponding reduction targets through the retrofitting of smart meters and site level energy transition roadmaps. Maersk is also designing a strategy for sourcing renewable electricity in 100+ key locations during 2024.

Air cargo remains a critical part of supply chains for many customers, and a significant contributor to logistics emissions. Sustainable Aviation Fuel (SAF) is the only current available solution, however it is costly and expected to remain too scarce to make a significant emission reduction impact. Although there is currently no line of sight on scalable solutions, Maersk remains committed to driving transformation through deep engagement with airlines, fuel suppliers and customers. In 2023, Maersk focused on the needed governance and resources to support SAF sourcing requirements, and on engaging with customers to test viable solutions. In 2024, we will continue building relationships with suppliers and airlines, as well as working closely with our customers to design the right future solutions. We have also started piloting our ECO Delivery Air solution with our first customers.

## Decarbonising Terminals and Towage

Maersk's decarbonisation commitment also applies to APM Terminals' network of owned and operated terminals. Levers that will be activated to reduce emissions at terminals include switching to renewable electricity, direct electrification, battery-electric mobile equipment, energy optimisation and green fuels. To ensure a successful implementation of our global strategy, we are building local roadmaps with our terminals.

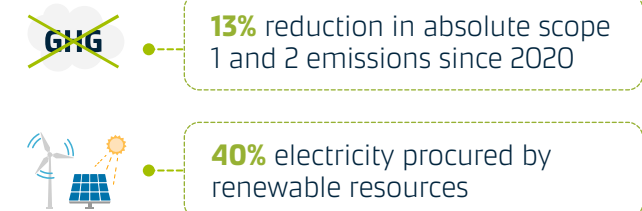
Since 2020, APM Terminals has reduced its absolute scope 1 and 2 emissions by 13%. Additionally, 40% of electricity demand is now procured by renewable resources. Key initiatives driving the emissions reduction include the implementation of dedicated green tariffs in European terminals, Elizabeth (USA) and Callao (Peru), a virtual power purchase agreement covering 40% of electricity in Pipavav (India), switching from diesel to renewable diesel in Los Angeles (USA), installation of on-site solar in Pipavav (India), Aqaba (Jordan) and Barcelona (Spain), and implementation of energy optimisation initiatives at 12 terminals to reduce fuel and electricity use.

In 2023, APM Terminals and DP World published a joint white paper emphasising the importance of electrified container handling equipment ([read more](#)). The high cost of battery-electric equipment is a primary challenge to decarbonisation in the terminals industry; however, the white paper shows that with the right actions from industry stakeholders, battery-electric equipment can be an affordable and accessible solution this decade, and competitive with incumbent diesel technologies. The white paper offers a roadmap for container terminal electrification, with key levers and actions for all players across the value chain. The companies also announced the formation

of the Zero Emission Port Alliance during COP28 – an industry-wide strategic coalition with the goal of accelerating container handling equipment electrification.

To prepare internally for the transition to battery-electric equipment, APM Terminals kicked off the first of five electric equipment pilot projects at the Aqaba Container Terminal in Jordan this year.

### Decarbonising Terminals: 2023 highlights



In our Svitzer towage business, decarbonisation efforts focus on equipment, behaviour and fuels. Around 16% of its fully-owned fleet are now operating on biofuel, and in 2023 the Svitzer fleet achieved over 18% improvement in vessel carbon intensity. Svitzer also has methanol hybrid fuel cell and high speed methanol engine TRAnverse vessels in development. Decarbonisation efforts enable Svitzer to develop new value propositions, like Ecotow, to support customers to meet their own ESG goals.



Introduction

Strategy and governance

Progress on ESG

Data and assurance





## Regulatory drivers of progress

Regulation that creates a level playing field and encourages investments in vessels, fuel and infrastructure remains critical to achieving climate neutral supply chains. In 2023, concrete progress continued through regional initiatives and globally with the International Maritime Organization (IMO) and through forums like the United Nations Climate Change Conference (COP28).

Maersk is committed to conducting all our policy outreach in alignment with the goal of limiting global temperature rise to 1.5°C. We actively engage with policymakers and stakeholders to advocate for regulations and policies that support this crucial objective, ensuring our business strategies are in harmony with global mitigation efforts.

The European Union's Fit for 55 legislative package, aimed at reducing net greenhouse gas emissions by at least 55% by 2030 compared to 1990 levels, includes the EU Emissions Trading System and the groundbreaking FuelEU Maritime fuel standard, which takes a 'well to wake' approach to ensure emissions are not merely shifted from sea to shore. Maersk is preparing for these regional measures and hopes they will be a steppingstone for IMO global measures.

Globally, the 80th session of the IMO's Marine Environmental Protection Committee marked a significant advancement in maritime environmental regulations. The committee adopted a revised strategy including enhanced ambitions to reach net zero GHG emissions from international shipping by 2050.

For Maersk, the two most important and complementary measures in the revised strategy are a mandate to develop a global fuel standard and a maritime GHG emissions pricing mechanism. A global fuel standard of 5-10% green fuels by 2030 will ramp up the use of green fuels in shipping, while the GHG price addresses energy efficiency.

A number of GHG pricing mechanism proposals are under consideration, with different price points and different approaches, e.g. from well-to-wake to a levy to emissions trading or feebate systems. Maersk, along with other members of the World Shipping Council, has put forward a proposal for a Green Balance Mechanism – essentially a subsidy-fee mechanism including an administrative and redistribution element on top, as well as a just and equitable transition element and R&D fee. Read more about our policies and positions on our [website](#).

### COP28 marks milestone

Maersk believes that the United Nations Climate Change Conference (COP28) marked a pivotal moment in global climate negotiations. This was the first time a COP agreement was reached that calls on all countries to move away from using fossil fuels. The scope includes accelerating efforts towards the phase-down of unabated coal power, phasing out inefficient fossil fuel subsidies and other measures that drive the transition away from fossil fuels in energy systems in a just, orderly and equitable manner, with developed countries continuing to take the lead.

Another notable achievement was the commitment to significantly increase renewable energy. Around 118 countries agreed to triple renewable power generation capacity and double energy efficiency by the end of this decade. These ambitions hinge on strong government support and substantial financing to bridge a USD 18 trillion investment gap.

However, for Maersk, the final text of COP28 fell short in one key area. It lacked explicit language to 'phase out' or 'phase down' fossil fuels. Nevertheless, Maersk still sees this agreement as a milestone and hopes that the COP momentum can be sustained throughout 2024 - not least in difficult upcoming IMO negotiations.



Maersk CEO Vincent Clerc, together with the CEOs of CMA-CGM, Hapag Lloyd, MSC and Wallenius Wilhelmsen, jointly called for a phase out of fossil-fueled vessels and a global green balance mechanism at COP28. See more on our COP28 engagement on p. 16.

## Natural Climate Solutions

As part of our commitment and in line with the SBTi Net Zero standard, which recommends that companies compensate for emissions above and beyond abatement targets to deliver net zero, Maersk continues to evaluate the options for Natural Climate Solutions (NCS) and how we can build a portfolio of projects. NCS refers to a range of voluntary activities to avoid and remove GHG emissions from the atmosphere through projects such as reforestation, renewable energy and methane capture. These activities are registered by private carbon standard organisations, and carbon credits are issued that match verified GHG emission reductions and removals associated with the activities. Our work is in a nascent phase, and we will report more on this in future reports.

## Ensuring a just transition

Achieving net zero global supply chains will require massive changes in society, as well as industry and policy. These will affect the way people live and work as well as the flow of goods around the world.

In line with Our Purpose, Maersk is committed to ensuring that the green transition is just and inclusive, so that it benefits society and improves lives, and does not have unintended negative impacts of people's rights or wellbeing. Maersk continues maturing its approach to ensure a just transition across our three key touchpoints:

- Responsibly supporting green fuel supply chain creation, which should not come at the expense of people, including workers and local communities.
- Preparing the workforce of tomorrow, including upskilling and the creation of new, decent jobs in the green energy supply chain.
- Policy advocacy, to ensure a human-centred and just approach with the policy frameworks on which we rely.



# EU Taxonomy reporting

The EU Taxonomy is a classification system for which economic activities can be considered environmentally sustainable. It is a cornerstone of the EU's sustainable finance framework and an important market transparency tool defining criteria for economic activities that are aligned with a net zero trajectory by 2050 and broader environmental goals other than climate. In this way, it serves to help direct investments to the economic activities most needed for the transition, in line with the European Green Deal objectives to reduce greenhouse gas emissions in the EU by at least 55% by 2030, compared to 1990 levels. It is used as a key reference point and requirement in current and upcoming sustainability and ESG-related disclosure regulation and standards, including CSRD, and we expect it to set the standard for other countries to follow. From 2023, the EU Taxonomy has expanded in scope beyond the two climate-related objectives to include more economic activities and screening criteria across six climate and environmental objectives outlined in the regulation.

A.P. Moller - Maersk (Maersk) uses the EU Taxonomy criteria in our Green Financing Framework (GFF) to define the types of activities and assets that are eligible under the GFF, and we see increasing interest and expectations from investors and other financial market participants to Maersk's EU Taxonomy performance and reporting. Since 2022, we have reported the share of activities that are 'taxonomy-aligned' and 'taxonomy-eligible'. Aligned activities are the share of Maersk's eligible activities that meet both the 'substantial contribution' and 'do no significant harm' criteria outlined in the taxonomy regulation. In addition to these activity-specific criteria, we have also completed a group-level assessment on how we comply with the social minimum safeguards and how we do not violate any of the additional exclusion criteria of the EU Taxonomy. We have assessed that the economic activities of the new environmental objectives, included from 2023, are less relevant to Maersk's business model and decarbonisation strategy. Thus, we continue to use climate change mitigation as our primary screening criteria.

The results of Maersk's taxonomy screening for 2023 confirm that the company has significant opportunity to substantially contribute towards climate change mitigation, and that it is in its early stages of the journey to decarbonise its end-to-end value chain. Hence, we see a high share of eligible revenue, Capex and Opex, but a significantly

lower share of revenue, Capex and Opex related to taxonomy-aligned activities. Over the coming years, we expect to see a modest gradual increase of taxonomy-aligned revenue and a continued steady increase in the taxonomy-aligned Capex in line with our decarbonisation strategy.

## Ocean

The eligible activities in Ocean mainly relate to ocean container transport and associated services. Aligned revenue in Ocean is related to 22 conventional vessels as well as our first green methanol vessel that meet the technical screening criteria. Aligned Capex relates to 1) capital expenses in relation to existing aligned vessels; and 2) milestone payments for the ordered green methanol vessels incurred during the year. Aligned Opex is the repair and maintenance expenditures in relation to aligned vessels incurred during the year. The share of non-eligible activities in Ocean mainly relates to investments in and repair/maintenance of containers and activities related to trading of marine fuels.

## Logistics and Services

In line with the recently updated criteria, eligible activities in Logistics and Services relate to warehousing as well as to road, rail and air freight. As warehousing in itself is not an eligible activity, the focus is on the buildings we acquire and refurbish, potentially leading to aligned Capex and Opex, but no revenue. Aligned revenue is related to electrical trucking and rail freight. As Maersk does not own any trains, aligned Capex and Opex relate to the electrical trucks that passed the screening criteria. Non-eligible activities in Logistics and Services mainly relate to services within supply chain management and e-commerce.

## Terminals

Eligible activities in Terminals mainly relate to port infrastructure supporting ocean-based transportation. Aligned revenue, Capex and Opex are linked to electrical equipment used to operate the terminals, including cranes, trucks and lifts etc. Non-eligible activities in Terminals relate to terminal concession rights and operational software.

## Towage and Maritime Services

Eligible activities in Towage and Maritime Services mainly relate to Maersk Supply Services' and Svitzer's operation of service vessels and

vessels required for port operations and auxiliary activities. For Svitzer, no activities are currently aligned. For Maersk Supply Services, revenue from aligned activities includes enabling activities in installation, maintenance and repair of renewable offshore wind parks. Aligned Capex relates to:

1. Existing service vessels that have undergone retrofitting meeting the technical screening criteria;
2. Expenditures incurred towards offshore electrical charging infrastructure project; and
3. Milestone payments for an offshore wind installer vessel.

## A.P. Moller - Maersk taxonomy reporting for 2023

Taxonomy-eligible activities as share of

Segment		Revenue	Capex	Opex
Ocean	Aligned	2%	11%	1%
	Eligible but not aligned	58%	27%	26%
	Non-eligible	3%	9%	27%
Logistics & Services	Aligned	0%	0%	0%
	Eligible but not aligned	12%	15%	15%
	Non-eligible	15%	15%	1%
Terminals	Aligned	2%	6%	6%
	Eligible but not aligned	4%	11%	14%
	Non-eligible	0%	0%	4%
Towage and Maritime Services	Aligned	0%	0%	0%
	Eligible but not aligned	2%	4%	6%
	Non-eligible	2%	2%	0%
Consolidated	Aligned	4%	17%	7%
	Eligible but not aligned	76%	57%	61%
	Non-eligible	20%	26%	32%

For a detailed overview of Maersk's eligible and aligned activities, see pp. 52-54. For more information on how the numbers have been prepared, see pp. 52-54.

Introduction

Strategy and governance

Progress on ESG

Data and assurance



## Climate-related risks

2023 was another year of weather extremes that disrupted global economies and affected millions of people worldwide. Our business and operational efficiency may be directly impacted by such incidents, for example the drought of the Panama Canal, which prompted us to perform operational adjustments to our shipping transits. This serves as a clear indication of the urgency of addressing the physical impacts of climate change. We are further impacted by complex transition risks and opportunities that unfold on the journey towards a green and just transition. Our approach to working with climate-related risks and opportunities aims to ensure a comprehensive risk management and strategic approach as a foundation for climate-resilient investments.

### Key identified risks and mitigative actions

Two climate-related risks and opportunities stand out as the most significant to our business. These are:

1. Transition risk and opportunity: Failure to decarbonise our supply chain or generate business value from decarbonisation. The growing market/demand for our ECO Delivery products is a corresponding opportunity.
2. Physical risk: The physical impact of climate change on our assets, networks and global supply chains.

### Transition risk and opportunity

Failure to decarbonise at a speed that meets the expectations of customers, regulators and investors is a strategic risk for Maersk. This year, we have successfully submitted and secured SBTi validation of our 2030 and 2040 targets supported by robust transition plans. Ensuring access to green fuels at scale is a risk which we are mitigating by building a robust portfolio of green fuels supply agreements. We continue to see a strategic opportunity to support our customers with ECO Delivery products, with 3% of our Ocean volume today transported on green fuels. However, ultimately the key to ensuring that Maersk derives business value from decarbonisation will be global regulations and incentives to level the playing field between green and black fuels, and we are stepping up our advocacy and industry engagement in support of such measures. See p. 25 for more details.

In 2023, we conducted a study to understand the potential ways in which Maersk might be exposed to, and mitigate, climate change-related legal liability risks. These include liabilities stemming from failure to mitigate our impact on climate change, potential errors or omissions in the disclosure of climate change related metrics and greenwashing allegations in connection with the marketing and sales of ECO Delivery products. We assess these risks to fall below the materiality threshold, and there is strong internal governance around our decarbonisation efforts, with enhanced transparency and data quality as key mitigating actions to such risks.

### Physical risk

Our assets around the world are impacted by extreme weather events such as typhoons and hurricanes, wildfires, droughts and flooding. For example, in 2023, four properties in Durban were damaged as a consequence of extensive floods. Besides causing physical damage such events also cause disruption of the operation of the assets and furthermore have an impact on our ability to operate the network.

As a response to the physical risk to our assets, all our majority-owned terminals and large warehouse locations are part of a loss prevention programme entailing an assessment of climate change related exposure (e.g. flooding, storms etc). In 2023, we conducted 13 risk engineering reports for selected terminals (which we revisit every third year), and we performed an extended advisory for Port Elizabeth, as a follow up on the findings from the climate change risk assessment conducted in 2022.

Please see the TCFD index in our ESG Factbook [here](#) for more information on climate-related risks and opportunities. This year, we have expanded the index to incorporate more detailed disclosure for each recommendation outlined in the TCFD framework.



Image courtesy of The Panama Canal Authority. Climate-driven drought in 2023 caused restrictions for the number of vessels that could transit the Panama Canal, one of the world's most important shipping lanes.

Introduction

Strategy and governance

Progress on ESG

Data and assurance



Introduction

Strategy and governance

Progress on ESG

Data and assurance

## Why it matters

We have a responsibility to minimise negative environmental impacts from our operations, in compliance with regulations, and to live up to the requirements and expectations of our customers and other key stakeholders.

## Ambition

We see ourselves as active citizens of the Earth, operating on the oceans and increasingly on land. We are committed to doing as little harm as possible while actively participating in restoring ocean and land health, as well as protecting habitats and biodiversity where we operate. We aspire to be recognised by our stakeholders for our commitment and actions.

## Targets

Within the category of Environment and ecosystems, we prioritise four key areas of action: 1) Biodiversity and ecosystem health, 2) Pollution and waste, 3) Efficient resource consumption, and 4) Responsible ship recycling (see p. 31).

We set targets and measure our progress through KPIs and relevant metrics which we transparently share with our stakeholders. Please refer to each of the subject areas on the following pages to see current targets.

# Environment and ecosystems

As a global company operating on land, air and sea, A.P. Møller – Maersk (Maersk) takes care to minimise negative impacts from our activities to the environment and ecosystems, and we also seek to contribute positively to ecosystem health where we can leverage our assets to do so. Our strategic efforts within this ESG category span a broad scope of topics, including biodiversity and ecosystem health, waste and pollution and resource use.

In 2023, Maersk progressed in identifying material environmental topics based on stakeholder engagement and mapping of our main impacts, risks and opportunities in a comprehensive double materiality assessment (see pp. 13-16).

Global biodiversity and nature standards and frameworks are rapidly developing, and the expectations of our customers, regulators, communities and investors are rising. In 2022, a historic international agreement was reached at the UN COP15 with the adoption of the Global Biodiversity Framework (GBF) and its vision to reverse biodiversity loss by 2030. This agreement, together with other key policy developments, global standards and benchmarks, are fundamental to framing our efforts.

We aim to apply consistent methods and indicators across Maersk operations and supply chain in alignment with emerging regulations and standards, including working more systematically to enhance biodiversity assessments in our green fuel projects. This will enable a roadmap that goes beyond upcoming compliance requirements and aligns with GBF ambitions.

## Ecosystem health and biodiversity

As a first step in our roadmap, a more comprehensive identification of baselines for biodiversity impacts will progress in 2024, guided by globally recognised frameworks including the Science-based Targets for Nature and the Taskforce on Nature-related Financial Disclosures. The baseline work will build upon ongoing efforts already taking place across our business segments as outlined below.

### Implementing a global ESIA standard

In 2023, we continued the roll-out of a global requirement for Environmental and Social Impact Assessment (ESIA) aligned with international standards, with initial focus across our terminals business and further expansion across our logistics businesses planned for 2024. The requirement covers all new projects screened and categorised based on their scale and potential for impacts. Projects in scope are required to have ESIA's undertaken in accordance with Maersk's requirements, host country requirements and, where relevant, lender requirements such that the ESIA's are appropriate to the type and nature of projects, and are proportionate to the sensitivity, scale and significance of environmental and social impacts.

### Green fuels

Maersk has set strong guidance based on life cycle assessment (LCA) for non-commodity fuels such as green methanol. See our website for [more details](#). This includes an assessment of potential environmental and social impacts – for example Maersk only accepts waste and residues as feedstock and no first-generation crops such as corn, soy, rapeseed or palm oil. Maersk is also deepening its biodiversity focus with an ongoing LCA 2.0 project that looks to quantify biodiversity loss with a new metric, phylogenetic diversity loss, providing a more nuanced perspective for more informed decisions.

### Supporting ocean and climate science

Maersk continues to leverage our vessels and ocean networks in support of ocean and climate science through long-standing partnerships with research organisations.

In 2023, Maersk supported the Oceans X - Xploration ISAMO ([read more](#)) project, an exploration of solutions that could one day recreate the natural process of methane oxidation, which removes methane (a greenhouse gas) from the atmosphere. Maersk crew on vessels crossing the Atlantic collected and returned 280 samples for analysis in 2023, helping scientists understand why methane oxidation occurs at an increased rate over the sea and in areas with high iron content, as well as the impact of dust from the Sahara Desert over the Atlantic Ocean.

