

# CORPORATE SOCIAL RESPONSABILITY

NON-FINANCIAL PERFORMANCE REPORT

# 2019







# SUMMARY



<b>Introduction.....</b>	<b>6</b>	2. Sustainable procurement: establishing lasting relationships with suppliers and subcontractors.....	<b>84</b>
<b>Significant CSR Events of 2019 .....</b>	<b>12</b>		
<b>CMA CGM Group CSR approach .....</b>	<b>17</b>	<b>Committed employees .....</b>	<b>89</b>
<b>Protecting the environment.....</b>	<b>37</b>	1. Diversity within the Group.....	92
1. Energy transition .....	41	2. Working conditions .....	97
2. Biodiversity protection.....	50	3. Talent development.....	108
3. Resources, raw materials and waste.....	54	<b>Excellence in Safety and Security .....</b>	<b>119</b>
<b>Exemplary Ethics and Compliance .....</b>	<b>59</b>	<b>The Group's commitment to people &amp; society on a global and local scale.....</b>	<b>135</b>
1. Business ethics and integrity.....	61	1. CMA CGM Foundation .....	137
2. Compliance with economic sanctions.....	64	2. Regions and communities.....	143
3. Competition.....	64	<b>Appendices .....</b>	<b>147</b>
4. Personal data protection.....	65	<b>Key performance indicators.....</b>	<b>149</b>
<b>Contributing accross the value chain.....</b>	<b>75</b>	<b>Methodology .....</b>	<b>155</b>
1. Customer satisfaction : improving the customer experience at each step of the customer journey .....	77	<b>Glossary.....</b>	<b>162</b>
		<b>Independent third party's report .....</b>	<b>163</b>



# INTRODUCTION

The CMA CGM Group, founded by Jacques R. Saadé, is a global leader in maritime transport and logistics. For over 40 years, the Group's strong human and entrepreneurial values of boldness, initiative, integrity and imagination have shaped its growth.

Currently headed by Rodolphe Saadé, CMA CGM has steadily grown and is constantly innovating to offer customers increasingly efficient and sustainable services. CMA CGM boasts a fleet of over 500 vessels, operating between 400 ports and with 750 warehouses worldwide. In 2019, it transported more than 20 million containers.

## **Our leading position stems from the service quality we deliver to customers daily.**

In 2019, we amplified service digitalisation to offer new innovative services tailored to customer requirements. The Group's business has diversified to encompass land transport and logistics. In 2019, two-thirds of container land transport was via train or barge. The acquisition of CEVA Logistics has consolidated our position as an integrated operator offering increasing door-to-door solutions for our customers.

## **The CMA CGM Group is firmly committed to the energy transition and to becoming a leader in low carbon transport and logistics.**

Improving our environmental footprint and that of our customers is at the heart of our strategy. We have opted for liquefied natural gas (LNG) to power our new vessels, aiming beyond regulatory requirements on atmospheric pollution and significantly reducing our greenhouse gas emissions.

We were the first to successfully test second-generation biofuels produced from waste cooking oil, which emit 85% less carbon dioxide than traditional fuel. We will be pioneers in developing this offer on an industrial scale for our customers.

These innovations reflect our philosophy: act now using the best technical solutions available, and actively prepare for the future.



*"The world is facing major social and environmental challenges. As a family Group and international leader in transport and logistics, our aim to build fairer, more environmentally friendly trading relationships. Already pioneers in the use of liquified natural gas (LNG) and biofuels, we are striving to find technological and energy solutions for the whole industry.*

*This is our commitment to our employees, our customers and the whole world"*

**Rodolphe Saadé**

Chairman & Chief Executive Officer of the CMA CGM Group

**The Group's success is driven by the energy and commitment of over 35,800 employees worldwide.**

We are committed to promoting positive human development.

The CMA CGM Group actively promotes the United Nations (UN) Sustainable Development Goals. We have joined the UN Global Compact and strive to improve corporate practices in this area.

Every year, we bolster our initiatives to uphold and enforce human rights, ethics and compliance, and to combat corruption and enhance supply chain management through an ambitious sustainable procurement policy.

The Group has a culture of continuous improvement. We assess our corporate social responsibility performance on an ongoing basis through various mechanisms. In 2019, the sustainability rating firm EcoVadis awarded CMA CGM Gold status for the fifth consecutive year, highlighting significant progress at various levels, in particular upholding human rights and sustainable procurement.

**Diversity is our strength.**

The CMA CGM Group is a mosaic of skills and identities, forming a working community where everyone finds meaning in what they do, and is committed both to the common good and personal development.

Our employees represent 148 nationalities. They bring broad perspectives, which enhance our understanding of the world.

Alongside cultural diversity, gender equality is one of our core values. The proportion of women managers is steadily rising. We are driving this change through programmes such as "We are shipping".

As our employees are our most precious asset, we invest tremendously in talent management and provided more than 260,000 hours of training in 2019.

*The scope of this Corporate Social Responsibility Report is the CMA CGM Group excluding CEVA Logistics, which was acquired by the Group in 2019. The process of integrating CEVA Logistics data into the business model, non-financial risk map and CSR reporting is underway. Consolidated data will be finalised in 2020 and will be disclosed in the 2020 CSR Report.*

## The CMA CGM Group's brands, business activities, business lines and value chain

Today the Group has over 750 offices in more than 132 countries.

The following brands are associated with the Group's business:



CMA CGM has various business lines composed of the following:



Over the past few decades, the CMA CGM Group has expanded its business activities, which now break down into three main areas: shipping activities, inland activities (ports, intermodal and logistics), office-based activities: head office support, regional offices, network of Group agencies and subsidiaries.

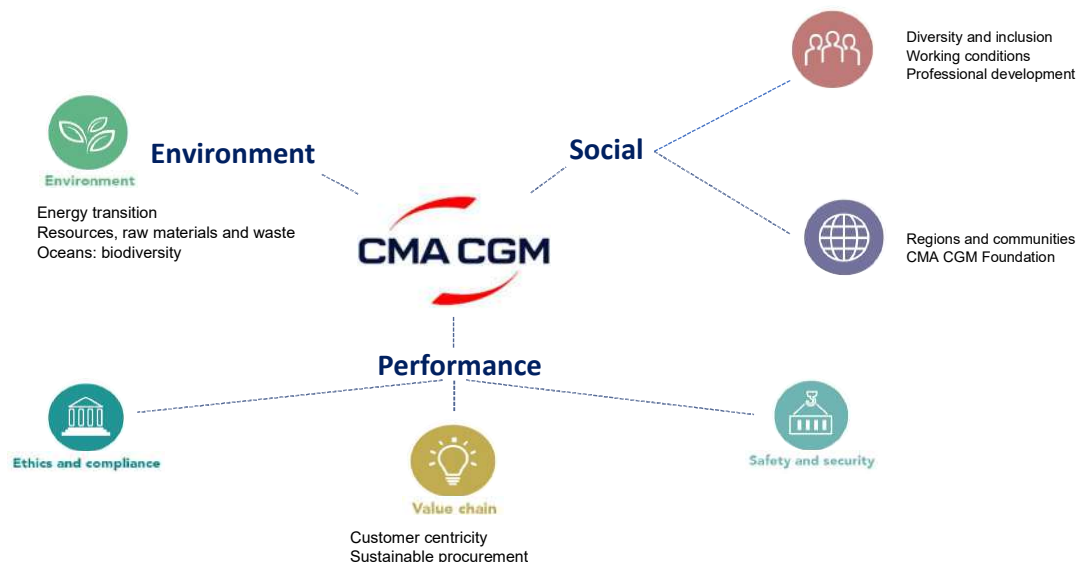


# CHALLENGES AND GOALS

## CMA CGM Group Corporate Social Responsibility

### CSR Group challenges and strategic priorities

In 2019, the Group fine-tuned its CSR policy to better reflect its determination to drive CSR transition across its business activities. The CSR approach has three strategic priorities, six pillars and 12 challenges:



### The vision behind the Group's CSR policy

The vision behind the Group's CSR policy is to offer sustainable transport and logistics solutions that generate added value and have a positive or limited impact on all our stakeholders.

**ENVIRONMENT:** Be a leader in the energy transition and develop increasingly eco-friendly customer solutions

#### PEOPLE & SOCIETY:

- **People:** Promote diversity within teams, improve quality of life at work and enable employees to grow their talent and develop throughout their careers
- **Society:** Pursue our commitment to local regions and communities through the CMA CGM Foundation and local and Group initiatives

#### PERFORMANCE:

- **Ethics and compliance:** Prevent corruption risk and develop our ethics and compliance policy with all stakeholders

#### Value Chain:

- **Customer Centricity:** make customers the focus of our business, pay close attention to and anticipate their needs in order to build a partnership of trust, provide guarantees through certification and help them adopt more sustainable practices, including through eco-innovations (e.g. low energy reefers), technological innovations (e.g. Traxens), digital transformation, sustainable product offerings and Group partnerships with start-ups
- **Sustainable procurement:** sustainable relationships, partnerships and support for our suppliers: managing challenges, risks to people, society, the economy and the environment
- **Occupational health and safety:** Health, safety and security of all employees, Group assets and transported goods

## THE GROUP'S AMBITION

Provide sustainable transport and logistics solutions that generate added value

Our strength is our close involvement with all stakeholders, including employees, who are our most valued asset. Our people boost customers' performance while remaining attentive to their environmental impact. The CMA CGM Group is committed to implementing increasingly innovative and eco-friendly maritime transport practices. This commitment spans across logistics and technological solutions, encompassing sound partnerships with suppliers and sub-contractors, to generate and share added value with our customers and partners. We play a major role in economic development on a local and global level. The Group upholds ethical conduct and respect for fundamental human rights and freedoms on a daily basis, with an unwavering focus on sustainability and integrity in our operations. The Group's CSR policy reflects the United Nations Sustainable Development Goals and the Ten Principles of the UN Global Compact.



**OFFICE-BASED ACTIVITIES**  
Head office support functions,  
regional offices, networks of  
Group agencies and subsidiaries

**MARITIME ACTIVITIES**  
Owned and chartered vessels

## KEY RESOURCES

- 💡 Total assets:  
USD **32,821** million<sup>1</sup>
- 💡 USD **17,826** million  
of adjusted net debt<sup>1</sup>
- 💡 More than **420** ports of call
- 💡 More than **200** shipping lines
- 💡 More than **500** operated vessels<sup>2</sup>  
including **190** company-owned<sup>3</sup>
- 💡 Combined fleet capacity  
of more than **2.7** million TEUs
- 💡 More than **7,782** tonnes of oil  
purchased for the maritime fleet
- 💡 **46** terminals<sup>4</sup>
- 💡 More than **50,000** suppliers<sup>5</sup>
- 💡 More than **750** offices  
worldwide
- 💡 **35,800** employees  
**148** nationalities / **132** countries
- 💡 **4,960** international  
and French seafarers
- 💡 **37%** managers are women<sup>6</sup>

## SIX CSR PILLARS



2019



1. CEVA Logistics financial consolidation scope included / 2. Data as at Q3 2019 / 3. Data as at Jan 2020 / 4. Including non-controlling interests / 5. Group scope, excluding CEV/

## THE GROUP'S FOUR CORE VALUES

- Initiative: dare to progress
- Boldness: go beyond your limits
- Integrity: continually strive for sustainable prosperity
- Imagination: constantly adapt to be the best in the field

## THE GROUP'S FIVE STRATEGIC PROJECTS

- Customer-centric service, offering innovative, tailored solutions
- Growth in maritime, but also inland and logistics services
- Innovation and digitalisation
- Strengthened human expertise, combined with an agile in-house organisation
- A Corporate Social Responsibility policy reflecting the Group's values and commitment



## RESULTS

- |  |  |
|--|--|
| 💡 USD <b>30,254</b> million revenue <sup>1</sup>                   | 💡 <b>348</b> CSR assessed suppliers  |
| 💡 <b>21.6</b> million TEUs transported <sup>2</sup>                | 🕒 <b>249,908</b> hours of employee training  |
| 🌿 <b>24.3</b> million tonnes of carbon dioxide emitted             | 👤 Fatal accidents: <b>0</b>  |
| 🌿 <b>0</b> major pollution   | 🌍 <b>13,000</b> children supported through the CMA CGM Foundation  |
| 🌿 <b>1</b> container lost at sea                                   | 📦 More than <b>980</b> containers and <b>7,500</b> tonnes of supplies transported to date by "Containers of Hope" humanitarian aid |
| 📞 Professional alert system: <b>54</b> alerts received             | 🌍 <b>61</b> local community initiatives in 23 countries  |
| 💡 More than <b>70,000</b> customers <sup>3</sup>                   |  |
| 💡 Innovation: <b>125</b> companies financially backed by the Group |  |

## AWARDS



## 2019 PARTNERSHIPS



<sup>1</sup> Logistics / 6. Consolidated Group workforce excluding international and French seafarers / 7. 2019 TEU sales figures

# SIGNIFICANT CSR EVENTS OF 2019

- Sustainability Department strengthened and a Sustainability Committee created comprising members of the Group's Executive Committee
- Achieved EcoVadis Gold status for the fifth consecutive year, with a higher overall rating
- Joined the United Nations Global Compact in December 2019

## Environment protection

### Energy transition

Improved the energy performance of the Group's fleet:

- greenhouse gas emissions down by 6% since 2018
- greenhouse gas emissions down by 24% since 2015, ahead of our voluntary 2025 target of -30%

### Alternative fuel:

- First three LNG-powered ships received, enabling a reduction of approximately 20% in carbon dioxide emissions
- Second-generation biofuel testing on two of the Group's vessels in partnership with IKEA
- Launch of an international coalition for the energy transition at the French Summit on Maritime Economics *Les Assises de l'Economie de la Mer*

### Air quality

Implementation of the Group's Global Sulphur Cap via three major solutions, including liquefied natural gas, low sulphur fuels and flue gas treatment systems

### Biodiversity protection

- The Group agreed not to use the Northern Sea Route
- Dismantled three vessels, producing 10 cubic metres of solid waste per vessel per month

### Resources, raw materials and waste

- In 2019, no major hydrocarbon pollution
- Loss of only one empty container

## Exemplary ethics and compliance

- 54 reports made using the Group's whistleblowing system in 2019, showing the increasing familiarity with the Ethics Hotline of all stakeholders
- The Ethics and Compliance unit was bolstered at head office and extended through a global network of 72 correspondents in more than 100 countries on 5 continents



## Contributing across the entire value chain

### Customer Centricity

- More than 110 carbon footprint reports prepared for Group customers excluding APL
- 125 companies receiving financial backing from the Group for their business and product and service development:
- Launch of new value-added products to help customers grow their business, in addition to those already existing: Traxens, Serenity, Reefer Pharma, Network and Shipfin

- Introduced a loyalty programme for “Elite” customers, enabling us to build a partnership with them around services, benefits and business opportunities

### Sustainable procurement

- Deployment of the Sustainable Procurement policy within the Group through procedures, reporting and relevant training
- 348 suppliers assessed at Group scope

## Employee commitment

### Diversity and inclusion within the Group

- 35,800 employees worldwide, representing 148 nationalities across 132 countries
- 37% of managers are women and 100% of French female seafaring personnel are naval officers
- Deployed the We Are Shipping programme worldwide, aimed at supporting female staff in their professional development. Since its launch, over 80 women have benefited from the scheme
- The HR recruitment team at head office took part in a training course on discrimination-free hiring to foster diversity within the company

the Group’s HR recruitment process and policy for trainees and apprentices

- Strengthened our on-board mentoring programme for seafaring personnel: naval officers are assigned full time to visiting vessels, sharing best practices and conducting training courses – 194 visits conducted in 2019

### Working conditions

- Continuation of the teleworking scheme: 691 employees involved in a pilot programme at head office
- Obtained Happy Candidates 2020 and Happy Trainees 2020 certification recognising the quality of

### Talent development

- 249,908 hours of training provided to employees
- Launched the CMA CGM Academy Leadership programme on Communication & Assertiveness, Storytelling, Stress management, Conflict management, and Feedback
- For seafaring personnel: implementation of a training simulator for LNG chain vessels, in preparation for the future integration of LNG vessels into our fleet. The purpose of the simulator is to develop the skills of our seafaring personnel, enabling them to master the technology’s operational specificities

## Excellence in terms of safety and security

- **Industrial accidents:** 0 fatal accidents in 2019. However, with a larger scope of vessels and terminals, the frequency of accidents increased but their overall severity decreased
- **Certification:** Triple certification for owned fleet, and 53% of terminals subject to the CMA CGM HO Terminals and Inland QHSSE policy have at least one of the following certifications: ISO 9001, ISO 14001, OHSAS 18001 or ISO 45001
- **Maritime solidarity:** five sea rescue operations conducted
- **Enhanced measures to combat drug trafficking** and developed partnerships with government authorities



## The Group's commitment to society on a global and local scale

### **CMA CGM Foundation**

- Supported 23 not-for-profit organisations and 13,000 children through the 2019 Call for Projects
- Stepped up the Containers of Hope programme in 2019: more than 280 TEU containers dispatched in 2019, which is a total of 980 containers and more than 7,500 tonnes of humanitarian aid and supplies since the launch of the programme in 2012
- Tripled the number of employees involved in our skills-based sponsorship programme supporting 9 partner not-for-profit organisations

### **Regions & communities**

- More than 60 voluntary initiatives identified in 2019, or a 60% increase compared with 2018: 68% of these are local social initiatives, and 32% are environmental

## 2020 OUTLOOK

- **Inclusion of CEVA Logistics in CMA CGM Group's sustainable development approach**
- **Integration of 16 LNG-powered vessels (23,000 TEU /15,000 TEU /1,400 TEU) in the fleet in the period 2020 – 2022**
- **Partnership with Energy Observer to test alternative power such as sails and hydrogen**
- **Active participation of the Group at the World Conservation Congress in June 2020**
- **New customer service line "Green Services" to provide carbon-neutral transport**
- **Redrafting of the Partnership Charter**





CMA CGM

CMA CGM CHRISTOPHE COLOMB  
MARSEILLE

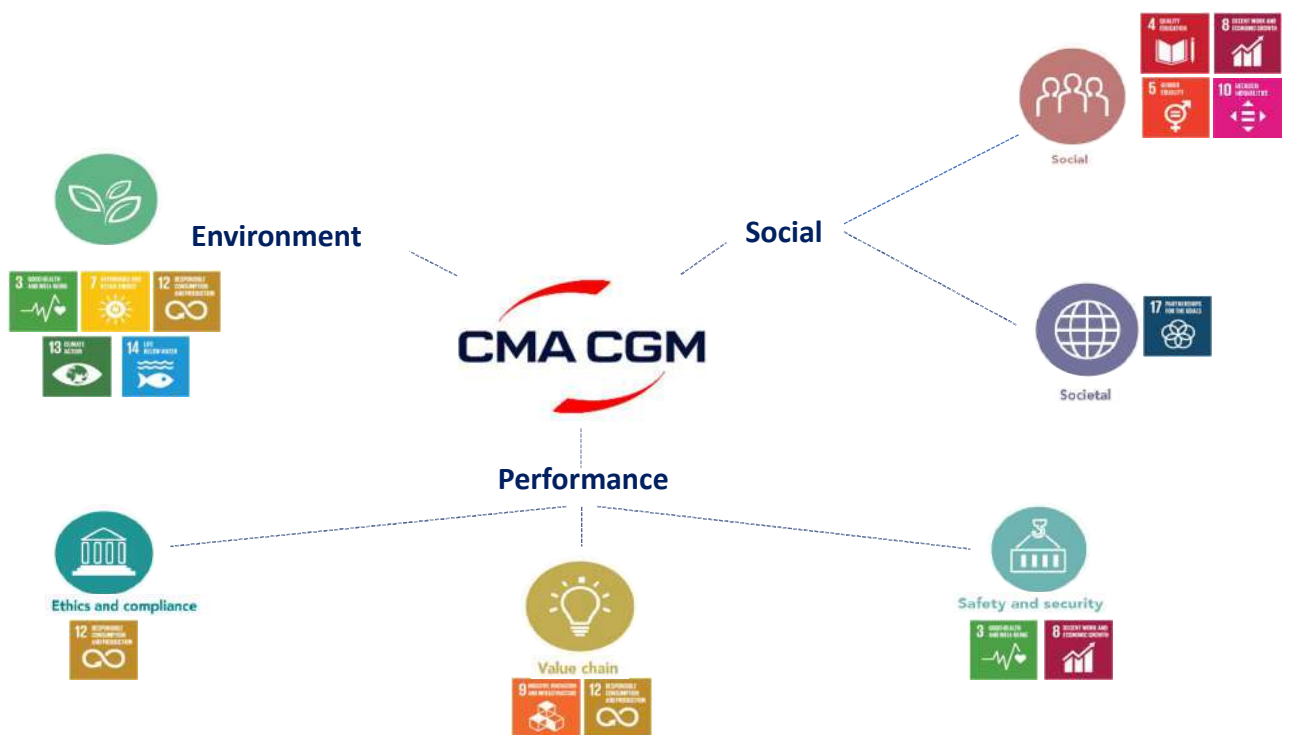


# CMA CGM GROUP CSR APPROACH

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# CMA CGM GROUP CSR APPROACH

United Nations Global Compact Sustainable Development Goals –  
the Group's CSR approach





The UN Sustainable Development Goals (SDGs) are a blueprint for action for businesses which, like CMA CGM, strive to act responsibly and control the impact of their activity on the economy, the environment, people and society.

The 17 universal goals include respect for human rights and fundamental freedoms, reduction of inequalities and protection of the environment.

In 2018, CMA CGM established a CSR approach in line with the 17 SDGs to assess its position in relation to the UN programme. The results of this assessment are presented in the introduction of each part of this document.



At the UN Climate Change Conference COP 25, CMA CGM joined the Global Compact, the world's largest corporate sustainability initiative bringing together more than 13,000 participants across 170 countries. The aim of the Global Compact is to mobilise companies and other stakeholders to take concrete measures towards achieving sustainable development goals.

The Global Compact provides a simple, voluntary system for participants to commit to ten principles on human rights, international labour standards, the environment and the combat against corruption.

The Group has also joined the Sustainable Ocean Business Action Platform, which promotes sustainable ocean development goals and is signatory of the nine Sustainable Ocean Principles on protecting and restoring the health of the ocean.

In 2019, once the CSR risks had been assessed and compared with the CSR challenges, the priority SDGs for the Group were identified.



While its business does not directly contribute to achieving these goals, CMA CGM actively promotes them.



CMA CGM's business activities actively and positively contribute to achieving these



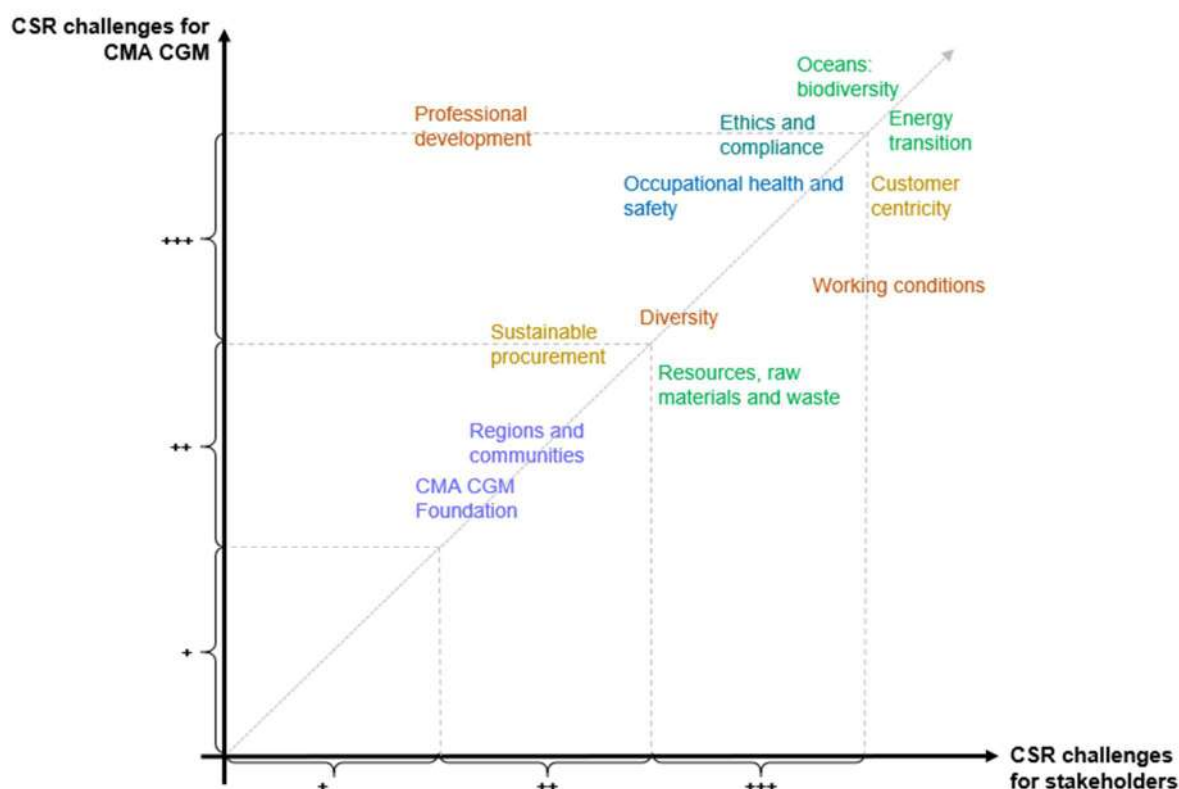
Given its business activities, these goals are strategic for CMA CGM.

## Group CSR materiality matrix

The materiality analysis<sup>1</sup> was updated in order to rank the Group's 12 CSR challenges. The graph below shows the order of priority established:

- The vertical axis shows the importance of strategies established by the Group and its subsidiaries for each challenge;
- The horizontal axis shows the perspective of stakeholders.
- In 2019, 95 employees from the Group and its subsidiaries were surveyed on their views of CMA CGM's CSR approach.

The Group's CSR strategies and challenges are based on the full list of CSR criteria set out in Article 225 of the French law on environmental protection *Grenelle II*.



<sup>1</sup> The methodology used to create the materiality matrix is presented in the Methodological Note herein.

## Joint actions and discussions with stakeholders

Recognising that the CSR approach is an evolving issue, the Group participates in discussions to share views and best practice through:

- Inter-company and multi-organisational working groups;
- Conferences;

- Involvement and heading initiatives with other companies and economic stakeholders on positive action;

- Including customers and suppliers in CMA CGM's CSR approach.

Examples of the Group's actions are provided throughout this report.

## The Group's CSR risk map

With support from the Risk Management department, a CSR risk map was created in line with the materiality matrix. Work in 2019 involved:

- First, identifying existing risk maps associated with each of the 12 CSR challenges and positioning each of these risks in a “CSR” risk map
- Second, comparing the challenges of the materiality matrix with the risks of the CSR risk map. This enabled us to determine:
  - Challenges with no associated risks. Analyses of missing risks are currently being conducted;
  - Whether the position of each risk was similar to or differed from the challenges. Any differences were identified and explained.

To date, the following CSR-related risks have been identified:

- Risk of non-compliance with “ethics and compliance” regulations, particularly regarding: competition, corruption, economic sanctions and personal data protection
- Partnerships with our suppliers and subcontractors
- Human rights
- Working conditions
- Health & safety
- Security
- Climate change
- Scarcity of raw materials and waste production
- Pollution
- Harm to biodiversity

## Managing risk and mapping Group risk

Risk management is handled by the Corporate Risk Management and Internal Audit Department. The Risk Management team implements a corporate-level approach under the impetus of the Executive Board, with input from the various business lines.

The methodology is based on a qualitative assessment at a point in time projected over a year.

The Group risk map and risk maps per business line/function are based on two criteria:

- Probability of occurrence
- Severity of impact





## 2019 Goals and Achievements and 2020/21 Action Plan

Ambitions of the Group's CSR approach	6 CSR PILLARS	12 CSR ISSUES	2019 Achievements
	Axis ambitions	Description of the issue	
ENVIRONNEMENT	<b>Environment</b> <i>Protecting the environment</i>  Be a leader in the energy transition and develop increasingly eco-friendly customer solutions	<b>Energy transition</b> Energy efficiency, climate change (greenhouse gases), carbon dioxide emissions, atmospheric pollution (sulphur oxide/SOx emissions, nitrogen oxide/NOx emissions, fine particulates)	Improved the energy performance of the Group's fleet: 24% decrease in greenhouse gas emissions since 2015, ahead of our voluntary target of 30% by 2025 - Second-generation biofuel testing on two Group vessels in partnership with IKEA - Launch of the largest LNG-powered container ship in the history of maritime transport, and 9 ships fitted with LNG propulsion - ETA 2020: implementation of the Group's global sulphur cap strategy through three main solutions: liquefied natural gas, low sulphur fuels, and scrubber systems - Launch of an international coalition for the energy transition at the French Summit on Maritime Economics Les Assises de l'Economie de la Mer
		<b>Biodiversity protection</b> Marine pollution (e.g. oil spills), other land and underwater pollution (odour, visual or noise pollution), protection of cetaceans, ballast water management, ocean governance	No major oil spills and loss of only one empty container in 2019 - The Group has agreed not to use the Northern Sea Route - Joined the UN Sustainable Ocean Business Action Platform, a multi-stakeholder platform that promotes sustainable ocean development goals and best practices, as a corollary to the Group's participation in the United Nations Global Compact.
		<b>Resources, raw materials and waste</b> Building, dismantling and recycling (ships, containers, terminals, etc.), waste production and management	10 cubic metres of solid waste generated per vessel per month Three vessels dismantled - Reinforcement of the dismantling policy by adhering to the Ship Recycling Transparency Initiative - SRTI - Drafting and implementation of a new standard for selecting dismantling sites and tracking the process
PERFORMANCE	<b>Ethics &amp; compliance</b> <i>Exemplary ethics and compliance</i>  Prevent corruption risk and develop our ethics and compliance policy with all stakeholders	<b>Ethics &amp; compliance</b> Application of regulations on competition, corruption, economic sanctions and data privacy	54 reports made using the Group's whistleblowing system in 2019 - Ethics and Compliance unit bolstered at head office and extended through a global network of 72 correspondents in more than 100 countries on 5 continents - Continued development of anti-corruption measures including the French Sapin II Law, and continued implementation of the French law on due care (loi sur le Devoir de Vigilance) - Additional translations of the Code of Ethics (Arabic, Portuguese, Russian, Korean and Japanese) and the Anti-Corruption Code of Conduct (Spanish, Portuguese, Mandarin and Russian) - Reinforced training and communication essential to mitigate Ethics & Compliance risks - Management of the whistleblowing system - Ethics Hotline - Participation in the pilot started by the Maritime Anti-Corruption Network (MACN) to actively fight corruption in two ports of Mumbai (India)
	<b>Value chain</b> <i>Contributing across the value chain</i>  Develop new value-added products to help customers grow their business, while establishing lasting partnerships with our suppliers in a continuous improvement approach	<b>Customer Centricity</b> Make customers the focus of our business, pay close attention to and anticipate their needs in order to build a partnership of trust, provide guarantees through certification and help them adopt more sustainable practices, including through eco-innovations (e.g. low energy reefers), technological innovations (e.g. Traxens), digital transformation, sustainable product offerings and Group partnerships with start-ups.	More than 110 carbon dioxide reports prepared for customers of the Group not including APL 125 companies received Group funding for their business or development of products and services - Five new value-added products released to support customer business development: Traxens, Serenity, Reefer Pharma, Network and Shipfin - Release of a new line of digital features for customers for easier, faster treatment and new advantages through innovative services - Loyalty Programme rolled out for ELITE customers: to build strong relationships based on the special services, benefits and business opportunities afforded by the programme - Surveys rolled out for customers to instantaneously give their impressions of a specific event, to continually monitor the customer experience - Two new sustainability pacts signed with Kuehne Nagel and Bolloré Logistics, by which both parties undertake to implement all methods likely to minimise their joint impact on the environment - More than 110 carbon dioxide reports prepared for customers: the report analyses the carbon footprint of all containers that pass through the Group's services
		<b>Lasting relationships with suppliers and subcontractors</b> Sustainable relationships, partnerships and support for our suppliers: managing challenges, risks to people, society, the economy and the environment relating to procurement	348 suppliers assessed for the Group scope In 2019, the CMA CGM Group bolstered its Sustainable Procurement policy: - Assessing all new suppliers using a five-step qualification process - Enhancing existing documents by adding CSR clauses to our contracts and General Terms and Conditions of Purchase (Due Care, Ethics & Compliance, GDPR compliance, Health, Safety and Security) - Launching internal and external awareness-raising campaigns among Group purchasers and suppliers - Strengthening the sustainable procurement division and setting up a network of ambassadors - Setting up governance through a Supplier Risk Committee and a Supplier Selection Committee to facilitate the decision-making process

2020/21 guidelines	Corresponding UNGC Principles*	Corresponding SDGs**	Corresponding chapter in the 2019 CSR Report
<p>Reduce the Group's carbon emissions by implementing the following actions :</p> <ul style="list-style-type: none"> <li>- 16 new LNG-powered vessels joining the fleet (23,000 TEUs / 15,000 TEUs / 1,400 TEUs ) between 2020 and 2022</li> <li>- Continuing improving ship energy efficiency</li> <li>- Setting up the "Energy of Tomorrow" coalition</li> <li>- Creating an internal working group on reducing carbon (R&amp;D roadmap) to determine the Group's strategic carbon objectives</li> <li>- Partnership with Energy Observer</li> </ul>	Principles : 7, 8, 9	SDG3 SDG7 SDG3 SDG14	1. Energy transition, page 41
<ul style="list-style-type: none"> <li>- Conduct a campaign to measure pollutant emissions from ships: LNG, low sulphur fuel oils, scrubbers</li> <li>- Strengthen cooperations and continue studies on limiting ship noise pollution both underwater and through the air</li> <li>- Group participation at the World Conservation Congress in June 2020</li> </ul>	Principles : 7, 8, 9	SDG14	2. Biodiversity protection, page 50
<ul style="list-style-type: none"> <li>- Actively participate in and share best practices through the Ship Recycling Transparency Initiative (SRTI)</li> <li>- Continue developing solutions to treat special solid waste from ships</li> <li>- Continue actions to reduce the risks of oil spills and loss of containers at sea</li> </ul>	Principles : 7, 8, 9	SDG12	3. Resources, raw materials and waste page 54
<ul style="list-style-type: none"> <li>- Update the anti-corruption programme at the recently acquired subsidiary, CEVA Logistics, with regard to France's Sapin II Law and Law on due care</li> <li>- Perform new awareness initiatives for all Group employees and new specific training for those employees most at risk in order to promote a culture of ethics and compliance</li> <li>- Continue expanding examinations of the management of third parties that are considered a risk</li> <li>- Boost second-level controls of non-compliance risks</li> <li>- Continue taking part in actions of the Maritime Anti-Corruption Network (MACN)</li> </ul>	Principles : 1, 2, 3, 4, 5, 6, 7, 8, 9, 10	SDG12	1. Business ethics and integrity, page 61
<p>Speed up the Customer Centricity strategy through the following four objectives:</p> <ul style="list-style-type: none"> <li>- Improve service, for example by setting up green value added services (VAS) such as use of biofuel, LNG-powered vessels, or a carbon offsetting offer</li> <li>- Facilitate business with simplified processes and innovative solutions</li> <li>- Greater transparency, for example by offering customers a carbon optimisation service (carbon dioxide reports), ensuring service levels, respecting planned transit times, providing information on port conditions, etc.</li> <li>- Bolstered cooperation with our customers (recognition and support provided by dedicated expert teams)</li> </ul>	Principles : 7, 8, 9	SDG9	1. Customer satisfaction : improving the customer experience at each step of the customer journey page 77
<p>Encourage adoption of the "Sustainable Procurement" approach by as many as possible by:</p> <ul style="list-style-type: none"> <li>- Improving traceability and the performance indicator</li> <li>- Promoting the approach and making the actions implemented internally and externally more visible</li> <li>- Facilitating digitalisation of all sustainable procurement processes</li> <li>- Facilitating roll-out of the supplier prequalification process to all Group buyers</li> </ul>	Principles : 7, 8, 9	SDG12	Sustainable procurement: establishing lasting relationships with suppliers and subcontractors, page 84

	<p><b>Occupational safe and safety</b>  <i>Excellence in terms of safety and security</i></p> <p>Prevent and reduce accidents and safety risks, and improve quality of life at work</p>	<p><b>Occupational safe and safety</b>  Health, safety and security of all employees, Group assets and transported goods</p>	<p>Industrial accidents: 0 fatal accidents in 2019. However, with a larger scope of vessels and terminals, the frequency of accidents increased but their overall severity decreased</p> <ul style="list-style-type: none"> <li>- Certification: Triple certification for owned fleet, and 53% of terminals subject to the CMA CGM HO Terminals and Inland QHSSE policy have at least one of the following certifications: ISO 9001, ISO 14001, OHSAS 18001 or ISO 45001</li> <li>- Maritime activity: <ul style="list-style-type: none"> <li>- Simplification of the maritime security management system – IMS - Integrated Management System – Implementation of procedures specific to the operation of Liquefied Natural Gas-powered vessels</li> <li>- Maritime solidarity: five sea rescue operations conducted</li> </ul> </li> <li>- Inland and terminal activities: <ul style="list-style-type: none"> <li>- Updated the Group's QHSSE policy, including Inland activities, with the implementation of common standards formalised through the QHSSE Guidelines. This approach is centred on the "top 10 critical risks".</li> <li>- Launched the Tin@ digital solution at the Terminals &amp; Inland QHSSE division to analyse data and ensure its reliability as well as optimise response time and reporting quality - 15% of terminals at end-December 2019</li> </ul> </li> </ul> <p>Group international security:</p> <ul style="list-style-type: none"> <li>- Launched a monitoring platform for CMA CGM Group travellers within a pilot scope</li> <li>- Enhanced measures to combat drug trafficking and develop partnerships with government authorities</li> </ul>
<b>SOCIAL AND SOCIÉTAL</b>	<p><b>Social</b>  <i>Employee commitment</i></p> <p>Promote diversity within teams, improve quality of life at work and enable employees to grow their talent and develop throughout their careers</p>	<p><b>Diversity and inclusion within the Group</b>  Equal opportunity, gender equality, multiculturalism, multigenerational and disability</p>	<p>35,800 employees worldwide, representing 148 nationalities across 132 countries  37% of managers are women and 100% of French female seafaring personnel are naval officers</p> <ul style="list-style-type: none"> <li>- Deployed the We Are Shipping programme worldwide, aimed at supporting female staff in their professional development. Since its launch, over 80 women have benefited from the scheme</li> <li>- Raised awareness among employees via the Group intranet about the inclusion of disabled persons in the workplace with a view to informing them of processes in place and contact persons</li> <li>- The HR recruitment team at head office took part in a training course on discrimination-free hiring to foster diversity within the company</li> </ul>
		<p><b>Working conditions of employees</b>  Quality of life and well-being at work, employee fulfilment, social dialogue</p>	<p>Obtained Happy Candidates 2020 and Happy Trainees 2020 certification recognising the quality the Group's HR recruitment process and policy for trainees and apprentices</p> <ul style="list-style-type: none"> <li>- Continuation and extension of the teleworking pilot in France: 691 employees involved in the pilot programme at head office at end-2019</li> <li>- Roll-out of the "Wellness" programme at head office, promoting well-being at work: in 2019, the "Eat Well" and "Move Well" aspects were introduced</li> <li>- Strengthened our on-board mentoring programme for seafaring personnel: naval officers are assigned full time to visiting vessels, sharing best practices and conducting training courses - 194 visits conducted in 2019</li> </ul>
		<p><b>Talent development</b>  Career management, training, skills development, remuneration policy</p>	<p>249 908 hours of training provided to employees</p> <ul style="list-style-type: none"> <li>- Developed a pilot at the head office to promote employee mobility and discovery of the Group's businesses</li> <li>- Piloted 360° feedback, an individual development tool, with a selection of top managers</li> <li>- Launched the CMA CGM Academy Leadership programme on Communication &amp; Assertiveness, Storytelling, Stress management, Conflict management, and Feedback</li> <li>- Launch of the leadership and management training programme for captains, the "Master Management Program" by CMA CGM Academy</li> <li>- For seafaring personnel: implementation of a training simulator for LNG chain vessels, in preparation for the future integration of LNG vessels into our fleet. The purpose of the simulator is to develop the skills of our seafaring personnel, enabling them to master the technology's operational specificities.</li> </ul>
	<p><b>Society</b>  <i>The Group's commitment to society on a global and local scale</i></p> <p>Pursue our commitment to local regions and communities through the CMA CGM Foundation and local and Group initiatives</p>	<p><b>CMA CGM Foundation</b>  Promoting education for all. The Foundation takes action worldwide to provide the education needed to help children and youths find their place in the world of tomorrow</p>	<ul style="list-style-type: none"> <li>- 23 not-for-profit organisations and 13,000 children supported through the 2019 Call for Projects</li> <li>- Stepped up the "Containers of Hope" programme in 2019: more than 280 TEU containers dispatched in 2019, which is a total 980 containers and more than 7,500 tonnes of humanitarian aid and supplies since the launch of the programme in 2012</li> <li>- Expanded the skills-based sponsorship programme : 35 employees involved in Marseilles and Le Havre with 9 partner associations compared to 10 employees in Marseilles in 2018</li> </ul>
		<p><b>Region &amp; communities</b>  Involvement in the life of local communities, location value creation, local employment and work opportunities, socio-economic impact, grassroots involvement / corporate sponsorship – general interest initiatives, local aid and disaster relief</p>	<p>More than 60 voluntary initiatives identified in 2019, which is a 60% increase compared with 2018: 68% of these are local social initiatives, and 32% are environmental</p>

<p>Maritime activity:</p> <ul style="list-style-type: none"> <li>- Continue to simplify the risk management system</li> <li>- Set up an action plan to reduce the number of people injured on board vessels based on 4 pillars: experience feedback, training, improved procedures implemented and prevention initiatives</li> <li>- Renewal of standards ISO 9001 et 14001</li> </ul> <p>Inland and Terminal activities:</p> <ul style="list-style-type: none"> <li>- Operational integration of Inland activities (CCIS)</li> <li>- Implementation of a Sustainability Programme for the Terminals aimed at making reporting more reliable and fostering the sharing of best practices among the terminals</li> <li>- Deployment of the TIN@ tool at all Inland and Terminal sites</li> </ul> <p>Group international security:</p> <ul style="list-style-type: none"> <li>- Deployment of the CMA CGM Group travellers monitoring platform at global level</li> <li>- Inclusion of the CEVA subsidiary in the Group security process</li> <li>- Digitalisation of crisis management processes</li> </ul>	Principles : 1, 2, 3, 4, 5, 6	SDG3 SDG8	Excellency in Safety and Security, page 119
<ul style="list-style-type: none"> <li>- Roll out a compulsory internal training programme culminating in a certificate, on "Discrimination-free hiring", for all Human Resources teams at the head office, and as a pilot in three countries outside France</li> <li>- Set up digital signing of the Group Code of Ethics by all new employees outside France</li> <li>- Continue rolling out the "We Are Shipping" programme in France and abroad</li> <li>- Continue raising employee awareness of consideration for disability within the company</li> </ul>	Principles : 1, 2, 3, 4, 5, 6	SDG5 SDG8 SDG10	1. Diversity within the Group, page 92
<ul style="list-style-type: none"> <li>- Continue the Group's approach to Quality of Life at the Workplace, particularly piloting a tool for self-assessing workload</li> <li>- Launch the "Sleep Well" and "Feel Well" aspects of the Wellness programme</li> <li>- For seafaring personnel: improve the health &amp; safety culture at manning agencies and on ships</li> </ul>	Principles : 1, 2, 3, 4, 5, 6	SDG8	2. Working conditions, page 97
<ul style="list-style-type: none"> <li>- Continue rolling out 360° feedback and set up customised coaching programmes</li> <li>- Develop innovative solutions team training and workshops, on topics such as out-of-the-box thinking, communication and feedback</li> <li>- Share the Group's corporate culture worldwide by developing a new onboarding format, both online and face-to-face (educational kit on the Group's culture and history)</li> <li>- For seafaring personnel: roll out the simplification measure, "Competence Management System", that aims to redefine the skills of seafaring personnel in comparison to their knowledge as demonstrated in an assessment</li> <li>- For seafaring personnel: continue the LNG ship training course and develop internal training for the commissioning of the "scrubbers", i.e. the flue gas treatment system</li> <li>- Launch a training simulator on LNG ships, specifically the propulsion motor</li> </ul>	Principles : 1, 2, 3, 4, 5, 6	SDG4 SDG8	3. Talent development, page 108
<ul style="list-style-type: none"> <li>- Continue to support local initiatives in the Southern regions and Lebanon through the Call for Projects</li> <li>- Open up internationally to development initiatives in Africa over the next three years</li> <li>- Continue to extend and enhance the Containers of Hope operation</li> <li>- Continue to promote employee involvement in the Group's skills-based sponsorship programme</li> </ul>	Principles : 1, 2, 3, 4, 5, 6, 7, 8, 9,10	SDG17	1. CMA CGM Foundation, page 137
<ul style="list-style-type: none"> <li>- Promote the "Local initiatives" programme in agencies and operating sites</li> <li>- Structure the "Local initiatives" programme abroad</li> <li>- Enhance "Local initiatives" reporting</li> </ul>	Principles : 1, 2, 3, 4, 5, 6, 7, 8, 9,10	SDG17	2. Regions and communities, page 143

\* UNGC = United Nations Global Compact

\*\* SDG = Sustainable Development Goals





## Steering CSR performance

The Sustainability Department reports to the Executive Board and is tasked with:

- Implementing CSR policy in line with all of the Group's policies
- Identifying stakeholders' CSR issues, priorities and requirements
- Setting CSR goals and coordinating action plans
- Assessing, measuring and reporting on CSR performance



At the end of 2019, a Sustainability Committee was created under the impetus of the Executive Board. It regularly convenes members of the Executive Committee to define, adjust and validate progress on the Group's CSR roadmap. The Sustainability Committee, launched in January 2020, also aims to enhance the Group's overall strategy as well as broaden and implement customer offers.

In addition, an Operational CSR Committee convenes quarterly to roll out the strategic pillars decided by the Executive Board and Sustainability Committee and implement adequate measures. The committee comprises members from various departments (Human

Resources, Risk Management and Internal Audit, Compliance, Finance, Communication and Marketing, Purchasing, Transformation and Innovation, Security, Safety and the Environment), the network of agencies, the Lines, CMA Ships, the CMA CGM Foundation and the Group's subsidiaries.

**Ad hoc "business line" or "project" committee** meetings are held in parallel along with more operational working groups that meet more frequently.

An expanding network of **CSR correspondents** has also been established, comprising CSR contributors working in support services and the subsidiaries. They are ambassadors of the Group's CSR approach, advocating and coordinating initiatives and projects.

A **CSR dashboard** has been set up to measure and steer the Group's sustainable development performance through a series of quantitative and qualitative indicators that are consolidated on a half-yearly basis. – cf. *page 150: Key Performance Indicators*

Data completeness and reliability, enhanced from year to year, are guaranteed by indicator fact sheets describing the collection and consolidation scope and processes. An extract is included in the "Methodology" section of this document. – cf. *page 156: Methodology*

CSR reporting is coordinated by the CSR Department. Data from the "CSR Dashboard" is verified by an Independent Third Party every year. The report issued by the Independent Third Party is appended hereto. – cf. *page 163: ITP Report*

Analysing changes in these indicators enables the Group to quantify the impact of policies implemented, identify areas for improvement and determine and/or adjust the **goals and action plans** for the current year and medium term. – cf. *page 24: 2019 Goals and Achievements and 2020/2021 Action Plan*

## The Group's CSR performance recognised by EcoVadis



In 2019, we maintained our Gold status for the fifth consecutive year, with a substantially higher rating. The sustainability rating firm highlighted two major strengths: a structured, well-

managed CSR approach rolled out into action plans and KPIs and a documented framework of CSR subjects defined in conjunction with human resources

## Employee involvement in the Group's CSR approach

As CMA CGM views its employees as standard-bearers for its CSR approach, it prepares awareness-raising initiatives directed towards them throughout the year.

These include articles in the Group's in-house e-newspaper, poster campaigns, events and training sessions.

## CSR month

This year, CMA CGM celebrated World Environment Day (5 June) and World Oceans Day (8 June) with a "CSR Month" instead of the usual "CSR Days". Throughout the month of June, 11 events including workshops, roundtables, articles on the Group's intranet, a poster campaign and nine conferences were held addressing various aspects of the Group's CSR policy. The events took place in the premises of the Tour Jacques Saadé in Marseille.

Over 750 employees participated.





## Employee training

### Training for new hires

New employees at the head office in Marseilles are invited to attend a two-day induction programme.

On the first day, they learn about the history of the CMA CGM Group, its strategy and values.

The values of the CMA CGM Group are reflected in its CSR strategy, and are presented by various Group representatives (CSR, Environment, Sustainable Procurement, Ethics and Compliance, Security and the CMA CGM Foundation) over the two days.

The second day deals with business lines at CMA CGM and related tools (containers, vessels, terminals), life at sea, the Captain's role, and the organisation of lines, and the CMA CGM Group in general.

The purpose of the induction programme is to enable each new head office employee to gain an understanding of the Group as a whole, as well as its various business lines and facets. New employees are taught to see their own role in the wider picture and the impact each person has on the overall success and sustainability of the CMA CGM Group.

In 2019, 322 employees attended integration sessions.

### Training on the environment

CMA CGM invests in training courses designed to make environmental protection an integral part of all business activities. Upon joining the Group, all new employees receive safety and environment training for their job so that they can do their work in full compliance with applicable rules. Depending on their job, employees then attend specific training modules for their field (for example, ISO 14001 training for 25 internal auditors this year, but also courses on chemical risks for employees handling chemical products).

Moreover, an environment-related e-learning programme is prepared for all seafarers, depending on their rank and potential impact on the environment. The modules may be followed on board or on land. Special seminars for officers are also routinely organised at the Group's head office to inform, raise awareness and train them on issues relating to health, safety, security and the environment. The seminars are held twice a year at head office.

The CMA CGM Academy portal features an e-learning module accessible to all employees that lists the key points of the Group's environmental policy to be presented to customers. This training module lasts 30 minutes. It has already been followed by over 4,500 employees.



# 2019: AWARDS, CERTIFICATIONS & PARTNERSHIPS

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## Awards & Certifications

In 2019, the Group received 40 distinctions and awards recognising quality of service, customer relationships, operational excellence and CSR and environmental initiatives.



**EcoVadis** – In 2019, the sustainability rating firm EcoVadis awarded CMA CGM Gold status for the fifth consecutive year, with a substantially higher rating. The firm ranked CMA CGM among the top 1% of the most efficient shipping companies.



**ISO Certification:** CMA CGM's entire owned fleet<sup>2</sup> obtained triple ISO 9001, ISO 14001 and OHSAS 18001 certification. 53% of terminals subject to CMA CGM's HO Terminals QHSSE certification policy<sup>3</sup> are certified under ISO 9001, ISO 14001 and/or OHSAS 18001.



**CDP - Carbon Disclosure Project** – With a B-rating, CMA CGM received an above-average score in its business sector in 2019.



**IWAY Standard** – The CMA CGM Group has been IWAY-certified since 2009. In July 2018, the certification was successfully renewed with zero deficiencies noted by the auditor.

**IKEA commended CMA CGM for the first global biofuel test** – CMA CGM was rewarded for the biofuel test underway on the CMA CGM WHITE SHARK container ship, jointly conducted with IKEA and The Good Shipping Programme.



**Go Green** – In October 2019, the Group achieved a Sustainability score of 12/16 from DHL in connection with its GO GREEN programme.



**Most Accomplished Asia Pacific Ship Owner of the Year** – In November 2019, the CMA CGM Group received the award at the 2020 Maritime Summit in Singapore for its efforts in making its fleet more sustainable, efficient and eco-friendly.



**Double award at the Seatrade Maritime Awards Asia 2019** – CMA CGM received the Ship Owner/Operator Award alongside APL, which obtained the Fuel Efficiency Award at the 12<sup>th</sup> Seatrade Maritime Awards Asia 2019.



**Container Shipping Line of the Year / America Trade Lane** – For the second consecutive year, CMA CGM India received the Container Shipping Line of the Year – America Trade Lane award at the Maritime and Logistics Awards ceremony.



**Happy Candidates 2020 accreditation** – In 2019, the CMA CGM Group's HR department received choosemycompany.com / HappyIndex® / Candidates 2020 accreditation, recognising the high quality of the Group's HR recruitment process. For its second year of participation, CMA CGM ranked 1st for companies with over 1,000 employees.



**"Happy Trainees" 2020 accreditation** – In 2019, for the fifth consecutive year, CMA CGM's head office received Happy Trainees 2020 accreditation, recognising the Group's HR policy for trainees and apprentices. The Group's head office ranked 16<sup>th</sup> among French companies recommended for the quality of their internships / trainee programmes.

<sup>2</sup> CMA Ships scope, excluding Mercosul Line and AML

<sup>3</sup> Scope of terminals subject to the CMA CGM HO Terminals & Inland QHSSE policy – List available in the Methodological Note

## Partnerships

As part of an open, continuous improvement approach, the Group draws on inter-company partnerships to plan for and address CSR challenges and risks and share feedback and best practices with its peers, partners and other stakeholders.



**The United Nations Global Compact** is an initiative launched by the United Nations in 2000 aimed at encouraging companies around the world to adopt socially responsible behaviour by implementing

several principles relating to human rights, international working standards, the environment and the fight against corruption.

The UN Global Compact Sustainable **Ocean Business Action Platform** is a multi-stakeholder platform to promote sustainable ocean development goals and best practices.



The **World Shipping Council** is a professional group representing the global liner shipping industry. The WSC backs the

development and oversight of regulatory issues relating to safety, security, the environment and other maritime regulations.



**Armateurs de France** is a French trade organisation bringing together all French maritime transport and

service companies. Its role is to represent French maritime companies before national and EU authorities, the International Maritime Organisation and the International Labour Organisation.



**Association Française des Entreprises Privées** is a French organisation founded in 1982,

representing major French private companies with global reach operating in France.



**Clean Cargo Working Group** is a business-to-business leadership initiative involving major brands, cargo carriers, and freight forwarders

**Business Actions to Stop Counterfeiting & Piracy** is an initiative that connects dedicated to reducing the environmental impact of global goods transportation.



**Cargo Incident Notification System** is a platform enabling the largest players in the liner shipping industry to share

information rapidly on cargo and container safety and security issues.



**Business Actions to Stop Counterfeiting & Piracy** is an initiative that connects businesses worldwide in the fight against counterfeiting and piracy.



Created in May 2017, the **GNL platform** brings together numerous ship owners, ports, suppliers of LNG, classification societies, naval engineering companies, equipment providers, and not-for-profit organisations with the common goal of initiating the use of LNG in France to replace traditional fuels for sea and river transport.



**The Society for Gas as a Marine Fuel** is a non-governmental organisation (NGO) established to promote safety and industry best practice in the use of gas as a marine fuel.



**The Ship Recycling Transparency Initiative** is a platform to share information on ship recycling using a series of predefined criteria developed jointly with the main stakeholders of the maritime industry.



**The Maritime Anti-Corruption Network** is a global business network working towards a maritime industry free of corruption, which promotes fair trade for the benefit of society at large.



**Container Ship Safety Forum** - Launched in 2014, this NGO brings together major players in the maritime transport sector and is aimed at improving safety performance and container transport management practices





policies.

**Centre INter-entreprises De l'EXpatriation** is a network of major European groups whose aim is to share best practices on international mobility strategies and



The aim of the **Digital Container Shipping Association** is to boost the safety, security and efficiency of container transport by representing, overseeing and serving the industry's stakeholders.



Since 1993, the **Federation of European Private Port Companies and Terminals** has represented the interests of a large variety of terminal operators and stevedoring companies performing operations and carrying out activities across 425 terminals in the seaports of the European Union.



**The International Cargo Handling Coordination Association**, founded in 1952, is an independent, not-for-profit organisation dedicated to improving the safety, security, sustainability, productivity and efficiency of cargo handling and goods movement by all modes and through all phases of national and international supply chains.







# PROTECTING THE ENVIRONMENT

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# PROTECTING THE ENVIRONMENT

## 2019 Accomplishments

Face In the face of global environmental challenges, the CMA CGM Group is firmly committed to the green transition. We have taken pioneering concrete decisions to reduce the impact of our activities on the climate, air quality and biodiversity.

Our philosophy regarding the environment is reflected in our decisions, such as avoiding Arctic shipping routes, investing massively in liquefied natural gas to fuel our new vessels and testing and using second-generation biofuels from 2020. We are striving to take concrete steps today, activating all levers at our disposal and looking beyond foreseeable technological progress. This philosophy is embodied in our motto: PROUD TO ACT.

- As a corollary to its participation in the United Nations Global Compact (-UNGC) , the Group has joined the Sustainable Ocean Business Action Platform. The multi-stakeholder platform promotes sustainable ocean development goals and best practices.

### Energy transition

Improved the energy performance of the Group's fleet: 24% decrease in greenhouse gas emissions since 2015, ahead of our voluntary target of 30% by 2025

- Second-generation biofuel testing on two Group vessels in partnership with IKEA
- ETA 2020: implementation of the Group's global sulphur cap strategy through three main solutions: liquefied natural gas, low sulphur fuels, and flue gas treatment systems.
- Launch of an international Coalition for the energy transition at the French Summit on Maritime Economics *Assises de l'Economie de la Mer*

### Biodiversity protection

Three vessels dismantled and 10 cubic metres of solid waste generated per vessel per month

The Group has agreed not to use the Northern Sea Route

### Resources, materials and waste

No major oil spills in 2019 and loss of one empty container

Prepared and implemented a new standard for selecting and monitoring work on dismantling sites

## General Policy

Environmental protection is a central to CMA CGM's commitment to sustainable, responsible development. Overarching issues for the Group include continuing to shrink the environmental footprint of all maritime and inland operations; regulatory compliance and planning ahead for future regulations; and developing more eco-efficient logistics chains with customers and partners.

The CMA CGM Group's environmental policy is built on three strategic concerns:

- **Climate change:** improving the carbon footprint of Group activities
- **Air quality:** reducing atmospheric pollution
- **Ecosystems:** protecting the oceans and marine biodiversity

### Launch of the CMA CGM Jacques Saadé



A world first: the largest LNG-powered container ship in the history of maritime transport was launched in Shanghai on 25 September 2019. Bearing the name of the Group's founder, the CMA CGM Jacques Saadé is entirely powered by liquefied natural gas and has a capacity of 23,000 TEUs (twenty-foot equivalent unit).

This feat of engineering illustrates CMA CGM's commitment to the energy transition.

### Alternative fuel – Biofuel

CMA CGM is adopting marine biofuels at an increasing rate. CMA CGM chose Shell as its supplier of several thousand tonnes of second-generation biofuel derived from used cooking oil.

CMA CGM Group vessels will be able to sail approximately one million kilometres with biofuels. With this choice, the Group reaffirms its role as a pioneer in the use of sustainable, eco-friendly solutions for the energy transition in the shipping and logistics industry.



## CMA CGM chooses LNG



In 2017, Rodolphe Saadé, Chief Executive Officer of the CMA CGM Group, announced that nine vessels with a 23,000 TEUs capacity (twenty-foot equivalent unit) had been ordered, with the decision taken to equip them with LNG motors. These are not only the Group's largest vessels, but also the first LNG-powered vessels of this size in the world.

With these vessels, CMA CGM is taking action above and beyond environmental regulations. By 2022, CMA CGM will have the largest fleet of LNG container ships:

**9** 23,000 TEU vessels, **5** 15,000 TEU vessels, **6** 1,400 TEU vessels, including 3 that are already in operation at Containerships, the Group's intra-European subsidiary.

With these vessels, CMA CGM is taking action above and beyond environmental regulations.

The IMO's new Low Sulphur regulation aims to divide bunker fuel sulphur levels by seven. This will reduce sulphur oxide emissions by 85% around the world. CMA CGM will already fully comply with the new regulation in 2020, even surpassing it by investing in LNG technology.

Liquefied natural gas cuts sulphur oxide (SOx) emissions by 99%. It also cuts fine particulates by 99% and nitrogen emissions by 85%. The result is a remarkable improvement in air quality, particularly for coastal communities and port cities.

## CMA CGM decides not to use the Northern Sea Route

A forward-thinking choice for biodiversity protection in the Arctic and more generally planet-wide.

The Northern Sea Route, a channel between Asia and Europe that follows the polar coasts of Russia, has become navigable due to glacial melting from global warming. Teeming with unique biodiversity that is only partially understood, the Arctic plays a crucial role in regulating currents and the global climate. Massive use of the sea route would pose real danger to the outstanding natural ecosystems of this part of the globe due to the risk of accidents, oil pollution, and ship strikes to dolphins and whales.

To avoid endangering this fragile environment even further, Rodolphe Saadé has decided that none of CMA CGM Group's 500 vessels will take the Northern Sea Route.

With this decision, CMA CGM takes a definite stand to protect the environment and global biodiversity despite the competitive advantage that this route would represent for maritime companies.

# 1. Energy transition

Energy consumption has always been a core concern give the very nature of the Group's business. The fight against climate change leads to greater technical, regulatory, financial and operating constraints, with significant impact on activities that still rely heavily on fossil fuels. This backdrop also creates new opportunities for sustainable, fair shipping. The CMA CGM Group is striving to become a leader on these new markets.

The transition to more efficient, carbon-free energy solutions is of interest to the economy, the environment and public health. On a day-to-day basis, it involves several Group entities.

## A. Energy consumption

Indicators	2018	2019	Change
Fuel consumption of the maritime fleet <sup>4</sup> <i>In thousands of tonnes</i>	8,259	7,782	-6%
Fuel/loaded TEU <sup>5</sup> <i>kg/TEU</i>	399	361	-9%

In 2019, fuel consumption for the CMA CGM Group's maritime activity was 7,782 thousand tonnes, i.e. 6% lower than in 2018. With regard to energy efficiency, we reported a net improvement in the amount of fuel per loaded container, which was 9% lower than in 2018.

For many years now, the Group has conducted several initiatives to reduce fuel consumption. These include replacing the fleet, monitoring consumption, reducing speed, optimising routes and improving propulsion and hydrodynamic technology.

- In 2013 CMA CGM launched a programme to optimise its owned fleet primarily by modifying its bulbous bows. These changes were done in dry dock and help to maximise the ship's hydrodynamics at the speeds used in our company. Some 64 ships have been modified, in addition to new builds. This innovation can cut fuel use and carbon dioxide emissions by 5-10%.  
Additionally, there is a programme to switch out old propellers for energy-efficient ones. In 2019, 20 propellers were changed.
- Another example of efforts to reduce energy consumption is CMA SHIPS' limiting the capacities of the main engines of its largest vessels to adapt to current navigation speeds.

- In 2018, the Group introduced a programme to install recovery boilers for auxiliary engines (as for the main engine). Instead of burning oil to produce the necessary steam, the boilers recover heat from the auxiliary engine exhaust gases, even when the main engine is shut down. This technology has been installed on 21 vessels.

Fleet Navigation Centers anticipate extreme weather events and advise captains in choosing a route to minimise fuel consumption of our vessels. Three Fleet Navigation Centres covering all time zones are manned 24 hours a day, seven days a week by seagoing personnel assigned to the shore-based facilities. Moreover, a Group operations department has been set up to optimise all Group operations (maritime and operational management of ships, reduce port congestion, optimal use of the CMA CGM sea and land network).

## B. Combatting climate change

### a. Managing greenhouse gas emissions

According to the International Maritime Organisation (IMO), carbon dioxide emissions from shipping account for 2.2% of total global emissions.

During the 72nd Session of the Marine Environment Protection Committee (MEPC) held in April 2018, the IMO entered into an agreement for the reduction of carbon dioxide emissions associated with the shipping industry, thereby getting the industry on board in the fight against climate change.

The agreement set a goal of halving carbon dioxide emissions by 2050 compared to 2008 levels and cutting carbon dioxide emissions by 40% per container by 2030 and 70% by 2050. It also sets forth more stringent standards for new ships.

With these challenges in mind, the CMA CGM Group has set an ambitious new goal of 30% less carbon dioxide per loaded container by 2025. This is after already improving its carbon emissions per container and per kilometre by 50% between 2005 and 2015. The Group has already reduced its carbon emissions per loaded container by 24% since 2015.

In 2015 the European Parliament passed the Monitoring, Reporting and Verification (MRV) regulation that requires companies to report carbon dioxide emissions of vessels sailing out of, towards and within the European Union.

<sup>4</sup> Total maritime scope – Owned and chartered fleet – Annual consumption 2018 & 2019

<sup>5</sup> Loaded TEU = Remunerative TEU 2018 & 2019 – Finance



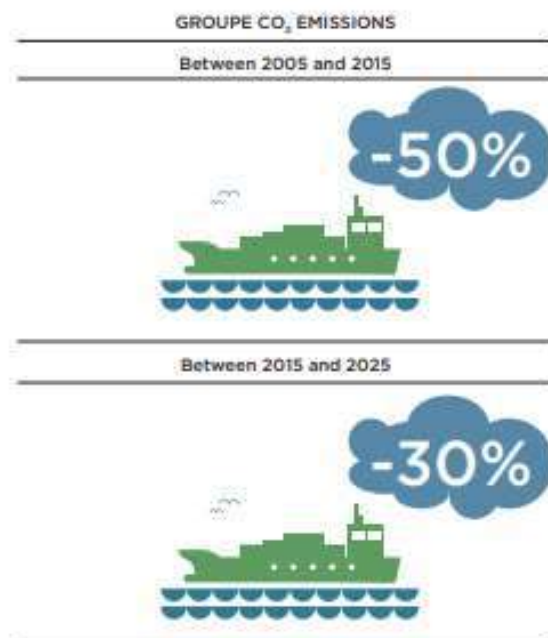
Reporting started in 2018, and each carrier has submitted the report of its carbon dioxide emissions to the European Union. The Group has developed a reporting tool to ensure compliance, along with the American Bureau of Shipping (ABS). The first year of reporting went smoothly, and the data filed complied with requirements.



**CDP's assessment – Carbon Disclosure Project** – an international non-profit organization managing the most important environmental reporting platform dedicated to cities and companies. With a B assessment, CMA CGM progresses one more time and obtains a mark higher than its business sector's average one in 2019.

Alongside the European system, the IMO's international reporting system for carbon dioxide emissions, known as the IMO DCS (Data Collection System), took effect in January 2019. The Group has developed a tool specifically for the IMO DCS, complementing the MRV tool.

#### Reduction in Group carbon dioxide emissions



In October 2019, the Group also obtained a **sustainability rating of 12/16** from DHL under its GO GREEN programme.

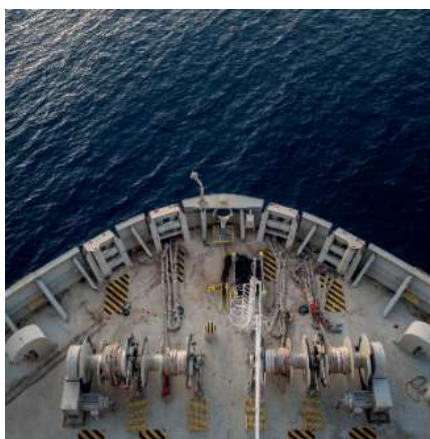
## b. Overall assessment of the Group's carbon dioxide emissions

For the CMA CGM Group, the main source of greenhouse gas emissions is the combustion of fuel, which represents more than 83% of the Group's total energy use. The energy consumption of shore activities (mainly electricity at the agencies and terminals) is insignificant in comparison with the consumption of the shipping fleet. The main indirect sources of carbon dioxide emissions for the Group are shipbuilding and fuel use in ships. In 2019, scope 3 represented approximately 16.5% of the Group's carbon dioxide emissions.