We collaborate with universities to ensure that we learn and improve and give back to the societies we are part of. One example of this in 2023 was when we invited students from the Technical University of Denmark to sail on the Munich Maersk to study opportunities for improving ESG performance. The students came up with many different ideas considering everything from ballast water handling to embracing crew wellbeing and change management.



## Targets - ecosystem health and biodiversity

- Avoid invasive species from ballast water
- Avoid or minimise operations in sensitive or protected areas in oceans and on land
- Support ocean health through scientific research collaborations and partnerships
- Avoid transport of illegal wildlife and endangered species

## Targets - waste and pollution

- Avoid spills from vessels and minimise pollution impacts across all operations
- Reduce air pollutants impacts (SOx, NOx and particulate matters)
- Avoid accidental loss of containers to the sea
- Ensure strong environmental management systems in place across all operations

### Preventing transport of invasive species

We are working diligently to minimise the risks of accidentally transporting invasive species between ecosystems via biofouling on our ships and ballast water. Maersk complies with international conventions to perform pest control and we are making good progress on ballast water treatment system installation on our vessels. In 2023, we completed installations on 93% of our fleet and are on track to achieve 100% by September 2024, the deadline set by the Ballast Water Management Convention for all shipowners to have treatment systems installed on their vessels.

### Protecting ocean life and habitats

Maersk takes care to avoid or minimise vessel operations in sensitive and protected marine areas. Reflecting our commitment to sustainable shipping practices, we have decided not to utilise Arctic routes for our vessels. This decision reflects our deep respect for the fragile Arctic environment and aligns with our long-term strategy for responsible and sustainable shipping. We recognise that while the Northern Sea Route may present a shorter passage, its environmental risks and challenges outweigh potential operational advantages.

To reduce the risk of whale strikes or disturbing breeding whales, Maersk follows all mandatory speed reduction schemes at sea and has also implemented voluntary schemes, reducing speed or avoiding transit in restricted zones. A key lever is better leveraging technology to automate decision making and provide more accurate route planning to protect wildlife. In 2023, Maersk started adding geofencing to StarConnect, our AI-powered fleet energy efficiency platform. Procedures in our Safety Management System help our crews know where whale protection zones and MARPOL areas exist, and to comply with required regulations.

Underwater Radiated Noise (URN) generated by commercial shipping and its impact on marine life is acknowledged as an increasing problem, with regulatory measures under discussion at the IMO, in the EU and Canada. In 2023, Maersk continued work to gain more insight into the underwater noise created by our vessels at different speeds and draughts and the potential for retrofits and new build designs, providing input for marine regulations. We also collected URN data from vessels and collaborated with suppliers and class rating organisations, with the ambition of establishing a baseline to measure the impact of improvements such as propeller blade noise frequency adjustments or noise dampening solutions.

### Illegal wildlife and timber

Trade in endangered species, banned timber and illegal wildlife remains a lucrative illegal business run by sophisticated and well-organised international crime networks. Maersk has a firm policy against transporting illegal wildlife supporting the Convention of the International Trade of Endangered Species ([read more](#)), and a

prohibition of transporting protected shark and whale products ([read more](#)).

We are determined to comply with all applicable regulations and will not accept any bookings of prohibited goods. The 2023 discovery of illegal timber in stolen Maersk containers in Gabon shows that we cannot fix these complex challenges on our own. We support a collaborative process engaging across stakeholders to combat the demand and supply of illegal wildlife and timber, e.g. through our engagement with United for Wildlife and the Environmental Investigation Agency (EIA).

## Pollution and waste

Our commitments to reduce pollution and waste cover impacts to land, air and oceans. We focus on improving our management systems and methods for accounting and reporting on air emissions, waste and environmental incidents in line with the European Sustainability Reporting Standards.

### Air pollution

Combustion of fuel in our operations results in air pollutants that have adverse impacts on human health and the environment. We hold ourselves accountable by measuring and reporting on air pollutants.

As part of our engagement with the Alliance for Clean Air, Maersk has contributed to the development of a new methodology for calculating air

### Air pollutants

Amount (1,000 tonnes)

	2023	2022
<b>Nitrogen oxides (NO<sub>x</sub>)</b>	672	611
<b>Sulphur oxides (SO<sub>x</sub>)</b>	90	100
<b>Non-methane volatile organic compound (NMVOCs)</b>	16	27
<b>Carbon monoxide (CO)</b>	77	55
<b>Particulate matter (PM10*)</b>	49	51
<b>Particulate matter (PM2.5)</b>	38	43
<b>Black carbon (BC)</b>	3	3

\*By default, PM10 includes smaller particles (such as PM2.5 and Black Carbon).

Introduction

Strategy and governance

Progress on ESG

Data and assurance



pollutants beyond SO<sub>x</sub> and NO<sub>x</sub><sup>1</sup>. Since 2022, we have used this methodology to expand our reporting on air pollutants. See performance in the table on p. 29. To date, our inventory accounts for pollutants associated with electricity generation, direct fuel combustion and industrial processes. We aim to expand our inventory in coming years to cover all the pollutants generated throughout our value chain, e.g. from third-party transportation, and to set targets to measure the impacts of our mitigation efforts.

### Oil spills

In 2023, Maersk did not have any significant oil spills (>10 m<sup>3</sup>) to the environment.

### Lost containers

We continue to drive a range of initiatives aimed at reducing the risk of containers lost at sea, including the evaluation of new vessel lashing force calculation tools, roll dampening technologies and parametric roll resonance. Maersk also validated new stack resonance calculations with real vessel data, and successfully tested a next generation tether lashing system for further development.

Unfortunately, we were not successful in eliminating container loss this year. In 2023, Maersk had two container loss incidents, both occurring in December: Six containers were lost at sea off the coast of Spain from the chartered vessel Toconao, operated by an external ship management company. Our own vessel, the Mayview Maersk, lost 46 containers during a storm in the North Sea off the coast of Denmark. None of the containers contained dangerous goods. While investigations in both cases are underway to determine the causes, we are taking responsibility to ensure cleanups and are in close dialogue with local authorities. We will make every effort to learn from the outcome of the investigations to avoid such incidents occurring again.

### Improving waste management

Following the introduction of a Global Waste Management requirement in 2022, a Global Waste Management Review (covering Logistics and APM Terminals) is set to be initiated in 2024 with the aim of developing a baseline understanding of waste generation and management across our organisation. The results will be used to strengthen our waste

policies and enable target-setting. In support of the global requirement, we are developing training modules for environmental awareness across our operations.

In 2023, we generated a total amount of 533,000 tonnes of waste, a decrease from 553,000 tonnes in 2022. The decrease was mainly driven by an increased focus on waste reduction on vessels including environmental awareness raising of our crew.

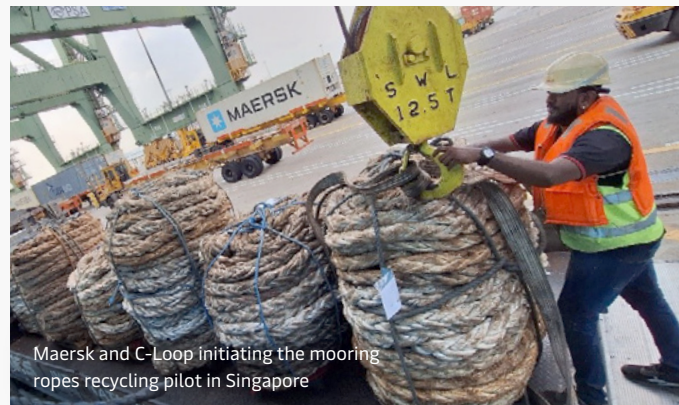
## Efficient resource consumption

Managing our resources effectively, and reducing the resource impacts from our operations, is of vital importance to Maersk and essential to delivering on our ESG agenda.

### Materials and circularity

Maersk is engaged in several initiatives focusing on recycling and circular materials use. A prominent example relates to green steel connected with our ship recycling activities, see p. 31.

Another example is a mooring ropes recycling pilot initiated with C-Loop, a Wilhelmsen-backed venture. Mooring ropes are made of around 400 kg of plastic, need to be replaced every 3-5 years, and are currently disposed of in landfills or incinerated - emitting GHGs and other pollutants, including microplastics. Maersk and C-Loop are exploring several solutions to repurpose or recycle the retired ropes.



Maersk and C-Loop initiating the mooring ropes recycling pilot in Singapore

A pilot with 200 mooring ropes began in Singapore which will help scale up the initiative and validate a final solution including traceability and transparency for key factors such as life cycle GHG emissions.

### Water

The increasing expansion of our landside activities and the rising sourcing of biofuels and e-fuels will increase water consumption in our operations and supply chain. For example, the creation of e-fuels begins with an electrolysis process that extracts hydrogen from water. Throughout 2023, we have continued to assess the increasing risk of water stress and enhanced our methodologies to ensure greater consistency and accuracy in our assessments.

Our consumption of freshwater in our direct operations increased by ~18% from 2.5 to 2.96 million m<sup>3</sup> in 2023. This increase is mainly due to Maersk's acquisition of LF Logistics in 2022, which has significantly increased our landside footprint, and that has been included for the first time in our ESG performance data this year.

Similar to last year, we have been able to provide water stress context to Maersk's total 2023 consumption, using Aqueduct 4.0 data from the World Resources Institute (WRI)<sup>2</sup>. In 2023, around 45% of Maersk's water consumption took place in high and extremely high water stress zones. Further, ~6% of the water consumption occurs in arid zones, which are classified by WRI to both have low water availability as well as low water withdrawal.

## Water consumption in water stress zones

### Total water consumption (1,000 m<sup>3</sup>)



Out of the total water consumption in 2023, **51%** was consumed in high water stress zones, extremely high water stress zones and arid zones. The comparative percentage was **49%** in 2022. See the full overview of context-based water consumption data in the [ESG Factbook 2023](#).

<sup>1</sup> The methodology is being developed by the Climate and Clean Air Coalition and the Stockholm Environment Institute and is available [here](#).

<sup>2</sup> In 2023, we updated the water-context analysis to align with the latest iteration of WRI's water risk framework, Aqueduct 4, which was released in August 2023. We have restated our 2022 water context-based data to align with the updated water stress filter and updated the water risk categories to align with the categories used in Aqueduct 4.0.



## Why it matters

As a responsible shipowner, Maersk ensures responsible recycling of our vessels at end of life. Across the global industry, there is an urgent need to create new responsible practice-driven, financially viable solutions for responsible recycling that can also meet the projected growth in demand for recycling capacity of large vessels. While leveraging these volumes, shipping can contribute towards decarbonisation of the global steel value chain. As a leader in the shipping industry, we have a responsibility to use our leverage to make a positive impact.

## Ambition

Ensure safe and responsible ship recycling globally to the benefit of workers, environment, responsible yards and shipowners.

## Targets

- Create global opportunities for responsible post-Panamax ship recycling
- Work with stakeholders to support compliance with the EU ship recycling regulation compliance and the Ship Recycling Transparency Initiative
- Continue wider Alang area development
- Position Maersk's role in decarbonising the global steel value chain

# Responsible ship recycling

A.P. Moller - Maersk (Maersk) sent three vessels for recycling in 2023. Two projects have been completed, and the third will be completed in the first quarter of 2024. The vessels were responsibly recycled according to Maersk's Responsible Ship Recycling Standards without injury or environmental incident (more information is available [here](#)).

Maersk has responsibly recycled vessels at Alang, India, since 2016, and we continue our commitment and contribution to the broader development of the Alang area through health care initiatives.

In addition to ensuring that our vessels are recycled to our high standards, which go beyond the core requirements of the Hong Kong Convention (see our policy and position [here](#)), we aim to work as a catalyst for transformational change in the ship recycling industry, promoting adoption of responsible environmental and social practices as suppliers scale capacity.

Demand for ship recycling is expected to increase in the coming years, as some 4.7 million TEU in newbuilt capacity will be delivered while at the same time, IMO Carbon Intensity Indicator regulations are likely to push shipowners to scrap older vessels with inferior efficiency ratings. This demand increase could result in a shortfall of recycling capacity as soon as 2026.

A significant share of the anticipated recycling volume increase will come from the largest 'post-Panamax' vessels (i.e. too large to pass the Panama canal prior to its 2016 expansion), which few ship recycling yards are capable of handling today. The first of Maersk's post-Panamax vessels will be due for recycling as early as next year and the pipeline will grow significantly over the next decades. In 2023, Maersk continued sending clear demand signals and enhanced our support for creating new opportunities via dialogue with several ecosystem stakeholders including ship building, repair and recycling yards.

Maersk also supports opportunities for ship recycling to contribute towards global steel decarbonisation efforts. In 2023, Maersk engaged with several steel value chain players to understand their appetite for securing steel from ship recycling and contributed to a publication by the Sustainable Shipping Initiative on Green Steel and Shipping, available [here](#). Towards this effort, Maersk remains engaged with the SteelZero initiative ([read more](#)).

Maersk was recognised at Global Maritime India Summit for its Responsible Ship Recycling programme in Alang. We also received a second CSR Health Impact award from the Integrated Health and Wellbeing Council for funding a mobile health unit and awareness training for ship recycling workers.

## Alang impact assessment: Highlights

We continue monitoring the impact of Maersk's ship recycling activities in Alang, India. The data below covers the period 2017-2023 during which 16 vessels were responsibly recycled at six yards, engaging more than 1,100 workers. Please see the full assessment on our [website](#).

### Our engagement

<b>3,250+</b>	Man days of supervision
<b>4,800+</b>	Health and safety trainings
<b>120+</b>	Audits performed, including 45+ Lloyd's Register audits, 40+ environmental tests and 35+ Maersk Sustainable Procurement audits.

### The impact

<b>Zero</b>	Fatalities
<b>Zero</b>	Lost-time injuries
<b>Zero</b>	Spills and hazardous materials incidents

## Regulations remain a critical capacity enabler

Maersk continues engaging with stakeholders for a conducive regulatory environment, addressing the key capacity challenge to meet increased demand for ship recycling. In Europe, an expected revision of the Waste Shipment Regulation will ensure that the EU Ship Recycling Regulation (SRR) will set the legal frames for ship recycling. The SRR is currently under review, and Maersk contributed to public consultations in 2022 and 2023.

Maersk supports empanelment of eligible yards located outside the EU into approved lists of Ship Recycling Facilities and also recommends a focus on circularity in the revised SRR - such as the certification of recycled steel as 'green steel'.

On a global level, Maersk welcomes the latest ratifications of the IMO's Hong Kong Convention on Ship Recycling (HKC), which enters into force in 2025. Maersk sees the HKC as the primary international legislative instrument for regulating ship recycling, with some updates needed to reflect the latest industry developments.

Introduction

Strategy and governance

Progress on ESG

Data and assurance



Introduction

Strategy and  
governance

Progress on ESG

Data and  
assurance

# Social

A.P. Moller - Maersk strives to provide a safe and inspiring environment for our people to grow, develop and thrive as a diverse and global team. Our actions are guided by our Purpose and Core Values, international standards and the expectations of our key stakeholders.

- Safety and security
- Human capital
- Diversity, equity and inclusion
- Employee relations and labour rights
- Human rights





# Our people

The people of A.P. Moller - Maersk (Maersk) are the foundation of our success and the ones who deliver on our customer promises and our Environmental, Social and Governance commitments.

Maersk's approximately 100,000 people are also going through a transition, as we continued accelerating our journey in 2023 towards becoming the global integrator. This transition is creating demand for new roles and people profiles in Maersk, especially in expanding business areas such as Logistics & Services, where we are building the firepower needed to offer customers truly integrated logistics.

It also means having the right experts to drive our ambitious technology agenda as we digitise global supply chains. Lastly, it means that Maersk teams need to develop new skills, such as having impactful conversations with customers about our shared commitments to decarbonising supply chains and ensuring inclusive and responsible trade.

Whether our people work on a vessel or in a warehouse, terminal, or office, our goal is to ensure they are able to make meaningful contributions, learn and grow and have inspiring leaders. This holds true in strong market cycles and in challenging years such as 2023, where our people had to navigate difficult markets, change and uncertainty. Our Employees and Constant Care are both core values to Maersk and are fully aligned with our People strategy.

From an ESG perspective, Maersk's material social impacts, both positive and negative, as well as risks and opportunities, are managed in our approach to Safety and security, Diversity, equity and inclusion, Human capital, Employee relations and labour rights, and Human rights.

## The people who make up A.P. Moller - Maersk

100,000+ colleagues, 181 nationalities

**28% of our workforce have frontline jobs**



Colleagues providing hands-on customer support such as warehouse workers, truck drivers, terminal crane operators and aircraft maintenance teams.

**61% of our colleagues work from offices**



The experts bringing our Terminals, Ocean and Logistics & Services offerings to life and innovating new solutions.

**11% of our people are seafarers**



The dedicated crew who safely operate and maintain Maersk's fleet of ~300 owned vessels.

## Employees by region



## Top 6 employee nationalities



Introduction

Strategy and governance

Progress on ESG

Data and assurance



## Why it matters

Safety and security at work is a basic human right, and we have a duty of care to keep our employees and anyone operating on our sites safe. It is one of our Core Values and a responsibility for us as a company towards our employees, their families and communities.

Introduction

Strategy and governance

Progress on ESG

Data and assurance

## Ambition

We ensure everyone gets home safe by preventing fatal and life-altering incidents.

## Targets

### 2023 and 2024:

- 100% of Learning Teams completed following a High Potential Incident

### 2023:

- Global Leadership (top 1,200 leaders) upskilled in Maersk's safety and security principles

Progress indicator

# Safety and security

A.P. Moller - Maersk (Maersk) continues to work diligently to ensure that all people within our duty of care across all our operations have safe and secure working conditions. This commitment goes beyond compliance and legal requirements, and is core to our long-standing company values.

As part of our global integrator business strategy, Maersk has built a substantial global logistics operation and since 2018 we have gone from zero to hundreds of warehouses and added thousands of new logistics colleagues. The speed of this growth, as well as our expansion into new locations with diverse practices and safety cultures increases our risk profile. Additionally, land-based logistics presents a different risk picture than our Ocean operations, as it is often manual labour intensive, with a mix of Maersk employees, contractors and customer representatives working in close proximity in confined spaces with heavy equipment in complex and high-intensity traffic patterns. Therefore, Maersk is proactively addressing this challenge with a comprehensive Safety & Security Transformation Programme across our global transportation and fulfilment portfolios. As part of these efforts, we are strengthening our commitment with a new Safety & Resilience Assurance programme, assuring our global standards. This includes a one-time HSSE assessment initiated in 2023 of our sites. An 'Essential 8' global campaign, driving awareness and mitigation of eight critical hazards with potential to cause

severe or even fatal harm, was also rolled out in 348 warehouses and depots in 2023. The Essential 8 campaign directly supports and leads into a new campaign in 2024 designed to support global implementation of the Maersk HSSE Management Framework. This will bring further standardisation across our sites, which today are at very different Health, Safety, Security and Environment (HSSE) maturity levels. This endeavour will be gauged through an action plan employing distinct strategies catering for different maturity levels across our sites.

To ensure all our leaders are upskilled in safety and security at Maersk, a Lead with Care programme was launched upskilling leaders in Maersk's safety and security principles, with a year-end completion of 98%.

## Creating the right safety culture

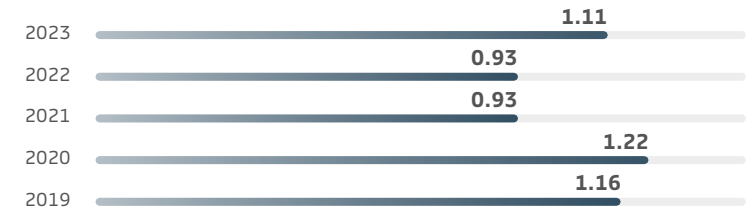
Underlying our global standards and assurance efforts is a core approach to improving safety and staying ahead of constantly evolving risks. This is done by building a culture of trust, enabling all colleagues to contribute to safety reporting, raising concerns and even challenging how things are done to find safer ways of working. The goal is to create a physically and psychologically safe workplace with a strong reporting culture where all colleagues feel safe to speak up.

To ensure the right tools and competencies to support this cultural change, a training and upskilling programme was launched in 2023 to improve reporting culture. The goal is to sharpen our risk and incident reporting processes and systems across the regions, including a deep dive on data quality checks to ensure proper adoption and usage of data to allow proactive risk management. This was further driven through Maersk's Global Safety Day 2023 campaign, 'We make it safe to Speak Up.'