- Scope 1 includes emissions from the consumption of fuel by the owned and chartered vessels as well as the fuel consumed at the terminals by materials handling machinery
- Scope 2 includes emissions from the consumption of electricity at the terminals, regional offices and head office, and shore-to-ship power
- Scope 3 emissions stem from ship- and container-building, on-board waste (solid and liquid), employee business travel, the consumption of fuel oil specific to inland transport, and upstream bunker fuel production and transport

*Breakdown of greenhouse gas emissions produced by the Group<sup>6</sup> – in tonnes of CO<sub>2</sub>eq*

Indicator	Breakdown
Scope 1	83%
Scope 2	0.5%
Scope 3	16.5%



In 2019, the fleet's carbon dioxide emissions were 24.29 million tonnes, i.e. a decrease of 6% over 2018. Carbon emissions per container fell by 9% with respect to 2018. Air emissions (carbon dioxide and sulphur oxide) of the Group's maritime activity are independently verified by a third party, on a voluntary basis.

Indicator	2018	2019 ✓	Change
Carbon emissions <sup>7</sup> In millions of tonnes	25.76	24.29	-6%
CO <sub>2</sub> / loaded TEU <sup>8</sup> In tonnes / TEU	1.24	1.13	-9%

## c. Clean Cargo Working Group

<sup>6</sup> Scopes 1, 2 and 3 as set by the Greenhouse Gas protocol - <http://www.ghgprotocol.org/> // It is worth noting that the data for Scopes 2 and 3 is from 2018, and the data for Scope 1 is from 2019

<sup>7</sup> Total maritime scope - Owned and chartered fleet - 2018 & 2019 - Finance

<sup>8</sup> Loaded TEU = Remunerative TEU 2018 & 2019 – Finance



Through the Clean Cargo Working Group (CCWG), a discussion and collaboration platform, maritime shippers and major shipping customers are helping develop methods to calculate air emissions in their industry. The working group represents no less than 80% of container shipping capacity. CMA CGM has been an active member since 2003.

Based on CCWG methodology, and to meet regulatory requirements and **customer** requirements, in 2008, CMA CGM set up a monitoring system for its carbon dioxide emissions and performance (in g/TEU-km) which is audited by an independent accredited organisation. The CMA CGM Group (through its subsidiary APL) is a member of the CCWG executive committee.



In November, the CMA CGM Group received the prize for the “Most accomplished Asia Pacific Ship Owner of the Year” at the Maritime 2020 conference in Singapore. The prize is bestowed upon the ship owner that has demonstrated the most efforts in making its fleet more sustainable, efficient and environmentally-friendly.

The IMO’s decisions to limit the sulphur content of ship fuel as of 1 January 2020 to 0.5%, and the ambitious strategy recently adopted to halve greenhouse gas emissions by 2050, have focused the industry’s attention on finding alternative solutions to conventional fuel.

In light of these challenges, energy transition is a major issue for the shipping industry as a whole and the CMA CGM Group in particular. The main challenges associated with alternative fuels lie in the compatibility of their environmental benefits as regards pollution, availability of the quantities required by the industry, and cost.

**The most promising solutions are LNG, biofuels and hydrogen.** Fuel cells, batteries and wind power have their advantages, but must be considered as secondary or back-up sources.

#### **The liquefied natural gas**

The Group has made LNG its fuel of choice. LNG has many environmental advantages compared with heavy fuel oil, such as significantly lower carbon dioxide emissions, the absence of sulphur oxide (SOx) and the drastic reduction of nitrogen oxide emissions (NOx) and fine particulates. As a true technological breakthrough in environmental protection, compared with current fuels LNG:

- Produces up to 20% less carbon dioxide
- Cuts sulphur emissions by 99%
- Cuts fine particulate emissions by 99%
- Produces 85% less nitrogen oxide

LNG-powered vessels will therefore not only comply with, but considerably surpass, the IMO regulation aimed at reducing sulphur emissions starting in 2020.

## **C. Alternative energy**

### The 2nd generation biofuels

In 2019, CMA CGM performed tests with second-generation biofuels, in partnership with IKEA.

In the ground-breaking test, sustainable biofuel was blended with conventional marine fossil fuel to power a vessel on a major ocean route. The biofuel is second generation and derived from used cooking oil. It therefore does not compete with agriculturally-derived, edible oils, and has no negative environmental impacts, unlike the first-generation biofuels that caused soil contamination, deforestation, and loss of biodiversity.

Both tests bunkering with biofuel had a positive outcome, proving that sustainable marine biofuels are technically compatible. These developments show that biofuels are a viable choice to comply with current and future environmental regulations and meet objectives for cutting harmful emissions.

Sustainable marine biofuels are virtually free of sulphur oxide – SOx and reduce greenhouse gas emissions by 80-90% compared with equivalent fossil fuels. The GHG reduction of each biofuel is certified independently by the International Sustainability Carbon Certification (ISCC) system. Discussions are underway with our suppliers to audit the ISCC certification process.

Concurrently, hydrogen and kite propulsion systems are being studied since the Group's experts are convinced that energy transition challenges will be best met with a mix of technologies.



**Xavier Leclercq**  
Vice Président – CMA Ships,  
CMA CGM Group

*"Improved hydrodynamics, route optimisation, alternative fuels such as liquefied natural gas and second-generation biofuels, we are using all the levers currently available to improve the environmental performance of our fleet. At the same time, we are actively preparing for the future by developing solutions through R&D, such as sail assistance and hydrogen power, which will enable us to further reduce our ships' emissions."*

## D. Combatting air pollution

In addition to carbon dioxide, the Group is concerned about sulphur oxides, nitrogen oxide emissions and fine particulates. Since these emissions threaten public health and air quality, they are governed by ever more stringent international and local regulations.

### a. Global Sulphur Cap 2020

In October 2016, the International Maritime Organisation (IMO) set a 0.5% cap on sulphur in fuel oil effective from 1 January 2020. The cap will cut the quantity of sulphur oxide from vessels by 85% and should significantly improve air quality, particularly for those living in port cities and coastal communities. The IMO regulation springs from Annex VI of the MARPOL Protocol on the prevention of air pollution from ships.



The Group has set up a dedicated working group (Countdown 2020 Work Group) that brings together representatives from many departments at the head office (Bunkering, Operational Management, Sales Representatives, Environmental Department, Legal Department, etc.) who are tasked with anticipating all the issues arising from the new regulatory obligation and thus ensuring compliance by the Group: purchase of fuel oil, cleaning the tanks, procurement outlook, etc.

CMA CGM plans ahead and studies all technological solutions likely to promote compliance, such as LNG power, low sulphur fuel, and scrubber systems

- Testing new fuel formulations with a 0.5% cap on sulphur content in conjunction with our suppliers
- Programme to clean tanks and use up heavy fuel oil stocks before 1 January
- Ordering 20 LNG-powered vessels
- Deciding to install hybrid scrubbers that can operate in both open and closed loop mode. Scrubbers “clean” exhaust gases, capturing sulphur oxide (SOx) and nitrogen oxide (NOx) particles in water. The wastewater is then stored for treatment on shore. To control each step leading up to the disposal of this

special waste and ensure it is handled following the highest environmental standards, the Group performs audits to select waste transporters and available effluent treatment plants.

In 2019, the average sulphur content in fuel oil purchased by the Group was 2.1%.

### b. Shore-to-ship power



In California, since 2014 local regulations have required shipping companies to connect to and use shore power, instead of auxiliary engines. The percentage of

fleet calls required to use shore power was increased from the initial 50% to 70% in 2017, thereby reducing fuel consumption and related air emissions by an additional 20%. To ensure regulatory compliance of our vessels and calls, thirty CMA CGM ships were equipped with alternative maritime power systems.

Starting on 1 January 2020, the percentage of required shore power connections increased to 80%. The Operations and Chartering Departments, along with our subsidiary that manages owned vessels, are involved to ensure the compliance of the fleet deployed in California. Our vessels fitted with this technology connect to the shore in China on a voluntary basis in suitably equipped ports.

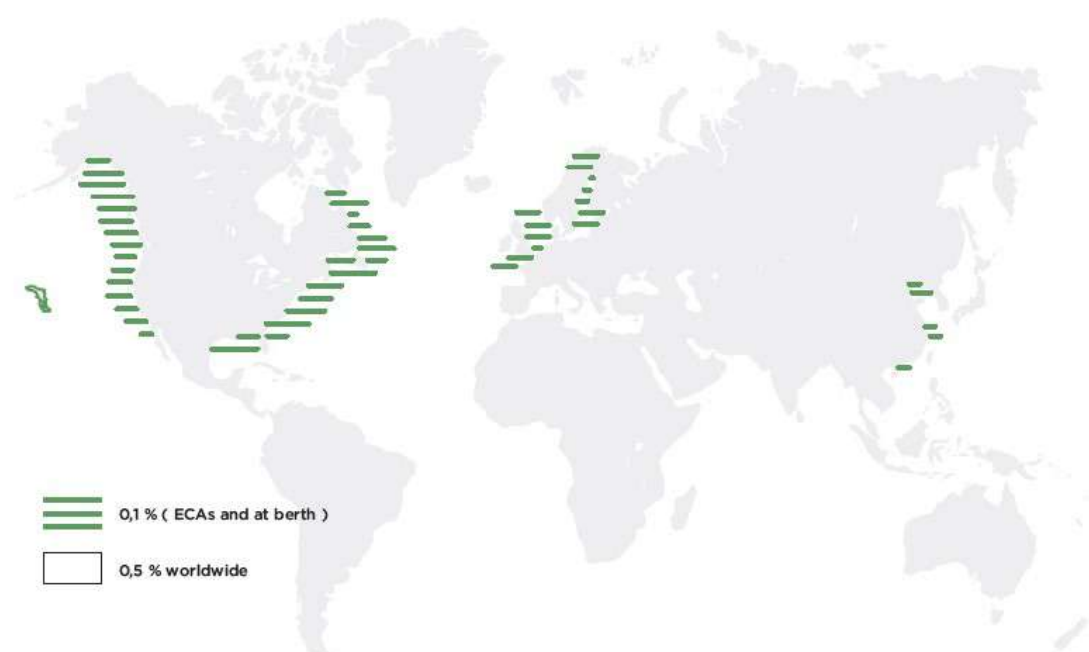
The technology has prevented the emission of some 20,000 tonnes of carbon dioxide, 10 tonnes of sulphur oxide, 355 tonnes of nitrogen oxide and 24 tonnes of PM10.





## c. Emission Control Areas

### Emission Control Areas



There are currently three large areas where sulphur emissions from ships are regulated: Northern Europe, North America and, since 2018, China.

In 2016 China established Emission Control Areas (ECA) in its territorial waters in order to handle the persistent problem of air pollution. The environmental programme entered an additional phase on 1 January 2019, under which all vessels entering the Emission Control Areas are required to use fuel oil with a maximum sulphur content of 0.5%.

All of the Group's vessels comply with the Chinese requirements. The necessary bunker purchases were planned in advance to guarantee full compliance when the new requirements entered into force.

## d. Sulphur and nitrogen oxide emissions

Indicators	2018	2019 <sup>√</sup>	Change
Sulphur oxide emissions (SOx) <i>In thousands of tonnes</i>	400	364	-9%
Nitrogen oxide emissions (NOx) <sup>9</sup> <i>In thousands of tonnes</i>	700	654	-7%

In 2019, the fleet's SOx and NOx emissions were 364,196 tonnes and 654,122 tonnes respectively.

<sup>9</sup> Total maritime scope – Owned and chartered fleet – 2018 & 2019 - Finance

## E. Customer solutions

### Customer services pertaining to carbon

Shipping customers increasingly seek environmental information on the services they buy. Customers request environmental and other CSR information on approximately 20% of total cargo carried. The growing emphasis on the carbon footprint in the choice of shipper explains the Group's efforts to offer more and more premium customers tailored services focusing on their various impacts.

The trend can be seen in the growing number of shipping customers joining the Clean Cargo Working Group. The autumn 2019 session boasted more than 18 new members, including Amazon, Levi's, Primark and Shark. For the first time in the history of the working group, the number of shipping customers exceeded the number of shippers.



The most frequent customer questions in 2019 dealt with the carbon footprint of their freight shipped with CMA CGM. Already in 2011, the Group developed its "Eco Calculator" in reply to these requests, to estimate the carbon footprint of maritime shipments port-to-port. The Eco Calculator is available on our website and on the websites of our subsidiaries under their own brands.

Since 2013, in compliance with French regulations, all Group customers logged on to our e-commerce platform have automatically received a calculation of the carbon footprint of each booking, both maritime and shore-side.

### My Carbon Reporting

The Group also provides a service, entering its fourth consecutive year, of carbon footprint reports for all bookings of a given customer.

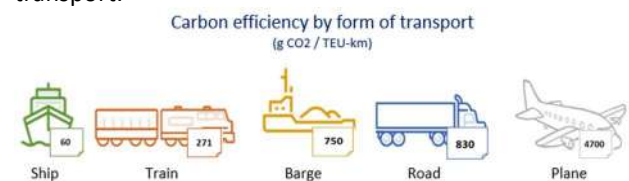
In 2019, 113 Group customers (compared to 85 in 2018) were chosen for the service based on their shipment volumes and environmental implications. They received an analysis breaking down their door-to-door carbon emissions by trade and by transport mode.

The Customer Agency Network and CSR Department are working together to enable the Group to expand its portfolio of sustainable services.

To guarantee customers highly reliable environmental data, the methodology used for all carbon data disclosures is audited and certified by KPMG as an independent third party.

### Carbon optimization studies

Transporting cargo on container ships creates a lower tonne-kilometre carbon footprint than other modes of transport.



To seize on this, the Environment department provides the Group's business lines with technical support so they can highlight the value of the new maritime services on offer. The purpose is to quantify the excellence of our environmental performance compared to other competing sea or inland solutions. For example, a study was carried out to encourage the shift from road transport to the Morocco Shuttle for the refrigerated transport of cherry tomatoes between Agadir and Dakhla.

### Inland Modal Case study : Shanghai-North Europe/Dortmund



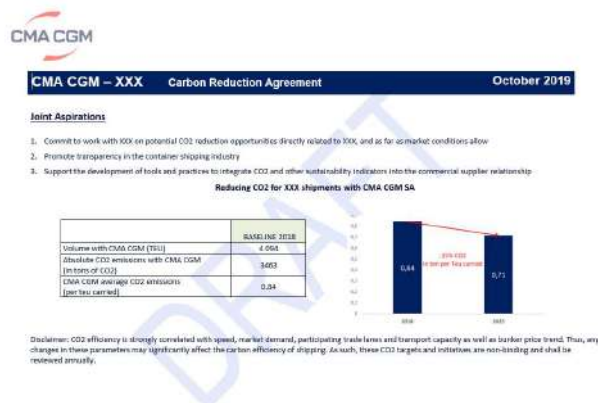
In addition to shipping and port operations, the CMA CGM Group designs and implements multi-modal logistics solutions. These pre- and post-shipment solutions enable the Group to offer customers comprehensive transport solutions that are also environmentally-friendly.

### Sustainability pact

For customers with a particularly progressive CSR approach, the Group suggests signing a sustainability pact. The non-legally binding document is an agreement in principle between both parties that covers the implementation of all methods likely to minimise their

joint impact on the environment. An example is the identification of “green corridors”. The partners also undertake to actively seek out synergies and opportunities for practical, positive community action wherever they are established.

Two new sustainability pacts were signed in 2019, with international freight forwarders Kuehne Nagel and Bolloré Logistics. As for shipping customers, Perrier and Inditex have taken their stand for sustainability alongside the Group.



Sustainability pacts hinge on four main concerns: the environment (both partners have official carbon reduction goals for 2025 and systematically seek out any joint opportunity for timely achievement of these goals); social policy within both groups; observance of an official Code of Ethics; and active examination of the company’s role within the broader community.



### Qualification IWAY

The CMA CGM Group has been IWAY-certified since 2009. In July 2018, the certification was successfully renewed with no failings noted by the auditor, who expressed his «great satisfaction as to the quality, transparency and expertise of the various persons involved in the process». In the coming years, IKEA’s expectations will focus on developing business projects involving intermodal transport, marine bioenergy, and compliance with Sulphur Cap 2020.

## 2. Biodiversity protection

### A. Spills and containers lost at sea

Spills, particularly oil spills from Group vessels or terminals, are our greatest environmental risk. A set of measures is in place to mitigate this risk, such as fleet maintenance, routine drills and simulations both on-board and on-shore, and a strong crisis management policy.

There are several types of marine pollution:

- Fuel oil
- Oil
- Chemicals
- Sludge

These types of pollution are prevented with on-board equipment, human management, and the entire set of operational and inspection procedures in place.

First, the vessels are equipped with Ship Oil Pollution Emergency Plan (SOPEP) materials such as dispersants, rags, saw dust, protective goggles, shovels, buckets, portable pumps, absorbent pads, gloves and bags.

Spill severity scale

		Impact	Description)	CMA CGM
D	●	Very high	Significant amount of spill Very large and/or several areas polluted	0
C	●	High	Oil spill > 5,000 litres Significant impact	0
B	●	Intermediate	Spill > 100 litres Isolated spill	0
A	●	Low	Spill ≤ 100 Litres Minimal environmental impact	3

Liquid waste is managed with instruments that comply with regulations. For example, an oily water separator is used to control the maximum oil content of effluent discharged at sea from a vessel *en route*, i.e. 15 parts per million. The separator on some ships can even achieve a mere 5 parts per million. Human management and procedures play a crucial role in pollution prevention.

The teams have entered into partnerships with:

- The Marseilles naval fire brigade *Bataillon des Marins Pompiers*: fire and oil spill drills are organised on board in a continuous improvement approach.
- The French centre for documentation, research and experimentation on accidental water spills *Le Cèdre* (*Centre de documentation, de recherche et d'expérimentations sur les pollutions accidentelles des eaux*). CMA CGM personnel are trained every year at this centre based in Brest, Brittany.
- Specific organisations, such as ECM, act as the point of contact between the Group and the United States Coast Guards.

Three low-risk events<sup>10</sup> that caused accidental spills<sup>11</sup> were counted in 2019.

Indicators	2018	2019
Loss of containers at sea <sup>12</sup>	139 <sup>13</sup>	1

<sup>10</sup> Events identified irrespective of CMA CGM's liability

<sup>11</sup> Excluding containers lost at sea

<sup>12</sup> Includes containers lost by CMA CGM-owned vessels. Does not include containers lost by chartered or partner vessels. Please note that containers that are recovered after falling into port waters are not counted

<sup>13</sup> Of which 138 in a single storm-related incident

According to the World Shipping Council<sup>14</sup>, 2,000 containers were lost at sea worldwide every year from 2006 to 2013 primarily due to difficult navigation conditions or rare incidents. In 2019, the CMA CGM Group lost only one empty container. – *see table on page 149: Number of major maritime events*

When containers are lost at sea, it is generally due to the shipping customer declaring a lower weight of the container. Poor weather increases the risk. Every effort is made to prevent losing containers: weather watch, fleet navigation centres, weather routing, and an on-board container security system. The CMA CGM Group began talks with the French ship-owners' association *Armateurs de France* and the relevant authorities to further reduce the risk of losing containers at sea. – *see page 128: Cargo Security*



**Charte Bleue – Armateurs de France** is a Charter that seeks to ensure safety at sea and promote respect for the environment. It covers pollution prevention and management, reduction of greenhouse gas emissions and efficient waste management

## B. Protecting ecosystems

Biodiversity protection overwhelmingly involves risk management pertaining to liquid or solid discharge at sea. However, container ships also have a potential impact on biodiversity due to their negative impact on marine species.

### a. Ballast water treatment system

Ballasts are tanks filled with sea water located on both sides of a vessel that ensure stability and structural integrity. Ballast water contains living species that can disrupt local fauna and flora when discharged.

The IMO's convention on ballast water management was adopted in February 2004, ratified in 2016 and entered into force on 8 September 2017.

CMA CGM prepared for the entry into force of the convention by installing ballast water treatment systems on most new vessels, thereby ensuring that ballast water

discharged at sea is fully free of any species that could affect marine biodiversity.

The United States has also implemented local regulations on the treatment of ballast water. The country approved 25 ballast water treatment systems that comply with its own regulations, which are more stringent than international regulations. CMA CGM vessels are equipped with approved systems and must treat their ballast water via one of these systems before discharging them into American waters.

The Group has set up a schedule for installing the systems on its owned fleet, in accordance with the requirements of the international convention and American regulations. To date 99 vessels of the Group have been equipped.

### b. Inspection des coques par drone sous-marin : projet pilote avec Notilo Plus

CMA SHIPS is going to start using ten underwater drones for hull inspections.

The project came to fruition after several months of collaboration with Notilo Plus, which developed the drone and a digital monitoring platform with customised algorithms. The drones:

- Improve hydrodynamic performance
- Monitor hull deterioration better
- Guarantee the seaworthiness of ships in areas of risk.

Preliminary testing is underway in Marseilles, on the CAP CAMARAT. Notilo Plus was the first start-up to win the Jacques Saadé Prize at the Trophées de l'Economie in 2018. It benefited from business acceleration support at ZEBOX, the business incubator and accelerator founded by CMA CGM.

<sup>14</sup> Survey Results for Containers Lost At Sea – 2014 Update- World Shipping Council



### **c. Other eco-technologies: FORS, double hulls, additional tanks for bilge water**

In addition to the ballast water treatment system, the owned fleet features many technologies that limit its impact on biodiversity.

The Fast Oil Recovery System (FORS) is a simple, reliable and safe system for managing oil spills. As its name implies, if a vessel is grounded FORS makes it possible to quickly recover bunker oil through a system of standardised connectors. The technology has been installed on 57 vessels.

Up until 2010, the fuel oil tanks of container ships were generally single hulled. Since the MARPOL 12A rule took effect (circa 2010), they have been double hulled. A double hull on fuel tanks prevents oil spills in the event of collision or piercing of the ship's hull.

Additional tanks installed on our newly built ships make it possible to treat bilge water and greywater more effectively.

### **a. Cetaceans and marine mammals**

Several programmes are in place in the United States and Canada to protect cetaceans (whales, dolphins, narwhals, etc.). On the eastern coast, CMA CGM ships must reduce their speed to 10 knots at most in certain areas recognised as cetacean breeding sites.

On the western coast, CMA CGM has voluntarily committed to the "Green Flag" speed reduction programme that was established in the sanctuary close to the Santa Barbara islands.

Between 1 May and 15 November 2019, CMA CGM took part in a voluntary campaign to reduce the speed of ships, which was organised by the NOAA's Office of National Marine Sanctuaries (ONMS).

The port of Long Beach recognised CMA CGM for its almost 100% compliance in lowering the speed of its container ships.

Elsewhere, the Group uses the Fleet Navigation Center to watch out for areas where it is recommended to lower the speed of vessels. The Group endeavours to slow down vessels at the earliest opportunity to limit the risk of ship strikes in these sanctuaries. – see page 122: *Fleet Navigation Centre: state-of-the-art technological resources*

In the Pelagos and Agoa sanctuaries, French vessels are equipped with a new tool, REPCET®. The on-board computer system allows the community of subscribers to report, share and receive cetacean positions in real time. Springing from 10 years of joint effort between shipping companies, environmental stakeholders and engineers, REPCET® is the first on-board computer system for

monitoring whale positions. Its aim is to limit the risk of ship strikes, one of the leading causes of accidental death of large cetaceans.

### **d. Endangered species**

To limit the transport of endangered species, the Group has set up procedures during the order process so staff can report this type of cargo. – see page 128: *Cargo Security*



## C. Voluntary environmental initiatives

CMA SHIPS's ISO 14001 certification has been renewed until 2022, after the 2019 audits found no major form of non-compliance. The absence of major failings confirmed the maturity of our management, environmental, quality and safety system.

The CMA CGM Group is an active member of diverse environmental programmes focused on ocean preservation, animal protection and air quality.

Below are some of the highlights of 2019:

### ESI Focus – Environmental Shipping Index

**WPCI – World Port Climate Initiative** is an initiative launched by the major ports of the world, which pledges to reduce their greenhouse gas emissions through the ESI - Environmental Ship Index. The ESI is a platform for collecting and noting environmental information from registered vessels, in particular concerning greenhouse gases and atmospheric pollutants. Based on quarterly updated data, the ports "reward" the best performing vessels. Note that the ports of Longbeach (Green Flag Incentive Program), New York (Clean Vessels Incentive Program) and Vancouver (Blue Circle), rely on the ESI rating to reward the most performing according to their own local programs

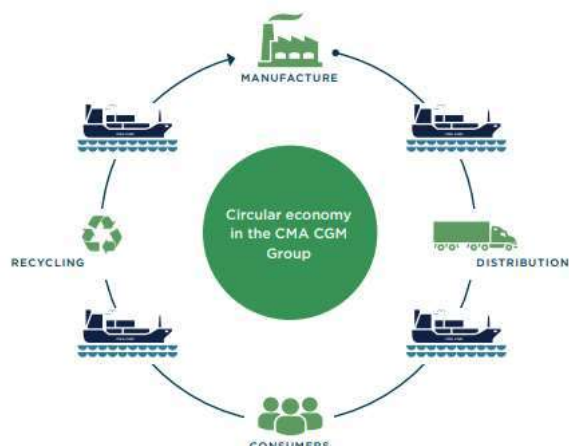


- The CMA CGM Group received accolades from ISO 14001 in Spain, the Green Flag programme in California, the Clean Vessels Incentive in New York and the Blue Circle in Vancouver
- Environmental Ship Index (ESI). The group has been taking part in this initiative for several years in 16 ports in Europe, the United States and in Asia. In 2019, two new agreements were signed: with the port of Dunkirk and the Port Authority of New South Wales (Sydney Harbour and Port Botany in Australia).

### 3. Resources, raw materials and waste

The circular economy is an economic concept in sustainable development that sets forth the objective of producing goods and services with minimal use and waste of raw materials, water and energy. As a shipping and logistics operator, CMA CGM is an active player in the circular economy due to its involvement at all phases of transporting raw materials, semi-finished and finished consumer goods and end-of-life products, depending on the needs of its customers. The Group pays special attention to the responsible use of resources, raw materials and consumables.

#### A. Recycling and waste treatment



A variety of waste is produced by the owned fleet:

- Solid waste including food scraps and general domestic or maintenance waste
- Liquid waste from sewage, oily water and sludge.

##### a. Solid waste

The Group has committed to an innovative, exemplary green approach to exceed the requirements of the MARPOL Protocol: the “Green Ship” Programme. All the Group’s owned vessels, numbering 164, now take part in the programme.

The initiative is structured around four key aspects:

1. Sorting all waste

2. Replacing incinerators with new-generation compactors, eliminating air pollution
3. Formally prohibiting throwing waste overboard (except for food waste)
4. Optimising waste recovery streams on short

In this way, the quantities of waste produced are monitored, updated and reported, and specific training sessions are conducted on board and on land.

Indicators	2018	2019
Production of solid waste by the owned fleet <i>In thousands of tonnes<sup>15</sup></i>	19	19

In 2019, an average of 10 cubic metres of solid waste per ship was generated each month.

The programme also lets vessels share “good practices” or “issues encountered”. For example, there is a directory of ports that collect waste for recovery, broken down by type of waste (ink cartridges, plastics, etc.); conversely other ports are not recommended. The goal is to draw up a shared map of ports where waste sorting is taken the most seriously.

The programme also makes it possible to set up waste treatment systems. This year, a map of companies equipped to handle asbestos-containing waste was sent to seafarers so this type of waste can be handled with the best available techniques.

##### b. Liquid waste

Liquid waste primarily arises from the use of fuel oil (bunker fuel). Vessels run on “residual” fuel oil that contains water and heavy metals. To be combustible, it has to be purified on board. Centrifugal purifiers dilute the water and heavy metals that are separated from the fuel oil. All this waste creates “sludge” which is considered hazardous waste. It is offloaded ashore and directed to land-based waste streams. CMA CGM takes care of the

<sup>15</sup> 2018 - 19,289 // 2019 - 19,056 = production of solid waste reported for 2018. CMA SHIPS scope (not including: AML, BS, NSB, MERCOSUL, CPO Fund)

sludge generated by the owned fleet, but for chartered vessels, sludge disposal depends on the charter party. It may be managed by the ship owner or the charterer.

A special team was put together in June 2015 to monitor sludge discharge. It refined the method for assessing the quantity of sludge produced. In 2019, the ratio of sludge to bunker fuel consumed was defined as 2.36%.

Indicators	2018	2019	Change
Sludge production – <i>In thousands of tonnes</i>	190	183	-3%

The waste production of the CMA CGM Group's offices and branches is comparable to standard office activities. The waste generated at dry ports and terminals mainly involves non-hazardous waste (e.g. pallets, wood, shrink wrap) and accounts for less than 1,200 cubic metres per year within the Group's scope of consolidation (Finance).

## B. Ship dismantling

Considering current dismantling practices and shipbuilding materials, the end of life of ships is potentially a major issue for the industry. Pending the ratification of the Hong Kong international convention, in 2008, the Group began establishing inventories of hazardous materials (IHM) on board, which will eventually be compulsory. The Group has proactively undertaken a vast plan to install or update the IHM for the entire owned fleet. The Group is continuing its regulatory and technical watch, as well as research with dismantling sites in Europe and Asia. The sites are audited in accordance with the guidelines of the Hong Kong Convention. It should be noted that the Group's fleet is one of the youngest in the industry and the vessels are usually sold before their end of life.

Nevertheless, whenever a vessel must be sent for dismantling, the group takes measures to send it to a dismantling site that complies with local and international health, safety and environmental standards.

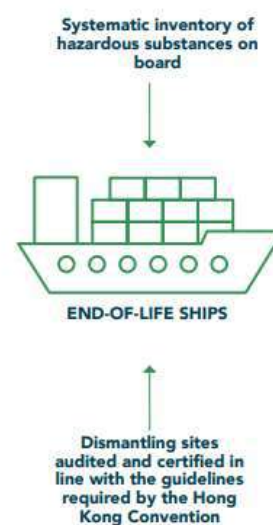
First, the Group uses the BIMCO model contract on safe, ecological ship recycling to anticipate and control all steps through to complete recycling of the ship.

A basic groundwork has been defined to bolster our strategy and limit environmental and safety risks:

- Primary cutting prohibited in the intertidal zone
- Cutting performed in an impermeable area

- Safety/security and environmental procedures in place at the dismantling site
- Specific procedures on hazardous waste management, including temporary storage at the dismantling site

In 2019, three Group vessels were sent for dismantling to an internationally-certified site:



- APL JAPAN, 24 years old
- APL KOREA, 22 years old
- APL SINGAPORE, 24 years old



SHIP  
RECYCLING  
TRANSPARENCY  
INITIATIVE

**The Ship Recycling Transparency Initiative (-SRTI)** is a platform for reporting information on ship recycling against a set of predefined disclosure criteria developed jointly by key stakeholders of the maritime industry.

## C. Water consumption at the terminals

Water consumption is not a significant issue for the CMA CGM Group's maritime transport activity. Actually, water consumption on ships is neutral since sea water is pumped in, desalinated and treated for everyday use on board.

For the terminals, water consumption mainly stems from washing materials handling vehicles, quays and containers. Most of the sites are located close to other port industries that produce a lot of dust, thereby requiring frequent washing of the working environments. In 2019, within the Group's scope of consolidation, total water consumption amounted to 516,944 cubic metres.

Indicators <sup>16</sup>	2018	2019	Change
Water consumption <i>In cubic metres</i>	214,896	516,944	+140%

A 140% increase in water consumption was measured between 2018 and 2019. This is mainly due to broadening the scope under consideration.

## D. Eco-containers

Le The CMA CGM Group maintains a fleet of young, reliable containers, particularly investing in innovative containers that limit impact on the environment. More than 35% of the fleet is less than five years old.

These eco-containers feature three main technologies:

### Bamboo flooring:



Standard containers have wood flooring to hold cargo. The wood used traditionally comes from an exotic tree that takes 60 years to mature and is becoming increasingly rare. New wood species were looked into, and bamboo was chosen for its outstanding properties. Bamboo grows back after harvesting, and only takes four to five years to mature. At present, there are 586,500

containers in the fleet used by the Group (owned and leased).

### Low-energy reefers:



Short for refrigerated containers, reefers are specially designed to ship foodstuffs and perishables, so they require energy and refrigerant gases. Low-energy reefers have a

more efficient motor that cuts electricity costs and refrigerant use by up to a third. At present, 74% of the reefer fleet used by the Group (owned and leased) is comprised of low-energy reefers.

### Light-steel containers:

Although they are as tough as standard containers, their lighter weight helps<sup>2</sup> optimise fuel consumption and limit greenhouse gas emissions and air pollution.



At present 140,000 containers in the fleet used by the Group (owned and leased) are light steel.

<sup>16</sup> 2018 and 2019 scopes: list of terminals subject to the Corporate QHSE Policy for Terminals & Inland – List available in the methodology note







# EXEMPLARY ETHICS AND COMPLIANCE

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# EXEMPLARY ETHICS AND COMPLIANCE

## 2019 achievements

- 54 reports made using the Group's whistleblowing system in 2019
- The Ethics and Compliance unit was bolstered at head office and extended through a global network of 72 correspondents in more than 100 countries on 5 continents

The Group's Head of Compliance oversees the Ethics & Compliance Department, which is part of the Group's Legal Department and comprises about fifteen lawyers at the head office in Marseilles and a global network of Ethics & Compliance correspondents. It is structured around four divisions:

1. Business ethics and integrity
2. Economic sanctions
3. Competition law
4. Personal data protection



***"As a socially responsible employer and company, CMA CGM must be exemplary and adopt the highest standards of integrity".***

**Rodolphe Saadé**

Chairman & Chief Executive Officer  
CMA CGM Group

## Code of Ethics: CMA CGM Group's foundation document

The Code of Ethics is the cornerstone of CMA CGM's commitment to maintain the highest standards of business ethics, personal integrity and compliance in all of its business activities.



The Code of Ethics applies worldwide to all subsidiaries, affiliates, partnerships, joint ventures and other business arrangements directly or indirectly controlled by CMA CGM, as well as all CMA CGM Group employees, regardless of their status or geographic location.

Its main principles are included in CMA CGM's Third Party Code of Conduct applicable to all Group's partners.

The Code of Ethics is available in French, English, Arabic, Korean, Spanish, Japanese, Mandarin, Portuguese and Russian.

## 1. Business ethics and integrity

CMA CGM Group has continued to strengthen its anti-corruption and influence peddling programme by complying with the requirements of applicable laws, including the French Sapin II Law (A). It has also established and revised specific Compliance procedures

for the Group (B) while taking part in joint actions with other shipping players (C).