## The core elements of Maersk's essential 8 campaign



## Lost-time injury frequency rate



In 2023, we recorded an increase in our lost-time injury frequency rate from 0.93 to 1.11. We assess this to be partly driven by our focus on improving the reporting culture, where all colleagues feel safe to speak up, which led to more reported cases. We remain committed to keeping our employees and anyone operating on our sites safe through awareness raising, trainings and by implementing risk mitigating measures.



## Fatalities in 2023

Despite our progress, the tragic loss of four people working for Maersk in 2023 underscores that we still have much work to do on understanding and staying ahead of our risks and building the right safety culture. We have a solemn obligation to learn from these incidents and take action to ensure they do not happen again.

Business segment	Location	Employed by
Logistics and Services	Kenya	Maersk
Logistics and Services	China	Third-party contractor
APM Terminals	Nigeria	Third-party contractor
Ocean	Eugen Maersk (at sea)	Maersk

In 2023, incident reporting increased by 25% in our Logistics business, showing an improving speak-up culture that enhances risk understanding to help reduce severe incidents. We conducted focused training towards Learning Teams across our portfolio, aiming to address all High Potential Incidents ending the year at 99% completion. This will continue in 2024 to continue strengthening and maturing our learning culture. A person/machine separation workshop programme looked to identify the critical risks at 60 sites with the highest risk of person/machine collisions.

Work also continued in APM Terminals on creating a more mature and fit-for-purpose Safety & Resilience organisation, with strong focus on standardisation, building bottom-up global standards most relevant to Terminal operations, and mitigating and minimising critical risk. These ways of working will be embedded in a HSSE and Business Resilience management framework, to be delivered in 2024.

### Deepening our security focus to stay ahead of increased risks

As a global company, Maersk's reach and influence extends across geographical borders and diverse cultures. This exposes us to a

wide spectrum of security risks across markets, from terrorism and organised crime to supply chain disruptions and geopolitical instability. We are committed to protecting individuals, customers and operations from emerging threats and challenges by leveraging cutting-edge technology, strategic partnerships and a deep understanding of security dynamics.

We have identified five key security risks for our business, addressed through our Global Security programme – people (our duty of care, travel and expat security), cargo (theft, bribes, non-compliance), illicit cargo (contraband including drugs and illegal wildlife and timber), conflict (armed conflict, terrorism, geopolitical instability) and facilities (customer security compliance).

2023 saw continuity of geopolitical instability in many regions, negatively affecting commodity prices, inflation, unemployment, crime and drug trafficking. To mitigate the likelihood and impact of threats materialising and affecting our people, customers and business, we increased physical security in exposed sites, closed open terminals security gaps and strengthened access to incident data. We further upskilled more than 40 HSSE professionals in Transported Asset Protection Association (TAPA) requirements and signed up more than 140 HSSE professionals for a new security upskilling journey, to be completed in 2024. Lastly, we established a threat intelligence network between security, cyber, public affairs and marine security, increasing supply chain loss prevention capacity. This will come to life in 2024, with the aim of mitigating cargo losses and claims expenditure.

In 2023, we also strengthened our customer focus on Warehouse & Distribution facility security by aligning our minimum security requirements for facilities with those of TAPA Facility Security Requirements (TAPA-FSR) and Customs Trade Partnership Against Terrorism (CTPAT). Of Maersk's 241 Warehouse & Distribution facilities, 21 are TAPA-FSR compliant and 58 are CTPAT compliant. We expect these to increase significantly in 2024 to support many new and future customers who require compliance with those standards.

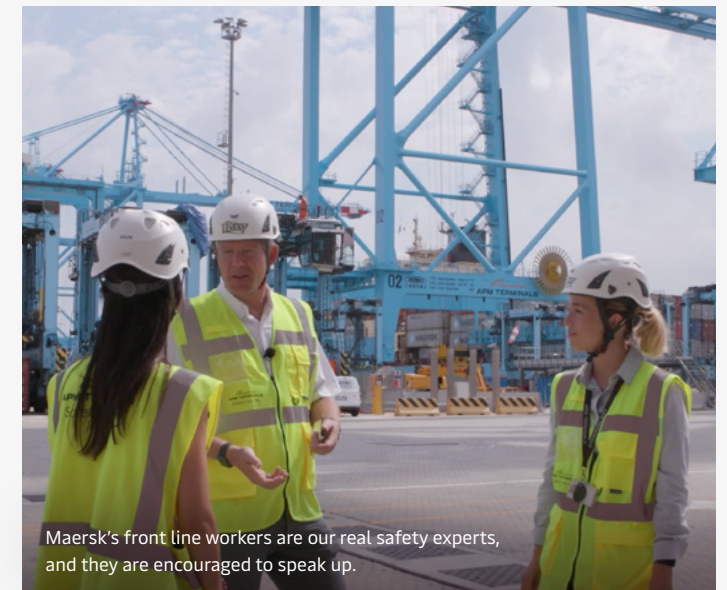
For illicit cargo (contraband) we have developed a Global Contraband Strategy and implementation roadmap. We are not fighting contraband as that is not our mandate, but we collaborate with authorities, ensuring proportionate security is introduced to safeguard our people, operations and customers while remaining compliant with international and local legislation.

### Red Sea shipping attacks

In November 2023, commercial vessels from several shipping lines were attacked in the Bab al-Mandab Strait en route to the Suez Canal as part of the escalating regional conflict. The Suez Canal is the gateway for trade between Asia and Europe, making the Red Sea and Gulf of Aden passage to Suez one of the world's most critical shipping lanes. These attacks are extremely concerning and we continuously monitor this very dynamic situation, while prioritising the safety and security of our seagoing colleagues, our vessels and our customers' cargo.

Two vessels, the Maersk Gibraltar and the Maersk Hangzhou, were attacked in December. There were no injuries among the crew, which was our primary concern. Following these attacks, in January 2024 Maersk decided that all vessels due to transit the Red Sea / Gulf of Aden will be diverted south around the Cape of Good Hope for the foreseeable future.

The deployment of the multinational security initiative, Operation Prosperity Guardian, to allow maritime commerce to pass through the Red Sea / Gulf of Aden, was welcome news for the entire industry and the flow of global trade. We continue to hope for a long-term sustainable solution in the near future.



Maersk's front line workers are our real safety experts, and they are encouraged to speak up.



## Why it matters

To deliver on the ambitions of our Global Integrator business strategy, Maersk is dependent on highly engaged employees and significant new capabilities within, for example, technology, data analysis, leadership and sales and marketing. These are all areas with fierce global competition for talent.

A highly engaged workforce is also essential to delivering on the aspirations of our ESG strategy. Conversely, establishing ourselves as a leader in ESG can be a key enabler to attracting talent in these areas.

## Ambition

We aspire to create an engaging environment for all colleagues and to become a company where our employees can develop and have thriving careers.

## Targets

### 2025

- Employee Engagement Survey score in the 75th percentile of global norm

Progress indicator

# Human capital

In 2023, we continued investing in our People strategy, making progress on initiatives for performance management, leadership capabilities, career building and upskilling our teams while ensuring the talent pipeline needed to bring our business strategy to life.

Progress and investment in these areas continued despite 2023's sharp market downturn, which necessitated a workforce reduction by the end of 2023. In line with our values, A.P. Moller - Maersk (Maersk) worked to reduce the impact to our people as much as possible through natural attrition, local savings and organisational adjustments, and ensured that all people changes were done in a responsible manner, in full compliance with local laws and all applicable labour agreements.

We continuously evaluate our progress on attracting, engaging and retaining employees through two key metrics – our biannual global Employee Engagement Survey (EES) and our voluntary attrition rate.

90,568 colleagues shared their views in the EES carried out in the second half of 2023, resulting in a participation rate of 85% – down 2% vs. the first half year, but still significantly above the average participation for surveys of this kind (81%) by Gallup, Maersk's main Employee Engagement Survey provider. The EES results on engagement indicate a setback from the positive trend seen in previous years, with the grand mean declining to the 60th percentile (in both halves of 2023). We still consider this a solid result, considering the challenging business environment and extent of organisational change during 2023. We have taken several follow-up actions, including conducting listening sessions, refining processes and policies as necessary and continuous investment in leadership and overall capabilities. Leaders are working with their teams to embed our business strategy and deliver on our customer promises by reinforcing how colleagues' contributions help Maersk succeed. Praising good work, acknowledging contributions and demonstrating care will help build engagement further.

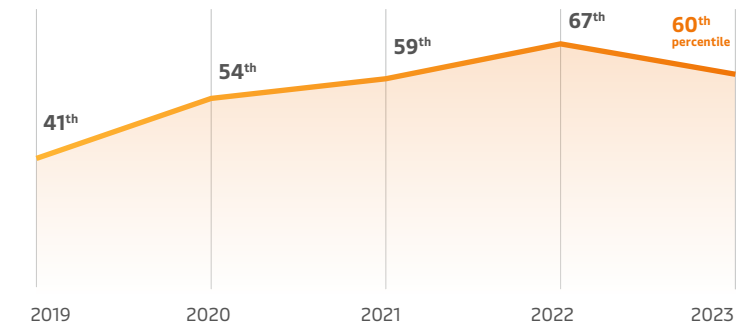
Our second important measure, the voluntary attrition rate, is 6.3%, which was a steady decrease from 7.9% in December 2022. This is ahead of the current external benchmark (PwC Saratoga) for the Transport & Logistics industry of 10.9%.

### Building a performance culture

In 2023, we continued building on the Performance Management approach and culture launched in 2022, moving away from traditional ratings to continuous

performance conversations, with the goal of improving performance, alignment and career growth. The focus is on ensuring that colleagues have objectives and continuous conversations with their leaders about their performance and career. These conversations are intended to provide valuable insights that guide employees to their full potential and give a positive and psychologically safe experience throughout their Maersk journey.

## 2023 performance towards our strategic targets



In 2023, highlights of our progress on human capital priorities included:

- Helping talent advance through an array of solutions such as in-person training and on-line learning platforms, leadership development programmes, mentorship programmes and feedback and coaching sessions.
- Addressing diverse training needs in specific roles through our flagship academy series in areas such as Finance, Technology and People.
- Introducing our High Performing Teams journey, with the vision of helping every team reach their full potential through a standardised, global approach to team development. Over 140 teams started this journey; we anticipate 600 teams will finish phase one by the end of 2024.
- Launching three general content upskilling platforms, including deep-skilling university-affiliated programmes and technology-specific content. In 2023, 40,200 employees took advantage of these offerings.
- Engaging with external experts to establish a global ambition and approach to pay equity and pay transparency. This work will continue in 2024.

Introduction

Strategy and governance

Progress on ESG

Data and assurance



Introduction

Strategy and governance

Progress on ESG

Data and assurance

## Why it matters

It is a Core Value in Maersk and a basic responsibility not to discriminate against our employees. Discrimination bars people from living up to their full potential, creates inequality and less stable and prosperous societies. Moreover, we need diversity of thought to continue to improve and develop our business. Facilitating a culture where everyone feels comfortable and is treated fairly will help us gain access to a larger, more diverse pool of talent.

## Ambition

We want to facilitate diversity of thought and create a more diverse, equitable and inclusive workplace at Maersk, where our employees feel able to bring their whole selves to work and contribute to their fullest.

## Targets

Target for the Board of Directors: Three women on the Board of Directors, if the Board consists of less than twelve members, and four women, if the Board consists of twelve or more members.

### 2025

- >40% women in management and leadership (job level 4+)
- >30% diverse nationality (non-OECD) of executives (job levels 8 and 9)

Progress indicator

# Diversity, equity and inclusion

Diversity, equity and inclusion (DE&I) is core to the people strategy of A.P. Moller - Maersk (Maersk), and solid progress was made in a number of supportive initiatives in 2023. However there are clear signs that more work needs to be done towards the targets we have set in this area.

The year began with a restructuring of Maersk's Executive Leadership Team, which role modelled DE&I from the top with the new 16 member body including 11 nationalities and 6 women. During 2023, Maersk's DE&I focus was on activating visible, inclusive leadership from the top down to all levels of management. Inclusive leadership at scale is critical to having balanced and resilient teams that can meet new customer demands and challenging markets.

Key 2023 DE&I actions include:

- Updating our DE&I strategy to put DE&I at the core of Maersk's People strategy and providing the red thread to align all our DE&I efforts and drive real, long-term results with enhanced metrics and leader accountability. This was supported with the creation of a Chief DEI Officer role reporting directly to the Chief People Officer.
- Strengthening our DE&I Performance Management and data-driven decision-making with the launch of a new DE&I Dashboard for our People Business Partners that supports leaders in driving People actions.
- Shifting from diversity targets to a greater focus on inclusion as a driver of behavioural change. This focuses on developing leadership inclusion capabilities by shifting their mindsets from passive allies to active advocates and driving accountability. The 2023 roll-out focused on Maersk top 160+ leaders. In 2024 inclusion training will be required for all people leaders.
- Creation of three psychological safety learning journeys, which have been used by more than 1200 employees and leaders during the year. Modules on Psychological Safety, Embracing Vulnerability and Team Learning and Innovation were introduced to all levels of the organisation in support of psychological safety and settling of teams during 2023's many organisational changes.
- Strengthening DE&I criteria in new Talent Attraction and Acquisition approaches, including hiring criteria (e.g. inclusive job advertisements), pre-screening (diverse shortlist), interviewing (behaviour-based Interviews) and candidate evaluation (bias checks).

## Strengthening our support for colleagues with diverse abilities



In 2023, Maersk broadened its scope of inclusiveness with a new Diverse Abilities policy designed to eliminate barriers and ensure equal opportunities so people with diverse abilities can fully participate in all aspects of employment and a series of training programmes on neurodiversity in the workplace. At Maersk, we intentionally call disabilities 'diverse abilities' to focus on our colleagues' skills and capabilities rather than their perceived limitations.

[Click here](#) to see Leigh Ramsay, Senior Diversity, Equity & Inclusion Partner at Maersk, share her personal journey and the importance of making all employees feel at home in the workplace.



### Regulatory and market expectations increasing

2023 also saw DE&I developments on the regulation and customer side including new legislation from the EU and Danish authorities requiring gender targets and disclosure for Board, Executive and non-executive leadership in the coming years.

The EU CSRD will require Maersk to equip wider teams to report in holistic, material ways on a wide range of DE&I topics such as gender pay gap percentage, salary equity ratio, percentage of diverse ability workers, details of disability and maternity payments and total number of discrimination incidents – among traditional metrics.

To prepare for this new regulatory and reporting landscape, Maersk is establishing internal collaborations and external advisory partnerships. This is work in progress to be concluded in 2024.

### Room for improvement remains

2023 saw progress on many fronts, and there was improvement in both our representation for gender diversity (Women in Management & Leadership) and target nationality even as markets conditions significantly toughened. Following the new organisation structure announced in the first half of 2023, we put the priority of settling into a good operating rhythm at the forefront. This, coupled with the decision to strengthen internal controls, impacted external hiring and advancement, which in turn slowed our representation target progress. We expect 2024 will continue to present market challenges that could impact our growth journey and hence the opportunity to attract new and diverse talent.

Maersk is addressing this challenge with a new Diversity in Teams metric for 2024, which looks at gender and nationality in our leadership pipeline. Maersk's People strategy supports leaders to build a visible commitment to inclusion that will improve our DE&I performance and help narrow gaps until the underlying market conditions behind the current stagnation improve.

We also acknowledge that targets alone cannot create balanced workforce leadership. In 2023, an updated 'Women in Leadership' programme was relaunched, with the goal of accelerating careers for women who are in the talent pool for leadership positions at specific job levels. Rather than addressing individual situations, the programme takes a holistic look which includes not only rising talent, but also their managers and sponsors.

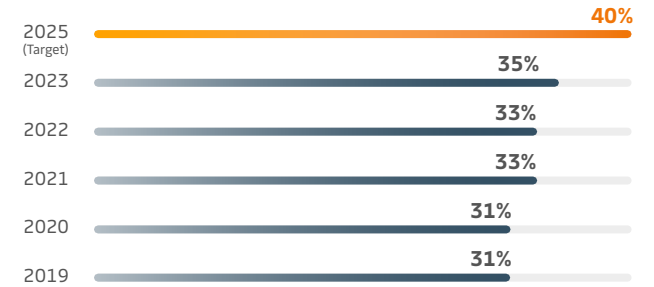


Representation of women on the A.P. Moller - Maersk A/S Board of Directors (2023)

3 women out of 9

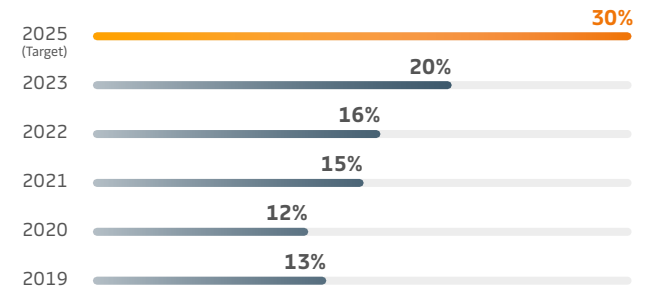
### 2023 performance towards our strategic targets

#### >40% women in management and leadership (job level 4+)



Women in management and leadership continued to make steady progress despite toughening market conditions impacting company growth.

#### >30% diverse nationality (non-OECD) of executives (job levels 8 and 9)



Through focus and intent, we have been able to increase our target nationality at the leadership level.



## Why it matters

The way we treat our employees and their representatives is fundamental to responsible business practices. This begins with ensuring respect for internationally recognised labour rights in all our workplaces.

Introduction

Strategy and governance

Progress on ESG

Data and assurance

## Ambition

Employee relations and labour rights are an essential part of Maersk's social commitments. We offer decent, fair and equitable working conditions for all our people. We identify risks for employees and third-party labour, and implement mitigating and preventive actions to ensure that our operations and growth consider our social responsibilities.

## Targets

### 2023 and 2024

- 100% of employees (in scope) trained in employee relations and labour rights

Progress indicator

# Employee relations and labour rights

A positive working environment begins with respect for the fundamental rights of our employees and colleagues. In A.P. Moller - Maersk (Maersk), these rights are described in the Commit Rule on Global Employee Relations, which is part of the broader Maersk COMMIT Governance Framework. These rights set expectations around compliance practices and employee behaviours and ensure labour rights are respected, protecting our reputation and minimising the possibility of fines and loss of business from non-compliance.

We rely on a large number of third-party contracted labour who are not directly employed by Maersk, but work on our premises with us and for us in our customers' value chain. We take responsibility to ensure that these extended colleagues are treated responsibly, in line with international standards and our policies.

Starting with our Supplier Code of Conduct as a base, in 2023 we clarified our labour expectations for suppliers with new global third-party labour standards, including child labour guidelines. Trainings around these new global standards were piloted during the year, with the first implementations in APM Terminals and Maersk's Delivery organisation.

A core process in our labour rights due diligence is a company-wide assessment done every two-three years under the oversight of the Maersk Global Labour Rights Council. This will be rolled out early in 2024, based on the new standards and guidelines.

In 2023, Maersk achieved 90% of our employee relations and labour rights training target of 100%. Recognising that reaching all employee groups, especially through workforce changes, is a continued challenge, we will keep the rigour of a 100% target on an annual basis, with a particular focus on reaching frontline employees and new hires.

Additional key actions in 2023 include:

- Consistent promotion of freedom of association, non-association and the right to collective bargaining across all global operations through engagement with appropriate employee representative bodies (trade unions, works councils and personnel representative forums).

- Creating a new Labour Relations function within the newly created Delivery organisation to build capabilities and embed employee relations/labour rights across our growing inland operations.
- Further integration of Employee Relations into APM Terminals daily operations through face-to-face training for frontline leaders. 779 leaders across 21 terminals have been trained since 2018.
- Incorporation of an Employee Relations checklist in the change management approach applied by the modernisation and automation team of APM Terminals
- A continued focus and refined approach to equal pay for equal work. We aim to ensure that any differences in pay are due solely to objective factors such as experience, skills, knowledge and performance.





## Why it matters

Many aspects of our business touch on human rights, including our employees' working conditions, health and safety, how our vessels are recycled, how we use digital data and technologies, and our suppliers' business practices. Our conduct within our own business and through our business relationships can therefore have a significant impact on society, both positive and negative. Further, increasing regulation and growing expectations from our stakeholders confirm that human rights is a material topic for Maersk.