### A. Compliance with the requirements of the French Sapin II Law

In 2019, the Group continued to develop an anti-corruption programme including the eight pillars of the French Sapin II Law on corruption and influence peddling. This involved:

- Introducing an Anti-Corruption Code of Conduct, an integral part of the Rules of Procedure for companies established in France, while concurrently updating the Code of Ethics. The Anti-Corruption Code of Conduct incorporates applicable anti-corruption and influence peddling rules and disciplinary sanctions in the event of breach.
- Generalising a whistleblowing platform (Ethics Hotline) to enable employees and third parties to report the existence of conduct or situations contrary to the Group's Code of Ethics.
- Performing risk mapping under the responsibility of the Group's Risk Management Department to identify, assess, rank and manage the corruption risks to which the Group is exposed.
- It also serves to provide Management and those in charge of Compliance with the information needed to implement measures for detecting and preventing corruption risk in line with identified challenges.
- Strengthening and updating procedures (due diligence) to assess compliance of CMA CGM's partners, intermediaries, suppliers and customers.
- Introducing internal and external accounting control procedures to ensure that ledgers, registers and financial statements are not used to conceal acts of corruption or influence peddling.
- Updating a classroom-based and e-learning training system for the Group's executives and other employees most exposed to the risks of corruption and influence peddling.
- Having the Internal Audit Department perform an assessment of the anti-corruption compliance system.



## B. Les Group compliance policies

In 2019, the CMA CGM Group established and revised various business ethics and integrity policies, as part of its global compliance programme in application of the French Sapin II law.

**The Code of Ethics**, as mentioned in the introduction, applies to the entire CMA CGM Group.



The Third-Party **Code of Conduct** applies to all “business partners”, individuals or organisations that do business with CMA CGM, including suppliers, intermediaries, dealers, distributors, subcontractors, consultants and joint ventures. All our business partners are required to

adhere to and stringently apply our Third-Party Code of Conduct and any other equivalent rules.



**The Anti-Corruption Code of Conduct** is included in the Rules of Procedure of all CMA CGM Group entities located in France.

**The Gifts and Hospitality Policy** describes acceptable and prohibited behaviours for CMA CGM employees.

Whenever they are not reasonable, gifts, meals, travel, accommodation, marketing and recreational events may be considered bribes. As a result, all CMA CGM Group employees must display honesty and transparency in these areas, so that their behaviour may in no way be construed as the acceptance or offering of a bribe.



The **Conflicts of Interest Policy** requires all “key people”, a list of whom is included in the appendix, to sign an annual conflict of interest disclosure statement. All other CMA CGM Group employees must report any potential risk of conflict of interest they encounter. Conflicts of interest must be reported using the Ethics Hotline. However, an alternative procedure is available for employees who do not have access to the Internet.

The **Interest Representatives Policy**, applicable since January 2019, defines the applicable rules of ethics and conduct and lays down a “due diligence” procedure before CMA CGM hires any interest representative.

The CMA CGM Group has also developed a compliance “due diligence” procedure applicable to third parties with whom CMA CGM intends to develop a business relationship. Given the sectors in which it operates, CMA CGM has business relationships with numerous third parties (customers, suppliers, subcontractors, intermediaries, brokers, co-investors, etc.). By exercising vigilance regarding the integrity of the third parties with which it does business, the Group enforces its anti-corruption policy.



## C. Group compliance within the maritime industry



Since March 2014, the Group has been a member of the Maritime Anti-Corruption Network (MACN), which combats corruption in the port and shipping industry. The MACN is a global business network working towards a maritime industry free of corruption, which promotes fair trade for the benefit of society at large.

In 2019, the network had over 120 members from the maritime industry. The BSR, a non-governmental organisation, provides the Secretariat function for MACN from Copenhagen. Its responsibility is to advance MACN's initiatives and prepare various tools, communication or otherwise, for use by its members.

The MACN network structures its work around three core areas:

### COLLECTIVE ACTION

Working with governments, non-governmental organisations and civil society to identify and mitigate the root causes of corruption and improving the operational environment.



### STRENGTHENING CAPACITIES

Assisting member companies in implementing MACN's anti-corruption principles, developing tools and sharing best practices within the network.



### CULTURE OF INTEGRITY

Raising awareness of challenges and enhancing integrity standards within the maritime community.



### Implementation of a transparent tax policy:

The Group has adopted a responsible, transparent approach to tax issues. The tax function is structured in order to ensure Group compliance with tax regulations in all countries where the Group operates. An internal tax control has also been set up. The companies and operating activities of the Group in countries with lower tax rates than France are justified by the existence of commercial purposes. For intercompany transactions, the Group aligns its policy with OECD transfer pricing principles.

## 2. Compliance with economic sanctions



Closely linked with geopolitics

Requires compliance with European and US regulations

As a leading French player in maritime container shipping and logistics, the CMA CGM Group must comply with regulations regarding economic sanctions.

A dedicated team within the Legal Department helps enforce CMA CGM's security and compliance approach alongside employee awareness-raising initiatives on economic sanctions issues.

The ever-changing requirements in this area call for constant monitoring of regulatory developments, close cooperation with the relevant national and international authorities as well as empowerment of all staff through access to an interactive platform enabling them to understand guidelines and best practices for working with high risk countries and exports.

CMA CGM has also bolstered its compliance approach to economic sanctions through a training programme including a mandatory e-learning module for all employees and classroom-based training courses (new hires, dedicated business lines, etc.).

## 3. Competition

The CMA CGM Group has made employees' knowledge of and compliance with competition law one of its top priorities. Following the 2008 maritime conferences in Europe, the Group set up a competition compliance programme. Its aim is to ensure that all Group entities and business lines in France and abroad comply with competition law. The Group's competition compliance programme applies to all Group employees, in particular regarding their relations with customers, competitors, partners and suppliers.

A team of lawyers specialised in competition law within the Group's Legal Department conducts numerous online or classroom-based training courses worldwide to all employees and new hires. A best practices guideline, memos and regular publications on competition law news are broadly disseminated within the Group.

In the event of doubt, employees are strongly encouraged to consult the Competition Compliance division of the Legal Department or their local correspondents to ensure that their actions are compliant. Any breach of competition rules by an employee can be reported using the Ethics Hotline whistleblowing platform.

Suppliers and service providers from whom the Group purchases goods and services are also required to comply with the Group's policy on competition law. The Group implements specific measures when it acquires companies or creates joint ventures with partners in order to comply with the competition rules applicable to such transactions.

## 4. Personal data protection

For the past several years, CMA CGM has applied a personal data protection policy to its information systems and subcontractors.

CMA CGM implements the organisational and technical means to protect the personal data of data subjects (customers, suppliers, employees, third parties) and extends its compliance policy to subcontractors and subsidiaries to guarantee compliance with European personal data protection rules worldwide.

To apply its policy on personal data protection, the Group has set up:

- An intra-group data protection policy;
- A network of Data Protection Officers (DPOs);
- A training plan for employees;
- An audit plan.

Le The DPO appointed by the Group ensures that the personal data protection policy is properly applied.

## Compliance: corporate culture achieved through awareness-raising initiatives and training for all

Compliance culture is promoted within the Group in various ways:

- "Tone at the top": Top executives and managers regularly remind teams of the importance of complying with business ethics and ensuring that the projects they supervise are dealt with in an ethical manner, in accordance with applicable laws, the Code of Ethics, and internal policies and procedures;
- Adapting the compliance approach based on perceived risk: the focus should be on sectors with high risk of non-compliance by adapting compliance efforts based on our risk map;
- Dissemination of policies over the intranet: employees can consult documentation on the Group's policies and procedures relating to its compliance programme on a dedicated page on the intranet. Tools are also available for employees, including those enabling the identification of countries subject to economic sanctions. Our Code of Ethics, Third Party Code of Conduct and various Ethics and Compliance policies are available to the public at [www.cma-cgm.com](http://www.cma-cgm.com)("Ethics and Compliance" space);
- Employee training. Training is also a key component of the Group's Compliance policy:
  - Classroom-based training courses are held regularly both at head office and elsewhere in France for employees most exposed to compliance risk.
  - E-learning training modules on ethics and compliance are mandatory for Group employees. They are regularly updated.
  - All new employees are required to follow a training course on ethics and compliance. They must read and sign the Code of Ethics online before starting their employment contract. They then receive a reminder email concerning all the e-learning modules on compliance that they are required to take. Since 2019, awareness-raising initiatives on competition law, preventing and combating corruption and influence peddling, economic sanctions and personal data protection are conducted by a member of the Ethics & Compliance Department as part of induction training for new employees.

# Whistleblowing system: Ethics Hotline



The reporting of potential or proven breaches to laws, regulations, Group policies or procedures are embodied in the Code of Ethics, which fosters accountability among employees with regard to ethical conduct.

The website <http://cma-cgm.ethicspoint.com> enables CMA CGM employees and third parties to:

- Ask the Ethics & Compliance Department questions;
- Make a report using an online form;
- Make a report by calling a dedicated phone number (listed per country and available on the Group's website or the intranet);
- Remain anonymous if they wish and local regulations allow;
- Access a 24/7 platform;
- Protect their identity.

Launched in 2019, the Ethics Hotline system may be used to collect statistics on reports made.

The whistleblowing system, online or by telephone, is open to all Group employees and third parties, including suppliers and subcontractors. It is available 24/7 in several languages.

It ensures that whistle-blowers remain anonymous if they wish and local regulations permit. An in-house procedure provides the framework for reports made under the whistleblowing system, specifying the rights and obligations of each party. A non-retaliation policy is in place to protect whistle-blowers against all forms of retaliation.

The CMA CGM Group undertakes to protect individuals who, in good faith, report a potential breach of law or internal policies.

Consequently, employees are encouraged to use any means possible to report any breach of the Code of Ethics, compliance policies or applicable procedures and regulations to Management, their line managers or the Group Ethics & Compliance Department, including:

- Fraud and/or corruption;
- Anti-competition practices;
- Respect for human rights;
- And, more generally, any potential breach of the Group's Code of Ethics or policies.

Indicators	2019
Number of reports processed and closed <sup>17</sup>	54

In 2019, 55 reports were made using the whistleblowing system. One report made at the end of the year was unable to be closed during the period. The 54 others were processed and closed during the reference period. Most reports made related to:

- Unethical behaviour;
- Fraud;
- Human resource issues.

<sup>17</sup> 2018 data unavailable – new indicator monitored for CSR reporting purposes



## French law on due care – due care plan – effectiveness report



The French law on due care (*Loi sur le Devoir de Vigilance*) was adopted in 2017. It requires parent companies and subcontracting companies to implement reasonable measures regarding risks to human rights and fundamental freedoms, health, safety and the environment resulting from their own operations and those of their subsidiaries, subcontractors and suppliers.

The law requires five measures to be implemented:



- Draft a due care risk map
- Define a risk assessment procedure
- Implement suitable actions
- Set up a whistleblowing system
- Set up a monitoring and assessment scheme

The purpose of the law is to identify, monitor and implement actions regarding due care risks, as part of a continuous improvement approach.

Upon adoption of the law, CMA CGM set up a cross-functional working group comprising members of the CSR, Risk Management and Procurement functions to address the five measures, with the initial objectives of:

### 1. Adapting the due care law to the CMA CGM Group's organisation, by:

- Identifying all actions undertaken by the Group regarding health, safety, the environment and people
- Identifying the scope and breaking down the Group's business activities:
  - Within the company: office-based activities, operational maritime and terminal activities
  - Outside the company: suppliers and subcontractors

### 2. Identifying and assessing risks and defining controls and action plans to mitigate them.

This year, we reinforced our implementation of and actions provided for in the due care law by:

- Bolstering our risk identification and assessment system within the Group;
- Extending the risk map scope: including the "Logistics and intermodal" business activities for the Group, excluding CEVA Logistics business and identifying risks per product category;
- Identifying Group steering indicators, including a Human Rights indicator;
- Enhancing Sustainable Procurement policy.

As part of this continuous improvement approach, we have defined the areas we would like to reinforce in 2020:

- Bolster due care governance at Group and Site and operational level, with the Sustainability Department in charge of such governance;
- Include the CEVA Logistics subsidiary;
- Continue identifying performance indicators and objectify them;
- Strengthen controls relating to due care risks as part of the Group's Internal Audit programme;
- Extend the due care risk analysis to the "customer" scope.

## Mesure 1: Draft a due care risk map

An initial Group due care risk map was drafted by reviewing all risks already identified in the various departments. An assessment of risks relating to fundamental freedoms, health and safety of people and the environment that are not covered by existing maps, based on the Risk Management Department's methodology, was also performed. A risk assessment by operational purchase category was performed with a focus on risks relating to the French due care and Sapin II laws.

The scope includes the following activities: Office-based activities in France and abroad, operational maritime activities, terminal activities, suppliers and subcontractors.

An initial risk breakdown and assessment was performed with the creation of:

- Five Fundamental Freedoms, Human Rights and Health, Safety and Security risk categories
- Five Environment risk categories
- Six Procurement risk categories

In 2019, the 2018 risk map was reviewed. The scope was extended to include the "logistics and intermodal"<sup>18</sup> business comprising: owned assets over various countries across all continents and suppliers and subcontractors that form part of the sustainable procurement programme. The main risks identified for this activity relate to human rights, working conditions and labour law, in particular with regard to local subcontractors/suppliers; and the environment, major risks of pollution (in particular water/soil) and waste management in general.

Supplier and subcontractor risk assessments were extended in collaboration with the Group's Risk Management Department. The scope was extended and action plans identified. Consolidated mapping will be performed in 2020 to highlight the Group's overall exposure to each risk and enable the main challenges to be dealt with in a uniform manner.

The updates and scope extension highlighted the following main due care risks for the Group:

- Risks to the health and safety of people and security risks abroad;
- Risks of pollution and harm to biodiversity;
- Risks relating to climate change and air pollution;

- Risks relating to the employment of subcontractors/suppliers;
- Risks relating to the dismantling of vessels.

The risk of non-compliance with the due care law was included in the 2018 map of major Group risks. This risk map is updated quarterly and presented at meetings of the Audit and Risk / Audit and Accounting Committees.

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<sup>18</sup> The CEVA Logistics subsidiary was excluded from this scope for 2019

## Mesure 2 : Define a risk assessment procedure

Alongside updating the due care risk map, the Group holds numerous discussions and meetings to validate and find solutions to identified risks. The following is a non-exhaustive list:

- Every year, the Group is assessed by the business sustainability rating firm EcoVadis. The assessment questionnaire includes numerous questions relating to the due care law.
- In 2019, CMA CGM was awarded Gold status for the fifth consecutive year, with a substantially higher rating in particular due to progress in the human resources category.
- In 2019, the Group held discussions with customers, suppliers, organisations and other stakeholders on due care issues to share feedback, ideas and identify areas for improvement.
- The Group also performed a regulatory watch on the due care law to gain a better understanding of stakeholder requirements.
- Legal notices and summons were also monitored and analysed in order to define and implement:
  - Corrective actions for the Group;
  - Suitable actions if a trading partner had been summoned or given notice for non-compliance with the due care plan, in particular at the Purchasing Department's Selection committee (*Comité de Triage*) meetings.
- At the end of 2019, the Group joined the United Nations Global Compact. Nine of the ten principles are directly related to the due care law. As a participant the Group is required to prepare a Communication on Progress (CoP) on the Ten Principles as of 2020.
- The CMA CGM Group participates in various cooperative work groups such as Clean Cargo, the Maritime Anti-Corruption Network, the ContainerShip Safety Programme, Cargo Incident Notification Scheme, and Business Actions to Stop Counterfeiting & Piracy. The purpose of these intercompany working groups and organisations is to foster dialogue and share best practices for continuous improvement at both strategic and operational level.

## Mesure 3 : Implement suitable actions

When updating the risk map for each activity, an action plan is defined, per activity and risk category.

The following items are updated on an annual basis:

- **Fundamental freedoms, working conditions:** ongoing dialogue with staff representative bodies, trade union agreements concerning working time organisation, procedures for compliance with the Maritime Labour Convention regulations for seafaring personnel
- **Health and safety of people:** Policy, annual goals and action plans. Prevention campaign via the reporting of near misses, Accident Prevention Committee for the fleet, specific programme on quality of life at the workplace and the prevention of asbestos risk, policy and procedures in connection with employee travel to high risk countries (Travelsafe), etc.
- **Environment:** crisis management plan in the event of major pollution, programme to equip the entire fleet with a ballast water treatment system, policy and goal to reduce carbon dioxide emissions per transported container by 30% between 2015 and 2025, investment in Liquefied Natural Gas-powered vessels, scrubbers and low-sulphur fuel especially in relation to the Sulphur 2020 regulation, policy for dismantling only in shipyards, which have been audited and certified compliant with the guidelines of the Hong Kong convention, etc.
- **Sustainable procurement:** In 2019, the CMA CGM Group bolstered Sustainable Procurement initiatives, deploying an overall supplier assessment programme addressing financial aspects, corruption, CSR and due care, economic sanctions, competition, GDPR compliance and raising awareness among all its suppliers and purchasers on these issues:
  - Evaluation Assessing all new suppliers using our qualification process to better manage supplier risks regarding corruption, human rights breaches and the environment. It is a five-stage digital process:
    - 1- Preliminary definition of the risk level
    - 2- Risk assessment through an internal questionnaire by Cscreen and EcoVadis
    - 3- Analysis
    - 4- Supplier qualification
    - 5- Monitoring over time
  - Enhancing existing documents: adding CSR clauses to our contracts and General Terms and Conditions of Purchase (Due Care, Ethics & Compliance, GDPR compliance, Health, Safety and Security)
  - Launching an internal and external awareness-raising campaign among Group purchasers and suppliers
  - Dedicated organisation: A sustainable procurement division dedicated to raising awareness, supporting

- purchasers, performing second-level controls and setting up an international network of ambassadors
- Governance: a supplier risk committee meeting once every two months with all stakeholders, and a Selection committee (Comité de Triage) to facilitate the decision-making process for purchasers
- Setting up monitoring indicators as part of a continuous improvement approach

To provide optimal support to suppliers in this continuous improvement approach and ultimately impact the entire value chain, the Group encourages its Tier 1 suppliers to draft a Code of Conduct or Code of Ethics for their own suppliers and subcontractors.

In 2018, the Group's Code of Ethics and Third-Party Code of Conduct were updated.

In 2019, in order to facilitate discussions and mutual understanding, these two Codes were translated into five additional languages. Other significant events in 2019 included:

- The Compliance unit at head office was enhanced and the global network of Ethics & Compliance correspondents extended - 72 correspondents in more than 100 countries on 5 continents to answer all Ethics & Compliance related questions;
- Training and communication programmes for preventing Ethics & Compliance risks were improved;
- A CSR and Environment Manager joined the CSR Department, which now directly reports to the Deputy Chief Executive Officer;
- The Group's CSR approach was aligned with the UN Sustainable Development Goals, and an order of priority established.

With regard to suppliers and subcontractors, special measures were taken in 2019 regarding the combat against concealed employment, in particular by raising awareness among purchasers, prescribers and suppliers, but also by setting up weekly reporting on the due care law.

#### Mesure 4: Whistleblowing mechanism

The reporting of potential or proven breaches to laws, regulations, Group policies or procedures are embodied in the Code of Ethics. Reports are made via a whistleblowing system addressing all of the Group's internal and external stakeholders (employees, customers, suppliers, subcontractors, associations, trade unions, etc.) – cf. page 66: *Whistleblowing system: Ethics*

The platform is accessible via the Group's corporate website <http://cma-cgm.ethicspoint.com> and provides an outlet to:

- Ask the Ethics & Compliance Department questions;

- Make a report using an online form;
- Make a report by calling a dedicated phone number (listed per country and available on the Group's website or the intranet);
- Remain anonymous if whistleblower so desires and if local regulations so allow;
- Access a 24/7 platform:

With regard to the following areas:

- Fraud and/or corruption;
- Anti-competition practices;
- Respect for human rights;
- And, generally, any potential breach to the Group's Code of Ethics or Policies.

NB: Under its non-retaliation policy, the CMA CGM Group undertakes to protect individuals who, in good faith, report a potential breach of law or internal policies.

In each business line, systems have been set up to ensure maximum effectiveness: 24/7 hotlines, recording of emergencies relating to the Environment/Health & Safety/Safety of People/Geopolitical and Health Monitoring

#### Mesure 5: Set up a monitoring and assessment scheme

Measures are monitored and their effectiveness assessed by the various departments responsible for their implementation.

Qualitative and quantitative data are consolidated quarterly for Operational CSR Committee meetings and an annual summary of progress and action plans for the following year are prepared as part of Corporate Social Responsibility reporting. See "2019 Goals and Achievements and 2020/21 Action Plan" page 22

The reliability and completeness of key performance indicators are audited by the Statutory Auditors as is the case for financial data.

The key performance indicators monitored in connection with the due care law are presented in the table below:

#### Human rights and fundamental freedoms

- Number of nationalities – Geographic breakdown
- Average age of employees – Age pyramid
- Gender distribution
- Percentage of women in managerial positions
- Percentage of women on the Board of Directors
- Focus – defining a “Human rights and fundamental freedoms” indicator

#### Health, safety & security

- Frequency rate of industrial accidents – with sick leave
- Severity
- Fatal accidents
- Number of near misses
- Number of countries where the Group is present
- Number of high risk trips managed by the Safety Department

#### Environment

- Maritime fleet fuel consumption in absolute values and / TEU transported
- Carbon dioxide emissions in absolute values and carbon dioxide / loaded TEU
- Greenhouse gas emissions: scopes 1, 2 and 3
- Sulphur oxide emissions (SOx)
- Nitrogen oxide emissions (NOx)
- Loss of containers at sea
- Major hydrocarbon pollution (oil spill)
- Solid waste production
- Sludge production

#### Sustainable procurement

- Number of suppliers assessed
- Number of people trained or made aware of “Sustainable procurement” issues
- Average score of the companies assessed by EcoVadis
- Average score of companies assessed by CMA CGM with Cscreen

- Health, safety and security: Excellence in safety and security, page 117
- Environment: Protecting the Environment, page 35
- Sustainable procurement: Sustainable procurement : establishing lasting relationships with suppliers and subcontractors, page 83

#### Focus – defining a “Human Rights and Fundamental Freedoms” indicator:

In 2019, an analysis of qualitative and quantitative Group data relating to Human Rights and Fundamental Freedoms was performed. A specific analysis was also performed on 2019 reports relating to “Labour” and “Health/safety”. Several sources were analysed:

- EcoVadis and its “360” external stakeholder inputs – 1 case
  - EcoVadis is a business sustainability rating firm. Every year, we fill out the EcoVadis questionnaire comprising four themes, three of which are directly related to human rights: Labour & Human Rights, Ethics and Sustainable Procurement. This year, we significantly improved our performance in the “Labour & Human Right” theme.
  - EcoVadis also performs an additional study using a multitude of data from external stakeholders. The aim is to collect information and opinions, both positive and negative, on companies’ performance regarding labour, the environment and ethics. If a case is significant, for instance, involving a fine, a sanction or conviction, the score for each theme would be negatively impacted. EcoVadis factors in information and data from over 100,000 sources across media, governments, trade unions, NGOs and business networks.

A table of CSR key performance indicators presenting 2018 and 2019 data is available on page 146 of the 2019 Corporate Social Responsibility Report:

- A “Due care” note is provided in the table for each key performance indicator
- A “KPMG” note is provided in the table for each key performance indicator audited by the Statutory Auditors

For further information on actions implemented and changes in indicators for each due care risk, please refer to the relevant sections in the 2019 Corporate Social Responsibility Report:

- Human rights and fundamental freedoms: Exemplary Ethics and Compliance, page 59

- “Labour” and “Health/Safety” deficiencies and detentions identified during port state controls – 491 deficiencies, including 13 relating to human rights (Maritime Labour Convention) and fundamental freedoms or health and safety in 2019 and one detention. To check the seaworthiness of vessels, the port of call countries carry out regular on-board inspections and port state controls (PSCs). If problems are detected, deficiencies are recorded and may result in the detention of the ship.
- Internal Audits – 70 assignments in 52 countries conducted by the Directorate for Risk Management



and Internal Audit to check compliance with rules applicable to the company, including standards, regulations, specifications and customer specifications. The Directorate also checks whether organisational and operational provisions have been established, disseminated, understood and applied, identifies areas for improvement and issues recommendations. The Group's internal audit programme involves analysing human rights issues.

- Reports from the Group's whistleblowing mechanism  
– 54 reports, 20% of which related to Human Rights, Fundamental Freedoms and/or Health issues. 54 reports were issued using the hotline. These reports were systematically analysed and, where applicable, internal investigations were carried out, sometimes resulting in corrective or disciplinary actions.

The aim is to identify Human Rights indicators and, ultimately, create a procedure for measuring and assessing the "Human Rights and Fundamental Freedoms" risk within the Group.







# CONTRIBUTING ACROSS THE VALUE CHAIN

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# CONTRIBUTING ACROSS THE VALUE CHAIN

## 2019 accomplishments

### Customer Centricity

- More than 110 carbon footprint reports prepared for customers, excluding APL Group
- 125 companies received Group funding for their business or development of products and services
- Launched five new value-added products to help customers grow their business (Traxens, Serenity, Reefer Pharma, Network and Shipfin)
- Introduced a loyalty programme for Elite customers, enabling us to build a partnership with them around services, benefits and business opportunities

### Sustainable Procurement

- 348 suppliers assessed, Group scope
- A “Sustainable Procurement” policy was rolled out Group-wide, featuring tailored procedures, reporting and training

As an expert in logistics, a core business of the Group, CMA CGM must be exemplary at all stages of the value chain. With over 50,000 suppliers and 70,000 customers worldwide, CMA CGM innovates and devises future freight shipping solutions through:

- Innovation & digital transformation buttressing operational performance
- Customer satisfaction, improving the customer experience at all steps of the customer journey
- Sustainable procurement: establishing a lasting, productive relationship with suppliers and subcontractors





# 1. Customer satisfaction: improving the customer experience at each step of the customer journey



**Patricia PICINI**

Head of Global Accounts, Customer Experience & Marketing - CMA CGM Group

*“In terms of customer experience, we need to listen and take into account the views of each person, throughout their journey and whenever we are in contact”*

Customer centricity, a concept unveiled at the TPM<sup>19</sup> conference in 2018, is one of the Group’s strategic priorities. It encompasses a programme to improve the customer experience that was launched to help CMA CGM:

- Meet new customer expectations
- Stand out from competitors with an innovative range of services
- Capitalise on its closeness to customers

Rodolphe Saadé, Chief Executive Officer of the CMA CGM Group, has set all his teams the goal of becoming the top choice for shipping customers.

Through the Customer Experience programme, CMA CGM aims to work more closely with customers and treat them as partners by “Caring beyond Shipping”.

Accordingly, CMA CGM has drawn up an ambitious transformation plan to enhance all interactions with customers with new expertise, innovative, sustainable product offers, improved services and a simplified customer experience through new technologies.

CMA CGM is fully committed to supporting its customers and their development. It has created new value-added services while honing the execution processes for existing products.

Through these innovative solutions, the company can specifically address customer needs, thereby making CMA CGM a key partner in their logistics chain.

In 2019 the following value-added products were particularly promoted by the Group:

Traxens: smart containers, so called because they are equipped with top-of-the-line connected technologies that send data, almost in real time, regarding the movement (position, etc.) and condition of freight (temperature, impact detection, etc.). Customers benefit from better traceability as well as cost optimization tools.



Cargo Value SERENITY: the premier product of the SERENITY line offers new guarantees and coverage for our customers to provide compensation for unpredictable events during shipping. Simple, fast and customised, this product promotes more effective and cost-effective management of logistics chain risks.

Reefer pharma: with the specific know-how and stringent controls required by the pharmaceutical industry, pharma reefers guarantee optimal safety and compliance with both international quality standards and the recommendations of the European Commission



<sup>19</sup> TPM, a conference organised by the Journal of Commerce, is one of the shipping industry’s most important events.

**Shipfin:** a new line of import and export financing services to support our customers' international development (Supply Chain Financing and Cargo Financing, two complementary, customised solutions).



**Network:** this service facilitates prospecting for our customers, and helps them establish contacts with reliable, trusted partners (currently only in the pilot phase).

The CMA CGM Group is also transforming by intensifying its offer for online businesses.

For example, the Group improved its digital customer experience by launching CMA CGM eSolutions, a fully digital ecosystem for a secure, simpler and more effective customer experience.

With eSolutions, CMA CGM has expanded its offer with a new set of digital features for customers. The products are both easy and fast to use.

For example, My Price makes it possible to check negotiated prices, get a quote, or make a booking at the click of the mouse. Customers also now receive instant booking confirmation, and online electronic payment is being gradually rolled out one country at a time.

CMA CGM has also created novel services that genuinely stand out from the competition, such as paperless bills of lading. CMA CGM is one of the pioneers in the shipping industry to offer entirely digital bills of lading that can be sent in one click. Paperless bills of lading remove the risk of fraud or document loss and speed up the shipping procedure.

It is clear to see how this new sales channel helps customers boost productivity and develop business.

For its key accounts, the Group has also designed a programme of services and benefits specifically for business, creating a strong relationship between customers and CMA CGM.

To best manage service quality, provide faster response times and work closely with customers, CMA CGM has made changes to its internal organisation and implemented a plan to streamline work processes.

Some of the initiatives set up by the Group include a new customer service tool that has been rolled out to improve the experience for employees and increase customer satisfaction and gratitude.

It is being gradually adopted by the agencies and shared services centres to ensure end-to-end service quality. It has also been integrated into the eCommerce platform

and will incorporate other new features throughout the coming year.

The Group is also shoring up its in-house training programme on change support. The training provides sales teams the product knowledge they need, and also addresses transformation as it affects the way employees work. Organised by each region, the training will help the whole network adopt a customer centric approach and play an active role in improving the customer experience.

Customer satisfaction is a core concern of CMA CGM. As such the company has committed to improving its service quality. In 2015 it set up a Customer Charter, and every year it conducts customer surveys.

To provide more visibility on service quality, CMA CGM plans to define and publish a new customer satisfaction indicator: the Net Promoter Score (NPS).

The NPS measures the likelihood that a customer would recommend CMA CGM to someone else; by extension it reflects the degree of customer satisfaction. In the annual survey, customers are asked: *"How likely is it that you would recommend CMA CGM to a friend or colleague?"* A score is derived from the positive or negative answers.

The annual surveys help CMA CGM discern and analyse customer expectations. The Group has also set up post-transaction surveys for customers to instantaneously give their impressions of a specific event using the new customer service tool.

By continually improving the customer experience, CMA CGM pursues customer centricity and speeds up development through:

**Better knowledge of vertical markets** (sales support): determining suitable customer segmentation, sales management and targeted market insights;

**Better service:** a global commitment throughout the entire CMA CGM Group, based on the Group's customer segmentation;

**Facilitated business** by simplifying processes and providing fresh solutions;

**Greater transparency** by providing reports on carbon emissions, service quality levels, transit times achieved, port conditions, etc.;

**Bolstered cooperation** with our customers (acknowledgement and support given to customers by teams of sector-specific experts).

Other actions for customers also garnered praise in 2019:

#### **CMA CGM commended by IKEA for the first global biofuel test – April 2019**



For the first time, IKEA invited CMA CGM to Suppliers Days, an annual meeting of 500 suppliers of the global furnishing and decorations giant.

CMA CGM received an award for its biofuels test currently underway on the CMA CGM WHITE SHARK in conjunction with IKEA and the Good Shipping Programme.

The prize was presented to Patricia Picini, Head of Global Sales and Customer Experience, by Klas Ekman, the Managing Director of IKEA.



#### **Two awards for the Group at the Seatrade Maritime Awards Asia 2019 – July 2019**

CMA CGM received the Ship Owner/Operator Award along with APL, which won the Fuel Efficiency Award at the twelfth annual Seatrade Maritime Awards Asia 2019.

The trophies crown the Group's excellence in:

- Innovative customer service
- Reliable network and services
- Commitments to environmental protection
- Fleet usage and support for seafarers

The Seatrade Maritime Asia Awards are organised by Seatrade Maritime, a leading industry publication. It recognises the accomplishments of shipping players over the year.



#### **CMA CGM India distinguished at the tenth annual Maritime and Logistics Awards 2019 – September 2019**

For the second year in a row, CMA CGM India was named "Container Shipping Line of the Year – America Trade Lane" at the tenth annual Maritime and Logistics Awards (MALA) held in Mumbai on 20 September 2019.

The Maritime and Logistics Awards are one of India's most important events in shipping and logistics.

## Innovation fostering operational performance

When Rodolphe Saadé took office as Group CEO at the beginning of 2017, one of the first things he did was create an investment structure, a genuine support strategy for innovation. It is called CMA CGM Ventures. Upon its inception, the fund contributed capital to some twenty ventures. The investment philosophy of CMA CGM Ventures is based on three key Group concerns: customer relationships, operating efficiency and employee well-being.

Indicators	2018	2019	Change
Number of companies receiving Group funding	85	125	+47%

CMA CGM's venture capital fund helps new companies in France and elsewhere grow. They benefit day-to-day from CMA CGM's network and ecosystem of partners, customers and suppliers. The goal is to form lasting operating partnerships with start-ups, with a view to mutual value creation.

In 2019, CMA CGM Ventures invested in several innovative start-ups with a strong connection to the Group's business lines, such as:



### **CMA CGM supports the development of Notilo Plus and has chosen their solution for underwater vessel inspection**

The CMA CGM Group, a leading global provider of maritime transport and logistics, has opted to support the financial and industrial development of Notilo Plus, a Marseilles-based start-up specialising in autonomous underwater solutions. The support will help the company launch manufacturing.

### **Notilo Plus develops autonomous underwater drones**

Notilo Plus was founded in 2016 and is based in Marseilles and Lyons. It develops autonomous underwater drones with AI and D&A capabilities for both the shipping industry and leisure use.

Last December, Notilo Plus received the Jacques Saadé prize from Rodolphe Saadé, CEO of the CMA CGM Group, at the *Trophées de l'Économie 2018* ceremony. In the meantime, Notilo Plus has joined ZEBOX, the international business incubator and accelerator for innovative start-ups in Marseilles.



### **CMA CGM and Notilo Plus sign a cooperation agreement**

Fully convinced of the potential of the product offered by Notilo Plus, CMA CGM wanted to work with the Notilo Plus teams to develop a specific solution for the Group's vessels. The system will make it possible to automate – and thereby perform a greater number of – hull inspections, improving vessel productivity and making safety inspections systematic.

## Supporting the economy and local innovation

### ZEBOX

ZEBOX is an international business incubator and accelerator for innovative start-ups, founded in May 2018 on the initiative of Rodolphe Saadé, CEO of CMA CGM. It opened its doors on 27 September that same year. ZEBOX is headed by Matthieu Somekh and leverages a circle of corporate partners that are all leaders in their fields: ACCENTURE, BNP Paribas, Centrimex, CEVA, CIMC & EY. ZEBOX brings all these talents together under one roof. It facilitates joint development and creates business opportunities between start-ups and partners. It also fosters the development of innovative solutions for all and creates crucial new players.

ZEBOX concentrates on two industries: Industry X.0 and transport, logistics and mobility. Every chosen project centres on cutting-edge technologies like artificial intelligence, blockchain, virtual or augmented reality, IoT and robotics.

ZEBOX offers start-ups two support programmes based on their stage of development. business incubation is aimed at new start-ups, providing support to 15 of them for 12 to 18 months, while business acceleration boosts eight established start-ups for eight months.

### “Le Carburateur” business incubator and accelerator

In 2017, the CMA CGM Group decided to take part in the creation of *Le Carburateur*, a business incubator and accelerator in the fifteenth district in the north of Marseilles. *Le Carburateur* brings together a comprehensive set of skills under one roof to create a dynamic ecosystem where member entrepreneurs can successfully launch their companies. The incubated companies find advice, workspaces, tools, a network and contacts to get ahead.

CMA CGM decided to renew its support in 2019 by making a financial contribution to *Le Carburateur* for operating costs. The contribution helped *Le Carburateur* welcome more new companies than in 2018 and offer them new services.

## ZEBOX

### **In 2019, ZEBOX provided support to 30 start-ups:**

- 21 through business incubation (including two destined for the Caribbean)
- 9 through business acceleration

More than 300 start-ups interviewed / €7.7 million in capital raised / Around forty new jobs created

### **2020/2021 goals and outlook:**

- One year after ZEBOX was founded, a new milestone will be reached with the impending opening of a new incubation hub in the Caribbean at the end of the year
- To expand ZEBOX's offer, expertise and network, new non-corporate partnerships are being examined: CEA Tech, Innospace, Digital Hub Logistics Hamburg
- A new “Energy” hub will be developed at ZEBOX to address this key topic with such strong applications for shipping and logistics
- Creation of specific clusters within the ZEBOX start-up community, such as the Green Tech cluster



This year, along with our financial support, two new initiatives were rolled out:



#### Patronage for start-ups and SMEs

Five directors of the CMA CGM Group agreed to mentor five start-ups or SMEs incubated at *Le Carburateur*.

Each director provided concrete help of his choice to entrepreneurs, sometimes giving of his time, sometimes giving tailored advice.



#### A new entrepreneurship competition

After the success of the call for applications sponsored by CMA CGM in 2017, *Le Carburateur* and the CMA CGM Group wanted to renew the endeavour this year to stimulate entrepreneurship in southern France. This time they joined forces with two large companies in Provence: PONANT and NGE Group.

This year's competition focused on three topics:

- ▶ Transport, logistics and mobility (sponsored by CMA CGM);
- ▶ Sustainable tourism (sponsored by PONANT);
- ▶ Environment trades and sustainable building and infrastructure (sponsored by NGE).

After pre-screening by a jury of experts from each company, the grand finale in December brought together nine start-ups who presented their projects before the jury.



The Group also took part in several summits:

**CMA CGM took part in the Movin'On World Summit on Sustainable Mobility**

The Movin'On Summit, held from 4 to 6 June in Montréal, brings together almost 5,000 participants, start-ups and speakers every year to discuss sustainable mobility.

For its first time at the event, CMA CGM proposed a workshop on cutting the environmental impact of freight shipping.

CMA CGM was thus able to present its related service offer, both in terms of the modal transition to maritime transport and the intermodal offer.

**Rodolphe Saadé shares his vision of the Mediterranean of the future**

Act III of the *Méditerranée du Futur* forum in Marseilles brought together several hundred people from around the Mediterranean basin. Rodolphe Saadé took the stage as an expert speaker.

The CEO of the CMA CGM Group shared his vision for the Mediterranean:

- ▶ Cleaner – the world's largest LNG container ship, the CMA CGM JACQUES SAADÉ, will be delivered soon
- ▶ More digital – the ZEBOX business incubator welcomes many start-ups from around the Mediterranean
- ▶ More appealing to business – the CEVA Logistics head office opened in Marseilles, creating 200 jobs and a genuine logistics hub in the city

## 2. Sustainable procurement: establishing lasting relationships with suppliers and subcontractors

CMA CGM assigns great value to establishing stable, lasting relationships with its suppliers. To this end, the Group, purchasing advisors, suppliers and subcontractors work in close cooperation.

France's new Sapin II Law and law on due care of parent companies and contracting authorities have led the Group to reinforce oversight arrangements pertaining to anti-corruption, human rights and limiting environmental impact of its business activity. – *see page 61: Compliance with requirements of the Sapin II Law*

Strategically, the Group has opted to work on all these matters simultaneously using a single method so that changes are implemented and appropriated smoothly.

### A. CMA CGM ramps up its Sustainable Procurement policy in 2019

In 2019 the CMA CGM Group further promoted sustainable procurement by rolling out a comprehensive supplier assessment arrangement:

Ongoing work of the Supplier Risk Committee

In 2017 the Group created a Supplier Risk Committee for better management of procurement risks within the Group and to monitor actions in place. In addition to all the line representatives to the procurement department, the Supplier Risk Committee convenes the key stakeholders working in areas concerned by supplier risk (Legal, Compliance, Audit and Risk, Human Resources and CSR departments). At committee meetings, best practices are shared and action plans on regulatory changes concerning suppliers are prepared.

A multilingual Third-Party Code of Conduct to shore up CSR

In 2014 the CMA CGM Group created a Third-Party Code of Conduct. It outlines all of the Group's CSR commitments and obligations as well as expectations for suppliers and subcontractors. Suppliers considered during calls for tenders and those awarded contracts otherwise must sign the Third-Party Code of Conduct before any agreement is signed.

The Code is systematically included in contracts. To strengthen CSR arrangements and promote accountability of suppliers, CSR clauses are added to purchasing agreements and the General Terms of Purchase. – *see page 62: Third-Party Code of Conduct*

The cornerstone: a procurement risk map updated annually

In 2018 a procurement risk map has been established at Group level. The risk assessment methodology used is the same as that applied by the Group's Risk Management department – *see page 21: Group risk management and risk maps*

The "procurement risk" map:

- Outlines purchasing areas and regions
- Assesses the risks of corruption and economic sanctions and risks to human rights, health & safety, the environment, etc.
- Breaks down sub-risks by category of suppliers and intermediaries
- Defines action plans aimed at reducing risk

The risk map is updated annually by each Procurement department in conjunction with the Group Risk Management department.

### A single, five-step assessment tool for suppliers and subcontractors to identify and manage procurement risks

A worldwide tool for assessing suppliers and intermediaries has been set up. It covers financial aspects, corruption, CSR, economic sanctions, tenders and the GDPR. It is intended to bolster management of supplier risks pertaining to corruption, human rights and the environment. The five-step digital process includes:

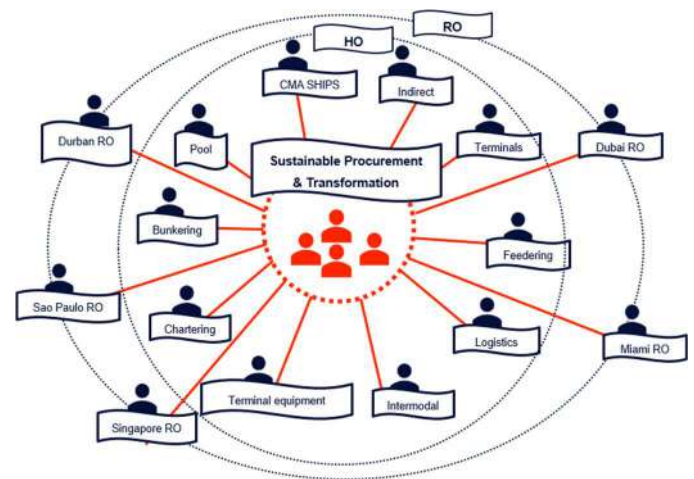
1. Preliminary definition of the risk level
2. Risk assessment through an internal questionnaire by Cscreen and EcoVadis
3. Analysis
4. Supplier qualification
5. Monitoring over time

**Expanding existing contractual documents:** clauses on CSR issues, such as due care, ethics & compliance, GDPR, and Health & Safety, are drafted and appended to contracts.

**Implementing an awareness programme,** both in-house with group buyers and externally with suppliers: In-person training and e-learning; A newsletter for the purchasing community was rolled out; An Intranet that can be consulted by all players was set up; Systematic awareness training is provided for all new arrivals.

**Implementing a risk-specific organisation and network of ambassadors:** a procurement unit specifically for awareness training and support for buyers and second level controls, and an international network of ambassadors.

**Governance:** the supplier risk committee meets with all stakeholders every four months (procurement, risk, legal, compliance). There is also a “screening” committee to support buyers with decision-making.



## SUSTAINABLE PROCUREMENT DIGITALISED PROCESS

1. Automatic definition of risk level
2. Qualification questionnaire
3. Analysis and assistance to the buyer
4. Supplier rating and qualification
5. Monitoring over time





## B. Monitoring indicators set up for continuous improvement

To measure how effective actions were, new monitoring indicators were identified covering the main procurement risks:

Indicators	2019
Number of assessed suppliers	348 <sup>20</sup>
Number of individuals who received Sustainable Purchasing training, as a percentage of salaried buyers	550 o/w 27%
Average score of companies assessed by EcoVadis	50/100
Average score of companies assessed by CMA CGM with Cscreen	55/100

The global supplier and intermediary assessment system was rolled out in 2019 under the supervision of the Group's Central Purchasing Department, initially with a pilot period of three months before being gradually implemented group-wide.

100% of the procurement centres have received training and adopted the system.

Example of actions set up with suppliers:



### 100% green electricity

Purchasing renewable electricity is a top concern for companies today. The Indirect Procurement department in France has signed 100% green electricity contracts to cut direct greenhouse gas emissions. This locks in green electricity costs over a long period and protects against changes to the carbon tax. Five sites in France are now supplied with 100% green electricity, and others will follow!

<sup>20</sup> 2018 data not available – new indicator tracked under CSR reporting









# COMMITTED EMPLOYEES

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# COMMITTED EMPLOYEES

## 2019 accomplishments

### Diversity and inclusion within the Group

- 35,800 employees worldwide, representing 148 nationalities across 132 countries
- 37% of managers are women and 100% of French female seafaring personnel are naval officers
- Deployed the We Are Shipping programme worldwide, aimed at supporting female staff in their professional development. Since its launch, over 80 women have benefited from the scheme
- The HR recruitment team at head office took part in a training course on discrimination-free hiring to foster diversity within the company

### Working conditions

- Continuation of the teleworking scheme: 691 employees involved in a pilot programme at head office
- Obtained Happy Candidates 2020 and Happy Trainees 2020 certification recognising the quality the Group's HR recruitment process and policy for trainees and apprentices
- Strengthened our on-board mentoring programme for seafaring personnel: naval officers are assigned full time to visiting vessels, sharing best practices and conducting training courses - 194 visits conducted in 2019

### Talent development

- 249,908 hours of training provided to employees
- Launched the CMA CGM Academy Leadership programme on Communication & Assertiveness, Storytelling, Stress management, Conflict management, and Feedback
- For seafaring personnel: implementation of a training simulator for LNG chain vessels, in preparation for the future integration of LNG vessels into our fleet. The purpose of the simulator is to develop the skills of our seafaring personnel, enabling them to master the technology's operational specificities

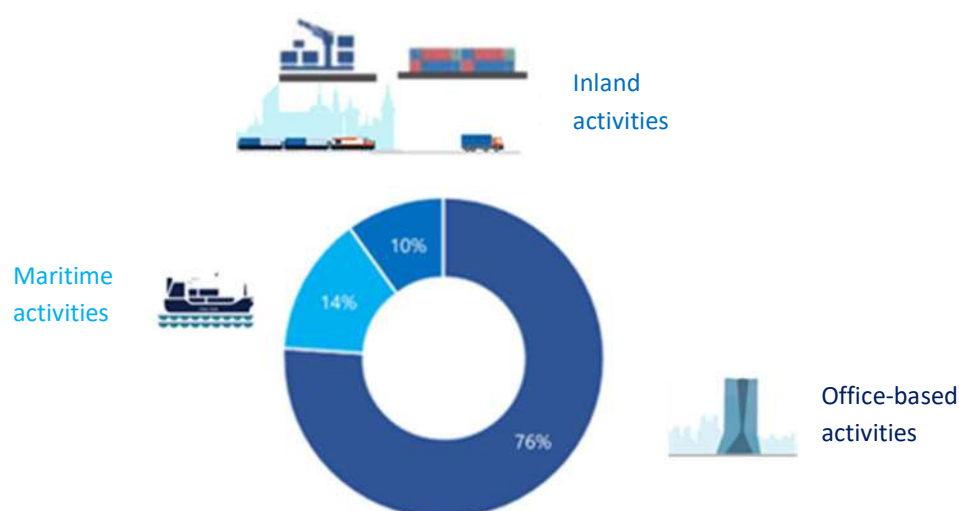


**Tanya Saadé Zeenny**  
Deputy CEO,  
CMA CGM Group

*"Shipping and logistics have historically been male-dominated industries. The programme 'We Are Shipping' aims to develop women's leadership by encouraging women to affirm themselves professionally and access management roles. Since 2018, more than 80 women have joined the programme, which was extended internationally in 2019 and will be developed further in 2020".*

The CMA CGM Group's global reach, wide range of business lines and numerous business activities foster employees' career development on shore and at sea.

The Group's workforce is divided into three large categories<sup>21</sup> with varied, complementary activities and jobs. These are:



*Breakdown of the workforce per type of activity – excluding CEVA Logistics*

As at 31 December 2019, the Group had 31,356<sup>22</sup> employees. The total number including international seafaring personnel<sup>23</sup> was 35,800<sup>24</sup> employees. Including CEVA Logistics, the Group has 79,871 employees.

Indicators	2018	2019
Office personnel	32,189	30,840
French seafaring personnel	479	516
International seafaring personnel	4,424	4,444
CEVA Logistics	N.A.	44,071 <sup>25</sup>
Total workforce	37,902	79,871

The number of new hires amounted to 6,702<sup>26</sup> people and the number of departures amounted to 7,161<sup>27</sup> people.

<sup>21</sup> The Group's entire consolidated workforce excluding CEVA Logistics, i.e. 35,800 employees

<sup>22</sup> Group consolidated workforce excluding international seafaring personnel, i.e. French office-based + seafaring personnel – 88% of Group consolidated workforce excluding CEVA Logistics

<sup>23</sup> International seafaring personnel: seafaring personnel with a permanent employment contract or a contract with CMA CGM or all its subsidiaries: these employees work on the vessels of the CMA CGM Group fleet or on vessels of other ship owners, which carry out occasional operations with other Group entities.

<sup>24</sup> 100% Group consolidated workforce excluding CEVA Logistics

<sup>25</sup> Consolidated CEVA Logistics workforce at 31 December 2019

<sup>26</sup> Number of new hires: Information available for 100% of the C&Me office-based workforce – 82.2% of the Group's consolidated workforce excluding CEVA Logistics

<sup>27</sup> Number of departures: Information available for 100% of the C&Me office-based workforce – 82.2% of the Group's consolidated workforce excluding CEVA Logistics



# 1. Diversity within the Group

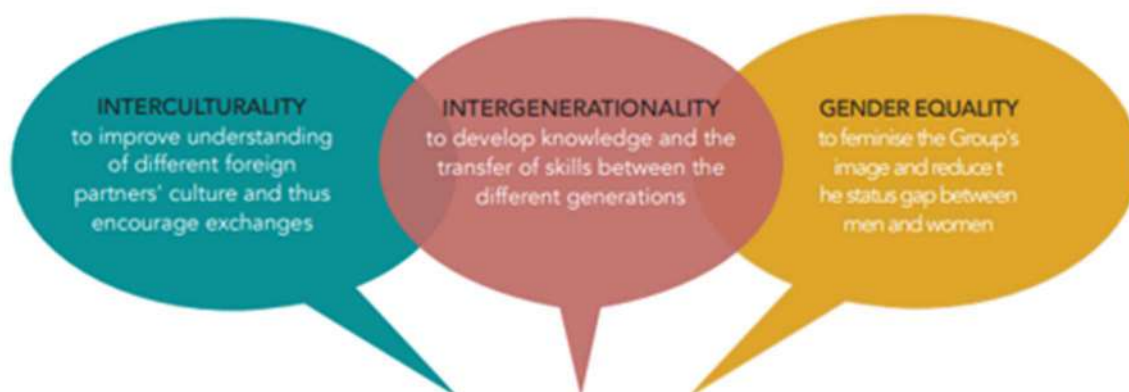
The strength of the CMA CGM Group lies in the diversity of the men and women working there, a diversity which is a key support of its strategy. As a source of inspiration and innovation, diversity helps us to better understand customer expectations and offer them tailored transport solutions and high-quality services.

Within the company, diversity takes root from the moment of recruitment.

Both in France and abroad, our HR teams are trained in use of the “Thomas International” test to encourage better hiring decisions.

This assessment tool provides a precise depiction of an individual’s behavioural model in work situations. The test score leads to constructive dialogue with candidates, who can confirm or disagree with the analysis of their professional profile. The “Thomas APP” provides additional information to supplement the assessment made by the recruiter.

Diversity within the Group is reflected in gender equality, multiculturalism, and intergenerationality. The resulting emulation encourages mutual enrichment.



## A. Gender equality

For many years, the CMA CGM Group has been committed to promoting gender equality in the workplace.

This commitment is demonstrated by a strong recruitment, promotion and training policy as well as the organisation of events, such as themed lunches, as a time to share, talk, inform and collect suggestions from female employees and recommend new actions (Women's Day, Pink October, conferences, communication campaigns, etc.).

Some 14% of females working at the Group's offices hold a management position, while 37% of managers are women. Additionally, 100% of French female seafaring personnel and 64% of international female seafaring personnel are naval officers.

Pursuant to the Copé-Zimmermann law laying down rules for gender balance in boards of directors (over 40% of female directors), the CMA CGM Board of Directors comprises over 45% of female directors<sup>32</sup>.

### a. We are Shipping

The *We Are Shipping* programme aims to support women in their professional development and promote harmonious internal diversity in management functions.

Since 2018, more than 80 women have joined this leadership development programme. It features a set of actions and events such as group coaching, testimonials of women with an inspiring career path, personal branding, training, joint development, and personalised HR support to help women work on their development plan and broaden their French and international professional network.

In 2019, the We are Shipping programme was rolled out in Asia and Lebanon.

The programme is already starting to produce encouraging results in terms of mobility and promotions, as well as a general awareness that it is to everyone's advantage to develop diversity in-house.

In 2020, the programme will continue to be developed in France and other countries.

French office-based and seafaring personnel by gender <sup>28</sup>	2019
Female	44%
Male	56%

International seafaring personnel by gender <sup>29</sup>	2019
Female	1%
Male	99%

Office-based staff	2019
Percentage of female managers <sup>30</sup>	37%
Percentage of female seafaring personnel <sup>31</sup>	2.4%



<sup>28</sup> C&Me office staff and French seafaring personnel – 83.7% of the consolidated Group workforce excluding CEVA Logistics

<sup>29</sup> International seafaring workforce – 12.4% of the consolidated Group workforce excluding CEVA Logistics

<sup>30</sup> Consolidated Group workforce excluding French and international seafaring personnel – 82.2% of the consolidated

Group workforce excluding CEVA Logistics -- 2018 data not available – new indicator tracked for CSR reporting purposes

<sup>31</sup> Information available for French and international seafaring personnel – 13.9% of the Group's consolidated workforce excluding CEVA Logistics

<sup>32</sup> Information available on the CMA CGM Group Corporate website: <https://www.cmacgm-group.com/fr/groupe/gouvernance>

## **b. Professional equality index**

The index assesses difference in pay between males and females using several indicators:

- Eliminating the gender pay gap
- Gaps in the percentage of pay rise and number of promotions
- Pay rise for female employees returning from maternity leave
- Number of women within the top ten employees with the highest remuneration

In 2019, for its first assessment of this type, the Group obtained a score of 77/100 for France.

The Group will continue to promote professional equality through many programmes that encourage female access to top company positions.

## B. Multicultural workforce

More than 148 nationalities<sup>33</sup> are represented in over 132 countries<sup>34</sup>.



To promote multiculturalism, various initiatives have been developed, particularly via training tools, in order to facilitate dialogue and optimise communication, not only within the Group but also with customers and all stakeholders.

Breakdown of workforce by region for office-based and French seafaring personnel:

French office-based and seafaring personnel by region <sup>35</sup>	2019
France	14%
Europe (Except France)	14%
Africa – Middle-East	17%
Americas	11%
Asia – Oceania	39%

In 2019, the workforce increased in Asia and Oceania as a result of additional hiring at the shared service centres.

International seafaring personnel from 33 countries are distributed as follows:

International seafaring personnel by region <sup>1</sup>	2019
Europe	24%
Africa – Middle-East	1%
Américas	5%
Asia - Oceania	69%

<sup>33</sup> C&Me office workforce – 82.2% of the consolidated Group workforce excluding CEVA Logistics

<sup>34</sup> C&Me office workforce – 82.2% of the consolidated Group workforce excluding CEVA Logistics

<sup>35</sup> Group consolidated workforce excluding international seafaring personnel, i.e. French office-based + seafaring personnel – 87.6% of the consolidated Group workforce excluding CEVA Logistics

<sup>36</sup> C&Me office workforce – 82.2% of the consolidated Group workforce excluding CEVA Logistics

## C. Multigenerational workforce

Within the Group, the average age of employees is 37 years<sup>36</sup> and the average number of years of service is seven<sup>37</sup>.

French office-based and seafaring personnel by age <sup>38</sup>	2019
Under 20	0.2%
20–29	28.9%
30–39	32.3%
40–49	20.6%
50–59	12%
Over 60	2.6%
No age reported	3.5%

As over 61% of the Group's employees are between 20 and 40 years old, "expert" conferences and mentoring initiatives have been developed to support young employees and foster the transfer of skills.

For international seafaring personnel, the average age is 37 years, and more than 60% are between 20 and 40 years old.

International seafaring personnel by age <sup>39</sup>	2019
Under 20	0.3%
20–29	27.8%
30–39	35.7%
40–49	21.6%
50–59	12.1%
Over 60	2.3%
No age reported	0%

<sup>37</sup> C&Me office workforce – 82.2% of the consolidated Group workforce excluding CEVA Logistics

<sup>38</sup> Group consolidated workforce excluding international seafaring personnel, i.e. C&ME office workforce + French seafaring personnel – 80.7% of the consolidated Group workforce excluding CEVA Logistics

<sup>39</sup> International seafaring workforce – 12.4% of the consolidated Group workforce excluding CEVA Logistics

## D. Addressing disability within the company

The CMA CGM Group supports people with special needs during their professional career.

At the head office in Marseilles, the Occupational Health department is responsible for identifying people with disabilities. Once the Group has been informed, it provides tailored measures to adjust, adapt or transform work stations to help disabled employees keep their jobs. Some of the main initiatives include work station adaptation (e.g. foot rests, headsets, ergonomic chairs, specific computer hardware, etc.), the provision of a designated parking space, and two days of additional leave for employees with a dependent disabled child.

As a further step, in 2018 the Group Human Resources Department initiated a working group examining the

handling of disability within the company. The goal is to increase awareness of diversity's rich potential as a source of inspiration and creativity for the company.

In 2019, the "All Different" programme sprang from the working group, and several actions have been set up, such as:

- Creation of a specific Group intranet page (objectives, definition of disability, process, contacts)
- Appointment of the company disability officer
- Creation of a specific email address for more effective communication on the topic

In Marseilles, the Group Human Resources department also examined the possibility of calling on a specialised company in 2020 to develop IT services (e.g. functional tests of IT applications) with the help of high-functioning autistic individuals and/or individuals with Asperger's syndrome and/or people with disabilities.



## 2. Working conditions

### A. An onboarding process to integrate new recruits

Integration is an essential issue and has become a major lever in retaining and developing new talent. Onboarding is a decisive period of an employee's career that deserves our entire attention and requires the involvement of all company stakeholders.

The onboarding process implemented in the USA and



France is helping the Group impart professional knowledge

during employee integration.

Even before arriving in the company, new employees benefit from special support in performing administrative formalities. They also receive key information through a digital portal to help them appropriate the company's culture and values.

In 2019, the C&Me Onboarding process was rolled out in Singapore. New recruits now benefit from a more user-friendly information portal.



In Marseilles, the Jacques R. Saadé Tower houses over 2,500 employees representing 65 different nationalities.

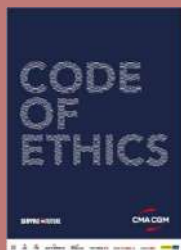
To promote dialogue, build new relationships, expand employees' professional network and foster the integration of new hires, the C-Lunch application was rolled out in 2019.

Available in French and English, C-Lunch is an in-house application developed by the Digital Factory teams. It is initially intended for all employees at the Marseilles and Le Havre sites.

The simple-to-use application lets employees set up in-house lunches (date, time, topic, number of participants) or look for one and sign up for it.

### Group Code of Ethics

The CMA CGM Group strives to give equal opportunities for professional development within the company to all staff. The Code of Ethics clearly outlines the Group's commitment to diversity and equal opportunity.



Our integrity is grounded in respect for and protection of fundamental rights and freedoms as stated in the Universal Declaration of Human Rights. In line with the declaration, the Group has committed to eliminating discrimination of any kind, based on nationality, class, race, disability, gender, age, religion and political views.

More broadly, the Group's anti-discrimination policy addresses freedom of opinion, job placement and retention for disabled employees and job equality as per the collective bargaining agreement.

## B. Social dialogue

Social dialogue is a vital part of company life. It mainly involves providing employees with information. Strategic, economic, financial, social and organisational questions are addressed in a range of committees attended by personnel and management representatives.

In accordance with French legal requirements enacted in 2019, various staff representative committees (the works council, health & safety committee and union representatives) were merged into a single body: The Social and Economic Committee (*Comité Social et Economique* or CSE).

In addition to the Social and Economic Committee (CSE) in each branch, there are also the Group Committee and Central Social and Economic Committee (CSEC) in France, the Health, Safety and Working Conditions Commissions (CSSCT), and a variety of specialised joint commissions.

Pursuant to the International Labour Organisation (ILO) conventions and by virtue of the principles instituted in its Code of Ethics, the Group respects the freedom of labour unions and the rules of association in the countries where it operates.

In France, several agreements<sup>40</sup> were signed in 2019:

- Amendment No. 1 on the issue of an extraordinary bonus for the 2018 financial year
- Collective agreement on maintaining the collective employee guarantees under the sale of CMA CGM Logistics France to CEVA Logistics Freight Management
- Collective agreement on maintaining the collective guarantees of CMA CGM Logistics employees whose employment contract falls under the trilateral intra-group employee transfer agreement within CEVA Logistics France SAS

- Amendment No. 2, 3, 4 and 5 to the teleworking experiment within the Marseilles and Le Havre facilities
- Amendment revising the facility agreement on the set-up of a working time clocking and checking system at the Marseilles facility of the CMA CGM economic and social unit (UES)
- Agreement on the set-up of the Social and Economic Committee (CSE)
- Pre-election agreement protocol on the CSE elections at the various facilities
- Amendment No. 3 on the reduction of scope of the CMA CGM economic and social unit (UES)
- Granting of an extraordinary bonus\_UES\_13 December 2019
- Agreement on maintaining the collective guarantees of CCLOG France and CMA CGM Logistics

## C. Work organisation

In France, since 2007, the inland office employees of the CMA CGM France economic and social unit (UES) have had an agreement on the 35-hour work week (French ARTT). In addition to the legally mandated 37 hours of effective working time, the “Convention on Days Worked” amendment to the ARTT agreement ensures flexibility for employees who are paid a flat rate. It also lays out tracking and organisation of workloads and the number of days worked. Generally, in all organisations, managers must ensure workloads are well distributed and that their teams are optimally organised.

Working time is systematically organised in line with the prevailing local legislation.

Special working time arrangements have been instituted in some areas to enhance work-life balance and best meet the needs of customers.

<sup>40</sup> Agreements relating to the scope of the CMA CGM economic and social unit (French UES): CMA CGM SA, CMA CGM Antilles

Guyane, CMA CGM Agences France, CMA Ships, Traveller's Club, CMA CGM Réunion, CMA CGM Logistics, CMA CGM LOG France

## D. Teleworking

In 2019, the teleworking experiment was opened up to new departments in the company.

Teleworking is an innovative way of organising work with such varied benefits as better work-life balance, improved working conditions for employees and greater independence in the accomplishment of their tasks.

To this end, several amendments renewed the teleworking arrangement throughout 2019, and it was opened up to new departments at the Marseilles and Le Havre sites.

Since 2018, 691 employees who met the eligibility criteria have teleworked for one day per week as mutually agreed between the employee and their manager.

To support them in this process, a guide has been drafted to answer all their questions. Teleworking applications are managed in the in-house application C-Park, which simultaneously reassigns the parking space of the teleworking employee.

For greater agility and to promote employee communication and mobility, the company has been transforming its tools for several years.

## E. Dedicated intranet: Galaxy



In 2018 the CMA CGM Group rolled out its new digital workplace:

“Galaxy”.

The purpose of this information platform is to:

- Improve communication and help all employees discover the Group universe
- Break down information silos so that employees can dialogue more easily
- Create communities to encourage a cooperative strategy

Galaxy was rolled out at the same time as a plethora of Office 365 tools and applications (OneDrive, Teams, Yammer, SharePoint, Forms, etc.).

To help employees adopt the new tools, the digital team created a Digital Adoption Centre run by a special team. Its purpose is to help employees with daily use of the tools, through training workshops, information pages, and a community of “Galaxy” ambassadors.



To encourage the emergence of ideas, a community of “Galaxy” ambassadors was formed. Passing on knowledge in-house, these employees facilitate the transition to Galaxy and the Office 365 tools within their respective departments and networks.

There are currently 144 Galaxy ambassadors in the Group.

In 2020, the company intends to expand this community and give its members a key role in the transformation of Group tools.

### Focus on CMA CGM applications

To support the company with the transformation of its tools and promote the emergence of more agile methods, the Group Digital Team has developed several applications to facilitate employees' daily working lives:

**C-Travel:** to make business travel easier and safer.

The application digitalises the TravelSafe Passport and the Group Travel Policy. Employees have very easy access to all information needed to manage their business trips, such as customs to follow in other countries, expense reimbursement, and the taxi policy. Once downloaded, the content is also available offline, and travellers can directly contact the Group's emergency hotline at the touch of a button.

**C-Park:** optimises parking at the Jacques R. Saadé car park in Marseilles by reassigning available parking spaces when employees are absent. To do so, it is interfaced with the leave management software for visibility on available parking spaces. C-Park is also used to apply for teleworking.

**C-Lunch:** developed for the HR Department by the Digital Factory teams, this application makes it possible to create and sign up for business lunches. Employees may be invited to create and/or attend special events to build new relationships, expand their professional network, help new hires integrate, gain a better grasp of other business lines, or simply not lunch alone

### **Work organisation for seafaring personnel**

The work organisation for seafaring personnel complies with the international standards set by the Maritime Labour Convention 2006 which entered into force on 28 February 2013.

The minimum rest time cannot be less than 10 hours per period of 24 hours and 77 hours per period of seven days.

The fleet management department adopted the rest time system, and monthly working hours are monitored both on board and on land to ensure our compliance. To ensure that seafaring personnel get enough rest and avoid fatigue, the Group initially set a monitoring threshold of 120 hours for the operating crew and 150 hours for ship stewards. In general, the Captain and the Chief Mechanic on board oversee that the Maritime Labour Convention standards are followed.

### **Maritime Labour Convention**

The International Labour Organisation (ILO) met in 2006 to create a single document aggregating all the obligations concerning the working and living conditions on board vessels. The Maritime Labour Convention (MLC) was created, adopted and published, and became mandatory as of 2013. International maritime law now has four pillars:

- SOLAS for safety: International Convention for the Safety of Life at Sea
- MARPOL for the environment: International Convention for the Prevention of Pollution from Ships
- STCW for training and certification: International Convention on Standards of Training, Certification and Watch-keeping for Seafarers
- MLC for social protection and working conditions – Maritime Labour Convention that sets the minimum living and working conditions for all seafarers

In August 2017, 84 members of the ILO ratified this convention, representing 89% of global shipping.

The MLC 2006 consists of five titles:

- Minimum requirements for seafarers to work on a ship
- Conditions of employment
- Accommodation, recreational facilities, food and catering
- Health protection, medical care, welfare and social security protection
- Compliance and enforcement

Due to the high quality of its vessels, CMA CGM was able to implement the MLC well before the 2013 deadline.

During the certification phase, no major shortcoming was found and whenever vessels are inspected, the Group demonstrates excellent working and living conditions on board its ships.



## F. Quality of life at the workplace and prevention of psycho-social risks

### a. Quality of life at the workplace

An action plan on Quality of Life at the Workplace has also been introduced, structured around optimising working processes and procedures and providing specific workshops on best practices for reducing psycho-social risks.

The plan continued in 2019 with the occupational psychologist. An e-learning session was created to train managers on quality of life at the workplace: identification of risk factors, support for employees in difficulty and stress management.

Efforts to improve quality of life at the workplace mainly relate to ensuring better follow-up of employees. For instance, a support process has been introduced to assist employees returning from long-term absences. Amongst other things, it includes various types of meetings organised between the human resources team, the manager and, if needed, the occupational psychologist.

Several steps have been taken to ensure a good work-life balance for employees. For example, a gender equality agreement<sup>41</sup> lays down 100% coverage of paternity leave for office-based and seafaring personnel; working time arrangements for pregnant women; the provision of 12 cribs within a private day-care centre to accommodate 18 children of employees; payment of an “early childhood allowance” through the Social and Economic committees; and the establishment of customised schedules for full-time employees (variable time slots) for all office-based institutions in Metropolitan France.