## Ambition

Continue aligning our business practices with the UN Guiding Principles, and ensure that human rights considerations are integrated into our due diligence processes and ESG governance mechanisms.

## Targets

- Capacity building on human rights, including targeted trainings for human rights issue owners
- Continued integration of human rights into key due diligence processes

Progress indicator

# Human rights

Recognising the potential for global trade and supply chains to make positive contributions to society and socio-economic development, A.P. Moller – Maersk (Maersk) is committed to respecting human rights in its own operations and entire value chain. Maersk's approach is founded in our Purpose and Values and based on the UN Guiding Principles on Business and Human Rights (UNGPs), which serve as a north star in navigating the often-complex impacts of global trade on people. The transport and logistics industry faces heightened expectations to act responsibly from key stakeholders including regulators, investors and customers. To continue navigating increased expectations and fulfil our commitment to respect human rights, we support regulatory measures that strengthen requirements for responsible business conduct and contribute to levelling the playing field globally.

### Maturing our due diligence processes and building capacity

In 2023, we continued to mature key internal due diligence processes, in line with our identified need to strengthen processes and prepare for upcoming regulatory requirements such as the EU Corporate Sustainability Due Diligence Directive (CSDDD). We are also addressing emerging risks from new business activities, such as the development of green fuel supply chains. In 2023, Maersk developed a green fuel sourcing due diligence framework. As part of this process we assess high-risk suppliers' abilities to identify and manage potential impacts on people and the environment, and aim to use our influence to mitigate potential impacts.

Responsibility for making decisions with respect for human rights lies with all Maersk leaders, so building capacity is critical to our commitment. In 2023, we continued human rights training with key functions and human rights issue owners, to support and equip leaders with the knowledge and tools to handle dilemmas in a manner sensitive to potential human rights impacts.

### Responsible business in high-risk areas

As an example of a heightened human rights due diligence, Maersk conducted a human rights due diligence assessment in Myanmar during the year, with the conclusion that it is possible for Maersk to responsibly operate there with the support of robust management systems. Maersk in Myanmar positively impacts an estimated 12,500 people in terms of employment, standard setting and economic contributions and services to the market and partners. We will continue our engagement with all stakeholders to support responsible business practices in the country. Work on improvement areas identified in the assessment will continue in 2024.

## Addressing our salient human rights issues

We continue to work on addressing our prioritised salient human rights issues, identified in our 2021 corporate-level human rights assessment. For more information on how we have progressed on these issues during the year, please see the chapters as referenced below.



### Health and safety in the supply chain

More information: Safety and security (pp. 34-35)



### Access to remedy

More information: Maersk whistleblower (p. 12)



### Violence and harassment at work

More information: DEI (pp. 37-38)



### Working conditions in the supply chain

More information: Employee relations and Labour Rights (p. 39) Sustainable Procurement (pp. 43-44)



### Impacts of climate change and decarbonisation (just transition)

More information: Climate change (p. 25)

Maersk continued its follow up on a 2021 complaint through the Danish Mediation and Complaints-Handling Institution for Responsible Business Conduct (NCP Denmark) around the activities of a joint venture in Cameroon. Maersk disagrees with the allegations and continues its ongoing engagement with NCP Denmark.

Introduction


Strategy and governance

Progress on ESG

Data and assurance





  
Introduction

  
Strategy and  
governance

  
Progress on ESG

  
Data and  
assurance

# Governance

At A.P. Moller - Maersk, high standards of responsible business practices are foundational for the services we deliver to customers and the value we create for the communities where we operate. Learn more about how we earn the trust of our customers and partners every day, and act as a responsible member of the global communities we call home.

- Business ethics
- Sustainable procurement
- Data ethics and Responsible tax
- Citizenship



Introduction

Strategy and governance

Progress on ESG

Data and assurance

## Why it matters

Corruption is illegal and a key compliance risk. It undermines social and economic development, destabilises the business environment and adds to the cost of doing business and participating in global trade. It is against our values and affects external confidence as well as company morale. Non-compliance with bribery and corruption law may lead to legal and reputational risks, extra costs, inefficiencies in our business, fines, imprisonment and debarment from markets.

## Ambition

With the aspiration to contribute to eliminating corruption in the industries where we are active, through both multistakeholder collaboration and actions in our own operations, our ambition is to stay best in class, meeting the highest international standards in particular when operating in jurisdictions with high exposure to corruption, sanctions, export controls and human rights abuses.

## Targets

### 2023 and 2024:

- 100% of employees (in scope) trained in the Maersk Code of Conduct

### Ongoing:

Regular compliance and business ethics risk assessments covering 100% of our operational entities (conducted every second year), and continued implementation and revision of risk mitigation measures.

Progress indicator

# Business ethics

By 2025, A.P. Moller - Maersk (Maersk) aims to have in place a best-in-class compliance programme that helps us promote sustainable trade and a more equal society by preventing, detecting and correcting behaviour that is not aligned with our Purpose, Core Values and internal governance framework (Commit Rules) on business ethics (see p. 11 for details). We operate in a dynamic environment and will continue enhancing our compliance programme to adapt to evolving regulatory requirements, market conditions and geopolitical events.

Maersk bases and measures our performance to these high standards against the UN Global Compact principles, US FCPA guidance, ISO 37001 standards and the OECD Guidelines on Responsible Business Conduct, and our programme is audited regularly by A.P. Moller - Maersk's Group Internal Audit.

As in many other industries, corruption remains a global problem in shipping and logistics and no country is immune. Facilitation payments when interacting with port and border control authorities are one of the primary corruption risks in our ocean and logistics businesses.

Through a dedicated team of 50+ Compliance experts and our Business Compliance Ambassador (BCA) programme, running since 2017, we are able to monitor and manage these risks across Maersk. These experts, represented in all our regional offices and some high-risk locations, screen all customers, vendors, banks and transactions. Maersk is also an active member of the Maritime Anti-Corruption Network, a network working to eliminate corruption in the maritime and port industries.

Geopolitical instability has made trade more complex, where sanctions and export controls restrict or ban business with certain countries, individuals, companies, and even restrict or ban the movement of goods and services. As a Danish-headquartered company and global leader in ocean transport and logistics services, Maersk complies with all applicable sanctions and export controls laws. We continuously monitor the geopolitical situation and have strengthened our processes and controls to screen all our transactions for sanctioned parties and commodities either sanctioned or controlled, in particular for highly sanctioned or high-risk countries. Trade with the highly sanctioned countries is becoming increasingly difficult, and in November, as an example, Maersk ceased business in Syria (save for humanitarian aid and relief).

In 2023, highlights of our progress on business ethics priorities included:

- Roll-out of our third Global Risk Assessment to all active entities to monitor compliance risks rates, 96% completed the assessment. The key takeaway was increased and continued compliance engagement.
- Roll-out of a new Code of Conduct introduction and updated annual refresher e-learning course. Code of Conduct training is a strategic KPI. This year, 92% of Maersk employees completed the mandatory Code of Conduct training against our target of 100%. Challenges in reaching all employee groups remain, particularly due to organisational changes, but we are working to close this gap with a goal of 100% completion in 2024.
- Maersk completed over 31 compliance spot checks on selected entities and processes together with the use of internal controls covering critical risks within the areas of anti-corruption, sanctions compliance, competition law and data privacy.
- Launch of a new internal, user-friendly myCompliance tool to digitalise Maersk's compliance approvals, operations and share knowledge. The portal will also enable and further increase data insights and monitoring.





## Why it matters

Our operations and purchasing decisions have an impact on social, environmental and economic conditions in our industry, global supply chains, and communities. We rely on more than 41,000 suppliers, including approximately 5,100 high-risk suppliers, in our global supply chains.

Addressing sustainability risks in our supply chain strengthens stakeholders' trust in our brand and prepares us for regulation of due diligence in supply chains.

Introduction

Strategy and governance

Progress on ESG

Data and assurance

## Ambition

To live up to our commitment to procure sustainably, we will integrate ESG as a strategic topic across supplier life cycle stages and establish end-to-end visibility on supplier performance through collaboration and engagement, with an ultimate goal of co-development and innovation towards sustainable outcomes.

## Targets

### 2024:

- 100% of suppliers (in scope) committed to the Supplier Code of Conduct
- >85% of strategic/high-risk suppliers undergoing ESG assessments
- >80% of high-risk category suppliers with Improvement Plan successfully closed
- 100% procurement staff trained in Sustainable Procurement

Progress indicator

# Sustainable procurement

In 2023, A.P. Moller - Maersk (Maersk) continued building on the Sustainable Procurement foundation established in 2022, with a focus on driving execution and integrating ESG deeper into our procurement activities. This included scaling up supplier engagement, embedding ESG requirements into our procure-to-pay process, and preparing for increased regulatory due diligence requirements. Maersk conducts business with more than 41,000 suppliers across 150 countries, including approximately 5,100 in high-risk categories such as outsourced labour, trucking, warehousing, shipyards and terminals.

Maersk takes a broad, structured approach to engaging with and supporting local suppliers to ensure they understand our global standards and our ESG assessment process.

### Third-party contractors' compliance with safety and security standards

As our strategy drives significant logistics growth, we're increasingly dependent on outsourced services and suppliers to deliver customer solutions. It is crucial that our third-party contractors maintain the same safety and security standards as our own facilities, and that we are aware of, and comply with, essential customer requirements. Maersk's safety and security initiative is designed to achieve this by making sure that supplier-facing safety and security standards are appropriate and in line with our internal standards. This includes the development of category-specific assessment tools supported by platforms and finding ways to enhance supplier due diligence and assurance to meet Maersk needs.

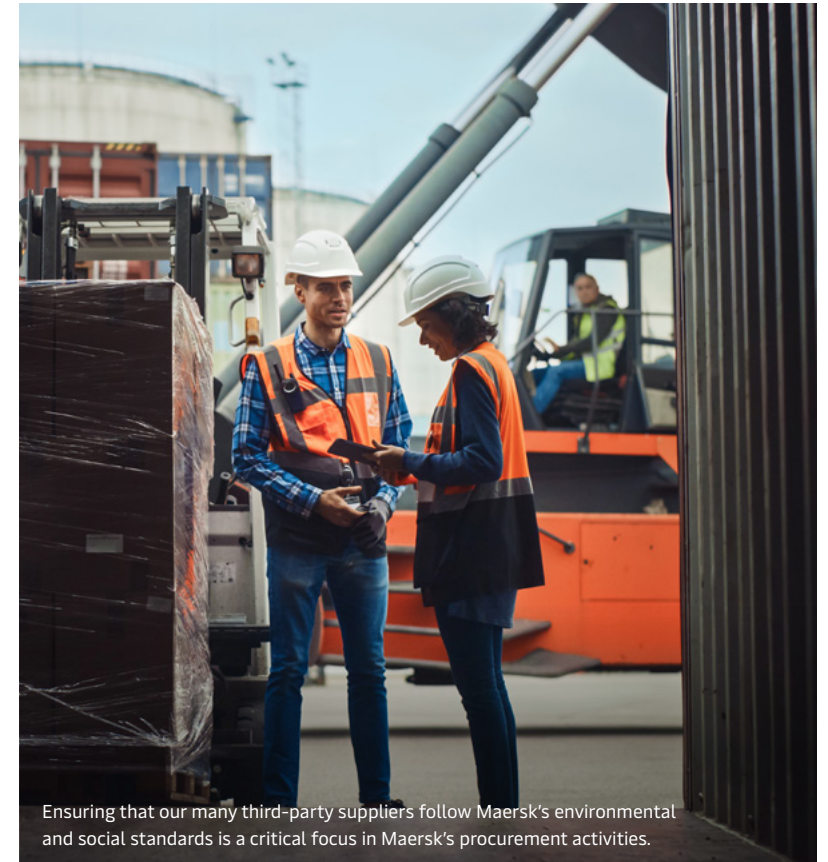
### Working with our suppliers on scope 3 emissions

As part of our decarbonisation commitments, Maersk is addressing scope 3 emissions within our supply chain. By utilising a dual approach of activity-based data and spend data, we will map our scope 3 emissions in detail and gain a comprehensive understanding of the impact of our suppliers' greenhouse gas emissions on Maersk's environmental performance, while aligning these efforts with our science-based targets (SBTs).

To guide these endeavours, we will employ hotspot analysis and develop strategic roadmaps, enabling us to prioritise and focus on achieving our SBTs. Recognizing specific categories within scope 3 emissions that will warrant

attention, we will strategically shift from spend data to activity-based data where relevant. This transition will allow us to create key performance indicators that accurately reflect the impact of our initiatives. Following the development of future strategic roadmaps, our objective will be to formulate comprehensive strategies for implementing and optimising green logistics practices within the supply chain. Additionally, we will actively engage in collaborative initiatives with our suppliers to foster the adoption of sustainable practices and products throughout the supply chain.

Our commitment will extend to strengthening our suppliers' capabilities, providing education on sustainable procurement practices, and emphasising their pivotal role in reducing carbon emissions.



Ensuring that our many third-party suppliers follow Maersk's environmental and social standards is a critical focus in Maersk's procurement activities.



### Putting people front and centre

As a core ESG strategy focus, diversity, equity and inclusion is also a key part of our Sustainable Procurement activities. In 2023, Maersk connected with several of our top key client partners to collaborate around supplier diversity goals. This included two pilot surveys where we captured useful insights from 112 suppliers, with high participation engagement. Maersk also completed a Supplier Diversity Pilot for North America, with the goal of seeking a proof of concept to collect Supplier Diversity & Inclusion statistics through a structured, efficient process. Work based on the survey results and proof of concept will continue in 2024.

One of Maersk's core procurement activities and risk areas is third-party labour (see also Employee relations and labour rights on p. 39). In 2023, Maersk introduced new Global Standards for Third-Party Labour. APM Terminals is implementing these new standards in all our terminals, across all business segments with cross-functional teams including Procurement, Employee Relations and external human/ labour rights consultants. The learnings from these pilots will be used to develop trainings for the wider Maersk organisation in 2024.

### Driving excellence through cross-industry partnerships

In 2023, the Strategic Extended Partnership Agreement (SEPA) consortium began collaborating around the ESG topics that were most significant for partner companies. This included a thorough review of the supplier codes of conduct for Maersk, Carlsberg, Danske Bank and FrieslandCampina during 2023. An addendum, now integrated into the foundational agreement with SEPA partners, facilitates the mutual acceptance of each other's supplier codes of conduct. This enhances Maersk's efforts in supplier relationship management and knowledge exchange on ESG reporting related to suppliers.

Additional specific actions in 2023 include:

- Roll-out of a supplier ESG risk assessment tool, developed in 2023, for buyers and suppliers across all Maersk brands, to provide a single overview to monitor and evaluate supplier ESG performance. The ESG Data Management Module is being reviewed in line with regulatory requirements to make it fit for purpose for the future.
- Implementation of a Green Travel Policy that shifted from prioritising lowest cost to encouraging sustainable alternatives

such as climate compensated tickets. Maersk extended its Sustainable Aviation Fuel (SAF) contract with Air France KLM, reducing scope 3 emissions footprint. 6% of Maersk corporate air travel is now low emissions.

- In 2023, Maersk began embedding the Technology Sustainability Index (TSI) in its technology tenders. TSI is a free, open-source concept that provides sustainability maturity ratings based on questions on a variety of ESG topics. It allows intra-industry collaboration between global leaders, where buyers and sellers can work together on the broader sustainability agenda.
- All new Maersk offices are evaluated using the Carbon Risk Real Estate Monitor (CRREM) Sustainability Matrix, with a focus on specifying and sourcing green-certified buildings.
- Roll-out of an online Sustainable Procurement course to all global procurement colleagues, with a target of 100% completion by 2024. Year-end 2023 status is 91% completion.



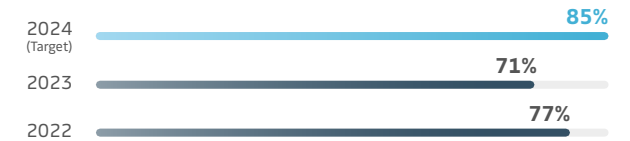
Minimum standards for third party labour will be integrated into procurement in 2024.

## 2023 performance towards our strategic targets

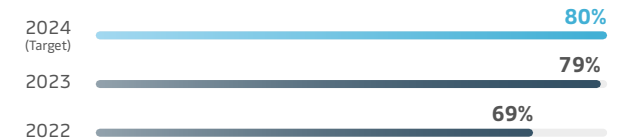
### 100% of suppliers (in scope) committed to the Suppliers Code of Conduct by 2024



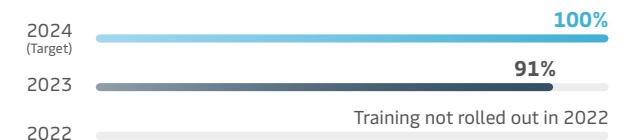
### >85% of strategic suppliers undergoing ESG assessment by 2024



### >80% of high-risk category suppliers with Improvement Plan successfully closed by 2024<sup>1</sup>



### 100% procurement staff trained in Sustainable Procurement



In 2023, we saw a decrease in our strategic KPIs on supplier Code of Conduct and supplier ESG assessments. This is partly driven by a restructuring of our procurement function causing changes to our supplier management set-up. To address this our focus has been on our digital transformation and capability building within the new teams through faster adoption of the new sustainable procurement training.

<sup>1</sup> Our 15 high-risk categories are: Trucking and Intermodal, warehousing services, facility management, outsourced labour, terminals, shipbuilding yards and drydocks, security offshore, promotional items, customs agents, security onshore, construction, chemicals and paints, equipment, maintenance and repair, container manufacturers and manning (seafarers).



## Data ethics

### Why it matters

Responsibly managing data from stakeholders, including customers, is a critical issue in today's societies where the risks of undue influence and abuse of data are growing.

### Ambition

We demonstrate leadership in our ability to ethically manage and use data, with customers trusting that we use their data appropriately, and do not abuse or lose their trust. We prepare Maersk for a future with high ethical standards for data as a differentiator for our customers and support to our employees.

### Targets

#### 2023 and 2024

100% of employees (in scope) trained on data ethics

## Responsible tax

### Why it matters

Well-functioning tax systems, both locally and internationally, help finance education, healthcare, transport, infrastructure and other public services that support the sustainable development of societies, businesses and trade. We recognise the need for companies to support the local economies in which they do business.

### Ambition

Maersk acts responsibly and with integrity in all tax matters, ensuring full compliance in every jurisdiction across the world. We work closely with tax authorities to ensure that we fully disclose relevant information and pay the correct amount of taxes while balancing our obligations towards our shareholders.

### Targets

#### 2023 and 2024

Full public country-by-country tax reporting

#### Ongoing

Ensure full compliance with tax regulations in all countries where we operate and continue to engage in dialogue with stakeholders on tax matters.

Progress indicator

Introduction

Strategy and governance

Progress on ESG

Data and assurance

Sustainability Report 2023

# Data ethics

The digitalisation of global supply chains is elevating the importance of data ethics, as our customers rely on partners with the highest ethical standards. Our aim is that A.P. Moller - Maersk (Maersk) can be trusted to protect and respect the data of our customers, business partners and employees.

By end of 2023, over 91% of Maersk employees have completed our mandatory data ethics e-learning against a target of 100%. While challenges in reaching all employee groups may remain, we maintain the rigour of a 100% target also for 2024, with a particular focus on ensuring all new employees are trained.

Maersk's data ethics strategy balances opportunity and risks as we develop innovative products and services to our customers while implementing proper compliance measures and ethics, and leverage technology and artificial intelligence (AI) for our decarbonisation ambitions as well. See box below.

The rapid development in AI is a defining moment where we are guided by our data ethics principles: Respect, Security, Transparency and Innovation. We build on our existing governance foundation by automating preventive controls, institutionally anchoring risk management and exploring governance technologies in preparation of AI regulation. Our governance is already applied in generative AI tools supporting Sales, Software Engineering and our People function.



\*This is not the actual software



#### AI in action

StarConnect is Maersk's state-of-the-art AI-powered fleet energy efficiency platform that processes 2.5 billion data points annually from ~700 vessels. This advanced system uses machine learning to forecast and optimise fuel consumption and safety, taking into account environmental conditions. In 2023, StarConnect enabled Maersk to save over 101K metric tonnes of fuel and 314 metric tonnes of CO<sub>2</sub> emissions.

# Responsible tax

Maersk conducts and manages our tax affairs in accordance with our Tax Principles, which are available online [here](#). These principles are updated and approved annually by the Board of Directors and are closely aligned with Maersk's Purpose, Core Values, Code of Conduct and business strategy. We strive to be a compliant and accountable taxpayer in all countries where we operate, contributing to those countries' welfare. We manage our tax risk and reputation through responsible and transparent tax practices.