Barring any emergencies, travel must be planned in advance. Seafaring personnel must prepare ship departures well in advance so as to take into account family constraints expressed by employees. The working conditions are discussed at meetings of the Health and Safety Committees attended by Union and Management Representatives.

### Happy At Work

In 2019, to gain a better understanding of employee aspirations, stay agile and attentive to the quality of our in-house practices, we decided to sign on to the “Happy At Work” approach offered by “ChooseMyCompany”.



All employees within the France office scope were invited to answer an anonymous survey on professional development, a stimulating work environment, management, salary & recognition, pride of work, and pleasant work conditions.

Fully based on employee ratings, the Group received the “HappyIndex® / AtWork for Starters” label that recognises those organisations with the most motivated employees aged 29 or younger.

In 2020, we will renew our commitment to the “Happy at Work” approach and continue our overall reflection on quality of life at the workplace.

<sup>41</sup> Agreements covering the scope of the CMA CGM economic and social unit: CMA CGM SA (including its sites in Paris, Le Havre and Marseilles), CMA CGM Antilles Guyane, CMA CGM Agences France,

CMA Ships, Traveller's Club, CMA CGM Réunion, CMA CGM Logistics, CMA CGM LOG France



As part of a collective approach, the “Wellness” pilot programme was launched in Marseilles. As the name implies, it focuses on four areas devoted to employee well-being:

#### **Eat Well**

This programme aims to improve nutritional balance by introducing organic food at the company cafeteria. Various “Eat Well” initiatives include:

- Offering balanced breakfasts
- Setting up a station for organic vegetarian food at the company cafeteria
- Organising thematic breakfasts with a dietician who advises employees on how to achieve a balanced diet
- Showing calories on the menu
- Promoting the Sodexo application that provides the nutritional breakdown of dishes it sells

In parallel, the dining areas were renovated to offer employees a fresh experience, namely the Mini Market and the connected café, a functional, innovative and inviting area of 250 square meters.





### **Move Well**

To encourage employees to exercise, the Fitness centre was overhauled.

It is now a more pleasant, functional area, fitted with new machines that make it possible to do a 30-minute circuit to tone muscle and improve posture and balance. Employees can use the equipment alone or enjoy tips from a coach while exercising.

The Fitness courses offered have also been expanded to new disciplines like yoga, meditation, self-defence and TRX, and the facility is open for longer.

The eponymous “Move Well” app that was rolled out offers employees a new digital experience. At any moment they can sign up, reserve courses, see the schedule and pay online.

In 2020, new programmes on emotional balance (Feel Well) and sleep quality (Sleep Well) will also be developed and offered to employees.





### Company concierge service

The CMA CGM Group has set up a company concierge service at head office to help employees save time and generally make their life easier on a daily basis.

The “Conciergerie by CMA CGM” offers a wide range of services to employees such as:

- General services: dry cleaning, ironing, shoe repair, mending and tailoring, administrative procedures, etc.
- Home services: child minding, homework assistance, house cleaning, small home repairs, gardening, etc.
- Delivery services: medication, flowers, take-away, etc.
- Other services: shirts and ties, coffee capsules, stockings, etc.
- 

Every day, employees can consult with the concierge during opening hours. There is also a private connection for them to contact an around-the-clock call centre to book the services that they require. The services can be paid for online through a secure payment or via an e-wallet.

In 2019, 5,997 requests were handled by the concierge service.



### Partnership with Hôpital Européen

To help employees benefit from accessible, quality healthcare, the CMA CGM Group has formed a partnership with the Hôpital Européen that is located near the CMA CGM Tower.

Employees benefit from preferential appointments for consultations and medical exams.

## Quality of life at the workplace for seafaring personnel

Our approach to this concern is both proactive and comprehensive:

It is proactive as it seeks to improve quality of life at the workplace as a whole and not simply to comply with the legal requirement to prevent psycho-social risks.

It is comprehensive as it leverages social and organizational aspects at work and assists employees with their active approach to well-being.

The joint “Quality of Life at the Workplace” group has continued its work. Its role is to analyze the results of the social monitoring and Quality of Life at the Workplace surveys, while issuing recommendations.

The group continues its work on assignments undertaken in previous years: ship ergonomics, the land-sea relationship, working quality of life on board, simplification of on-board administrative processes, and analysis of accidents with fault tree analyses in conjunction with the victims of these accidents.

The CCP group has set up specific training for the Quality of Life at the Workplace officers on board the vessels. The training was tailored and then transferred to the Maritime Prevention Institute for certification approval before being extended to all shipping companies.

The Quality of Life at the Workplace officers on board vessels will be provided with awareness-raising tools to conduct their prevention actions. The CCP group will act as a “back-up” support for these individuals.

A partnership with Human Fab (formerly ESP Consulting), an expert sports and performance centre, has been set up to optimise the health and physical performance of seafaring personnel and reduce the rate of accidents.

Human Fab set up a pilot group on board a vessel for three months to perform its mission, become known to the seafaring personnel and gather ideas for future improvement from them. The outcome showed a 40% improvement in physical condition for all assessed criteria.

CMA CGM wants to bolster its Quality of Life at the Workplace actions by incorporating topics like sleep and emotional management for seafaring staff.

Other areas for improvement:

On-board catering. Freely chosen, direct provisioning without going through a ship chandler yielded satisfactory results in terms of food quality and overhead costs, so was extended to all ships.

Standardisation of fitness rooms so that all seafarers can exercise.

New actions have been conducted to promote and raise crew awareness of Quality of Life at the Workplace, good managerial practices, and addiction prevention.



## **b. Psycho-social risks**

The Group's policy on psycho-social risks is covered by an agreement signed on 20 May 2010 (agreement on preventing psycho-social risks among employees of the CMA CGM economic and social unit). The document provides milestones for a preventive programme to measure, analyse and monitor psycho-social risks. Recommended actions include:

- Preventing mental or sexual harassment and instituting a reporting procedure
- Organising manager training courses on psycho-social risk prevention

Since the agreement was signed, a psychological support unit has been set up. The unit is available by telephone or online 24/7 and is a completely confidential space for employees to talk to someone of their choice. In addition to preventing psycho-social risks, it embodies the Group's sustained promise to improve life in the workplace for its employees. Several long-term projects have been launched at both the individual and collective levels. The priority areas to work on are work environment, social climate and employee support.

As part of the 2018 action plan, the Group commissioned an external training organisation to continue providing training to managers regarding good managerial practices.

## 3. Talent development

### A. Career management



**Thierry Billion**  
Chief Operating Officer, CMA CGM Group

*"Our employees are our most precious asset. Therefore we invest constantly in developing their skills".*

The Group continues to develop career management, by transforming its HR tools, amongst other things.

C&Me "Talent Management" module offers a new approach to talent management and better HR support, from succession plans, talent identification and assessments to optimisation and forecasting of organisations by activity.

Within this context, the Group has implemented a "High Potential" identification process. This international review of individuals identified as "High Potential" is used to determine key positions and plan for succession.

Furthermore, the Group encourages initiatives from all employees seeking to embark upon new challenges. To this end, the Performance Interview allows office-based employees and their line managers to take stock of their objectives, measure their performance, form new career development goals and express their training needs.

In 2020, a new Performance Interview format will be offered in France and several pilot countries outside France. It will feature interview timing that matches our activity, a simplified format, constructive feedback that gets to the heart of business, and individual development plans.

Mobility puts skills where they are needed within the Group. In addition to conventional types of mobility, such as expatriation, local contracts and secondment, the Group's mobility policy offers several innovative career paths. As a result, employees are better able to expand their range of skills, hone their expertise or achieve managerial positions.

**C-CAREERS** The Group HR Department rolled out this pilot project in 2019 in Marseilles. Its purpose is to provide employees with better assistance with their mobility projects, meet their needs for information on the Group's businesses, and provide optimal support throughout their career.

The comprehensive HR tool is designed to give employees:

- Une Greater visibility of the Group's businesses
- A broader view of cross-skilling or potential job transfers between business lines
- A dedicated area and specific times to discuss with key business players, form ties and foster opportunities
- Tools to help them prepare their development plan

The first event of the C-Careers pilot brought together over 200 employees for a conference on "Discovering jobs at the Commercial Agency Network (CAN)", followed by discussions with field workers.



Several other events made it possible to discover CAN jobs in even greater depth:

- *Cafés Témoignages*, combined discussions and coffee breaks for employees to gain inspiration from the career path of spokespeople representing various jobs.
- Group and individual HR support workshops to help employees succeed with their mobility goals (building a mobility project, writing a CV, preparing for interviews and preparing a pitch).
- Themed lunches organised in C-Lunch are also planned, where experts are invited to help employees discover a given job and discuss mobility possibilities.



The innovative Junior Upwards Mobility Programme (JUMP) gives our young talents a chance to work abroad for six months to discover new jobs and a different working environment. Every year, some twenty employees take part in this international mobility programme.

"SWAP" is another option whereby two employees from different entities trade jobs.

The VIE programme (*Volontariat International en Entreprise*, a French internship programme) sends young graduates to our organisations in other countries to expand their knowledge, acquire new interpersonal skills and help standardise practices and procedures within the Group. At the end of their contracts, we offer them career opportunities and a chance to take on new challenges to help the Group grow. In 2019, 30 VIE participants were stationed primarily in Africa, Asia, and North and South America.

Finally, every year, the Group offers employees expatriation contracts in a number of different countries. In addition to sharing best practices and standardising working methods, international mobility gives employees exposure to more responsibility and the chance to widen their range of skills.

Employees are kept informed of international mobility throughout the year through discussions, conferences and targeted communications.

Various programmes are set up to attract, retain and develop the talents within the Group:

- Le The Sponsorship programme helps executives integrate the company faster and more smoothly.
- Mentoring is also available to help employees settle into a new job.
- Coaching and E-coaching facilitate the development of soft skills as well as international mobility.
- 360° Feedback



In 2019, the emphasis will be on developing Mentoring within the company and in Asia.

A panel of managers will be invited to take part in an information session on Mentoring that will be coordinated by the Group Human Resources Department. At the end of this session, a selection of managers who have volunteered to take part in the programme will receive a half-day of training on the role and responsibilities of a Mentor. To support them, a mentor discussion group has been created.

These programmes are based on establishing close relationships, trust and mutual respect, and allow experienced employees to share their knowledge of the Group, network and experience.

In 2020, the programme will be more broadly rolled out in other countries.

### **360° Feedback**

Since 2018, the Group has been actively developing an overall corporate culture of feedback.

360° feedback is an individual development tool:

- Comparing self-perception (self-assessment) and colleagues' perception identifies strengths and areas for improvement that a participant might not know otherwise.
- An individual development plan is then constructed around concrete actions.

The pilot project was launched with some of the Corporate Officers in Marseilles so that, in turn, they can become drivers of the feedback culture within their organisation.

In 2019, 360° feedback continued to be developed and the HR team was trained in use of the debriefing tool. In becoming thoroughly acquainted with the 360° debriefing tool, the HR teams can support development plans and foster growth of the corporate feedback culture.

### **School for General Managers (GM)**

In 2019, the Group Human Resources Department launched a development programme specifically for general managers at our international sites, in conjunction with the CMA CGM Academy and the Commercial Agency Network (CAN).

The pilot programme aims to develop their understanding of Group strategy and corporate culture, in addition to supporting their individual needs in terms of professional development.

The career development route will include various steps: identifying individual development needs with 360° feedback, online micro-training and a four-day training programme at the head office in Marseilles. GMs will also benefit from peer mentoring and individual coaching.

The pilot programme is slated to be launched in 2020 with a selection of 25 GMs.

### Managing the careers of seafaring personnel

The individual in charge of fleet management regularly monitors the careers of seafaring personnel. A briefing is held at each embarkation to check that everyone's certificates are valid and that seafarers have attended all mandatory training sessions.

The Group offers inland career development opportunities, such as temporary missions to bolster skills and give seafarers the possibility of a "land-sea" career.

## B. A competitive wage policy

In order to attract, retain and motivate talent, CMA CGM relies on a wage policy with three priorities:

- Equality within the company
- External competitiveness
- Performance-based remuneration

Since July 2016, when the APL teams were integrated, the CMA CGM Group has undertaken a comprehensive endeavour to harmonise salaries and health insurance, welfare and pension schemes, in approximately 40 countries. This involved comparative studies of both amounts (e.g. of salaries and social benefits) and structures in the countries under examination.

As a follow-up, an audit was initiated in late 2017 for all Group companies. In 2018, the audit report provided an exhaustive assessment of the Group's supplementary health care, welfare and pension schemes.

Health insurance and welfare scheme harmonisation continued in 2018 and led to the signature of an umbrella policy with an international broker on 1 December 2018. The broker's scope will initially extend to 55 countries for which it will negotiate the policies or policy renewals for the Group (life insurance / permanent disability and health care).

The CMA CGM Group is thereby demonstrating its desire to align the health and welfare coverage of Group employees with market practices (in the same industry), while taking into account unique local and regional characteristics.

On 31 December 2019, payroll amounted to USD 4,063 million.

Payroll <sup>42</sup>	2018	2019
USD millions	1,879	4,063

It should be noted that for the 2019 financial year, CEVA Logistics was included in payroll, thus explaining the sharp increase from 2018 to 2019.

<sup>42</sup> Financial consolidation scope – NB for 2019: CEVA Logistics included



## C. A strategic training policy

The Group's training policy is part of a comprehensive strategy on career management and skills development. While addressing its strategic concerns, the Group is also committed to maintaining and bolstering its employees' skills.

Training	2018 <sup>43</sup>	2019 <sup>44</sup>	Change
Training of office-based personnel	85,067	173,443	+103.8%
Training of French seafaring personnel	16,550	13,658 <sup>45</sup>	-17.5%
Training of international seafaring personnel	110,725	62,807 <sup>46</sup>	-43.3%
Total number of hours of training	212,342	249,908	+17.7%

The sharp increase in training hours for office-based personnel is due to:

- Broadening the scope to include international personnel
- An increase in training hours for French office-based personnel due to launch of the "Leadership" offer.

CMA CMA CGM Academy helps all employees on a daily basis in all their job-related activities and offers a wide range of e-learning or classroom-based courses with an instructor to meet everyone's needs. CMA CGM Academy supports Group strategy via strategic actions such as bolstering human expertise combined with agile organisation.

For seafaring personnel, 2019 was a year of refocusing on training fundamentals. It should be noted that 17,009 hours of classroom-based "Mentoring" training sessions should be added to the total training hours for seafaring personnel, for an aggregate 93,474 hours.

In 2019, CMA CGM Academy rolled out a training programme for captains: The Master Management Program. It was created to improve management methods of our international Senior Officers on board Group vessels.

<sup>46</sup> The scope of the classroom training data corresponds to France office-based and seafaring employees, i.e. 23.6% of the 2018 Group consolidated workforce // The scope of the e-learning data corresponds to office-based and world seafaring personnel in C&Me, i.e. 94% of the 2018 Group consolidated workforce. All training data for employees of all Group entities will eventually be gathered via the C&Me tool.

<sup>44</sup> 2019 - The scope of the classroom training data corresponds to office-based personnel in France, Estonia, Malaysia, the United Kingdom, USA and China and seafaring personnel, i.e. 44% of the Group consolidated workforce excluding CEVA Logistics in 2019. The scope of the e-learning data corresponds to global office-based and seafaring personnel, i.e. 100% of the Group consolidated workforce excluding CEVA Logistics in 2019.

<sup>45</sup> Training data of French and international crewing from 1 January 2019 15 December 2019

<sup>46</sup> Training data of French and international crewing from 1 January 2019 15 December 2019

#### Dans LNG training programme

In preparation for the future integration of LNG Dual Fuel vessels into our fleet, in accordance with new environmental regulations, the Academy has created a complete training programme to meet the needs of both seafaring and office-based personnel.

Part of the programme deals with regulations, while the other has been customised to deal specifically with our vessels.

The goal is to develop everyone's skills on the topics and ensure that new technologies are used more safely.



### Leadership offer

To help employees hone their soft skills, CMA CGM Academy has rolled out its Leadership programme. The innovative training sessions call on both in-house and external trainers to address such topics as stress management, communication, conflict management and feedback.

To ensure optimum implementation of the various LISA training modules (such as LISA Procurement, Intermodal, Sales Target, Cargo Flow, Customer Allocation, etc.), CMA CGM Academy has put together a network of “Super Key Users” and “Key Users” who are trained and guided by the CMA CGM Academy.

In parallel, specific training for international HR staff has also been delivered to provide support on data entry in C&Me.

The “Negotiation Advanced” programme was also rolled out by the Academy to help Group buyers develop their negotiating skills.

In 2019, CMA CGM Academy developed innovative new job-specific courses at head office and the regional offices. The courses are designed to meet the training needs of each population.

For example, the “Port Operation” course was designed for the operating professions at the agencies, while the “Fuel Management Basics” course is intended for operations staff at head office, CMA Ships Superintendents and the Bunkering and Chartering departments.

### Certificate training programmes

In 2019, the CMA CGM Academy also developed certificate training programmes for France.

These comprehensive professional development programmes enhance employability, since employees’ skills are showcased and officially recognised by the certification imparted.

To illustrate, some of the training courses on offer that culminate in a certificate include two modules of Kedge’s *Programme Grande Ecole* and the “Procurement” course that corresponds to four modules of Kedge’s master in international procurement.



### The Lab: devoted to innovation and transformation

In 2019, the CMA CGM Academy proposed innovative workshops to the Lab, such as joint development for employees that have taken the management course.

This method enables employees to improve their professional practices through the experience of others.

Other workshops on design thinking and digital innovations also gave Group employees the chance to work on cutting-edge approaches to address new issues facing the Group.

#### Fostering creative cooperation with Thecamp

Thecamp is a campus for innovation and networking focusing on the city of tomorrow and the digital transformation.

Throughout the year, CMA CGM encourages employees to go there for workshops such as Leadership of the 21<sup>st</sup> century, or to seek out inspiration and design, anticipate and build a desirable future, with the help of new technologies.



#### Training for seafaring personnel:

Training for seafaring personnel revolves around STCW 2010 (the international convention that sets forth certification standards for each maritime profession). Some of these certificates are renewed every 5 years after refresher training. Additional training courses are required by CMA Ships and offered to seafaring personnel to boost their skills.

#### D. An efficient information system

The Human Resources information system, C&Me, has been helping standardise HR processes around the world. The tool offers greater visibility of all HR programmes (mobility, development, training) and fosters more efficient, detailed HR management, including by managing objectives and skills. Lastly, it encourages employees to be more proactive in furthering their careers.

All the HR processes have been reviewed through C&Me, making them simpler, more standardised and leaner and thereby more in line with the key issues at stake for the Group. The HR teams and managers have all the latitude they need to manage team resources:

- “Talent Acquisition”, for recruitment and internal mobility;
- “Talent Management”, a career management tool;
- “Talent Performance” to measure and encourage employee development;
- “On Boarding”, dedicated to the integration of new employees;
- “Work Force Analytics”, a reporting tool that offers each HR BP summarised information and key indicators for their scope.

Since 2018, the new C&Me interface has provided a better user experience for Group employees (simplified design, more intuitive interface, compatibility with mobile terminals, etc.). In 2020, the mobile version of C&Me will become available for Group employees.

In 2019, the Group’s external recruitment portal was also entirely redesigned with a new look and new graphics for an enhanced user experience (clearer view of openings at the Group, compatibility with mobile telephones, etc.).

## E. Key partnerships

The Group proactively pursues dialogue between higher education and business, forming close working relationships with universities and colleges.

In France, the Group formed active partnerships with Sciences Po Paris, HEC Paris, Kedge BS, Aix Marseille Université, IAE Aix-en-Provence and IEP Aix-en-Provence. The joint initiatives take the form of conferences and round-table discussions, the involvement of CMA CGM industry experts in university lectures or business projects, and Group participation in examination panels or in opening ceremonies and gala evenings.

The Group also conducts one-off actions by attending conferences, round-table discussions and job fairs organised by top French universities (*Grandes Ecoles*) such as forums at ESCP, EM Lyon, ENSM Nantes, ENSAE, TRIUM, Grenoble EM and ENSTA Bretagne. These events give the Group the opportunity introduce students to its business and wide variety of jobs.

### CMA CGM presents its business lines at *Usine Extraordinaire*

CMA CGM attended the second edition of *Usine Extraordinaire* from 14 to 16 November 2019 in Marseilles.

The event showcases the size and potential of French industry and drew more than 20,000 visitors and 10,000 apprentices and students to its 5,000 square meters of exhibits by major companies of southern France. HR department representatives presented CMA CGM businesses and past or current changes to them, particularly from an environmental standpoint.



### 2019 in figures:

- 50 academic events attended by our HR teams – more than one per week all year
- 147 trainees and apprentices recruited
- 50% trainee-to-employee transformation rate (only graduating second-year master's degree students)
- 45% female and 55% male trainees
- 32% of recruitment realised through academic endeavours
- 21 nationalities represented by our trainees

Through CMA CGM's partnership with the Académie d'Aix-Marseille, middle and secondary school students can discover the universe of maritime transport and gain a better understanding of globalisation.

It is essential to understand maritime transport for a firm grasp of international trade and the functioning of the global economy.

Under the partnership signed between CMA CGM and the Académie d'Aix-Marseille school board, students from middle schools within the board's jurisdiction are welcomed at the head office to discover the CMA CGM Group and the shipping industry's role in world commerce. Some 1,200 students visited in 2019.





The work of our HR teams in the field, as well as actions set up year-long to develop the Group's appeal and breathe life into the trainee community have received several awards:

#### **“Happy Candidates” label**



In 2019, the CMA CGM Group Human Resources Department was awarded the [choosemycompany.com/HappyIndex®/Candidates](https://choosemycompany.com/HappyIndex®/Candidates) 2020 accreditation by ChooseMyCompany. The new label recognises the quality of the Group's recruitment process which, for its second participation, placed first in the general ranking of companies with over 1,000 employees.

#### **« Happy Trainees » label**

In 2019, the CMA CGM head office was awarded the “Happy Trainees 2020” accreditation for the fifth consecutive year by ChooseMyCompany in recognition of the Group's HR policy for trainees and apprentices.



The head office was sixteenth in the Happy Trainees ranking of French companies recommended for the quality of their internships and apprenticeships.

To conclude, 83% of trainees recommend CMA CGM for the quality of its internships and apprenticeships.





# EXCELLENCE IN SAFETY AND SECURITY

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# EXCELLENCE IN SAFETY AND SECURITY

## 2019 achievements

Industrial accidents: 0 fatal accidents in 2019. However, with a larger scope of vessels and terminals, the frequency of accidents increased but their overall severity decreased

Certifications: Triple certification for owned fleet, and 53% of terminals subject to the CMA CGM HO Terminals and Inland QHSSE policy have at least one of the following certifications: ISO 9001, ISO 14001, OHSAS 18001 or ISO 4500

- . Maritime solidarity: five sea rescue operations conducted
- . Enhanced measures to combat drug trafficking and developed partnerships with government authorities



**Olivier Texier**  
Director of Environmental,  
Safety & Security

*“Some of the Group’s business activities present risks for employees. At CMA CGM, we never compromise on security”.*

## General Policy



Employee health and safety is a major priority for the Group. Some activities and jobs carry significant risks, particularly on-board vessels, as well as at terminals and warehouses.

The CMA CGM Group's health and safety policy is designed to avoid any accident which may result in injuries or the loss of human life to employees at sea or on land, or major damage to the vessels, cargo or the environment. This is achieved by establishing an Integrated Management System (IMS), a set of procedures which are periodically assessed and revised. These procedures are common to all vessels managed by CMA Ships, regardless of its flag.

Further to this, a Group Terminals and Inland QHSSE policy has been developed covering all inland terminals and sites, with the implementation of common standards formalised through the QHSSE Guidelines. This approach is centred on the "top 10 critical risks".



### Terminals & Inland Networking Analysis:

In 2019, to meet the challenges linked to the expansion of the port terminal portfolio (managed by the Group) and the extension of the scope to inland warehouses, the Terminals & Inland QHSSE division launched the Tin@ digital solution. The app makes it possible to report any incident, near-miss or dangerous situation from a smartphone or tablet. This form of instant communication improves response time and removes red tape that can slow down decision-making and preventative action, for example. The app provides an overall view of all QHSSE events as they unfold as well as the performance of each site. The solution is part of the "paperless" policy implemented at many sites.

In 2020 the app is slated for deployment at all 61 Terminals and inland sites subject to the Corporate Terminals and Inland QHSSE policy.



A dedicated organisation, the SSE department (Security, Safety, Environment), both analyses and prevents risks, and inspects and implements technical and organisational procedures in accordance with regulations in force. Every

year, the department audits the vessels and other Group assets, to verify that the CMA CGM health and safety policy is properly applied. It also coordinates operations in the event of a major crisis.

## Certifications



CMA Ships has obtained complementary triple certification for its entire scope<sup>47</sup>:

- ISO 9001 Quality and Customer Satisfaction
- OHSAS 18001 Occupational Health and Safety
- ISO 14001 Environmental Protection

53% of the Terminals subject to the CMA CGM HO Terminals QHSSE policy<sup>48</sup> are ISO 9001-, ISO 14001- and/or OHSAS 18001-certified. As part of the ongoing improvement process for terminals' QHSSE performance<sup>49</sup>, the close of 2019 saw 17 certifications obtained and maintained.

## Maritime safety

Maritime safety is governed by stringent local and international regulations, mostly determined at an international level via the International Maritime Organisation (IMO), but also at regional and local level. These laws and regulations are complex and subject to frequent change. The Group's compliance is routinely evaluated through a series of external audits by authorities, the port of call country and classification societies, as well as through internal inspections and audits.

Accordingly, each vessel is subject to three-fold regulations, each with its own specific inspections:

- International regulations (MARPOL, SOLAS, IMS Code, etc.)
- Regulations of the ship's flag state. The CMA CGM owned fleet sails under 12 different flags, primarily from the European Union and Singapore
- Local or regional regulations

As a means of checking the seaworthiness of the vessels, port of call countries carry out regular inspections on board the ships, known as Port State Control (PSC). If a regulatory, mechanical, procedural or organisational

problem is detected, and involves the safety of people, the ship or the environment, a deficiency is recorded. If the deficiencies noted are serious enough to call into question the seaworthiness of the vessel, it will be detained by port authorities until the necessary modifications are carried out to restore the vessel to a proper condition.

So as to be proactive and promote the CMA CGM Group's health and safety policy, as well as IMS procedures, PSCs are regularly performed by teams from the SSE department. In 2019, PSCs were performed in China (MSA), Russia and Australia (AMSA). In addition to this, joint PSCs between CMA CGM and the flag state were performed on board vessels to pool inspection methods.

During 2019, the owned fleet's rate of deficiencies per PSC (Port State Control) was 0.99, compared to 0.91 deficiencies per PSC in 2018.

<sup>47</sup> CMA Ships scope excluding Mercosul Line and AML

<sup>48</sup> Scope of the Terminals subject to the CMA CGM HO QHSSE Terminals policy – List available in the methodological note

<sup>49</sup> Scope of the Terminals subject to the CMA CGM HO QHSSE Terminals policy – List available in the methodological note

Indicators	2018 <sup>50</sup>	2019
Average number of deficiencies per inspection	0,91	0,99
Number of detentions	7	6 <sup>51</sup>

In 2019, six ships were detained:

- The CMA CGM FORT GEORGIA was detained under the Tokyo MOU (Nakhodka) due to a failure to update the ECDIS and the nautical charts. The ship was released following the correction of the charts.
- The APL SCOTLAND was detained under the Tokyo MOU following non-compliance with hours of rest. The ship was released after an action plan to avoid any recurrence was presented to the authorities.
- The CMA CGM MAUPASSANT was detained by the US Coast Guard following the discovery of a stowaway on board. The ship was released after a safety audit was performed on board.
- The CMA CGM EIFFEL was detained by the US Coast Guard due to a shortage of life jackets on board. The ship was released after the missing life jackets were supplied.
- The CMA CGM OTELLO was detained under the Paris MOU due to poor deck condition. The ship was released following repairs.
- The APL DANUBE was detained under the Paris MOU, following an oil leak in the engine. The ship was released after the engine was cleaned.

The severity of maritime events is classified on a scale of A to D, with D being the most serious event. The scale takes into account four major categories of impacts:

- Impact on the safety of the crew and vessel
- Environmental impact
- Impact on the public
- Financial impact

Indicators	2018	2019
Number of major maritime events	8	3

In 2019, three major maritime events (D) were recorded:

- APL VANCOUVER: fire in the hold from a container carrying smart phone batteries. It took 10 days to extinguish the fire.
- APL DANUBE: vessel grounded in the Suez Canal due to a squat effect. The rudder and the propeller were destroyed in the grounding.
- APL MEXICO CITY: collision with a port crane in Antwerp, which destroyed the crane and significantly damaged the ship's hull.

The SSE department carried out investigations subsequent to each of these events to determine the causes and recommend corrective actions to avoid their re-occurrence.

<sup>50</sup> In 2018, 11 ships were detained. Of these 11 ships, four have appealed to overturn the detention. Issue with PSC officer in Nakhodka (Russia): this PSC officer records deficiencies which are

not based on regulations, and detains vessels based only on their flag States. These detentions have not been taken into account.

<sup>51</sup> An appeal has been submitted to have the detention of the APL Danube overturned.

### A proven crisis management plan

Although CMA CGM safety management procedures are mainly preventive, the Group also has a comprehensive plan for managing crisis situations. The plan contains responses to emergency situations on board ships as well as at branches and terminals. The plan is tested at least once per year and regular training sessions are delivered to improve the response capabilities of the crisis management teams. In addition, the Group carries out regular drills in conjunction with the authorities to prepare for potentially dangerous events, such as pirate attacks, emergency towing, fire and oil spills.

In the event of a crisis, the affected entity first calls the 24/7 emergency hotline where it is put in touch with the person on duty. This person informs the various departments of the situation, and based on the severity of the event, decides to form a crisis team bringing together all the relevant parties. There is a dedicated room for this purpose in Marseilles and Singapore with all the necessary means of communication. Any crisis is therefore managed from this room. Once the crisis has been resolved, an investigation is carried out to determine the underlying causes and learn from them in order to avoid recurrence of the same event.



### **Fleet Navigation Centre: state-of-the-art technological resources**

Modern technological resources are developed in-house by the expert captains of Fleet Centres in order to mitigate navigation-related risks, such as those related to the weather. These resources are then provided to captains and officers on board Group vessels and include navigation aid systems or decision-making systems for navigation during bad weather. At the Navigation control centres located in Marseilles, Singapore and Miami, experienced ship captains constantly track the routes, analyse risks and advise and support the fleet vessels as well as the Group's operational staff.

The navigation centres are also tasked with ensuring optimum ship piloting in terms of fuel consumption, compliance with ship speeds in whale breeding habitats and compliance with regulated navigation areas. To this end, experts at the centres have developed innovative piloting methods and methods for the kinematic monitoring of vessels coupled with powerful analysis tools that take into account geography, weather and marine currents in real time, as well as piracy risks. This year, a new tool was developed to anticipate delays and congestion in order to reduce speed as soon as possible and cut waiting time at ports. It is an innovative way to achieve a smaller carbon footprint.

In partnership with the Reefer Department, the Fleet Centres have become GDP-compliant (referring to Good Distribution Practices for pharmaceutical products) and now monitor highly sensitive reefers in real time, such as Aquaviva, Pharmaceuticals & Superfreezer.

A team of ship captains with expertise in vessel operation study and set the rules for nautical access to all ports at which the group calls. Given the introduction of new ships into the fleet, as well as the constant changes being made to ports and terminals, a group of experts is needed with experience in the operation of large vessels, to study navigation-related risks and to pro-actively set rules for port access. In essence, this involves adjusting cargo capacity in order to guarantee economic profitability while constantly safeguarding vessels, crews and the port environment. The rules of access therefore concern the ship's measurements (length, beam and draught), the needed support resources (such as tugboats) and the acceptable hydrometeorological conditions (tides, currents, wind). To this same end, feedback is collected to provide successive ship captains with the most up-to-date and relevant information possible.





### Search and rescue

As the oceans are so vast, shipping industry players have to work together to rescue individuals in danger. At any time, ships may have to be diverted to assist another ship in distress. These operations are known as Search & Rescue (SAR) operations. In 2019, five such operations were carried out by vessels in the owned fleet.



### Stowaways

Measures have been put in place on board ships to prevent stowaways from boarding, to regularly look for stowaways, and if applicable, to manage any stowaways found on board. These procedures have been included in the Ship Security Plan (SSP), which is set by the International Ship and Port Facility Security Code (ISPS).

The ship's SSP is a confidential document. In 2019, 13 stowaways were found on board vessels.



## Occupational health and safety

The Group's approach to risk prevention revolves around the assessment of risks relating to health & safety and working conditions. This is a process of ongoing improvement whereby all players, from General Management to seafaring and operational staff, are involved on a day-to-day basis.

The owned fleet sails under various state flags in international waters, with seafarers from different cultures and nationalities. As a result, standardising procedures and practices within our fleet has become a major issue. With this in mind, the Accident Prevention Committee (APC) was created. It meets regularly to review health and safety outcomes, regulatory changes, feedback from vessels and innovations which may improve safety on board vessels.

At the various maritime, inland and office-based entities, all risks are identified and assessed in accordance with applicable regulations, and then covered in annual prevention plans.

The prevention plans address various themes such as personal protection equipment, chemical risks, psychosocial risks, addictions and noise exposure.

The main health and safety risks to employees differ based on business activities:

Shipping activities	Terminal activities
<ul style="list-style-type: none"> <li>• Fire / explosion</li> <li>• Falls from height or tripping and falling</li> <li>• Stevedoring risks</li> <li>• Exposure to chemicals</li> <li>• Psychosocial risks</li> <li>• Movement and posture</li> <li>• Noise / Vibration</li> </ul>	<ul style="list-style-type: none"> <li>• Collisions</li> <li>• Fire / explosion</li> <li>• Falls from height</li> <li>• Stevedoring</li> <li>• Energy</li> <li>• Falling objects/cargo</li> <li>• Vibrations</li> </ul>

Every quarter, feedback on events that occurred on board (accidents, near misses and inspections) is compiled and discussed among the owned fleets. This gives seafarers the opportunity to draw from each other's experiences and puts them in a better position to anticipate risks.

Training and awareness campaigns are crucial components of prevention. They include compulsory job-related training courses; awareness sessions on land, on board or at work stations; distance learning for seafaring staff; special training courses for all second officers; regular drills; and navigation simulators. Seminars are held at the head office and attended by officers from all the Group's fleets. Attendees discuss a range of operational and on-board safety topics, such as analysis of reported events and safety management.



Furthermore, the Group is an active member of the Container Ship Safety Forum (CSSF). Founded in 2014, this non-governmental organisation brings together major shipping players with the aim of improving safety performance and container shipping management practices.



With regards to terminal activities, CMA Terminals, a subsidiary of the CMA CGM Group, is a member of the International Cargo Handling Coordination Association (ICHCA). This independent non-profit organisation is dedicated to improving the safety, security, sustainability, productivity and efficiency of cargo handling and transport by all modes and at all stages of national and international supply chains.

### Terminals Seminar

The Quality, Health, Security, Safety and Environment (QHSSE) department welcomed representatives from 18 terminals for two days at our head office, for an annual seminar on health and safety issues. The seminar was an opportunity to take stock of the past year, give QHSSE recommendations for 2019, and above all share experiences.

Each terminal (Malta, Casablanca, Kingston, Montoir, Rotterdam, Le Havre, Pointe-à-Pître, Fort-de-France, Dégrad des Cannes, Natal, Kaohsiung and Seville) presented the health and safety initiatives it had undertaken, with each presentation rated by the participants.

At the end of the seminar, Olivier Texier, Deputy Central Director of Health, Safety & Security, Boris Wenzel, Managing Director at Terminal Link and Cédric Rousseau, QHSSE Terminals and Inland Division Manager, presented awards for the three best initiatives, namely Pointe-à-Pître (first prize), Montoir (second prize) and Kingston (third prize).

During 2019 :

Terminals <sup>52</sup>	2018	2019
Frequency of industrial accidents - <i>with sick leave</i>	13.20	13.18
Fatal accidents	1	0

The frequency of industrial accidents with sick leave at terminals managed by the Group has decreased over the last five years due to an effective prevention policy over the entire scope. Between 2018 and 2019, the average frequency of industrial accidents with sick leave has not changed, in the knowledge that we have expanded the scope over the past 2 years.

Shipping <sup>53</sup>	2018	2019
Frequency of industrial accidents - <i>with sick leave</i>	1,25	1,88
Fatal accidents	0 <sup>54</sup>	0
Severity	0,2	0,2

The frequency of accidents in the maritime scope increased year-on-year in 2019, with a rate of 1.88 this year against 1.25 in 2018. The severity set in 2018 has not changed. The frequency of recorded accidents increased in 2019 but their overall severity decreased for a larger number of vessels year-on-year. They primarily involved young and/or inexperienced seafarers, a demographic that is increasing at a rate matching that of fleet growth and which unfortunately lacks maturity in terms of safety culture. The main challenge for 2020 is to work on this angle to reduce the number of accidents.

Accidents on board vessels involving seafaring staff are not the only ones counted by the Company. Accidents affecting shore-based staff working on board are also tracked, reported and analysed.

Industrial accidents with leave of more than 24 hours and/or those near misses considered very serious are routinely investigated to analyse the causes and introduce appropriate corrective and preventive actions.



<sup>52</sup> 2018 and 2019 scope: Terminals subject to the CMA CGM HO SSE Terminals policy – List available in the methodological note

<sup>53</sup> 2018 and 2019 scope: Including Mercosul Line // 2018 and 2019 data concerning the frequency and severity of industrial accidents with sick leave are not comparable, due to a change in methodology in the calculation of number of hours worked. In 2018, the hours worked were calculated from the exact number of

sailors on board. In 2019, the hours worked were estimated from the average number of sailors on board.

<sup>54</sup> Of the six people who died in 2018, reported as major maritime events, none of them falls within the scope of fatal accidents: two non-crew seafarers, three heart attacks and one suicide. No fatal accidents were recorded in 2019.

### Near misses

A near miss (or dangerous situation) is a sequence of events and/or circumstances which could have caused damage or harm. Near misses must be studied and recorded, and experiences shared, to reduce the probability of similar incidents occurring. Most industrial accidents are preceded by near misses which should have served as a warning. In 2019, CMA CGM recorded 2,134 near misses, a marginally higher number than those recorded in 2018 (1,950).



### Asbestos risk

CMA CGM is continuing its actions to manage risk from the asbestos found on ships, in compliance with French and international regulations.

Led by the ad hoc committee, many actions have been taken so far by the companies. In addition to seafarer training, asbestos has been identified on board ships and, where needed, removed or abated. Measures have been taken to control asbestos dust levels in the air. Crews have been provided with operating procedures, personal and team protective equipment in the event they must work on asbestos-containing materials. Materials and equipment supplied are controlled in the course of construction, routine maintenance and technical shut-down of ships. Finally, asbestos actions are communicated to the maritime authorities, administration, maritime occupational health and safety board and trade unions.

## Cargo Security

The CMA CGM Group transports a wide variety of cargo, ranging from general cargo and manufactured goods to consumer products and dangerous goods. Some cargo can represent a danger during transport, so the Group has set up a dedicated organisation to inspect, analyse and prevent risks related to the carriage of goods. For this purpose, the Group divides goods into three categories:

- Goods qualified as dangerous by international regulations (e.g. the International Maritime Dangerous Goods code or IMDG) or national laws (CFR49 – Code of Federal Regulations) that impose strict regulations on transport (packaging, segregation, temperature, stowing, etc.)
- Potentially dangerous goods that require recommendations: chemicals in reefers, loading and acceptance of heavy lift items, etc.
- Controlled goods subject to regulations preventing or limiting their movement (e.g. waste, protected species, etc.).

To manage dangerous goods, the Group has a dedicated computer application connected to the overall computer booking system. The application electronically incorporates international regulation, thus making it possible to control the way dangerous goods are declared then packaged and stowed in the container.

Potentially dangerous goods are those which may represent a risk, such as out-of-gauge, break-bulk, or

poorly declared cargo, and goods shipped in reefers or flexitanks. With regards to these, the Group has provided its in-house customers with three experts who are tasked with providing safety advice to the lines and agencies.

These three experts are also responsible for advising the lines, the agencies and the dangerous goods offices on goods subject to restricted movement. Finally, the CMA CGM Group uses its best endeavours to prevent unlawful carriage of goods in accordance with regulations and the Group's Code of Ethics. This mainly relates to goods on the IUCN Red List of Threatened Species, those covered by Appendix I of the Convention on International Trade of Endangered Species (CITES, also known as the Washington Convention), the United Nations Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances, and various UN rules on embargoed goods.

Faced with a resurgence in container fires throughout the container shipping industry, particularly in the last two years, the Group has decided to set two major priorities to eradicate these accidents, in close collaboration with other shipping companies and our main insurers. Our first priority is to improve our computer tool designed to search for false declarations of goods, particularly those likely to cause a fire, and to set up an organization capable of processing this data in real time. In the short term, shipping companies will exchange key terms via the CINS to help identify false declarations or even use a shared false declaration detection system.



The second priority is to improve the safety of ship-loading plans by taking into account the risks specific to each dangerous item, the fire response capabilities of ships and the need to limit the spread of any fire incident on board. In November 2019, CINS published a basic document aimed at improving the stowage of dangerous containers on board ships.



#### **Active involvement by CMA CGM within CINS**

The Group is a founding member of the Cargo Incident Notification System (CINS), an information-sharing platform for large maritime companies (70% of loaded TEUs) that enables rapid notification regarding security and safety issues of container-transported goods.

The system has already significantly improved the quality of container cargo transport.

To fight against false declarations, the 17 CINS member companies moved to set up a joint system to detect poorly-declared loads in order to improve the overall safety of container ships.



#### **CMA CGM actively involved with BASCAP**

The Group works closely with organisations known for fighting counterfeiting and arms trafficking, such as BASCAP (Business Actions to Stop Counterfeiting & Piracy).

## International Security

### At sea

With the aim of preventing and dealing with threats at sea, CMA CGM has developed a comprehensive range of operational, legal and human measures. These measures are constantly reassessed and tailored to the changing security context (piracy, trafficking, etc.). The risk of piracy is therefore continuously monitored and analysed, and each solution is tailored to appropriately respond to identified piracy hotspots (West Africa, Indian Ocean, South-East Asia, etc.).

In 2019, approximately 178 piracy events were recorded worldwide, of which 144 were confirmed pirate attacks. Of these 178 attacks, most took place in West Africa. More than a hundred incidents involving piracy were recorded in the Gulf of Guinea in 2019, almost doubling in the space of a year. There has been an increase in both the number of kidnappings and the degree of violence used by the kidnappers.

Eight CMA CGM Group ships faced piracy events over the past year, although none of the Group's ships were hijacked.

### On land

For several years, CMA CGM has developed a comprehensive land safety policy. Through relevant and appropriate protection measures and means, this policy aims to reduce the exposure to security, health, natural and technological risks of the Group's activities and personnel, across the globe. CMA CGM thus seeks to guarantee everyone an optimal level of protection.

For example, countries around the world are classified into different levels of criticality, depending on the risks identified in each of them. For each country, appropriate measures are thus put in place, both for the security of Group companies and for the protection of employees, whether they are local, expatriate or traveling. Within the Group, 85 countries are classified at risk. Any traveller going to these countries must first be registered with the Group Security Department, and briefed if necessary.

In 2019, more than 1,000 trips to high-risk countries were changed.

The Group had to deal with more than 101 situations directly impacting its activities and / or its personnel (vs. 84 direct impacts in 2018), for some of the implementation of an ad hoc crisis unit. While these situations were multifaceted, such as natural disasters, armed conflicts, threats against certain employees or even emergency medical evacuations, it should be noted that 2019 was particularly presented by a significant increase in problems. climatic and social (major social conflicts in particular in Lebanon, Iraq, Chile, Bolivia, Hong Kong, etc.).



#### Active involvement by CMA CGM within CINDEX

The CINDEX (inter-company centre for expatriation) is a place for dialogue and sharing best practices on international mobility strategies and policies by a network of major European groups. Each member benefits from the experience of others, while maintaining full freedom of action and decisions, and observing absolute confidentiality.

It is an informal network of peers grounded in pooled knowledge and trust. The fact that CINDEX co-opts its members makes for a community with genuinely shared concerns.





# THE GROUP'S COMMITMENT TO PEOPLE & SOCIETY

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ON A GLOBAL AND LOCAL SCALE

# THE GROUP'S COMMITMENT TO SOCIETY ON A GLOBAL AND LOCAL SCALE

## 2019 achievements

### **CMA CGM Foundation**

23 not-for-profit organisations and 13,000 children supported through the 2019 Call for Projects

Stepped up the Containers of Hope programme in 2019: more than 280 TEU containers dispatched in 2019, which is a total 980 containers and more than 7,500 tonnes of humanitarian aid and supplies since the launch of the programme in 2012

Tripled the number of employees involved in our skills-based sponsorship programme supporting 9 partner not-for-profit organisations

### **Regions & communities**

More than 60 voluntary initiatives identified in 2019, which is a 60% increase compared with 2018: 68% of these are local social initiatives, and 32% are environmental

The Group operates in more than 130 countries. Respecting human rights, the Group is committed to participating in the social and economic development on the countries in which it operates. Contributing to social and economic development entails investing to create jobs and additional commercial opportunities. In addition to its business activities, the Group provides financial and in-kind support to local not-for-profit organisations and non-governmental organisations through the Foundation and employee initiatives. Solidarity measures are also taken to respond to natural disasters through emergency relief plans.



# 1. CMA CGM Foundation



Through the Foundation, set up in 2005 by Naïla Saadé, who was Chair from 2005 to 2019, the CMA CGM Group has demonstrated its commitment to Corporate Social Responsibility. The CMA CGM Foundation has supported more than 250 not-for-profit organisations providing assistance to children, since it was created. Through the Containers of Hope initiative, it facilitates humanitarian aid operations to the most vulnerable children worldwide.

In June 2019, when Tanya Saadé Zeenny became Chair of the Foundation, she decided to give new impetus to the Foundation, by renewing and extending its historical remit to include a new core theme, education for all.



**Tanya Saadé Zeenny**  
CMA CGM Group Deputy CEO



*"Education is the key to equal opportunity. This is why the CMA CGM Foundation focuses on education for all. We support not-for-profit organisations that help children and young people to find their place in tomorrow's world."*

## A. Containers of Hope

In 2019, the Foundation continued to provide humanitarian aid through the Containers of Hope programme. The programme assists non-governmental organisations by providing maritime transport. The CMA CGM Group ships approximately 300 TEU containers of aid a year to people in conflict zones and areas exposed to health and humanitarian risks. Launched in October 2012 to assist Action against Hunger and Doctors without Borders, the support was extended in 2014 to include the French Red Cross and other NGOs requiring assistance.



Since the start of the campaign at the end of 2019, 980 containers carrying 7,500 tonnes of humanitarian supplies have been transported to partner NGO programmes in thirty-eight different countries, primarily in Africa. The supplies have helped to combat child malnutrition, improve access to water and satisfy the healthcare needs of the most vulnerable populations, particularly children.

## B. Call for projects

23 The foundation provided support to 23 not-for-profit organisations in France and Lebanon in 2019 through a call for projects and the Foundation Award.

In 2019, the Foundation continued to back projects helping at-risk children in France and Lebanon. As part of the initiative, it launched its seventh themed call for projects focused on promoting access to education for children from disadvantaged backgrounds. The backing provided will enable the not-for-profit organisations selected to provide assistance to 13,000 children.

From the 193 applications received, the Board of Directors selected 23 not-for-profit organisations (13 French and 10 Lebanese), and provided an aggregate €214,700 in aid:

For the Provence Alpes Côte d'Azur region:

- **Regional reading agency** (Agence Régionale du Livre): Development and management of reading

areas in six young offender institutions in Toulon, Nice, Marseilles and Martigues

- **Massabielle**: Development of a 150 square metre area for four classrooms to host special needs tuition in the evening after school at la Source (Boulevard National, Marseilles).
- **AVES**: Purchase of teaching and IT material for special needs tuition for children in schools in educational priority areas (REP and REP +) in Vitrolles.
- Awareness classes on the rights of children and young people: Funding for classes on civil rights and duties for young people aged from 9 to 18, mainly in priority areas.
- **Lacordaire funds**: Two merit-based "Diversity" scholarships, providing financial aid to low-income families principally to cover school fees, to enable children to continue their education after 16.
- **Léo Lagrange Méditerranée – Maison Pour Tous Panier Joliette**: Purchase of IT and photo equipment for digital workshops for young children.
- **Point Sud**: Purchase of a professional video kit for the children from the not-for-profit organisation to develop materials for the Community Web TV.
- **Agora social centre**: Accompanying newly-arrived immigrant children in schools in the 14<sup>th</sup> district of Marseilles (tuition and cultural events).
- **ACELEM**: Purchase of IT equipment by the not-for-profit organisation for six Reading Rooms located in priority areas in Marseilles.
- **Arts et développement**: Support provided to the not-for-profit organisation to create a second division of artistic activities (theatre, dance, music) and develop a common area for parents from two housing projects in Marseilles
- **Entreprendre pour Apprendre**: Financial aid to five mini-companies created by young people from five establishments in educational priority areas (REP / REP +).
- **Dare to try art** (Ose l'art): Launch of a weekly theatre workshop at the Valvert hospital centre for adolescents, in partnership with the Théâtre de la Joliette.
- **Centre Socio Culturel d'Endoume**: Aid provided for cultural discovery and skills sharing between high-school children in special institutes for developmental disabilities and those in professional and classical education.

For Lebanon:

- **All-one Foundation**: Purchase of IT equipment for tuition support and musical instruments to boost the development of disadvantaged young people housed in the community centre at Sabtiyeh.

- **Seed National:** Purchase of IT equipment, books and pedagogical supplies for two centres located in Tripoli. The equipment is provided to young Lebanese people from disadvantaged areas of Tripoli and Syrian children living in refugee camps nearby.
- **Include:** Purchase of IT equipment for the professional training of 12 handicapped young people and adults to facilitate their inclusion in society.
- **Sesobel:** Purchase of pedagogical equipment for young autistic or physically and mentally disabled people up to 20 years old. This new pedagogical creative game-based tool enables young people to discover themselves, others, their environment and to better communicate with those around them.
- **Salam / ASODH** (Action solidarité pour le développement humain): Purchase of 70 tablets for two refugee centres for young Syrians (discovery of letters, numbers, drawing, homework assistance) and young Lebanese students preparing for university entrance exams.
- **Association du Foyer de l'Enfant Libanais:** Support through a campaign against harassment in ten Lebanese public and private schools.
- **Tahaddi:** Purchase of technical and educational equipment to facilitate access to basic education and educational activities. 250 young Lebanese people and Syrian refugees in an educational centre in the disadvantaged area of Beiruit are concerned.
- **National development and rehabilitation centre** (Centre National pour le Développement et la Réhabilitation): Purchase of interactive screens to educate and develop disadvantaged young people.
- **Imam Sadr Foundation:** Funding of technical equipment for medical and psychological diagnoses, to enable a rehabilitation strategy to be established for each child and address concerns such as motricity, brain function, auditive deficiency, behavioural troubles and communication issues.
- **Project Association for Culture and Development:** Purchase of IT and educational equipment for developing young people with learning difficulties. A new fun way of learning: interactive screens, tablets, educational games.



## C. Foundation Award 2019

Two not-for-profit organisations working for disadvantaged children received the Foundation's Award in 2019.

On Thursday 28 November 2019, Renaud Muselier, Head of Sponsorship in France, Naïla Saadé, Honorary Chair of the CMA CGM Foundation and Tanya Saadé Zeenny, Chair of the Foundation, presented the award to the Heads of the not-for-profit organisation **Institut Louis Germain** at the CMA CGM head office premises in the Tour Jacques Saadé in Marseilles. The award recognises the not-for-profit organisation's work in helping talented children aged between 12 and 18 from educational priority areas to gain the knowledge and skills required to access the most prestigious higher education courses.

In Lebanon, the 2019 Foundation Award was presented to the not-for-profit organisation **Paradis d'Enfants** on 23 December at a ceremony at CMA CGM's head office in Beirut. Paradis d'enfants manages three primary schools for disadvantaged children in Lebanon. It promotes access to high quality education for all children regardless of their origin.

Employee's Choice Coup de Cœur Award



The social centre L'Agora, won the employees vote for the best cause and received the 2019 Coup de Cœur Award in France.

On 28 November at the Foundation's award ceremony in Marseilles, following a vote by CMA CGM employees for the most deserving not-for-profit organisation, a special Coup de Coeur Award was presented to the social centre L'Agora. The Foundation supports the social centre, which assists newly-arrived immigrant children in elementary schools who do not speak French and find it difficult to

integrate. The project helps children to succeed at school, better understand society and integrate.

## D. Other initiatives promoting local and regional communities

The Foundation supports **local initiatives**:

- It provided an exceptional grant of €1000 to the not-for-profit organisation PREMA to help two young people, who have been assisted for eight years but have now reached the not-for-profit's age limit, to continue their education
- The Foundation gave the Institut Télémaque a grant of €4,050 to fund a tutor for a sixth young person
- La Foundation provided financial aid to fund a sea trip on 25 May for poor families and children supported by the not-for-profit organisation ATD Quart Monde

Marseilles tragedy Rue d'Aubagne



Saddened by the tragic collapse of homes in rue d'Aubagne in Marseille in 2018, the CMA CGM Group's foundation provided solidarity to the victims and those who lost their homes. In 2019, for the second time, it donated €10,000 to the Provence Alpes Côte d'Azur section of the Abbé Pierre Foundation which takes long term action to improve housing conditions for disadvantaged people.

## E. Employee commitment

Mentoring programme

In 2019, the Foundation continued the programme launched in 2018 and enabled **35 employees to participate in mentoring**. 25 employees in Marseilles and 10 in Le Havre invested three working days to nine not-for-profit organisations, six in Marseilles and three in Le Havre:

**In Marseille:**

- The special school L'Ecole des XV uses rugby to keep potential drop-outs in school.
- Impact Jeunes runs an innovative programme for youth employment.
- The information centre on women's and families' rights Centre d'Information sur les Droits des Femmes et des Familles (CIDFF) relays government initiatives on women's rights.
- Massabielle provides assistance to disadvantaged people through initiatives and action to help them to restore self-esteem and dignity.
- Contact Club assists young people and families by providing support on issues such as education, job-



finding, parenting, and access to cultural and leisure activities.

- ADIE (Association pour le droit à l'initiative économique) supports people without access to traditional banking to set up their own company through assisted microcredit.



In Le Havre:

- The soup kitchen for the homeless Les Restos du Cœur provides volunteer assistance to poor people particularly by providing free meals and a range of activities to combat all forms of poverty.
- Positive Planet combats unemployment in priority areas by helping those excluded from the world of work to set up their own business.
- The not-for-profit organisation Les Nids provides support to children and families through initiatives to protect, support, educate and enhance the understanding of children and young people to give them a better chance of building a future



#### Partnership with the Institut Télémaque



In the same way that it **supports employee commitment**, the CMA CGM Foundation continued its **partnership with the Institut Télémaque**. The not-for-profit organisation works to promote equal opportunities to education for children from age 12 upwards by mentoring motivated and merit-worthy young people from disadvantaged backgrounds. Each young person has a mentor in a company, and a representative in school.

The objective is to develop cultural and social awareness, a basic understanding of the professional world and educational perseverance and self-confidence.

Through the partnership, six Group employees volunteer their free time to mentor a young person over a one-year period, renewable.

The mentor helps the mentee to develop and to gain awareness of the professional and cultural world by providing the opportunities they deserve, on three levels:

- Through cultural and sporting events (such as museum visits, theatre, sports matches) once a month
- By sharing insight into the professional world, inviting the mentee to reflect on his own career and meeting other professionals
- By encouraging the mentee person to be confident and aim to study to achieve their full potential.

#### F. Cultural patronage

The Foundation provides financial support for cultural events.

In 2019 it renewed its support for the pedagogical studies relating to the Aix-en-Provence festival.



It provided backing for the Stabat Mater Pergolesi concert on 25 February 2019 at the **Al Bustan festival**;



It sponsored the Melody Gardot concert on Sunday 7 July and the Requiem by Verdi on Friday 26 July at the **Baalbeck festival**.



Dans As part of the La **Roque d'Anthéron International Piano Festival**, the Foundation backed the concert by Khatia Buniatishvili on 7 August in the Florance castle park.

At this event, 50 places were given to CMA CGM employees.



## G. A new organisational structure and strategies for the Foundation in 2020

The Foundation is changing to address new challenges, enhance its impact and gain visibility by implementing a new strategy and governance system in 2020.

A central theme: education for all

4 ambitions that are central to CMA CGM Group values:

1. Support local initiatives in the Southern regions and Lebanon,
2. Open up internationally to development initiatives in Africa,
3. Extend and enhance the Containers of Hope operation through ongoing partnerships with international non-governmental organisations
4. Employee mentorship programmes for the whole Group.



## 2. Regions and communities

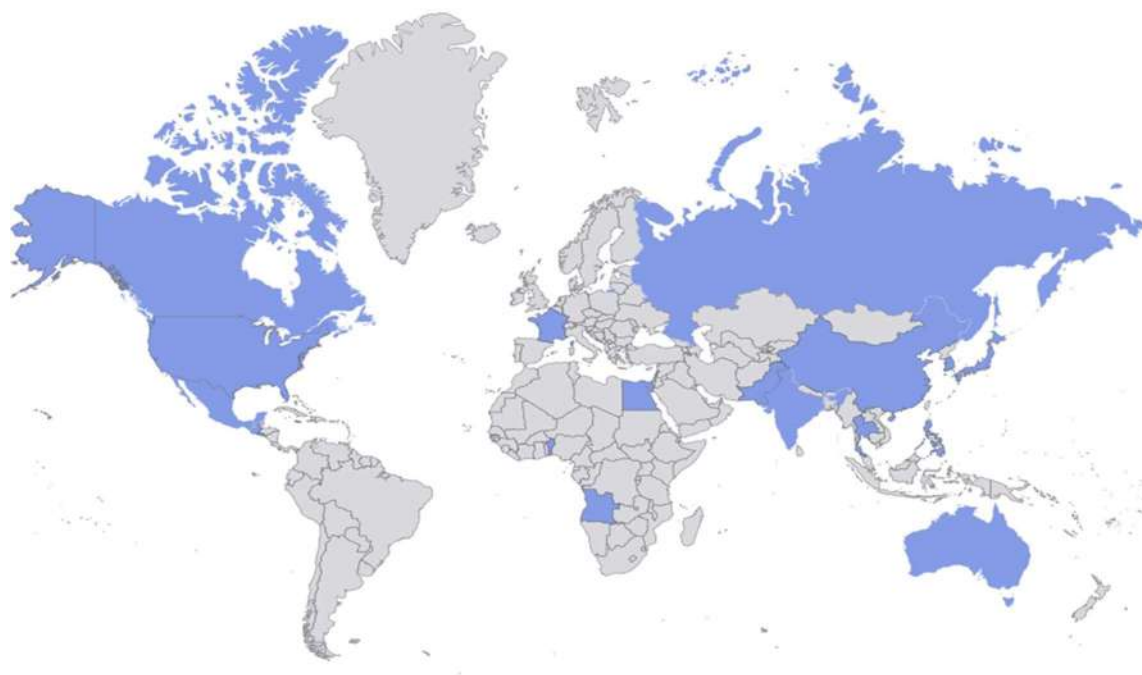
### A. Action within local communities

For CMA CGM, a local action is a recurring or one-off volunteer initiative conducted by a CMA CGM entity involving CMA CGM employees. The initiatives may focus on the environment or society and directly impact the local communities in which the Group and its subsidiaries are involved.

This year, the Group was involved in more than 61 local community support initiatives in 23 countries, which is a 60% increase from 2018.

Indicators	2018	2019
Number of local initiatives	38	61
Number of countries concerned by local initiatives	20	23
% focus on society	45%	68%
% focus on the environment	55%	32%

The world map below shows the 23 countries where the Group took action:





A CMA CGM team participated in the first ocean waste collection race in Marseilles:

In June 2019, four employees of CMA CGM participated in the Great Challenge, the first European ocean waste collection race.



Hot meals for the extreme cold: first operation of the Volun-TEU programme set up by ANL:

In August 2019, in collaboration with the Big Umbrella Foundation, 15 volunteer-employees of ANL, CMA CGM and APL participated in a Real Meal operation, which involved distributing hot meals to poor people during a cold winter evening in Melbourne, Australia.



Thousands of trees planted in one day for CMA CGM Mexico:

On 27 July 2019, 90 employees of CMA CGM and their families met in La Boquera Huixquilucan in the State of Mexico and planted more than 2,000 trees over 4 hectares of deforested land.



APL Guam supports children with autism:

In October 2019, APL Guam employees participated in the first yoga course on the island especially designed for children with autism.

The objective was to encourage children to practice yoga as a way of improving their perception of themselves and their capabilities.

### **CMA CGM employees involved in protecting the Calanques national park in Marseilles**

As part of CMA CGM's CSR month, the Group held an environmental event in partnership with the Calanques national park, a remarkably place of natural beauty near Marseilles. Created in 2012, it is the first national park close to a city, which is both land-based (8,500 hectares) and marine-based (43,500 hectares). Approximately 2 million people visit the park every year.

The objective of the collaboration between the Calanques national park and CMA CGM is to protect and enhance the value of the park's natural heritage through employees' involvement. Fifty employees from the head office participated in a clean-up initiative on the island where the lighthouse Phare du Planier is located. It is the first visible sign from the entrance of Marseilles and a historical landmark that needs to be protected.



## **B. Emergency assistance – natural disasters**

The CMA CGM Group provides coordinated assistance alongside public authorities and humanitarian organisations to people suffering from natural disasters, and to respond to immediate basic needs worldwide in times of crisis. CMA CGM's teams provide logistics expertise for transporting material, and collect donations in kind (water, food, clothes), reflecting their commitment to improving the lives of people in extremely vulnerable situations and acting to help those most in need.

An illustrative selection of actions undertaken in 2019:

- In March 2019, the coastal town of Beira in Mozambique was 90% destroyed by the cyclone Ida. The CMA CGM Group worked with the French Embassy and World Food Programme to transport emergency aid.
- In October 2019, several regions in the Philippines were affected by a severe earthquake. More than 188,000 people lost their homes. CMA CGM Group employees acted to provide basic necessities in partnership with the non-governmental organisation Lingap Gabriela. CMA CGM Group facilitated the transport of materials free of charge (over land with CEVA Logistics and via maritime transport with CMA CGM).



- In December 2019, the CMA CGM Group launched the operation CMA CGM supports Lebanon to provide support through this period of economic and social trouble to the most disadvantaged people. The CMA CGM Group bought 35 tonnes of food products from local producers and two tonnes of medicines, which were given to 14 local non-governmental organisations. They were distributed through the volunteer participation of employees from CMA CGM and CEVA Logistics in Lebanon.



### **Humanitarian Service Unit**

At the end of 2017 CMA CGM decided to create a humanitarian service unit to provide a single contact point for international and non-governmental organisations. The unit provides tailored solutions to organisations working in emergency situations, facilitating aid by:

- ▶ Providing them with direct access to CMA CGM's global network of agencies and services
- ▶ Centralising and streamlining assistance to provide specific transport solutions to meet their requirements
- ▶ Providing professional advice from experienced Group experts on logistics issues
- ▶ Providing guidance on the transport of humanitarian aid supplies, via adapted transport systems through reliable, safe, tailored end-to-end solutions at competitive prices
- ▶ Helping them to maximise the effect of the aid that they provide and contribute to finding solutions to humanitarian crises

Since the Humanitarian service unit was set up, international and non-governmental organisations have praised the initiative and work daily with the unit to find adapted solutions. In 2019, the unit enabled the humanitarian transport of 11,069 TEU containers.