Maersk operates globally and generates profits across different business segments. To ensure we are prepared for the global development in tax legislation towards increased compliance reporting and continue operating in accordance with our Tax Principles, we have increased our focus on following and engaging in international tax developments via relevant business forums and organisations. We are also allocating significant resources to secure our continuing global tax compliance and governance by automating and digitalising work where feasible, ensuring a continued robust and efficient in-house tax function.



Since 2020, we have publicly disclosed the tax paid by Maersk in key countries in our annual Tax Report which covers approximately 92% of all corporate taxes, in accordance with OECD Country by Country Reporting (CbCR) principles. To increase transparency even further, in 2023 we are disclosing our full CbCR for all countries where we operate. For more information, see the [2023 Tax Report](#).



## Why it matters

Maersk takes active responsibility to support the societies where we operate by partnering with communities and non-profits on social and environmental causes. It is grounded in our Core Values and also an expressed expectation to us from our key stakeholders. We prioritise six causes: Humanitarian relief, empowering for trade, protecting the natural environment and oceans, education, safety and health.

Introduction

Strategy and governance

Progress on ESG

Data and assurance

## Ambition

We engage in global partnerships and support local communities and initiatives in areas where we can leverage Maersk assets and expertise to make an impact aligned with Maersk's business and sustainability goals. Donations and social investments are guided by corporate guidelines.

## Targets

- Continue engagement and key partnerships including the Logistics Emergency Teams
- Leverage partnership platforms to promote employee engagement
- Improve documentation and disclosure of donations activities and impact

# Citizenship

2023 was sadly marked by several major natural disasters and armed conflicts, creating unprecedented levels of humanitarian crises. A.P. Moller - Maersk (Maersk) worked together with governments, UN agencies and other humanitarian organisations to support emergency response efforts, both as a member of the Logistics Emergency Team and bilaterally. Maersk also contributed USD 2.5 million in aid around the world, including financial and in-kind support.

As an example, 400+ containers were donated to support victims of the devastating earthquakes in Türkiye, including retrofitted containers to accommodate displaced families. We also deployed a Maersk Air Cargo 767 to airlift 20 mobile warehousing units to act as last-mile distribution centres. As part of our efforts to assist during the stabilization phase following the earthquake in Morocco, Maersk has donated 40 containers for the construction of temporary schools. In Ukraine, where energy infrastructure has been severely damaged, Maersk donated one million LED light bulbs. The goal was to help reduce Ukraine's electricity usage by replacing outdated, inefficient light bulbs.

In addition to critical humanitarian aid, during 2023 Maersk continued supporting a number of environmental and social initiatives in the communities it calls home, engaging its own employees and partners.

Maersk has established a central donation facility through the Danish Red Cross to make it easier for employees to contribute financially to relief efforts and to enhance transparency and due diligence. In 2023, Maersk employees donated over USD 79,000 through this facility to support earthquake victims in Türkiye and Syria, which the company matched.

As part of the company's annual Go Green week, coinciding with the World Ocean and Environment Days, employees in every region and 35+ countries participated in local cleanup activities (e.g., beaches, streets, natural reserves etc.) and reforestation activities (e.g., tree plantings). Corporate and local activities during the week engaged colleagues on environmental topics to raise awareness while connecting with families of our colleagues, communities and local stakeholders such as NGOs, schools and customers.

2023 was the milestone 5th year anniversary of Maersk's support of The Ocean Cleanup, providing offshore and logistics support for cleanup systems to rid the world's oceans and major rivers of plastic pollution. 2023 included a major upgrade

from The Ocean Cleanup's current System 002, which helped remove 282,787 kg of trash covering an area of 8,352 km<sup>2</sup>, to a new System 003 with three times the capacity. Towards the end of 2023, Maersk Supply Service (MSS), A.P. Moller - Maersk and The Ocean Cleanup agreed to extend their collaboration through 2024 to complete the validation of the new system. At the same time, the A.P. Moller Foundation will provide a one-time grant to The Ocean Cleanup.

## Empowering trade: advancing women entrepreneurs globally



Inclusive global trade is a key driver of economic growth and job creation, particularly for small and medium-sized enterprises - including those owned or led by women. Since 2018, Maersk has partnered with ITC SheTrades to support women entrepreneurs, equipping them with the tools and skills to thrive in global markets and to overcome barriers.

Our partnership focuses on delivering technical and market intelligence, effective advocacy and offering innovative services and solutions. Over the last five years, we have enabled over 3,775 beneficiaries to receive technical expertise through training and other solutions in over 88 countries. One of our beneficiaries is Olasumbo Adeleke, a shea butter processor and supporter of smallholder farmers in rural communities in Nigeria. Learn more about her journey as an entrepreneur and other beneficiaries in our web series [here](#).



# Data and assurance



Introduction



Strategy and governance



Progress on ESG



Data and assurance



# ESG performance data

Introduction

Strategy and governance

Progress on ESG

Data and assurance

Sustainability Report 2023

## Climate and environmental performance

### Energy consumption

	Unit	2023	2022	2021	2020	2019
1.1 Fossil energy consumption						
1.1 Climate change Fuel oils	GWh	112,971	120,816	128,646	119,145	-
1.1 Climate change Gas fuels	GWh	113	74	86	185	-
1.1 Climate change Other fuels	GWh	14	5	5	7	-
1.1 Climate change Electricity and heating	GWh	763	900 <sup>1</sup>	772	715	-
1.2 Renewable energy consumption						
1.2 Climate change Renewable electricity	GWh	231	233 <sup>1</sup>	90	124	-
1.2 Climate change Green fuels	GWh	2,433	2,195	-	-	-
1.3 Total energy consumption						
1.3 Climate change Total energy consumption	GWh	116,526	124,223 <sup>1</sup>	129,599	120,176	-
1.4 Climate change Share of renewable energy	%	2	2 <sup>2</sup>	0 <sup>2</sup>	0 <sup>2</sup>	-
1.5 Climate change Energy intensity (based on revenue)	GWh/million USD	2.28	1.52 <sup>2</sup>	2.10 <sup>2</sup>	3.02 <sup>2</sup>	-

### Greenhouse Gas (GHG) Emissions

2.1 Climate change Direct GHG emissions (scope 1 GHG protocol)	1,000 tonnes CO <sub>2</sub> e	34,138	34,453 <sup>1</sup>	36,597	33,958	-
2.2 Climate change Indirect GHG emissions (scope 2 GHG protocol) - location-based	1,000 tonnes CO <sub>2</sub> e	386	444 <sup>1</sup>	351	324	-
2.3 Climate change Indirect GHG emissions (scope 2 GHG protocol) - market-based	1,000 tonnes CO <sub>2</sub> e	346	423 <sup>1</sup>	335	348	-
2.4 Climate change Value chain GHG emissions (scope 3 GHG protocol)	1,000 tonnes CO <sub>2</sub> e	44,938	47,980 <sup>1</sup>	39,436	36,487	-
2.5 Climate change Total GHG emissions (scope 1, 2 - location-based and 3)	1,000 tonnes CO <sub>2</sub> e	79,462	82,877 <sup>1</sup>	76,385	70,770	-
2.5 Climate change Total GHG emissions (scope 1, 2 - market-based and 3)	1,000 tonnes CO <sub>2</sub> e	79,422	82,856 <sup>1</sup>	76,369	70,794	-

## Comments on 2023 ESG performance data

Fuel oil consumption decreased by 6.5% in 2023 compared to 2022. This is mainly driven by improved fuel efficiency on vessels, which is also reflected in the improved Ocean: Reduction in carbon intensity (EEOI) KPI in this table.

The significant increase of 53% in gas fuels consumption from 2022 to 2023 is driven mainly by the inclusion of LF Logistics, Pilot and Senator for the first time in 2023.

The significant increase from 2022 to 2023 is because of inclusion of lubricant oils for the first time in 2023.

In 2023, we recorded a 15% reduction in electricity and heating consumption compared to 2022. This is mainly driven by an over-estimation of electricity consumption in LF Logistics, Senator and Pilot, that was included in 2022. The data from acquisitions was included to align with our SBTi validated target baseline.

Renewable electricity consumption decreased 1% in 2023 compared to 2022. This is mainly driven by energy efficiency improvements in some of our terminals operating on renewable electricity.

Green fuels consumption increased 11% from 2022 to 2023. This is driven by an increase in consumption of biofuel in Maersk's operations during the year.

Total energy consumption decreased by 6% in 2023 compared to 2022. This was mainly driven by a decrease in fuel oil consumption.

The share of renewable energy in 2023 is on par with 2022.

The significant increase in energy intensity is mainly driven by Maersk's decreased revenue in 2023 compared to 2022.

In 2023, we recorded a 1% decrease in scope 1 emissions compared to 2022. This was driven mainly by our reduced fuel oil consumption.

The decrease in both scope 2 (location-based) and scope 2 (market-based) emissions are driven mainly by the afore-mentioned over-estimation of electricity consumption in LF Logistic, Senator and Pilot in 2022.

Maersk's scope 3 emissions decreased 6.3% in 2023 compared to 2022. The decrease is mainly driven by lower freight volumes, container purchases and fuel consumption. See a full breakdown of emissions from the 12 twelve 3 categories applicable to Maersk in the ESG Factbook 2023.

In 2023, we recorded a 4.1% decrease in Total GHG emissions compared to 2022. This main drivers for the decrease are lower emissions across scope 1, 2 and 3.

<sup>1</sup> Number has been restated in 2023 based on work performed to improve reporting processes and data quality. See more in the 'Changes affecting the ESG performance data in 2023' section of the Accounting policies chapter.

<sup>2</sup> Numbers not part of PwC's limited assurance for 2023.





Introduction

Strategy and governance

Progress on ESG

Data and assurance

Sustainability Report 2023

2.6	Climate change	GHG emission intensity (based on revenue)	tonnes CO <sub>2</sub> e/ million USD	1,549	1,011 <sup>2</sup>	1,231 <sup>2</sup>	1,773 <sup>2</sup>	-	In 2023, our GHG emissions intensity increased to 1,549 compared to 1,011 in 2022. The increase is mainly driven by the significant decrease in revenue in 2023 compared to 2022.
2.7	Climate change	Biogenic emissions (scope 1, 2, 3)	1,000 tonnes CO <sub>2</sub> e	639	-	-	-	-	In 2023, we emitted 639,000 tonnes CO <sub>2</sub> e biogenic emissions. These were mainly related to combustion of biofuels in our vessel operations.
<b>Segment-specific climate change KPIs</b>									
3.1	Climate change	Ocean: Share of freight transported with green fuels	% of FFE	3	2	-	-	-	From 2022 to 2023, we recorded a 1%-point increase in the share of ocean freight transported by green fuels. This reflects customers' growing engagement with supply chain partners who can help realise their climate ambition.
3.2	Climate change	Ocean: Reduction in carbon intensity (EEOI) by 2030 (2020 baseline)	% reduction	4	-7	-6	0	-	In 2023, we improved the operational efficiency of our vessels, reducing Maersk's EEOI by 4% compared to the 2020 baseline. This is driven by more fuel-efficient operations, continuous roll-out of efficiency technologies, shore power enablement and increased use of biofuels.
3.3	Climate change	Terminals: Reduction of scope 1 and 2 emissions by 2030 (2020 baseline)	% reduction	13	5	-	0	-	Since 2020, APM Terminals has reduced its absolute scope 1 and 2 emissions by 13%. Key drivers include implementation of dedicated green tariffs in European terminals and implementation of energy optimisation initiatives at 12 terminals to reduce fuel and electricity use.
<b>Air pollutants</b>									
4.1	Environment and ecosystems	SO <sub>x</sub>	1,000 tonnes	90	100 <sup>1</sup>	107	102	569	SOx emissions decreased 10% in 2023 compared to 2022. The decrease is driven mainly by the reduction in heavy fuel oil (HFO) consumption in our vessel operations.
4.1	Environment and ecosystems	NO <sub>x</sub>	1,000 tonnes	672	611 <sup>1</sup>	887	825	888	While the total HFO consumption decreased, the conversion factors used for HFO have increased from 0.0578 in 2022 to 0.0691 in 2023 leading to Maersk's overall NOx emissions increasing 10%. If the factors stayed the same as last year, NOx emissions would have decreased by 43,000 tonnes.
4.1	Environment and ecosystems	NMVOCs	1,000 tonnes	16	27 <sup>2</sup>	-	-	-	
4.1	Environment and ecosystems	CO	1,000 tonnes	77	55 <sup>2</sup>	-	-	-	In 2023, particulate matter (PM10 and PM2.5) and NMVOC emissions decreased with 4%, 12%, and 43% respectively, compared to 2022. The main drivers for the decrease are due to lower volumes of heavy fuel oil consumed in Ocean and the use of scrubbers, which reduce air pollutant emissions.
4.1	Environment and ecosystems	PM10 <sup>3</sup>	1,000 tonnes	49	51 <sup>2</sup>	-	-	-	Black carbon emissions in 2023 is on par with 2022.
4.1	Environment and ecosystems	PM2.5	1,000 tonnes	38	43 <sup>2</sup>	-	-	-	The 39% increase of Carbon Monoxide (CO) emissions in 2023 compared to 2022 is driven by significantly higher consumption of kerosine fuel by Maersk Air Cargo due to increased air freight volumes.
4.1	Environment and ecosystems	Black Carbon	1,000 tonnes	3	3 <sup>2</sup>	-	-	-	
<b>Other resource consumption</b>									
5.1	Environment and ecosystems	Waste	1,000 tonnes	533	553 <sup>1</sup>	357	289	299	In 2023, we recorded a 4% decrease in waste generation from our operations. This was mainly driven by an increased focus on waste reduction initiatives on our vessels. This decrease was partly offset by an increase in waste in the new logistics entities LF Logistics, Senator and Pilot that were included for the first time in 2023.
5.2	Environment and ecosystems	Water consumption	1,000 m <sup>3</sup>	2,957	2,504	2,156	1,754	1,696	Water consumption increased by 18% in 2023 compared to 2022. This increase is mainly due to Maersk's acquisition of LF Logistics in 2022, which has significantly increased our landside footprint, and that has been included for the first time in our ESG performance data this year.
<b>Environmental incidents</b>									
6.1	Environment and ecosystems	Hydrocarbon spills (>10 m <sup>3</sup> )	#	0	0	2	2	0	In 2023, Maersk did not record any significant oil spills (>10 m <sup>3</sup> ) to the environment.
6.2	Environment and ecosystems	Containers lost at sea	#	52	118	-	-	-	In 2023, Maersk had two container loss incidents, both occurring in December. Six containers were lost at sea off the coast of Spain and 46 containers in the North Sea of the coast of Denmark. See note on p. 30.

<sup>1</sup> Number has been restated in 2023 based on work performed to improve reporting processes and data quality. See more in the 'Changes affecting the ESG performance data in 2023' section of the Accounting policies chapter.

<sup>2</sup> Numbers not part of PwC's limited assurance for 2023.

<sup>3</sup> By default, PM10 includes smaller particles (such as PM2.5 and BC).



## Social performance

			Unit	2023	2022	2021	2020	2019
7.1	Human capital	Number of employees	Headcount	108,934	95,966	84,796	74,326	76,455
7.2	Human capital	Employee Engagement Survey score in the 75th percentile of global norm	Percentile rank	60	67	59	54	41
7.3	DE&I	Gender - female/total	% (headcount)	34	33	31	28	28
7.4	DE&I	Women in management (Job level 4+)	% (headcount)	35	33	33	31	31
7.5	DE&I	Women in leadership (Job level 6+)	% (headcount)	27	26	22	21	20
7.6	DE&I	Target nationalities/total	% (headcount)	67	67	72	72	71
7.7	DE&I	Target nationalities in executive leadership (Job level 8 and 9)	% (headcount)	20	16	15	12	13
7.8	Safety and security	Fatalities	#	4	9	4	1	5
7.9	Safety and security	Lost-time injury frequency (LTIF)	Rate	1.11	0.93 <sup>1</sup>	0.93	1.22	1.16
7.10	Safety and security	Learning Teams completed following a High Potential Incident	Completion rate	99	83	-	-	-
7.11	Safety and security	Global Leadership (top 1,200 leaders) upskilled in Maersk Safety & Security Principles	Completion rate	98	-	-	-	-
7.12	Employee relations and labour rights	Employee relations and labour rights training	Completion rate	90	83	-	-	-

## Comments on 2023 ESG performance data

The 14% increase in the number of employees in 2023 compared to 2022 is mainly driven by the inclusion of acquisitions, including LF Logistics, Pilot and Senator for the first time in 2023.

In 2023, we recorded a decrease in our ranking score in global norms of 7 percentage points. This indicates a setback that is mainly driven by the organisational change and challenging business environment in 2023.

In 2023, we continued to make steady progress on gender diversity with an increase in both the share of women in management (Job Level 4+) and Women in leadership (Job Level 6+) KPIs.

Moreover, we observed a 1% increase in the share of women and an unchanged share of target nationalities in our total employee population.

Through focus and intent, we have been able to increase our target nationality at the leadership level from 16% in 2022 to 20% in 2023.

Regrettably, we recorded 4 fatal accidents in 2023. Two Maersk employees and two third-party contractors working on behalf of Maersk. See more on p. 35.

In 2023, we recorded an increase in our lost-time injury frequency rate from 0.93 to 1.11. This is partly driven by our focus on improving the reporting culture, where all colleagues feel safe to speak up, which has led to more reported incident cases.

In 2023, we achieved a 99% completion rate of Learning Teams performed following a High Potential Incident.

In 2023, we recorded a 98% completion rate for the Lead with Care programme aimed at upskilling leaders (Job level 6+) in Maersk's safety and security principles.

In 2023, Maersk achieved a 90% of our employee relations and labour rights training target of 100%. Recognising that reaching all employee groups, especially through workforce changes, is a continued challenge, we will keep the rigor of a 100% target on an annual basis.

## Governance performance

			Unit	2023	2022	2021	2020	2019
8.1	Business ethics	Code of Conduct training	Completion rate	92	83	-	-	-
8.2	Business ethics	% of operations covered by a risk assessment on compliance and business ethics risks	%	96	95	95	-	-

This year 92% of Maersk employees completed the mandatory Code of Conduct training. Challenges in reaching all employee groups remain, particularly due to organisational changes, but we are working to close this gap with a goal of 100% completion in 2024.

In 2023, 96% of Maersk's entities completed a risk assessment on compliance and business ethics. This is a 1% increase from the previous group-wide risk assessment that was done in 2021.

<sup>1</sup> Number has been restated in 2023 based on work performed to improve reporting processes and data quality. See more in the 'Changes affecting the ESG performance data in 2023' section of the Accounting policies chapter.



Introduction

Strategy and governance

Progress on ESG

Data and assurance

8.3	Business ethics	Whistleblower cases	#	1,154	735	634	-	-
8.4	Sustainable procurement	Suppliers committed to Maersk Supplier Code of Conduct (CoC)	%	95	96	-	-	-
8.5	Sustainable procurement	Tier 1 high-risk category/strategic suppliers undergoing ESG assessments	%	71	77	-	-	-
8.6	Sustainable procurement	High-risk category/strategic suppliers assessed with Improvement plan successfully closed	%	79	69	-	-	-
8.7	Sustainable procurement	Procurement staff trained in Sustainable Procurement (SP)	Completion rate	91	-	-	-	-
8.8	Data ethics	Data ethics training	Completion rate	91	67	-	-	-

In 2023, Maersk received 1,154 whistleblower reports, a significant increase compared to the 735 cases recorded for 2022. The increase is driven mainly by an improved speak-up culture. See more on p. 12.

By the end of 2023, 95% of our suppliers had committed to Maersk's Supplier Code of Conduct. This is a decrease of 1% compared to 2022. Our target remains to have 100% of our suppliers committed by 2024.

In 2023 the share of our tier 1 high risk category/strategic suppliers with ESG assessment completed decreased to 71% from 77% in 2022. We are prioritising supplier assessments in 2024 to ensure we exceed the targets committed for 2024.

In 2023, the share of high-risk category/strategic suppliers assessed and with improvement plans successfully closed increased to 79% from 69% in 2022. This is close to our 80% target by 2024.

In 2023, we recorded a 91% completion rate and are well on our way to meeting the 100% target for 2024.