# APPENDICES

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# KEY PERFORMANCE INDICATORS

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3 STRATEGIC PRIORITIES "PROUD TO ACT"	6 CSR PILLARS Goals of each pillar	12 CSR CHALLENGES Description of each challenge	Indicator	2018	2019
<b>ENVIRONMENT</b>  Climate change Air quality	<b>Environment</b> <i>Protecting the environment</i>  Be a leader in the energy transition and develop increasingly eco-friendly customer solutions	<b>Energy transition</b> Energy efficiency, climate change (greenhouse gases), carbon dioxide emissions, atmospheric pollution (sulphur oxide/SOx emissions, nitrogen oxide/NOx emissions, fine particulates)	Greenhouse gas emissions generated by the Group:		
			Scope 1 - %	85	83
			Scope 2 - %	0.2	0.5
			Scope 3 - %	14.7	16.5
			Fuel consumption - in thousands of tonnes	8,259	7,782
			Fuel consumption - in thousands of tonnes / loaded TEUs	399	361
			Carbon emissions - in millions of tonnes	25.8	24.3
			Carbon emissions - in tonnes / loaded TEUs	1.24	1.13
			Nitrogen oxide emissions (NOx) - in thousands of tonnes	700	654
			Sulphur oxide emissions (SOx) - in thousands of tonnes	400	364
	<b>Biodiversity</b>	<b>Biodiversity protection</b> Marine pollution (e.g. oil spills), other land and underwater pollution (odour, visual or noise pollution), protection of cetaceans, ballast water management, ocean governance	Significant amount of spill - C&D impact	-	-
			Loss of containers at sea	139	1
		<b>Resources, raw materials and waste</b> Building, dismantling and recycling (ships, containers, terminals, etc.), waste production and management	Production of solid waste - in thousands of tonnes	19	19
			Solid waste in cubic metres / vessel / month	10	10
			Sludge production - in thousands of tonnes	190	183
			Number of vessels dismantled	1	3
<b>CUSTOMER</b>	<b>Value chain</b> <i>Contributing across the value chain</i>  Develop new value-added products to help customers grow their business, while establishing lasting partnerships with our suppliers in a continuous improvement approach	<b>Customer Centricity</b> Make customers the focus of our business, pay close attention to and anticipate their needs in order to build a partnership of trust, provide guarantees through certification and help them adopt more sustainable practices, including through eco-innovations (e.g. low energy reefers), technological innovations (e.g. Traxens), digital transformation, sustainable product offerings and Group partnerships with start-ups	Number of customers	65,000	70,000
			Number of carbon dioxide reports prepared for customers	85	113
			Number of sustainability pacts signed with customers	4	6
			Innovation - Number of companies receiving financial backing from the Group	85	125
<b>PEOPLE &amp; PARTNERS</b>		<b>Lasting relationships with suppliers and subcontractors</b> Sustainable relationships, partnerships and support for our suppliers: managing challenges, risks to people, society, the economy and the environment relating to procurement	Number of suppliers	30,000	50,000
			Number of assessed suppliers	Unavailable	348
			Number of individuals who received Sustainable Purchasing training	Unavailable	550
	<b>Ethics &amp; compliance</b> <i>Exemplary ethics and compliance</i>  Prevent corruption risk and develop our ethics and compliance policy with all stakeholders	<b>Ethics &amp; compliance</b> Application of regulations on competition, corruption, economic sanctions and data privacy	Number of reports processed and closed in the Group's whistleblowing system	Unavailable	54

Scope *	Verified by the Statutory Auditors	Related to the French law on due care	GRI correspondence	Corresponding chapter in the 2019 CSR Report
* Indicators do not include the CEVA scope, unless stated otherwise				
CMA CGM Group and subsidiaries			G4 - EN15	
	YES	YES		Page 43
	YES	YES		
Owned and chartered fleet	YES	YES		Page 41
Owned and chartered fleet	YES	YES		Page 41
Owned and chartered fleet	YES	YES		Page 43
Owned and chartered fleet	YES	YES		Page 43
Owned and chartered fleet	YES	YES		Page 47
Owned and chartered fleet	YES	YES		Page 47
Owned fleet	YES	YES	G4 - EN12 G4 - EN15	Page 50
Owned fleet	YES	YES	G4 - EN12	Page 50
Owned fleet	YES	YES	G4 - EN23	Page 54
Owned fleet				Page 54
Owned fleet	YES	YES		Page 55
Owned fleet				Page 55
CMA CGM Group - 2018 - Not including APL			G4 - PR5	Page 76
CMA CGM Group				Page 48
CMA CGM Group				Page 49
CMA CGM Group	YES			Page 80
CMA CGM Group			G4 - SO9 G4 - HR10 G4 - HR11 G4 - EN32	Page 76
CMA CGM Group and subsidiaries	YES	YES		Page 86
CMA CGM Group and subsidiaries		YES		Page 86
CMA CGM Group	YES	YES	G4 - SO11	Page 66



3 STRATEGIC PRIORITIES "PROUD TO ACT"	6 CSR PILLARS Goals of each pillar	12 CSR CHALLENGES Description of each challenge	Indicator	2018	2019
PEOPLE & PARTNERS	<b>Social</b> <i>Employee commitment</i>  Promote diversity within teams, improve quality of life at work and enable employees to grow their talent and develop throughout their careers	<b>Diversity and inclusion within the Group</b> Equal opportunity, gender parity, multi-culturalism, intergenerality and disability	Group workforce	37,902	35,800
			Gender distribution - %	F - 45 M - 55	F - 44 M - 56
			Percentage of female managers - %	Unavailable	37
			Percentage of female seafaring officers - %	Unavailable	2.4
			Percentage of women on the Board of Directors - %	45	45
			Number of nationalities - Geographic breakdown	149	148
			Group presence - Number of countries	140	132
			Average age of employees – Summary of age pyramid	7	7
		<b>Working conditions of employees</b> Quality of life and well-being at work, employee fulfilment, social dialogue	Number of employees teleworking	Unavailable	691
		<b>Employee development</b> Career management, training, skills development, remuneration policy	Total number of hours of training	212,342	249,908
			Payroll - USD millions	1,886	4,063
	<b>Occupational health and safety</b> <i>Excellence in terms of safety and security</i>  Prevent and reduce accidents and safety risks, and improve quality of life at work	<b>Occupational health and safety</b> Health, safety and security of all employees, Group assets and transported goods	Average number of deficiencies per inspection	0.91	0.99
			Maritime - number of detentions	11	6
			Maritime - Number of major maritime events	8	3
			Maritime - Fatal accidents	-	-
			Maritime - Frequency of industrial accidents	1,25	1,88
			Maritime - Severity	0,2	0,2
			Maritime - Number of near misses	1,950	2,134
			Terminals - Fatal accidents	1	-
			Terminals - Frequency of industrial accidents	13.20	13.18
			Safety - Number of high risk trips managed by the Safety Department	More than 1,000	More than 1,000
		<b>CMA CGM Foundation</b> Promoting education for all. The Foundation takes action worldwide to provide the education needed to help children and youths find their place in the world of tomorrow	Number of associations supported through the Call for Projects	16	23
			Number of children supported through the Call for Projects	8,000	13,000
			Number of Containers of Hope dispatched	157	280
			Number of employees benefiting from our skills-based sponsorship programme	10	35
			Number of local initiatives	38	61
	<b>Society</b> <i>The Group's commitment to society on a global and local scale</i>  Pursue our commitment to local regions and communities through the CMA CGM Foundation and local and Group initiatives	<b>Regions and communities</b> Involvement in the life of local communities, location value creation, local employment and work opportunities, socio-economic impact, grassroots involvement / corporate sponsorship – general interest initiatives, local aid and disaster relief	Number of countries concerned by local initiatives	20	23

Scope *	Verified by the Statutory Auditors	Related to the French law on due care	GRI correspondence	Corresponding chapter in the 2019 CSR Report
* Indicators do not include the CEVA scope, unless stated otherwise				
Consolidated Group workforce excluding CEVA	YES	YES	G4 - 9	Page 91
C&ME office-based personnel (except for a few entities) and French seafaring personnel – 83.7% of Group consolidated workforce	YES	YES		Page 93
C&ME office-based personnel – 82.2% of Group consolidated workforce	YES	YES		Page 93
French and international seafaring personnel - 13.9% of Group consolidated workforce	YES	YES		Page 93
CMA CGM Group		YES		Page 93
C&ME office-based personnel – 82.2% of Group consolidated workforce	YES	YES	G4 - LA12	Page 95
C&ME office-based personnel – 82.2% of Group consolidated workforce		YES	G4 - 6	Page 95
C&ME office-based personnel – 82.2% of Group consolidated workforce	YES	YES	G4 - LA1	Page 95
CMA CGM France workforce				Page 99
2019 - The scope of classroom training data corresponds to office-based employees in France, Estonia, Malaysia, the United Kingdom, USA and China, i.e. 44% of the Group's consolidated workforce without CEVA. The scope of e-learning training data corresponds to office-based and seafaring employees worldwide, i.e. 100% of the Group's consolidated workforce without CEVA. 2019 - Training data for French and international Crewing is from 1 January 2019 to 15 December 2019	YES	YES	G4 - LA 10	Page 112
Consolidated financial scope - 2019: including CEVA			G4 - EC1	Page 111
Owned fleet		YES		Page 123
Owned fleet		YES		Page 123
Owned fleet	YES	YES	G4-LA6	Page 123
Owned fleet	YES	YES		Page 129
Owned fleet	YES	YES		Page 129
Owned fleet	YES	YES		Page 129
Owned fleet	YES	YES		Page 130
Terminals subject to the CMA CGM HO SSE Terminals & Inland Policy	YES	YES		Page 129
CMA CGM Group		YES		Page 133
Associations in Lebanon and the French department of Bouches du Rhône			G4 - SO1	Page 138
Associations in Lebanon and the French department of Bouches du Rhône				Page 138
Global				Page 138
France: Marseilles and Le Havre				Page 140
CMA CGM Group and subsidiaries				Page 143
CMA CGM Group and subsidiaries				Page 143



# METHODOLOGY

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*Note: The scope of this Corporate Social Responsibility Report is the CMA CGM Group excluding CEVA Logistics, which was acquired by the Group in 2019. The process of integrating CEVA Logistics data into the business model, non-financial risk map and CSR reporting is underway. Consolidated data will be finalised in 2020 and will be disclosed in the 2020 CSR Report.*

*Note that the following information has been considered not applicable to the Group's business activity:*

- *Fight against food insecurity*
- *Fight against food waste*
- *Protection of animal welfare*
- *Responsible, fair and sustainable food*

## Environment

The reporting period runs from 1 January 2019 to 31 December 2019.

Maritime fuel oil consumption: Fuel oil consumption is monitored for the entire fleet in operation. Fuel oil consumption for land activities is considered insignificant in comparison. Fuel oil consumption of maritime activity is expressed in tonnes of fuel oil and represents the total consumption of different types of fuel oil used by the fleet (HSFO / LSFO / MGO-DO) / GNL) Q consumed per voyage =  $\sum \text{ROB beginning voyage} - \text{ROB end of voyage} + \sum \text{voyage bunkers purchase}$ .

Maritime carbon dioxide emissions: carbon dioxide emissions relate to the entire operated fleet and are expressed in tonnes of carbon dioxide. They are directly calculated from fuel oil consumption. The following emission factors are applied to fuel oil consumption for maritime activity:

1 tonne HSFO = 3.114 tonnes of carbon dioxide  
 1 tonne LSFO = 3.151 tonnes of carbon dioxide  
 1 tonne MGO/ DO = 3.206 tonnes of carbon dioxide  
 1 tonne LNG = 2.75 tonnes of carbon dioxide  
 Ref: "RESOLUTION MEPC.245(66) 2014 GUIDELINES ON THE METHOD OF CALCULATION OF THE ATTAINED ENERGY EFFICIENCY DESIGN INDEX (EEDI) FOR NEW SHIPS".

Les Carbon dioxide emissions/loaded TEU: Carbon dioxide emissions per loaded TEU is equal to the total direct emissions from the consumption of fuel by the CMA CGM fleet (scope 1 of the GHG protocol) divided by remunerated loaded TEUs (KPI 141).

Scope: CMA CGM Group fleet (owned and chartered vessels).

Definition of Scope 3:

Scope 3 emissions are emissions resulting from ship- and container-building, on-board solid and liquid waste, employee business travel, fuel oil consumption before and after maritime shipping, and upstream bunker production and transport.

- Ship building: For each vessel built in the year, we consider the light displacement (excluding ballast, fuel, oil, cargo) in tonnes and we apply an emission factor of 1.75 (1.75

tonnes of carbon dioxide emitted to produce 1 tonne of steel).

- Container building: For all the containers built during the year on behalf of CMA CGM, we consider the empty weight (tare weight of a twenty-foot container = 2.2 tonnes) and we apply an emission factor of 1.75 (1.75 tonnes of carbon dioxide emitted to produce 1 tonne of steel)
- Solid waste: Owned vessels take part in our Green Ship programme, and therefore report the amount of solid waste produced. We apply an emission factor of 182 kg of carbon dioxide per cubic metre of waste to the total volume of solid waste reported.
- Liquid waste: Mainly sludge produced by the vessel. For 2019, the estimated ratio of sludge to bunker fuel consumed was 2.36%, therefore we consider 2.36% of carbon dioxide produced.
- Employee business trips: The CMA CGM Group in-house travel agency reports carbon dioxide emissions stemming from trips (train/airplane) of the Group's business travellers outbound from France. This corresponds to the Head Office scope.
- Fuel oil consumption before and after maritime shipping: We extract this information from the Group's booking management system using a "transport mode" criterion that groups together shipping by external service providers (Barge / Rail / Road / Third-Party Feeder). We then apply the standard emission factors for each transport mode in order to calculate the corresponding carbon footprint. (Source: Carbon dioxide emission of transport services, Methodological Guide / French Ministry of Ecology, Sustainable Development and Energy, 2017 for rail, road and barge; CMA CGM source for third party feeder data).
- Upstream fuel production and transport emissions: we use the emission factors of the EcotransIT base which applies the default factors of the EN16258 standard. For MDO: 0.68 kg CO<sub>2</sub>e/kg. For HFO: 0.26 kg CO<sub>2</sub>e/kg. [http://www.ecotransit.org/download/ETW\\_Methodology\\_Background\\_Report\\_2016.pdf](http://www.ecotransit.org/download/ETW_Methodology_Background_Report_2016.pdf) (p. 96).

SOx emissions: SOx emissions cover the entire operated fleet and are expressed in tonnes of sulphur oxide. SOx emissions are calculated based on fuel oil consumption per type of fuel oil, the average sulphur content per type of fuel oil, and the emission factor of sulphur to SOx: 2 tonnes of SOx are emitted for per tonne of sulphur (S) in the fuel oil. (Source: EEMS Atmospheric Emissions Calculation).

An average sulphur content weighted by quantity is calculated for each type of fuel oil.

Note: where data is missing, the default sulphur content is reported.

NOx emissions: NOx emissions cover the entire operated fleet. NOx emissions for land activities are considered insignificant in comparison and are not consolidated at this time. NOx emissions are expressed in tonnes of nitrogen oxide.



NOx = total fuel consumption by type \* NOx emission factor by type of fuel

The following emission factors are applied to the fuel consumption for the maritime activity:

- HSFO/LSFO: 86 kg of NOx/tonnes of fuel oil
- DO: 56 kg of NOx/tonnes of fuel oil

(Source: Third IMO Greenhouse Gas Study 2014)

**Spills:** Spills are unintentional discharges of hazardous or non-hazardous effluent from the vessels, whether or not the CMA CGM Group is liable. The reporting scope pertains to the Group's owned fleet and is based on feedback from the Report of Notification (RON) sent in by the vessels.

**Solid waste:** The volume of solid waste (hazardous and non-hazardous) is reported by ships through a waste reduction programme called "Green Ship". Each vessel sends a summary of solid waste generated on board by category, based on the crew's visual estimation. The quantity of waste is expressed in cubic metres or in pieces, depending on the category. These reports are then compiled and the figures analysed to determine the total volume of waste generated by the owned fleet. Sludge is not taken into account in this indicator.

**Sludge:** Sludge production covers the entire operated fleet and is expressed in tonnes. The quantity of sludge is calculated using a ratio that is calculated annually by the Sludge team based on the quantities discharged and inspected during sludge unloading operations. This ratio is applied to the total quantity of fuel oil burnt over the year in order to calculate the quantity of sludge produced.

**Terminal water consumption:** Terminal water consumption pertains to those terminals subject to the Corporate Terminals and Inland QHSSE policy, i.e. 68% in 2019 – 17 out of 25 terminals

2019 Scope of Terminals subject to the Corporate Terminals and Inland QHSSE policy: Malta Freeport Terminal Ltd., Somaport, Terminal Grand Ouest, Terminal des Flandres, Thessaloniki Port Authority S.A., Kingston Freeport Terminal Ltd., Adani CMA Mundra Terminal Pvt. Ltd, Kribi Container Terminal, Med Europe Terminal, Marseilles Manutention, HUB Océan Indien – SAMR, Brooklyn Kiev Port, Port of Iraq, Berth n°5, Baghdad Dry Port, Lattakia International Container Terminal, PROGECO Natal, PROGECO Fortaleza, Ridah Freezone Terminal, Terminal Maritima de Guadalquivir, CMA CGM Guadeloupe, CMA CGM Martinique, SOMARIG, APL Kaohsiung Container Terminal, APL Yokohama Terminal, Vietnam International Container Terminals, Dutch Harbour, Kodiak

### Social

Social indicators were defined in 2013 and updated in 2019. Established based on Global Reporting Initiative (GRI) criteria and designed to meet French legal requirements (NRE Act of 15 May 2001 and the European Union Non-Financial Reporting

Directive), while including current international standards to the greatest extent possible.

**Scope:** CMA CGM Group reports non-financial data based on a consolidated scope excluding CEVA Logistics. The total workforce and breakdown of workforce per region apply to the consolidated entities in the global scope as at 31 December of the reference year.

Data on gender, age, new hires & exits and women managers are only available for a limited portion of the consolidated scope, since some subsidiaries have not reported this data.

The scope of classroom training data corresponds to office-based employees in France, Estonia, Malaysia, the United Kingdom, USA and China and seafaring personnel, i.e. 44% of the Group's consolidated workforce excluding CEVA Logistics. The scope of e-learning training data corresponds to office-based and seafaring employees worldwide, i.e. 100% of the Group's consolidated workforce excluding CEVA Logistics.

**Period:** The reporting period runs from 1 January 2018 to 31 December 2018 and from 1 January 2019 to 31 December 2019.

### Office-based personnel:

C&Me reporting tools (excluding international seafaring personnel scope):

The indicators are collected and consolidated by the HR C&Me information system.

C&Me relates to 88% of the Group consolidated workforce.

Excel spreadsheets supplement the reporting for office-based employees – these relate to 6% of the Group workforce.

### Workforce:

**Note 1:** The workforce broken down per individual relates to the Group's global consolidated scope as of 31 December of the reference year. It includes employees with an employment contract at one of the CMA CGM Group's companies as of 31 December of the reference year. The following are included: permanent employment contracts, temporary employment contracts, expatriates (by site of secondment), employees on maternity or paternity leave, trainees and VIE participants (excluding France).

**Note 2:** The workforce broken down by gender includes the percentage of male employees and the percentage of female employees. Age distribution is broken down as follows: less than 20 years old, 20 to 29 years old, 30 to 39 years old, 40 to 49 years old, 50 to 59 years old, 60 years and older. These categories were established based on available data. Some branches and subsidiaries do not report due to specific local regulatory constraints (or inclusion in scope).

**Note 3:** The breakdown of workforce by region pertains to: France, Europe (excluding France), Africa – Middle-East, the Americas and Asia – Oceania.

### New hires and departures

*Note 1:* New hires are counted as the number of employees who joined the company between 1 January and 31 December of the reference year, depending on the contracts as defined in Note 1 / Workforce.

Someone is also considered a new hire in their company when they are reassigned, sign a new employment contract with a different company within the Group, or have an amendment to their original contract that results in a permanent assignment to a different Group company.

*Note 2:* Departures relate to the number of employees leaving the workforce at their own initiative or that of the company between 1 January and 31 December of the reference year, for employees under contract.

Percentage of women in managerial positions: number of women managers/total number of managers (men and women)

## Training

*Note 1:* All types of training courses are included (internal and external) and all training methods (classroom, e-learning) are counted, as long as the training action contains an educational objective, is tracked and is administered by an employee of the CMA CGM Group.

- Classroom-based training courses longer than one hour are counted. The calculation is based on the hours of training provided to employees and not the planned, scheduled or budgeted hours. Scope: France, USA, United Kingdom, Malaysia, China, Brazil, Estonia
- E-learning courses (interactive content) are counted as from 4 minutes in length, and educational videos as from 30 seconds of connection. E-learning hours are tracked based on the hours completed, unless the connection time is illogical (i.e. more than twice the suggested time to completion and 1.25 for IMDG training). In this case, the suggested time to completion is reported. Scope: Global

Indicators	Percentage of Group consolidated workforce		
Breakdown of workforce by geographic area	TB1: 87.6%	TB2: 12.4%	100%
Breakdown of workforce by gender	TB1: 83.7%	TB2: 12.4%	96.1%
Breakdown of workforce by age	TB1: 80.7%	TB2: 12.4%	93.1%
Number of new hires	82.2%		
Number of departures	82.2%		
% of women in managerial positions	82.2%		
% of naval officers (France and international)	13.9%		

### French seafaring staff

The payroll tool specific to French Crewing is used to obtain all the HR data of French seafarers.

### International seafaring staff

The workforce counted in the International Crewing HR indicators correspond to seafarers with a permanent employment contract or a contract with CMA CGM, any of its subsidiaries, CMA Ships Singapore and its agencies: these seafarers work on the vessels of the CMA CGM Group fleet, the vessels of other ship-owners, which carry out one-off jobs with other entities of the Group. If the shore-based assignment is definitive (via a change of contract), the employee is therefore counted in the office-based workforce. Staff in training and on leave are also counted. The nationalities of International Crewing are those declared by the seafarers in administrative paperwork.

French and International female naval officers: the status of officer in the Merchant Navy includes Deck Officers (composed of the ranks of Master, Chief Officer, Second Officer, Third Officer and Polyvalent Officer) and Engine Officers (composed of the ranks of Chief Engineer, Second Engineer, Third Engineer, Electrical Officer and Reeferman).

Training of French and international Crewing: The number of training hours for French and international seafaring personnel is the sum of e-learning training hours added to the number of classroom-based training hours:

- The number of classroom-based training hours is obtained by applying an average duration of 7 hours of training per day of training administered
- The number of e-learning training hours is obtained via the online training software

### Health and Safety

Major maritime incident: Any maritime accident impacting personal health and safety (serious injury or death), the environment (national impact or with a recovery period of more than one year), the public image of the Group (accident covered by the international media) or with financial consequences exceeding €1 million.

Workplace safety: Fatal industrial accidents and accidents with leave longer than one day are tracked and consolidated at the Group level by CMA Ships, for the owned fleet maritime activity, and by SSE Terminals CMA CGM HO, for terminals under management.

Accidents that occurred on chartered vessels are not reported or consolidated, since they are under the liability of the ship owners.

With reference to the percentage of change presented in the business model:

LTIFR	Terminals	Maritime
2014	36	1.55
2015	31	1.78
2016	29.5	1.63
2017	19.1	0.9
2018	13.2	1.25
2019	13.2	1.88

Frequency of maritime industrial accidents: The frequency of industrial accidents is calculated for the maritime scope (fleet owned by CMA Ships) based on the number of accidents with sick leave and the total number of hours worked. It includes accidents among the seafaring staff employed by the Group, as well as the seafaring staff employed by manning agencies. An accident with leave is considered to be any accident that results in leave from work on board ship, of more than 24 hours in duration and on the basis of a medical opinion. Accidents resulting in leave only after disembarkation are not taken into account.

Number of shipping activity hours worked: sum of the actual number of days on board x 24 hours (corresponds to the number of hours per seafarer spent on board, including nights).  
Frequency = number of industrial accidents / (number of hours worked) x 1,000,000.

Severity scale of maritime industrial accidents: Number of days' sick leave further to an industrial accident per thousand hours worked over a rolling period of twelve months. For seafaring staff no longer in the workforce as of 31/12/N, the days of leave which occurred during year N are not taken into account in the calculation of accident severity.

### Frequency of accidents with bodily injury with sick leave for terminal employees:

The frequency is calculated over the scope of those terminals subject to the CMA CGM Terminals and Inland QHSSE policy based on the number of industrial accidents with sick leave of more than one day and the total number of hours worked. FR = (number of accidents / number of hours worked) x 1,000,000

### 2018 scope of Terminals subject to the CMA CGM HO Terminals and Inland QHSSE policy:

Dutch Harbor APL Terminal Unalaska / Kingston Freeport Terminal / SAMR La Réunion / GMM Martinique / GMG Jarry Terminal Guadeloupe / SOMARIG Guyane / TGO Montoir / TDF Dunkerque / BKP Odessa / Medeurop Terminal Marseille / Marseille Manutention / Malta Freeport Terminal / Terminal Sevilla / Thessaloniki / Lattakia / Umm Qasr Berth n°5 / Casablanca / Kribi / Mundra / Yokohama / Kaohsiung / VICT Vietnam / Natal

2019 Scope of Terminals subject to the CMA CGM HO Terminals and Inland QHSSE policy:

Malta Freeport Terminal Ltd., Somaport, Terminal Grand Ouest, Terminal des Flandres, Thessaloniki Port Authority S.A., Kingston Freeport Terminal Ltd., Adani CMA Mundra Terminal Pvt. Ltd, Kribi Container Terminal, Med Europe Terminal, Marseilles Manutention, HUB Océan Indien – SAMR, Brooklyn Kiev Port, Port of Iraq, Berth n°5, Baghdad Dry Port, Lattakia International Container Terminal, PROGECO Natal, PROGECO Fortaleza, Ridah Freezone Terminal, Terminal Maritima de Guadalquivir, CMA CGM Guadeloupe, CMA CGM Martinique, SOMARIG, APL Kaohsiung Container Terminal, APL Yokohama Terminal, Vietnam International Container Terminals, Dutch Harbour, Kodiak

Performance

Sustainable procurement

Number of assessed suppliers:

Scope: all types of procurement (indirect, Terminals, Intermodal, Chartering, CMA Ships, Bunkering, Feederling, Pool, P&T, Logistics)

Calculation method: number of suppliers that have performed a C-Screen assessment over the defined period of time.

Innovation :

Number of companies financially supported by the Group: either direct or indirect equity stakes through partners, or simply non-core business companies financed during the financial year.

Scope:

CMA CGM Group (head office) and its partners > ZeBox, Le Carburateur: list of partners valid in 2019, however subject to change in subsequent years

Calculation method: companies...

- in which CMA CGM has a direct interest via CMA CGM Ventures, CMA Participation or CMA CGM SA;
- in which CMA CGM has an indirect interest via our investments in investment funds (funds which in turn invest in various companies)
- that are enrolled with Group-funded business incubators (ZeBox and Le Carburateur)

### Ethics and compliance

Number of reports processed and closed

Scope: all reports available from the Group whistleblowing platform (Navex), which have been processed and closed. This indicator covers reports relating not only to ethics, but also human resources and security.

Calculation method: reports are made directly in the software, and data is extracted from the tool using the filter and period of time requested.

### CSR challenges

The Group's major CSR challenges were identified in partnership with various Group departments:

Environment, Security, Health & Safety, Human Resources, Ethics & Compliance, Procurement and Risk.

An initial list of material CSR challenges for the maritime transport sector was drawn up using a documentary and regulatory analysis.

The following challenges were identified:

- Business ethics: economic sanctions and embargoes, free competition, corruption, conflict of interests, fraud, data confidentiality and privacy
- Value chain: Customer Centricity and lasting partnerships with suppliers
- Social: diversity, gender equality and inclusion, employee working conditions, employee development
- Health, safety and security: maritime safety, occupational safety (H&S), cargo security, asset security, international security
- Environment: energy transition, resources, raw materials and waste, ocean biodiversity
- Society: territorial development and integration, sponsorship, local actions, philanthropy, Emergency Relief and the CMA CGM Foundation

Assessment of importance for CMA CGM

Each of the challenges determined is assessed by the various departments based on four criteria: finance, legal/regulatory, operation/ business, image/reputation. The challenges were then ranked by priority based on the following criteria:

+++ : CMA CGM has identified the importance of this CSR challenge and has made it one of its priorities. The Group implements the necessary resources to address this challenge

++ : CMA CGM has identified this CSR challenge as important and has set up related actions

+ : CMA CGM has identified that this CSR challenge is not a priority for the moment and has implemented limited actions or has not set up any actions for the moment.

Assessment of importance for CMA CGM stakeholders

For this assessment, stakeholders were not directly contacted. Stakeholders were identified based on their influence on Group business. They are divided into two sub-groups:

Priority stakeholders: government, public authorities, investors, customers, shareholders, employees / trade unions, suppliers, subcontractors

Secondary stakeholders: NGOs, media, professional organisations, local communities.

The challenges were then ranked by priority based on the following criteria:

+++ : The stakeholder has determined that the CMA CGM CSR challenge is a fundamental challenge from its standpoint

++ : The stakeholder has determined that the CMA CGM CSR challenge is secondary from its standpoint

+ : The stakeholder has determined that the CMA CGM CSR challenge is not a priority for the moment from its standpoint

Note: In 2018, 95 Group and subsidiary employees gave their views on the CMA CGM CSR approach.

### CSR risks

With support from the Risk Management Department, a CSR risk map relating to the materiality matrix is being prepared. The 2018 work involved:

- Identifying the existing Group risks in connection with one of the 15 Group CSR challenges and determining the challenges with no associated risks
- Drafting the “CSR” risk map of risks and associated challenges. The rules applied are:
  - Depending on the business and scope, several risks are grouped into a “risk category”, for which the current risk level is defined by the average frequency and severity of the risk if it occurs.
  - If a given challenge falls into two risk categories, the final risk level is the higher of the two.
- Comparing challenge assessments to risks. In this exercise, gaps were identified and explained as follows:
  - The importance of the challenge is higher than its risk: the challenge is considerable and known. CMA CGM has undertaken actions to limit the risk inherent to the challenge > Therefore, the risk is controlled, and the challenge remains considerable.
  - The importance of the challenge is less than its risk: the challenge is emerging. CMA CGM is implementing actions to mitigate the risk > Therefore, the risk is more important than the challenge itself, given the procedures and work underway.



BDN	Bunker Delivery Notes
BSR	Business for Social Responsibility – NGO that supports member firms in developing a fairer, sustainable world
CCE	Comité Central d'Entreprise – in France, a works council in businesses with several establishments
CCI	Chambre de Commerce et d'Industrie – French chamber of commerce and industry
CDP	Carbon Disclosure Project – environmental reporting platform
CHSCT	Comité d'Hygiène, de Sécurité et des Conditions de Travail – occupational health and safety committee
CO <sub>2</sub>	Carbon dioxide
CRM	Customer Relationship Management
CSR	Corporate Social Responsibility
ECA	Emission Control Area
ESI	Environmental Ship Index
FORS	Fast Oil Recovery System – system that recovers oil from a sinking or grounded vessel
GDP	Good Distribution Practice – training specifically for the pharmaceuticals industry
IA	Independent Auditor
IAR	Independent Auditor's Report
ILO	International Labour Organisation
IMO	International Maritime Organisation
IMS	Integrated Management System
LNG	Liquefied Natural Gas
MLC	Maritime Labour Convention
MOU	Memorandum of Understanding
NGO	Non-Governmental Organisation
NO <sub>x</sub>	Nitrogen oxide
PSC	Port State Control – inspection of foreign vessels by the State of a port of call
QHSSE	Quality, Health, Safety, Security and Environment
RIF	Registre International Français – French international vessel registry
SOPEP	Ship Oil Pollution Emergency Plan
SO <sub>x</sub>	Sulphur oxide
TEU	Twenty-foot equivalent unit
UES	Economic and social unit
USCG	United States Coast Guards
VIE	Volontariat International en Entreprise – French internship abroad
WPCI	World Port Climate Initiative

# INDEPENDENT THIRD PARTY'S REPORT

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**This is a free English translation of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.**

For the year ended 31 December 2019

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To the Shareholders at their Annual General Meeting,

In our capacity as Statutory Auditor of your company (hereinafter the “entity”) appointed as independent third party, accredited by the French Accreditation Committee (Comité Français d'Accréditation or COFRAC) under number 3-1049<sup>55</sup>, we hereby report to you on your consolidated non-financial performance report for the year ended 31 December 2019 (hereinafter the “Report”), included in the Group Management Report pursuant to the requirements of articles L.225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (Code de commerce).

#### **Responsibility of the entity**

The Management Board is responsible for preparing the Report, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented to address those risks and the outcomes of the policies, including key performance indicators.

The Report has been prepared in accordance with the entity's procedures (hereinafter the “Guidelines”), the majority of which are presented in the Report and are available upon request at the entity's head office.

#### **Independence and quality control**

Our independence is defined by the requirements of article L.822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, ethical requirements and French professional guidance.

#### **Responsibility of the Statutory Auditor appointed as independent third party**

On the basis of our work, our responsibility is to provide a report expressing limited assurance on:

- compliance of the Report with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with article R.225-105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented to address the principal risks (hereinafter the “Information”).

Our responsibility is also to provide a report expressing, at the request of the entity and outside of the scope of accreditation, reasonable assurance that the information selected by the entity, presented in the Appendix and identified by the symbol √ in the Report has been prepared, in all material respects, in accordance with the Guidelines.

It is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, such as the French due care law or on the compliance of products and services with the applicable regulations.

#### **Nature and scope of our work**

The work described below was performed in accordance with the provisions of Article A.225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes or CNCC) applicable to such engagements and with ISAE 3000<sup>56</sup>:

- We gained an understanding of all the consolidated entities' activities, and the description of the principal risks associated;
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- We verified that the Report includes each category of social and environmental information set out in article L.225-102-1 III;
- We verified that the Report provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks and includes, where applicable, an explanation for the absence of the information required under article L.225-102-1 III, paragraph 2 of the French Commercial Code;
- We verified that the Report presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks

<sup>55</sup> Accreditation scope available at [www.cofrac.fr](http://www.cofrac.fr)

<sup>56</sup> ISAE 3000: international standard on assurance engagements other than audits or reviews of historical financial information

associated with business relationships, products or services, as well as policies, measures and the outcomes thereof, including key performance indicators associated with principal risks;

- We referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented;
  - substantiate the qualitative information (measures and outcomes) that we considered to be the most significant presented in the Appendix. Concerning certain risks<sup>57</sup>, our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities<sup>58</sup>.
- We verified that the Report covers the consolidation scope, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code, within the limits set out in the Report;
- We gained an understanding of the internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- For the key performance indicators and other quantitative outcomes that we considered to be the most significant as presented in the Appendix, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
  - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities<sup>4</sup> and covers between 25% and 100% of the consolidated data selected for these tests;
- We assessed the overall consistency of the Report based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgment, is sufficient to provide a basis for our limited assurance; a higher level of assurance would have required us to carry out more extensive procedures.

#### **Means and resources**

Our work was carried out by a team of five people between November 2019 and March 2020 and took a total of eight weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted around fifteen interviews with the people responsible for preparing the Report.

#### **Conclusion**

Based on the procedures performed, nothing has come to our attention that causes us to believe that the non-financial performance report is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

#### **Comment**

Without modifying our conclusion and in accordance with article A. 225-3 of the French Commercial Code, we have the following matter to report:

With the exception of certain social data provided on the Group scope, the Report covers the Group scope excluding CEVA Logistics, an entity acquired during financial year 2019 and representing 55% of the Group's workforce. CEVA Logistics will be incorporated into the 2020 Non-Financial Performance Report, as mentioned in the appendix "Methodology" of the Management Report.

<sup>57</sup> Energy transition; Resources, raw materials and waste; Ocean: biodiversity; Ethics and compliance; Customer centricity; Sustainable procurement; Regions and Communities, CMA CGM Foundation.

<sup>58</sup> CMA CGM France, CMA CGM USA, Malta Freeport Terminal, Group fleet.

## Reasonable assurance report on a selection of non-financial information

### Nature and scope of our work

With regard to the information selected by the entity presented in the Appendix and identified with the symbol v in the Report, we conducted the same procedures as those described in the paragraph “Nature and scope of our work” (for the significant non-financial information). However, these procedures were more in-depth, particularly regarding the number of tests.

Consequently, the selected sample represents 100% of the information identified with the symbol v.

We believe that these procedures enable us to express reasonable assurance regarding the information selected by the entity and identified with the symbol v.

### Conclusion

In our opinion, the information selected by the entity and identified with the symbol v in the Report has been prepared, in all material respects, in accordance with the Guidelines.

Paris-La Défense, on 6 March 2020

KPMG S.A.

Fanny Houlliot  
Partner  
Sustainability Services



Georges Maregiano  
Partner





## Appendix

Significant Qualitative Information (actions and results)
Women's leadership development programme and results of the gender equality index
"All different" project to promote the integration of disabled people
Collective agreements signed in France in 2019
Group Terminals and Inland QHSSE policy
Number of major events for maritime activity and terminals
The CMA CGM Academy master management programme
Investments, measures and decisions to promote the energy transition
The Green Ship programme
Procedures to limit the transport of endangered species
Anti-corruption compliance procedures
Evaluation of suppliers, especially in terms of the respect for human rights, and associated results
Measures promoting local and regional development
Partnerships and sponsorships
CMA CGM eSolution customer digital offer

Key performance indicators and other significant quantitative results	Assurance level
Total workforce at 31 December by age, gender and geographic area	Limited
Number of new hires and departures	Limited
Percentage of women in managerial positions	Limited
Number of hours of training (office-based and seafaring personnel)	Limited
Frequency of industrial accidents with sick leave – terminals and maritime	Limited
Severity rate of maritime industrial accidents	Limited
Fuel consumption of the maritime fleet	Reasonable
Carbon emissions relating to fuel consumption of the maritime fleet	Reasonable
Sulphur oxide emissions (SOx) relating to fuel consumption of the maritime fleet	Reasonable
Nitrogen oxide emissions (NOx) relating to fuel consumption of the maritime fleet	Reasonable
Carbon emissions per loaded TEU	Reasonable
Number of accidental spills	Limited
Loss of containers at sea	Limited
Production of sludge	Limited
Number of suppliers assessed	Limited
Number of whistleblowing reports processed and closed	Limited
Number of companies receiving financial backing from the Group	Limited