By the end of 2023, 91% of Maersk employees in scope for training have completed our mandatory data ethics e-learning against a target of 100%. This is a significant improvement compared to 2022, as we expanded the number of employees in scope for training to also include employees from LF Logistics, Pilot and Senator during 2023 in alignment with roll-out plans.

### Economic performance

	Unit	2023	2022	2021	2020	2019
9.1 Revenue	USD million	51,065	81,529	61,787	39,740	38,890
9.2 Profit/loss before financial items (EBIT)	USD million	3,934	30,860	19,674	4,186	1,725
9.3 Capex	USD million	3,646	4,163	2,976	1,322	2,035
9.4 Tax for the year	USD million	454	910	697	407	458

Financial data is taken from the audited 2023 Annual Report of A.P. Moller - Maersk. The Annual Report can be found at [investor.maersk.com](https://investor.maersk.com)

### EU Taxonomy

10	Share of aligned revenue	%	4	3	-	-	-
10	Share of eligible revenue	%	80	85	-	-	-
10	Share of aligned Capex	%	17	7	-	-	-
10	Share of eligible Capex	%	74	64	-	-	-
10	Share of aligned Opex	%	7	10	-	-	-
10	Share of eligible Opex	%	68	100	-	-	-

The results of Maersk's taxonomy screening for 2023 confirm that the company has significant opportunity to substantially contribute towards climate change mitigation, and that it is in its early stages of the journey to decarbonise its end-to-end value chain. Hence, we see a high share of eligible revenue, Capex and Opex, but a significantly lower share of revenue, Capex and Opex related to taxonomy-aligned activities. Over the coming years, we expect to see a modest gradual increase of taxonomy-aligned revenue and a continued steady increase in the taxonomy-aligned Capex in line with our decarbonisation strategy.

Please see a detailed breakdown of the EU Taxonomy KPIs on the following pages.

### Revolving Credit Facility KPI performance

	Unit	2023	2022	2021	2020	2019	
11	Relative CO <sub>2</sub> reduction (percentage vs. 2008 baseline)	% reduction	44.7	39.9	39.8	42.7	41.8

In 2018, Maersk launched a 5-year Revolving Credit Facility that is linked to the efficiency (EEOI) performance of our vessels (vs a 2008 baseline). Since 2008, we have improved the efficiency of our vessel operations (EEOI) by 44.7% compared to the 2008 baseline.



## Proportion of revenue from products or services associated with Taxonomy-aligned economic activities 2023

Financial year 2023	2023			Substantial contribution						DNSH					Minimum safeguards (Y/N)	Proportion of Taxonomy-aligned or eligible revenue 2022 (%)	Enabling activity (E)	Transitional activity (T)
	Economic activities	NACE codes	Absolute revenue (mio USD)	Proportion of revenue (%)	Climate change mitigation (Y; N; N/EL)	Climate change adaptation (Y; N; N/EL)	Water and marine resources (Y; N; N/EL)	Circular economy (Y; N; N/EL)	Pollution (Y; N; N/EL)	Biodiversity and ecosystems (Y; N; N/EL)	Climate change mitigation (Y/N)	Climate change adaptation (Y/N)	Water and marine resources (Y/N)	Circular economy (Y/N)				
<b>A. Taxonomy-eligible activities</b>																		
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																		
6.2	Freight rail transport	H49.20	19	0.0%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	0.0%	
6.6	Freight transport services by road	H49.4.1, H53.20, N77.12	0	0.0%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	0.0%	
6.10	Sea and coastal freight water transport	H50.2, H52.22, N77.34	928 <sup>4</sup>	1.8%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	1.9%	T
6.16	Infrastructure enabling low-carbon water transport	F42.91, F71.1, F71.20	1,058	2.1%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	1.5%	E
7.6	Installation, maintenance and repair of renewable energy technologies	F42,F43, M71,C28	1	0.0%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	0.0%	E
<b>Revenue of environmentally sustainable activities (Taxonomy-aligned)</b>			<b>2,006</b>	<b>3.9%</b>	<b>3.9%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>3.4%</b>	
<b>Of which Enabling</b>			1,059	2.1%	2.1%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	1.5%	E
<b>Of which Transitional</b>			928	1.8%	1.8%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	1.9%	T
<b>A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																		
					(EL; N/EL)	(EL; N/EL)	(EL; N/EL)	(EL; N/EL)	(EL; N/EL)	(EL; N/EL)								
6.2	Freight rail transport	H49.20	38	0.1%	EL	EL	N/EL	N/EL	N/EL	N/EL							0.1%	
6.6	Freight transport services by road	H49.4.1, H53.20, N77.12	5,214	10.2%	EL	EL	N/EL	N/EL	N/EL	N/EL							6.1%	
6.10	Sea and coastal freight water transport	H50.2, H52.22, N77.34	30,516	59.8%	EL	EL	N/EL	N/EL	N/EL	N/EL							72.8%	
6.16	Infrastructure enabling low-carbon water transport	F42.91, F71.1, F71.20	1,897	3.7%	EL	N/EL	N/EL	N/EL	N/EL	N/EL							2.8%	
6.19	Passenger and freight air transport	H51.1, H51.21	1,222	2.4%	EL	N/EL	N/EL	N/EL	N/EL	N/EL							0.0%	
7.6	Installation, maintenance and repair of renewable energy technologies	F42, F43, M71,C28	-	0.0%	EL	EL	N/EL	N/EL	N/EL	N/EL							0.0%	
<b>Revenue of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)</b>			<b>38,887</b>	<b>76.2%</b>	<b>76.2%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>							<b>81.8%</b>	
<b>A. Revenue of Taxonomy-eligible activities (A.1+A.2)</b>			<b>40,893</b>	<b>80.1%</b>	<b>80.1%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>							<b>85.2%</b>	
<b>B. Taxonomy Non-eligible activities</b>																		
<b>Revenue of Taxonomy-non-eligible activities</b>			<b>10,172</b>	<b>19.9%</b>														
<b>Total</b>			<b>51,065</b>	<b>100%</b>														

4 One of the vessels, Laura Mærsk, contributing USD 4 million to the aligned revenue under 6.10 has been partially (56%) financed via a green bond. The total aligned revenue under 6.10 excluding the aligned revenue from the vessel partially financed via green bonds would therefore be adjusted by USD 2.36 million to USD 926 million. The adjusted share of aligned revenue would remain the same at 1.8%.



## Proportion of Capex from products or services associated with Taxonomy-aligned economic activities 2023

Economic activities	Financial year 2023		Substantial contribution							DNSH					Minimum safeguards (Y/N)	Proportion of Taxonomy-aligned or eligible Capex 2022 (%)	Enabling activity (E)	Transitional activity (T)
	2023	2023	Climate change mitigation (Y; N; N/EL)	Climate change adaptation (Y; N; N/EL)	Water and marine resources (Y; N; N/EL)	Circular economy (Y; N; N/EL)	Pollution (Y; N; N/EL)	Biodiversity and ecosystems (Y; N; N/EL)	Climate change mitigation (Y/N)	Climate change adaptation (Y/N)	Water and marine resources (Y/N)	Circular economy (Y/N)	Pollution (Y/N)	Biodiversity and ecosystems (Y/N)				
<b>A. Taxonomy-eligible activities</b>																		
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																		
6.6 Freight transport services by road	H49.4.1, H53.20, N77.12	1	0.0%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.0%	
6.10 Sea and coastal freight water transport	H50.2, H52.22, N77.34	610 <sup>5</sup>	10.5%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	4.6%	T
6.12 Retrofitting of sea and coastal freight and passenger water transport	H50.2	22	0.4%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.3%	E
6.16 Infrastructure enabling low-carbon water transport	F42.91, F71.1, F71.20	357	6.1%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	1.2%	E
7.6 Installation, maintenance and repair of renewable energy technologies	F42, F43, M71, C28	28	0.5%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	1.0%	E
<b>Capex of environmentally sustainable activities (Taxonomy-aligned) (A.1)</b>		<b>1,018</b>	<b>17.5%</b>	<b>17.5%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>7.1%</b>	
<b>Of which Enabling</b>		407	7.0%	7.0%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	2.5%	E
<b>Of which Transitional</b>		610	10.5%	10.5%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	4.6%	T
<b>A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																		
				(EL; N/EL)	(EL; N/EL)	(EL; N/EL)	(EL; N/EL)	(EL; N/EL)	(EL; N/EL)									
6.6 Freight transport services by road	H49.4.1, H53.20, N77.12	48	0.8%	EL	EL	N/EL	N/EL	N/EL	N/EL								2.2%	
6.10 Sea and coastal freight water transport	H50.2, H52.22, N77.34	1,550	26.6%	EL	EL	N/EL	N/EL	N/EL	N/EL								38.3%	
6.12 Retrofitting of sea and coastal freight and passenger water transport	H50.2	257	4.4%	EL	EL	N/EL	N/EL	N/EL	N/EL								9.4%	
6.16 Infrastructure enabling low-carbon water transport	F42, F43, M71, C28	628	10.8%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								6.5%	
6.19 Passenger and freight air transport	H51.1, H51.21	155	2.7%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.0%	
7.6 Installation, maintenance and repair of renewable energy technologies	F42, F43, M71, C28	0	0.0%	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0%	
7.7 Acquisition and ownership of buildings	L68	684	11.7%	EL	EL	N/EL	N/EL	N/EL	N/EL								0.0%	
<b>Capex of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)</b>		<b>3,322</b>	<b>57.0%</b>	<b>57.0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>								<b>56.4%</b>	
<b>A. Capex of Taxonomy-eligible activities (A.1+A.2)</b>		<b>4,340</b>	<b>74.5%</b>	<b>74.5%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>								<b>63.5%</b>	
<b>B. Taxonomy Non-eligible activities</b>																		
<b>Capex of Taxonomy-non-eligible activities</b>		<b>1,489</b>	<b>25.5%</b>															
<b>Total</b>		<b>5,829</b>	<b>100.0%</b>															

5 Of the aligned Taxonomy 6.10 Capex, 603 mUSD is in 2023 related to financing via the issuance of green bonds under Maersk's Green Finance Framework. Aligned CAPEX for Transitional 6.10 activities would result in 7 mUSD. The adjusted share of aligned Capex would be 0.14%. For more details on our green bonds allocation please refer to the allocation reports for 2021 - 2023 which can be found here: [investor.maersk.com](https://investor.maersk.com)



## Proportion of Opex from products or services associated with Taxonomy-aligned economic activities 2023

Financial year 2023	2023			Substantial contribution						DNSH				Minimum safeguards (Y/N)	Proportion of Taxonomy-aligned or eligible Opex 2022 (%)	Enabling activity (E)	Transitional activity (T)	
	Economic activities	NACE codes	Absolute Opex (mio USD)	Proportion of Opex (%)	Climate change mitigation (Y; N; N/EL)	Climate change adaptation (Y; N; N/EL)	Water and marine resources (Y; N; N/EL)	Circular economy (Y; N; N/EL)	Pollution (%)	Biodiversity and ecosystems (Y; N; N/EL)	Climate change mitigation (Y/N)	Climate change adaptation (Y/N)	Water and marine resources (Y/N)					Circular economy (Y/N)
<b>A. Taxonomy-eligible activities</b>																		
<b>A.1. Environmentally sustainable activities (Taxonomy-aligned)</b>																		
6.6	Freight transport services by road	H49.4.1, H53.20, N77.12	0	0.0%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	0.0%	
6.10	Sea and coastal freight water transport	H50.2, H52.22, N77.34	14	1.5%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	2.1%	T
6.16	Infrastructure enabling low-carbon water transport	F42.91, F71.1, F71.20	54	5.8%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	7.8%	E
7.6	Installation, maintenance and repair of renewable energy technologies	F42, F43, M71, C28	0	0.0%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	0.2%	E
<b>Opex of environmentally sustainable activities (Taxonomy-aligned) (A.1)</b>			<b>68</b>	<b>7.3%</b>	<b>7.3%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>Y</b>	<b>10.1%</b>	
<b>Of which Enabling</b>			54	5.8%	5.8%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	8.0%	E
<b>Of which Transitional</b>			14	1.5%	1.5%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	2.1%	T
<b>A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>																		
					(EL; N/EL)	(EL; N/EL)	(EL; N/EL)	(EL; N/EL)	(EL; N/EL)	(EL; N/EL)								
6.6	Freight transport services by road	H49.4.1, H53.20, N77.12	6	0.6%	EL	EL	N/EL	N/EL	N/EL	N/EL							0.9%	
6.10	Sea and coastal freight water transport	H50.2, H52.22, N77.34	302	32.2%	EL	EL	N/EL	N/EL	N/EL	N/EL							55.0%	
6.16	Infrastructure enabling low-carbon water transport	F42.91, F71.1, F71.20	132	14.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL							34.0%	
6.19	Passenger and freight air transport	H51.1, H51.21	66	7.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL							0.0%	
7.6	Installation, maintenance and repair of renewable energy technologies	F42, F43, M71, C28	0	0.0%	EL	EL	N/EL	N/EL	N/EL	N/EL							0.0%	
7.7	Acquisition and ownership of buildings	L68	64	6.8%	EL	EL	N/EL	N/EL	N/EL	N/EL							0.0%	
<b>Opex of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)</b>			<b>570</b>	<b>60.7%</b>	<b>60.7%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>							<b>89.9%</b>	
<b>A. Opex of Taxonomy eligible activities (A.1+A.2)</b>			<b>638</b>	<b>68.0%</b>	<b>68.0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>							<b>100.0%</b>	
<b>B. Taxonomy Non-eligible activities</b>																		
<b>Opex from non-eligible activities</b>			<b>300</b>	<b>32.0%</b>														
<b>Total</b>			<b>938</b>	<b>100.0%</b>														

Introduction

Strategy and governance

Progress on ESG

Data and assurance



# ESG performance data accounting policies

Introduction

Strategy and  
governance

Progress on ESG

Data and  
assurance

Sustainability  
Report 2023

## Basis of reporting

### Reporting period

The ESG performance data reporting of A.P. Møller – Maersk A/S (Maersk) covers the period from 1 January to 31 December 2023.

### Reporting boundaries and use of reporting frameworks

Our approach to sustainability and ESG reporting is to focus on material issues and activities, in line with a double materiality (DMA) principle, encompassing areas where Maersk may have the largest impacts on people and planet through our activities, or where Maersk is exposed to the most significant financial risks or opportunities. For the first time in 2023, we have conducted an initial DMA based on the criteria outlined in the European Sustainability Reporting Standards (ESRS). The results of the DMA have shaped the content of this report. We are guided by the reporting principles set out in the GRI 101: Foundation Standard to determine the report content and quality in terms of materiality, stakeholder inclusiveness, sustainability context, completeness, balance, comparability, accuracy, timeliness, clarity and reliability. For an overview of our use of and alignment with ESG reporting frameworks, incl. TCFD and SASB, please refer to our ESG Factbook 2023 [here](#).

### Scope and consolidation

Unless otherwise stated, the ESG performance data is reported based on the same principles as the financial statements. Thus, the ESG performance data include consolidated data from the parent company, A.P. Møller – Mærsk A/S, and subsidiaries controlled by Maersk. Data is collected per legal entity per activity, and the figures are consolidated line-by-line. Consolidation of ESG performance data using financial scope implies that data from the following assets are included:

- Owned assets that Maersk financially owns and that are operated by Maersk
- Long-term leased-in assets that Maersk treats as capital assets and that are treated as such on Maersk's balance sheet in accordance with IFRS16
- Leased-out assets that Maersk treats as wholly owned assets in financial accounting and are treated as such on Maersk's balance sheet (e.g. short-term leased-out assets to third parties).

Using financial scope also implies that data from the following assets are not included:

- Long-term leased out assets that are treated by the lessee as wholly owned assets in financial accounting and therefore appearing on the lessee's balance sheet and not Maersk's i.e. a financial lease

Technical management of an asset on behalf of third parties follow the same consolidation principles.

The consolidation for Safety (Fatalities and Lost-time injury frequency) data differs from the financial principles described above. Safety data is consolidated using an operational scope approach. This means that Maersk includes all safety data when A.P. Møller – Mærsk A/S or one of its subsidiaries has the governing authority and responsibility for health, safety and environmental management of the people, the processes, and facility. This approach includes contractors and third-parties that are working under the oversight, instructions and HSSE management system of Maersk.

Mobile assets are included when operated by Maersk. For vessels, the International Safety Management Code Document of Compliance must be held by Maersk to be included in the safety data.

The consolidation of greenhouse gas (GHG) emissions data is based on the financial consolidation approach and stated in accordance with the GHG Protocol: direct emissions from owned and long term leased-in assets as defined by IFRS 16 (scope 1), indirect emissions from purchased electricity and district heating (scope 2), and value chain emissions (scope 3), which also includes emissions related to leased out assets as defined by IFRS 16.

To ensure completeness in reported data from our offices, office standards have been developed, which can be used for offices with no production or warehouses. The office standards define average consumption values per FTE and are only used if other more accurate information is not available.

Data from divestments are included until the day of transaction, while data from acquisitions are included from the reporting year following the transaction. In 2023, data from Pilot Freight Services (Pilot), Senator International (Senator) and LF Logistics, which were acquired in 2022, has been included in the ESG performance data. During 2023, the acquisitions of Martin Bencher Group and Grindrod Logistics was completed. Data from these companies will be included in the Annual Report 2024. Data from Maersk Supply Services is included up until the divestment date of 15 May 2023.

### Emission conversions and calculations

GHG emissions are calculated using conversion factors for energy consumption and other GHG gases. Primary schemes used are AR6 (updated 2022), EMEP/EEA air pollutant emission inventory guidebook (2019 database), IEA (updated 2023), GLEC Framework (updated 2023), DEFRA (updated 2022) and CEDA6 (updated in 2022). The principles for choosing among the schemes for default conversion factors are:

- The most recent and internationally recognised schemes are preferred
- Specific industry schemes can be included when not in conflict with the above.

## Changes affecting the ESG performance data in 2023

For 2023, we have restructured the energy performance data to more clearly indicate the types of fuels and the share of energy consumption that are based on fossil and renewable sources. We have also aligned the unit of measurement for energy consumption in the ESG performance table to further enhance the readability and comparability of our energy consumption data and restated comparison year numbers back to 2020 accordingly. Likewise, we have aligned the unit of measurement for Number of employees from FTE's to headcounts, which is also used to calculate our DE&I KPIs. We have restated comparison year numbers accordingly. The FTE numbers continues to be available in our Annual Report.

In alignment with our ESG Strategy, we have for the first time included the share of global leadership upskilled in Maersk's safety and security principles, as well as the share of the procurement staff that has been trained in sustainable procurement.

Furthermore, and in preparation for the EU CSRD requirements, we have introduced a new energy and climate change-related intensity KPIs



in our report along with KPIs related to biogenic CO<sub>2</sub> and air pollutants, including NMVOCs, carbon monoxide, particulate matter (PM10.5, PM 2.5 and black carbon).

Hence, from 2023, the following new KPIs have been included in our ESG performance data:

Environment:

- Climate change: Renewable electricity
- Climate change: Green fuels
- Climate change: Share of renewable energy
- Climate change: Energy intensity (based on revenue)
- Climate change: GHG emission intensity (based on revenue)
- Climate change: Biogenic emissions (scope 1, 2, 3)
- Environment & ecosystems: Other air pollutants (particulate matter, black carbon, carbon monoxide, NMVOCs)

Social:

- Safety & security: Global Leadership (top 1,200 leaders) upskilled in Maersk Safety & Security Principles

Governance:

- Sustainable procurement: Procurement staff trained in Sustainable Procurement (SP)

### Changes made to align with new science-based targets

Maersk submitted GHG reduction targets to the Science-based Target Initiative (SBTi) for validation in June 2023, which were validated in September 2023. For SBTi alignment, the submission required a restatement of 2022 data reported in the sustainability report. Maersk followed the maritime and general guidance for SBTi for the target setting and determined the year 2022 to be representative of its current and future operations as an integrated logistics company. Key changes to the baseline compared to previously reported 2022 climate change data are:

- Inclusion of emissions from recent acquisitions, namely Pilot, Senator and LF Logistics
- Inclusion of emissions from joint ventures and associate companies based on equity share in line with SBTi requirements
- Inclusion of emissions for liners serviced at APM Terminals under use of sold products in line with SBTi requirements

When including acquisitions, we noted in the case of Pilot and Senator sites, gathering actual electricity consumption for 2022 was not possible due to the lack of data owing to previous operational processes within these acquisitions. To ensure completeness of the baseline submitted for SBTi, Maersk gathered data on characters per site in these acquisitions (mainly area in square metres). The electricity consumption for 2022 was modelled based on publicly available EU estimates for non-residential sites. Location-based estimates of emission were calculated using IEA factors. For market-based estimates, it was assumed that the sites only use the residual electricity mix. We note that the 2022 electricity emissions estimates are likely conservative, i.e. too high. For 2023, the acquisitions has provided actual consumption based on invoices. The actual data indicate a significant lower consumption and related scope 2 emissions than was estimated in 2022 and this is the main driver for the reduction in these numbers from 2022 to 2023.

The above changes made to align with the SBTi targets led to a 6% increase in our total 2022 GHG emissions compared to previously reported data.

Furthermore, we have as part of the process made improvements to emission inventory methodologies to ensure alignment with SBTi in the future. This includes improvements in the application of the financial control principle and increased share of activity-based estimates in scope 3 data.

### Other restatements

Work to further improve the quality of Maersk's ESG data resulted in restatements of the 2022 Lost-time injury frequency, waste generation numbers in 2022 and our Biofuel consumption for 2021 and 2022. The Lost-time injury frequency for 2022 was restated to 0.93 (from 0.90). This is linked to an identified over-reporting of exposure hours. Waste generation for 2022 has been restated to 553 (1,000 tonnes) from the previously reported 460 (1,000 tonnes). The correction is related to omission of waste generated on chartered vessels that was not included in the 2022 reporting. The biofuel consumption for 2021 and 2022 is restated as the previously reported amounts included the blended fossil fuel amount. Corrections impacted the reported scope 1 emissions, which now correctly considers blend of biofuels. In these areas, the robustness of our reporting processes have been improved to mitigate risks of misstatements going forward.

## Accounting policies – environmental performance

### 1.1 Fossil energy consumption

Fossil energy consumption encompasses all fossil-based energy consumption that is consumed/combusted at Maersk controlled entities/vessels. Fossil energy consumption includes the following:

- Fuel oil, incl. heavy fuel oil, marine diesel oil, gasoline, diesel and kerosene
- Gas fuels, incl. liquified petroleum gas (LPG), liquefied natural gas (LNG) and natural gas
- Other fuels, incl. heating oil and cylinder oil
- Electricity and heating

### 1.2 Renewable energy consumption

Renewable energy consumption encompasses all renewable energy consumption, incl. renewable electricity, heating and green fuels that are consumed at Maersk controlled entities/vessels. Renewable electricity includes electricity from solar panels, wind turbines, and batteries, covering on-site self-generated and purchased renewable electricity from the grid. Green fuels, include biofuels and green methanol. Thus, renewable energy consumption is reported as:

- Renewable electricity
- Green fuels

### 1.3 Total energy consumption

Total energy consumption is the sum of fossil energy consumption and renewable energy consumption.

### 1.4 Share of renewable energy

The share of renewable energy is the percentage of total energy consumption that is derived from renewable energy sources.

### 1.5 Energy intensity (based on revenue)

Energy intensity is the total energy consumption per unit of revenue (million), as stated in the Annual Report.

### 2.1 Direct GHG emissions (scope 1)

Direct GHG emissions (scope 1) is the sum of all six Kyoto gases converted to CO<sub>2</sub> equivalents. Kyoto gases comprise: CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O, which are calculated based on amount of direct energy (i.e. the fuels

Introduction

Strategy and governance

Progress on ESG

Data and assurance





stated under 'Energy consumption') that are consumed/combusted and HFCs, SF<sub>6</sub>, and NF<sub>3</sub>, which are based on direct consumption at at entities/vessels controlled by Maersk.

### 2.2 Indirect GHG emissions (scope 2) – location-based

Indirect GHG emissions (scope 2) is the CO<sub>2</sub> equivalents' converted sum of CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O, calculated based on consumed electricity and district heating bought from a third party and using location-based IEA emission factors.

### 2.3 Indirect GHG emissions (scope 2) – market-based

Indirect GHG emissions (scope 2) is the CO<sub>2</sub> equivalents' converted sum of CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O, calculated based on consumed electricity and district heating bought from a third party and using country-specific market-based factors for EU countries and the US and IEA factors for other countries.

### 2.4 Value chain GHG emissions (scope 3)

Value chain GHG emissions (scope 3 GHG ) are the CO<sub>2</sub> equivalents' converted sum of CO<sub>2</sub>, CH<sub>4</sub> and N<sub>2</sub>O from Maersk's value chain activities. Of the 15 scope 3 categories in the GHG Protocol, 12 categories are currently determined as applicable to Maersk's business model and activities. The excluded categories are: Category 9 – downstream transportation and distribution, Category 10 – processing of sold products and Category 14 – franchises. Thus, value chain GHG missions comprise of emissions relating to: Category 1 – purchased goods and services, which are reported based on financial data and includes operational goods. Category 2 – capital goods, which is reported based on life cycle assessments and reported capital expenditure. This category covers capital investments such as new asset purchases, retrofit of vessels, and dry docking. We include the full scope 3 impact in the year of investment. Category 3 – fuel and energy-related activities, which are reported based on actual fuel procured and consumed. Category 4 – upstream transportation and distribution, which is calculated using the Global Logistics Emissions Council (GLEC) methodology utilising transport data per transport category. For supporting logistics related activities such as terminal services, financial data is multiplied by relevant emission factors. Category 5 – waste generated in operations, which is reported based on amounts and types of waste. Category 6 – business travel, which is reported based on activity-data for our direct air travel and procurement data for other

business travel related activities. Category 7 – employee commuting, which is reported based on employee headcounts per location, estimated commuting distance and transportation modes. Category 8 – upstream leased assets, which is reported based on operations of assets that are leased and not reported in scope 1 and 2. Category 11 – use of sold products, is based on activity data for marine fuels traded by Maersk to third parties, estimated fuel use of liner calling APM Terminals, and estimated emissions from the use of refrigerate containers produced by Maersk Container industry. Category 12 end-of-life treatment of sold products, which is reported based on activity data for end of life and retreatment of sold new and second-hand reefers. Category 13 – downstream leased assets, which is reported based on fuel consumption from vessels, tugs and planes leased to third parties. Category 15 – Investments, emissions are calculated to the extent of the equity share in non-controlled joint ventures and associates using financial data and corresponding factors. Please refer to [ESG Factbook 2023](#) for a category breakdown of scope 3 emissions.

### 2.5 Total GHG emissions

Total GHG emissions have been stated as both the sum of scope 1, scope 2 - location-based and scope 3 emissions as well as scope 1, scope 2 - market-based and scope 3 emissions.

### 2.6 GHG emission intensity

GHG emission intensity is the GHG emissions expressed per unit of revenue (million) - based on total GHG emissions (sum of reported scope 1, scope 2 - location-based and scope 3 emissions) and revenue as stated in the Annual Report.

### 2.7 Biogenic emissions (scope 1, 2, 3)

Biogenic CO<sub>2</sub> emissions result from the combustion or biodegradation of biomass. Biomass is defined as any material or fuel produced by biological processes of living organisms, including organic non-fossil material of biological origin (such as plant material), biofuels (such as liquid fuels produced from biomass feedstocks), biogenic gas (such as landfill gas), and biogenic waste (such as municipal solid waste from biogenic sources). In Maersk's current inventory, the calculation of biogenic CO<sub>2</sub> is limited to the combustion of fuels based on biogenic feedstock. This may expand based on evolving international standards detailing the treatment of biogenic emissions in corporate inventories.

### 3.1 Ocean: Share of freight transported with green fuels

The share of freight transported with green fuels is calculated as the share of FFE (Forty-Foot container Equivalent) containers transported using Maersk's EcoDelivery product out of the total FFEs transported by Maersk in the Ocean segment during the year. Transportation data, both total and EcoDelivery-labelled, is based on registrations in Maersk's Line of Sight system, which captures all container bookings in Maersk's Ocean segment.

### 3.2 Ocean: Reduction in carbon intensity (EEOI) by 2030 (2020 baseline)

Maersk's Ocean: Reduction in carbon intensity (EEOI) by 2030 (2020 baseline) covers container vessels under Maersk's operation. We report on reduction in carbon intensity using the EEOI (Energy Efficiency Operational Indicator) methodology. EEOI is defined by IMO in MEPC.1/Circ.684 and is calculated as gCO<sub>2</sub>/(Ton cargo x Nm). In practice we calculate EEOI on voyage level and aggregate it in the following way:

$$\frac{(g \text{ CO}_2 \text{ voy1} + g \text{ CO}_2 \text{ voy2} + g \text{ CO}_2 \text{ voy3})}{((\text{Tonne cargo} \times \text{Nm})\text{voy 1} + (\text{Tonne cargo} \times \text{Nm})\text{voy 2} + (\text{Tonne cargo} \times \text{Nm})\text{voy 3})}$$

The data sources are:

1. g CO<sub>2</sub> – Based on fuel consumption, from departure voyage 1, to departure voyage 2, multiplied with relevant CO<sub>2</sub> factor (3.114 for HFO, 3.206 for MDO and 0 for biofuels).
2. Tonne cargo – Calculated via draft and displacement tables, subtracting vessel weight and ballast water and fuel stock.
3. Nm – GPS distance from departure voyage 1, to departure voyage 2.

Ocean: Reduction in carbon intensity (EEOI) by 2030 is calculated as this year's EEOI relative to the EEOI of the 2020 baseline.

### 3.3 Terminals: Reduction of absolute scope 1 and 2 emissions by 2030 (2020 baseline)

The reduction of scope 1 and 2 emissions from APM Terminals is calculated as the percentage reduction of scope 1 and 2 emissions during the year compared to the scope 1 and 2 emissions from APM Terminals in 2020.



#### 4.1 Air pollution

Air pollution is the amount of air pollutants emitted in relation to Maersk's operations, besides GHG emissions. Air pollutants included are SO<sub>x</sub>, NO<sub>x</sub>, Non-Methane Volatile Organic Compounds (NMVOCs), Carbon monoxide (CO), Particulate Matter (PM10 and PM2.5, and Black Carbon (BC)). By default, PM10 includes smaller particles (such as PM2.5 and BC).

Air pollutants have been prepared and stated based on the first version of the Stockholm Environment Institute's (SEI) reporting guide, except for BC and PM10 reporting from the fleet of Maersk, which is based on the methods outlined by IMO in MEPC 75/7/15 as our data availability allows for IMO's more accurate assessment. In case of scrubber use, SO<sub>x</sub> pollutants are reported based on Clean Cargo guidelines, where SO<sub>x</sub> output is assumed to be maximum for the operating area in which the vessel spends 80% of time.

#### 5.1 Waste

Waste is reported as the sum of all waste types generated.

#### 5.2 Water

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

#### 6.1 Spills

Spills is reported as the number of uncontained hydrocarbon liquids spills greater than 10 m<sup>3</sup>, resulting from any unintended, irreversible release associated with current operations.

#### 6.2 Containers lost at sea

Containers lost at sea is based on the recorded number of containers (independent of size) lost at sea during the year. This includes containers lost at sea from own and time-chartered vessels, but does not include containers falling overboard in ports and other cases where containers will be picked up.

### Accounting policies – social performance

#### 7.1 Number of employees

Number of employees is the number of headcounts with an employment contract with Maersk who are on payroll regardless of the type of contract at year end. Excluded are employees on garden leave

and unpaid leave, contractors, and third-party workers. Number of employees is based on registrations in Maersk's HR systems.

#### 7.2 Employee Engagement Survey score in the 75th percentile of global norm

The Employee Engagement Survey score in the 75th percentile of global norm is calculated as Maersk's aggregated ranking in the top quartile (75% or above) of employee engagement relative to Maersk's survey vendors' global organisational employee engagement norm. Gallup is Maersk's main Employee Engagement Survey provider covering 97% of employees in scope while one other provider covers the remaining share of Maersk employees in scope. The overall employee engagement percentile score is calculated as the average (mean) of the two respective percentile scores weighted by the total respondents for each survey. Employees in Maersk Supply Services (MSS) are not included in the score as MSS was divested before the Employee Engagement Survey was performed in Q4 2023.

#### 7.3 Gender – female/total

Gender – female over total is the percentage of women employed based on headcount. Headcount definition is outlined in 7.1 Number of employees.

#### 7.4 Women in management

Women in management is the percentage of women at job levels 4, 5, 6, 7, 8 and 9, corresponding to Managers, Senior Managers, Leaders, Senior Leaders, and Executives, compared to total headcount of the same levels. Headcount definition is outlined in 7.1 Number of employees.

#### 7.5 Women in leadership

Women in leadership is the percentage of women at job levels 6, 7, 8 and 9, corresponding to Leaders, Senior Leaders, and Executives, compared to total headcount of the same levels. Headcount definition is outlined in 7.1 Number of employees.

#### 7.6 Target nationalities/total

Target nationalities over total is the percentage of target nationalities with non-high-income OECD nationalities employed based on headcount. Headcount definition is outlined in 7.1 Number of employees.

#### 7.7 Target nationalities in executive leadership

Target nationalities in leadership is the percentage of leaders with non-high-income OECD nationalities at job levels 8 and 9, corresponding to Executives, compared to total headcount of the same levels. Headcount definition is outlined in 7.1 Number of employees.

#### 7.8 Fatalities

Fatalities is the headcount number of work-related accidents leading to the death of the employee regardless of time between injury and death.

#### 7.9 Lost-time injury frequency

Lost-time injury frequency is the number of lost-time injuries per million exposure hours. A work-related injury, which results in an individual being unable to return to work and carry out any of his/her duties within 24 hours following the injury, unless caused by delays in getting medical treatment.

Excluded from LTIs are suicide or attempted suicide, 'natural causes', incidents during the commute to and from the regular place of work and incidents which occur off the ship, but where the consequences appear onboard at some later time. Exposure hours are the total number of work hours in which an employee is exposed to work related hazards and risks. Leave and non-work-related sickness are excluded from exposure hours.

#### 7.10 Learning Teams completed following a High Potential Incident

Learning Teams completed following a High Potential Incident is calculated as the share of Learning Teams completed following a High Potential Incident has been recorded. The number of High Potential Incidents and Learning Teams completed is based on reporting by Brands and maintained and quality assured by the Group Safety & Resilience team of Maersk. To give the organisation sufficient time to complete a learning team and maintain completeness in our reporting, the reporting period is 31 October in the previous year to 31 October in the reporting year, i.e. for 2023 the reporting period is 31 October 2022 - 31 October 2023. A high potential incident may be exempted from conducting a learning team in cases where a full-scale investigation has been carried out by internal or external parties, or the involved parties are outside APMM operational control, or legal circumstances does not allow to engage due to a legal investigation, or due to recurrence of an incident for which a Learning Team has been completed previously. A Learning Team is defined as a group of workers brought together to: discuss

Introduction

Strategy and governance

Progress on ESG

Data and assurance



specific work, identify performance influencing conditions that make safe work difficult and specify suggestions for improvement. A High Potential Incident is defined as safety incident with a potential severity of 4 or higher Maersk's HSSE Brand-specific risk assessment matrices.

### 7.11 Global Leadership (top 1,200 leaders) upskilled in Maersk Safety & Security Principles

Global Leadership (top 1,200 leaders, i.e. leaders in Job Level 6+) upskilled in Maersk's Safety & Security Principles is the percentage of APMM Global Leadership (Job Level 6+ leaders) that have been upskilled in Maersk's safety and security principles by completing the Lead with Care Senior Leaders e-learning programme. Job Level 6+ leaders correspond to Leaders, Senior Leaders, and Executives, compared to total headcount of the same level. Excluded are leaders (Job Level 6+) on long-term leave that have outstanding training on the day of final annual reporting, leaders (Job Level 6+) that have joined Maersk within two months before the day of final annual reporting, and leaders (Job Level 6+) working in companies newly acquired by Maersk within twelve months before the day of final annual reporting.

### 7.12 Employee relations and labour rights training

Employee relations and labour rights training is the completion rate of employees in scope for the Employee relations and labour rights e-learning out of the total employee population in scope. The employees in scope for the e-learning in 2023 are active white-collar Maersk employees. This excludes white-collar employees on long-term leave, consultants and employees that have joined Maersk after 31 October in the reporting year. The completion rate is based on registrations in Maersk's Learning Management system.

## Accounting policies – governance performance

### 8.1 Code of conduct training

Code of Conduct training is the completion rate of employees in scope for the Maersk Code of Conduct e-learning out of the total employee population in scope. The employees in scope for the e-learning in 2023 are active white-collar Maersk employees. This excludes white-collar employees on long-term leave, consultants and employees that have joined Maersk after 31 October in the reporting year. The completion rate is based on registrations in Maersk's Learning Management system.

### 8.2 % of operations covered by a risk assessment on compliance and business ethics risks

% of operations covered by a risk assessment on compliance and business ethics risks is the percentage of entities that have completed the risk assessment survey on compliance and business ethics risks during the year when the assessment is rolled out. The groupwide risk assessment is carried out every second year with the latest one completed in 2023. The % of operations covered by a risk assessment on compliance and business ethics risks is based on the records from Maersk's Global Entity Management System, considering owned or controlled operational entities and based on the brands in scope organisational structure.

### 8.3 Whistleblower cases

Whistleblower cases is the number of whistleblower cases recorded in Maersk's whistleblower system during the year. All cases are recorded in Maersk's whistleblower system irrespective of who makes a misconduct report, or how such a report is received, including via telephone, e-mail, Maersk's whistleblower system or audits. Whistleblower cases does not include cases reported via other channels such as Maersk's Ombudsfunction.

### 8.4 Suppliers committing to Maersk Supplier Code of Conduct

Suppliers committing to Maersk Supplier Code of Conduct (CoC) is the percentage of existing valid contracts with active suppliers which include a sustainable procurement clause, a reference to Supplier CoC in the contract or a CoC acknowledgment document out of the total number of valid active supplier contracts. The Suppliers committing to Maersk Supplier CoC is based on registrations in Maersk's Sustainable Procurement database, DocuSign Insights.

### 8.5 Tier 1 high-risk category/strategic suppliers undergoing ESG assessments

Tier 1 high-risk category/strategic suppliers undergoing ESG assessments is the share of Tier 1 high-risk and strategic suppliers that have undergone an ESG assessment out of the total number of Tier 1 high-risk category and strategic suppliers with valid contracts. The suppliers undergoing ESG assessments is based on registrations in database maintained by the Sustainable Procurement team.

### 8.6 High-risk category/strategic suppliers assessed with Improvement Plan successfully closed

High-risk category/strategic suppliers assessed with improvement plans successfully closed is the percentage of active high-risk category/strategic suppliers with valid contracts that have successfully closed gaps observed within the agreed timelines through an improvement plan implementation out of the total high-risk category/strategic suppliers with improvement plans. The suppliers assessed with Improvement Plan successfully closed is based on registrations made in database maintained by the Sustainable Procurement team.

### 8.7 Procurement staff trained in Sustainable Procurement (SP)

Procurement staff trained in Sustainable Procurement is the completion rate off procurement employees in scope for the SP e-learning out of the total employee population in scope. The employees in scope for the e-learning in 2023 procurement employees in Maersk. This excludes procurement employees on long-term leave and procurement employees that have joined Maersk after 31 October in the reporting year. The completion rate is based on registrations in Maersk's Learning Management system.

### 8.8 Data ethics training

Data ethics training is the completion rate of employees in scope for the Data ethics e-learning out of the total employee population in scope. The employees in scope for the e-learning in 2023 are active white-collar Maersk employees. This excludes white-collar employees on long-term leave, consultants and employees that have joined Maersk after 31 October in the reporting year. The completion rate is based on registrations in Maersk's Learning Management system.

## Accounting policies – economic performance

### 9.1 Revenue

Revenue as presented in the Consolidated income statement of the Annual Report 2023.

### 9.2 EBIT

EBIT as presented in the Consolidated income statement of the Annual Report 2023.

Introduction

Strategy and governance

Progress on ESG

Data and assurance



### 9.3 CAPEX

Capex as presented in the Consolidated cash flow statement and specified in Note 5.5 Cash flow specifications of the Annual Report 2023. This represents cash payments for intangible assets and property plant and equipment excluding acquisitions and divestments.

### 9.4 Tax for the year

Tax as presented in the Consolidated income statement of the Annual Report 2023.

### 10 EU Taxonomy accounting policies

In 2023, Maersk's has continued to apply the climate change mitigation technical screening criteria when assessing its economic activities. As the EU Taxonomy regulation matures and evolves, we will change and align our reporting accordingly, which may also impact the taxonomy KPIs previously reported. Key changes from 2022 include use of total Opex (repair and maintenance) costs when calculating Maersk's share of eligible Opex and inclusion of Maersk's air freight activities as eligible following the release of the 'EU Taxo 4' package during 2023. This means that the reported share of eligible Opex (repair and maintenance) costs in 2023 are not 100% as in 2022 and that Maersk's revenue, Capex and Opex (repair and maintenance) costs related to air freight have been recategorised to eligible in 2023 from non-eligible in 2022. Opex numbers for 2022 has not been restated. Moreover, we have in 2023 included Maersk warehouses under the '7.7 acquisition and ownership of buildings' criteria. The EU Taxonomy regulation does not have specific criteria for warehousing activities, and hence we do not include revenue from our warehouses in Logistics and Services. However, we can and will retrofit and transition such buildings to be green in line with our SBTi roadmap. Thus we have included Capex and Opex from warehouses as eligible and will screen our investments and renovations in relation to warehouses for taxonomy alignment going forward. For 2023, we consider all the Capex and Opex related to warehouses as eligible, but not aligned under 7.7.

The EU Taxonomy reporting is based on the financial accounts and thus includes data from Martin Bencher Group and Grindrod Logistics, which is not included in the scope of the ESG performance data.

The taxonomy-eligible KPIs have been calculated as:

- taxonomy-eligible revenue KPI = eligible revenue/ total revenue

- taxonomy-eligible Capex<sup>1</sup> KPI (additions) = eligible Capex/ total Capex
- taxonomy-eligible Opex<sup>1</sup> KPI (repair and maintenance) = eligible Opex/ total Opex

Maersk's process for determining taxonomy-eligible activities (the numerator of the taxonomy-eligibility KPIs) has followed a three-step approach:

1. Defining the economic activities that Maersk is engaged in within each of the segments across the Group
2. Assessing whether said activities are covered by the economic activity descriptions included in the EU Taxonomy Climate Delegated Act
3. Allocating revenue, Capex (additions) and Opex (repair and maintenance) according to the company's overall assessment of whether an economic activity is eligible or not.

Firstly, determination of the share of economic activities in Maersk that are taxonomy-eligible is based on activity codes in the financial consolidation system, which also forms the basis for Maersk's external financial reporting. As such, activity codes have been defined as an economic activity.

Secondly, based on the descriptions of what is registered on Maersk's activity codes an assessment has been made of whether these activities are covered by the activity descriptions that are included in the EU Taxonomy Climate Delegated Act.

Thirdly, depending on whether the registrations are related to assets or processes associated with taxonomy-eligible economic activities, the revenue, Capex and Opex registered on these activity codes are assessed to be eligible or non-eligible and allocated accordingly.

The denominator for the eligibility KPIs has been defined as:

- Revenue as presented in the Consolidated income statement of the Annual Report 2023.
- Total Capex representing additions including additions from acquired companies as disclosed in Note 3.1 Intangible assets, Note 3.2 Property, plant and equipment and Note 3.3 Right-of-use assets of the Annual Report. Additions related to goodwill, customer relationship, concessions rights and concession leases are excluded from total Capex.

- Total Opex related to repair and maintenance of eligible and non-eligible assets.

The taxonomy-aligned KPIs have been calculated as:

- taxonomy-aligned revenue KPI = aligned revenue / total revenue
- taxonomy-aligned Capex KPI (additions) = aligned Capex/ total Capex
- taxonomy-aligned Opex KPI (repair and maintenance) = aligned Opex/total Opex

Maersk's process for determining taxonomy-aligned activities (the numerator of the taxonomy KPIs) has been based on screening the identified eligible activities within each of the segments against the technical screening criteria for climate change mitigation.

For Ocean, revenue from aligned vessels has been prepared by applying an allocation key to total Ocean revenue. The allocation key is based on transport work from aligned vessels out of the total transport work during the year. Capex additions in relation to 1) existing aligned vessels; 2) expenditures for existing vessels undergone retrofitting that meet the technical screening criteria, and 3) milestone payments for ordered methanol vessels incurred during the year. Aligned Opex, is the repair and maintenance expenditures in relation to aligned vessels incurred during the year.

For Terminals, revenue from aligned electrified equipment has been prepared by applying an allocation key to total Terminal revenue. The allocation key is based on the carrying amount of aligned electrified equipment out of the total carrying amount of Terminal equipment. Aligned Capex (additions) is the Capex additions in relation to electrified equipment incurred during the year. Aligned Opex, is the repair and maintenance expenditures in relation to aligned electrified Terminal equipment incurred during the year.

For Logistics & Services, revenue from aligned activities, which includes electrical trucking and rail freight, has been prepared based on the following approaches:

- Trains: Maersk does not currently own or lease trains, which means that there is no related Capex or Opex. The allocation of revenue is based on the share of transportation work from aligned electrical trains out of the total transportation work by train.
- Trucks: The preparation of the revenue, Capex and Opex KPIs is based on the separate accounting that is kept for the electric trucks.

<sup>1</sup> The EU Taxonomy uses a narrow definition of Capex and Opex. Hence when referring to Capex, this only refers to Capex additions, and not all capital expenses, and when referring to Opex, this only refers to research and development, building renovation measures, short-term lease, maintenance and repair, and any other direct expenditures relating to the day-to-day servicing of assets of property, plant and equipment, and not all operational expenses. For Maersk Opex is defined as the repair and maintenance expenses in relation to eligible and non-eligible activities.



For Towage and Maritime Services, there are no aligned activities in Svitzer and other maritime services, except for certain activities in Maersk Supply Service (MSS). Revenue from aligned activities in MSS, which include enabling activities relating to Installation, maintenance and repair of renewable offshore wind parks, has been prepared based on incurred revenue from those projects. Aligned Capex (additions) relate to 1) existing service vessels which had undergone retrofitting that meet the technical screening criteria; 2) expenditures incurred in relation to an offshore electrical charging infrastructure project; and 3) milestone payments for an offshore wind turbine installer vessel. Data from MSS is included until the divestment date of 15 May 2023.

In 2023, the aligned revenue is related to Maersk customer contracts and the Capex additions are related to property, plant and equipment.

For more information and contextual information, refer to the Taxonomy tables on pp. 52-54.

### Substantial contribution (SC)

We have assessed and documented compliance with the SC criteria relating to the eligible activities in scope for the taxonomy reporting of Maersk. We have screened for SC using the 'Climate change mitigation' criteria as the primary screening lens for all eligible activities. Only when we have been able to document compliance with one or more of the SC criteria, we have assessed an activity to be aligned in relation to substantial contribution. Consequently, if an activity fails to meet any of substantial contribution criteria, we have assessed that activity to be eligible, but not aligned and no Do no Significant Harm screening has been performed.

### Do no significant harm (DNSH)

We have assessed and documented compliance with the DNSH criteria relating to the eligible activities in scope for the taxonomy reporting of Maersk. Since we screen for substantial contribution for 'Climate change mitigation', we have screened our eligible activities for DNSH compliance with 'Climate change adaptation', 'Sustainable use and protection of water and marine resources', 'Transition to a circular economy', 'Pollution prevention and control' and 'Protection and restoration of biodiversity and ecosystems'. Only when we have been able to document compliance with all applicable DNSH criteria, we have assessed an activity to be aligned. Consequently, if an activity fails to

meet one or more of the DNSH criteria, we have assessed that activity to be eligible, but not aligned.

### Minimum safeguards

Maersk, and its subsidiaries, is committed to conducting business in a responsible and upright manner and to respect human rights across our activities, in line with the Maersk Values. We endorse the principles of the UN Guiding Principles on Business and Human Rights (UNGPs) and the OECD Guidelines for Multinational Enterprises. We commit to respect all internationally recognised human rights referenced in the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work. These rights include core labour rights such as the rights of freedom of association and collective bargaining, the rights to not be subjected to forced labour, child labour or discrimination in respect of employment and occupation, and standards on working hours and the safety and health of workers. We implement our commitment to these via our Code of Conduct, and other internal policies and procedures. Maersk's compliance with the Minimum Safeguards as outlined in the EU Taxonomy regulation, has been performed at a Group level and is based on the following assessment:

**Human rights:** The company is committed to conducting human rights due diligence (HRDD) as outlined in the UN Guiding Principles (UNGPs) and OECD Guidelines for Multinational Enterprises (MNEs). Please refer to Maersk's Human Rights Policy [here](#). Maersk continuously identifies and assesses human rights risks via relevant due diligence processes. In 2021 the company conducted a corporate-wide human rights assessment, please refer to the Sustainability Report 2021 and the Human rights chapter in this report for more information. Further, there is no indication that Maersk does not adequately implement HRDD resulting in human rights abuses, as the company has not been finally convicted in court cases on labour law or on human rights. Maersk is committed to engage with stakeholders through the mechanisms stated in the EU Taxonomy regulation, including OECD National Contact Points or the Business and Human Rights Resource Centre (BHRRC) and there are no signals that Maersk does not engage.

**Corruption:** Maersk has in place an anti-corruption policy and adequate internal controls, ethics and compliance programmes and measures for preventing and detecting bribery. Please refer to the Governance and Business ethics chapters of this report. In addition, none

of Maersk's senior management, including the senior management of its subsidiaries, has been convicted in court of corruption.

**Taxation:** Tax is treated as an important topic of oversight, anchored with the highest governing bodies in Maersk, and the company has put in place adequate tax risk management strategies and processes as outlined in OECD MNE Guidelines covering tax. Furthermore, the company has not been found guilty of tax evasion.

**Fair competition:** The company promotes employee awareness of the importance of compliance with all applicable competition laws and regulations and does train senior management in relation to competition issues. Compliance with competition laws and regulations is a core part of Maersk's Code of Conduct, which Maersk employees are trained in every year. Moreover, none of Maersk's senior management members, including the senior management members of its subsidiaries, has been found in breach of competition laws.

## Revolving Credit Facility KPI performance

### 11 Relative CO<sub>2</sub> reduction (percentage vs. 2008 baseline)

Relative CO<sub>2</sub> reduction (percentage vs. 2008 baseline) covers container vessels under Maersk's operation. We report on reduction in carbon intensity using the EEOI (Energy Efficiency Operational Indicator) methodology. EEOI is defined by IMO in MEPC.1/Circ.684 and is calculated as gCO<sub>2</sub>/(metric tonnes cargo x Nm). In practice we calculate EEOI on voyage level and aggregate it in the following way:

$$\frac{(g \text{ CO}_2 \text{ voy1} + g \text{ CO}_2 \text{ voy2} + g \text{ CO}_2 \text{ voy3})}{((\text{metric tonnes cargo} \times \text{Nm}) \text{ voy 1} + (\text{metric tonnes cargo} \times \text{Nm}) \text{ voy 2} + (\text{metric tonnes cargo} \times \text{Nm}) \text{ voy 3})}$$

The data sources are:

- g CO<sub>2</sub> – based on fuel consumption, from departure voyage 1, to departure voyage 2, multiplied with relevant CO<sub>2</sub> factor (3.114 for HFO, 3.206 for MDO, 0.0 for biofuel).
- Metric tonnes cargo – calculated via draft and displacement tables including ballast water and fuel stock, subtracting lightweight.
- Nm – GPS distance from departure voyage 1, to departure voyage 2.

Relative CO<sub>2</sub> reduction (percentage vs. 2008 baseline) is calculated as this year's EEOI relative to the EEOI of the 2008 baseline.



# Statement of the Board of Directors and the Executive Board

The Board of Directors and the Executive Board have today discussed and approved the Sustainability Report of A.P. Møller - Mærsk A/S for 2023.

The ESG performance data in the Sustainability Report for 2023 has been prepared in accordance with the stated ESG performance data accounting policies.

In our opinion, the Sustainability Report for 2023 gives a fair presentation of A.P. Møller - Mærsk A/S sustainability activities and results of the company's sustainability efforts in the reporting period as well as a balanced presentation of A.P. Møller - Mærsk A/S environmental, social and governance performance in accordance with the stated ESG performance data accounting policies.

**Copenhagen, 8 February 2024**

## Executive Board

**Vincent Clerc**

CEO

**Patrick Jany**

CFO

## Board of Directors

**Robert Mærsk Uggla**

Chair

**Marc Engel**

Vice Chair

**Bernard L. Bot**

**Marika Fredriksson**

**Arne Karlsson**

**Thomas Lindegaard Madsen**

**Amparo Moraleda**

**Kasper Rørsted**

**Julija Voitiekute**

Introduction

Strategy and  
governance

Progress on ESG

Data and  
assurance



# Independent limited assurance report on the ESG performance data

Introduction

Strategy and governance

Progress on ESG

Data and assurance

Sustainability Report 2023

## To the stakeholders of A.P. Møller - Mærsk A/S

A.P. Møller - Mærsk A/S engaged us to provide limited assurance on the ESG performance data for the period 1 January - 31 December 2023 included in the 2023 Sustainability Report on pages 48-54 (the "ESG performance data").

### Our conclusion

Based on the procedures we performed and the evidence we obtained, nothing came to our attention that causes us not to believe that the ESG performance data for the period 1 January - 31 December 2023 are prepared, in all material respects, in accordance with the ESG performance data accounting policies developed by A.P. Møller - Mærsk A/S as stated on pages 55-61 (the "ESG performance data accounting policies").

This conclusion is to be read in the context of what we state in the remainder of our report.

### What we are assuring

The scope of our work was limited to assurance over ESG performance data for the period 1 January - 31 December 2023 on pages 48-54 in the 2023 Sustainability Report of A.P. Møller - Mærsk A/S.

Regarding reporting on Art. 8 of the EU Taxonomy Regulation on pages 52-54 in the 2023 Sustainability Report, we only provide limited assurance on whether the included data have been stated in accordance with the EU Taxonomy accounting policies as stated on pages 60-61, and not whether the data are in compliance with the EU regulation.

We express limited assurance in our conclusion.

### 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' and, in respect of the greenhouse gas emissions, in accordance with International Standard on Assurance Engagements 3410 'Assurance engagements on greenhouse gas statements'. The quantification of greenhouse gas emissions is subject to inherent uncertainty because of incomplete scientific knowledge used to determine the emissions factors and the values needed to combine emissions of different gases.

A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding 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 would have been obtained had a reasonable assurance engagement been performed.

### Our independence and quality control

We have complied with the independence requirements and other ethical requirements in the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour and ethical requirements applicable in Denmark.

PricewaterhouseCoopers applies International Standard on Quality Management 1, ISQM 1, which requires the firm to design, implement and operate a system of quality management including policies or 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 ESG performance data need to be read and understood together with the ESG performance data accounting policies. The ESG performance data accounting policies used for the preparation of the ESG performance data are accounting policies developed by the company, which Management is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure sustainability data allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time.

### Work performed

We are required to plan and perform our work in order to consider the risk of material misstatement of the ESG performance data. In doing so and based on our professional judgement, we:

- Performed an assessment of materiality and the selection of topics for the ESG performance data;
- Read and evaluated reporting guidelines and selected internal control procedures regarding the ESG performance data;
- Made inquiries and conducted interviews with management with responsibility for management and reporting of the ESG performance data to assess reporting and consolidation process, use of company-wide systems and controls performed;
- Performed limited substantive testing on a sample basis to underlying documentation and evaluated the appropriateness of quantification methods and compliance with the ESG performance data accounting policies for preparing ESG performance data at corporate head office and in relation to selected reporting sites;

- Performed analytical review and trend explanation of the ESG performance data; and
- Evaluated the obtained evidence.

### Statement on other sustainability information mentioned in the report

Management is responsible for other sustainability information communicated in the 2023 Sustainability Report. The other sustainability information on pages 2-46 of the 2023 Sustainability Report comprises the sections 'Introduction', 'Strategy and governance' and 'Progress on ESG'.

Our conclusion on the ESG performance data on pages 48-54 does not cover the other sustainability information and we do not express an assurance conclusion thereon. In connection with our review of the ESG performance data, we read the other sustainability information in the 2023 Sustainability Report and, in doing so, considered whether the other sustainability information is materially inconsistent with the ESG performance data, our knowledge obtained in the review or otherwise appear to be materially misstated. We have nothing to report in this regard.

### Management's responsibilities

Management of A.P. Møller - Maersk A/S is responsible for:

- Designing, implementing and maintaining internal control over information relevant to the preparation of the ESG performance data in the 2023 Sustainability Report that are free from material misstatement, whether due to fraud or error;
- Establishing objective ESG performance data accounting policies for preparing the ESG performance data;
- Measuring and reporting the information in the ESG performance data based on the ESG performance data accounting policies; and
- The content of the Sustainability Report.

### Our responsibility

We are responsible for:

- Planning and performing the engagement to obtain limited assurance about whether the ESG performance data for the period 1 January - 31 December 2023 are prepared, in all material respects, in accordance with the ESG performance data accounting policies;
- Forming an independent conclusion, based on the procedures performed and the evidence obtained; and
- Reporting our conclusion to the stakeholders of A.P. Møller - Mærsk A/S.

Hellerup, 8 February 2024

### Lars Baungaard

State Authorised Public Accountant  
mne23331

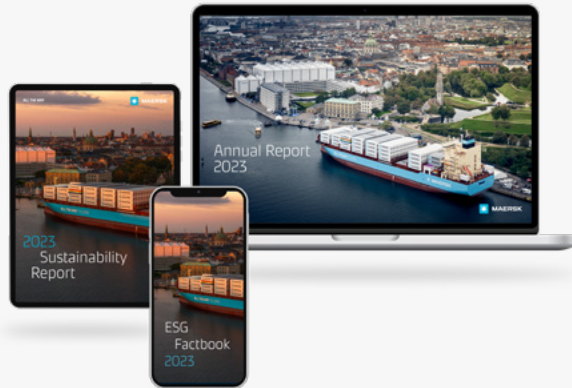
### Søren Orjan Jensen

State Authorised Public Accountant  
mne33226

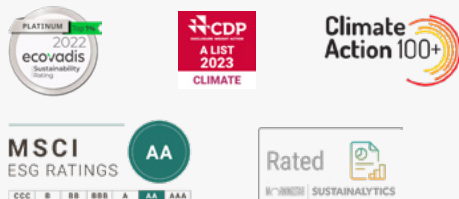


# Reporting universe

A.P Moller - Maersk provides a suite of additional reports and supplementary information to provide a comprehensive and transparent information to all stakeholders, which can be downloaded here:



Maersk engages with prioritised ESG ratings as shown below. We value transparency and feedback, which helps us to improve on the most material ESG aspects.



Introduction

Strategy and governance

Progress on ESG

Data and assurance

# Stay up to date

## We value your feedback

We welcome any questions, comments or suggestions you might have to this report and our performance. Please send your feedback to:

A.P Moller - Maersk  
Esplanaden 50  
1098 Copenhagen K  
Denmark  
Attn: Sustainability

You can also send an email to: [sustainability@maersk.com](mailto:sustainability@maersk.com)

### Editors

Lene Bjørn Serpa  
Katrine Juhl Jespersen  
Philip Lewin  
Theresia Molander

### ESG data and reporting

Frederik Bo Rementorp  
Alina Koriakina  
Theresia Molander

### Creative editor

Brian Borup

### Design and layout

SPRING Production

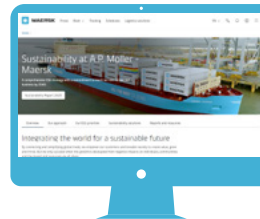
## Photographs

Cover: Drone Rune  
p. 4, 5, 11, 17, 32, 42, 44, 47: Ture Andersen  
p. 4, 30, 35, 37: A. P. Moller - Maersk  
p. 16: Christoph Maderer  
p. 18: C&F media, Young Ok Choi and Hyung Jin Lee  
p. 25: Concepcion Boo Arias  
p. 27: Courtesy of The Panama Canal Authority  
p. 38: Chintu Alaknarayan Yadav  
p. 39, 43: Shutterstock  
p. 41: Tom Lindboe  
p. 46: Rafael Duarte



## News and Reporting

### Online



[Corporate website](#)

[Press](#)

[Investor](#)

[Sustainability](#)

### Engage with us





**A.P. Møller - Mærsk A/S**

Esplanaden 50, DK-1098 Copenhagen K

+45 33 63 33 63

Company reg. no. 22756214

[www.maersk.com](http://www.maersk.com)

