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# Maersk and the Sustainable Development Goals

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# 1. Background

The Sustainable Development Goals (SDGs), adopted by the United Nations in 2015, set out 17 global goals for social, environmental and economic progress by 2030. The goals and their corresponding 169 targets have been developed with the input of government, business and civil society, and will translate into national action plans and commitments from governments.

For companies, the SDGs can be seen as an expression of global stakeholder needs and expectations and may in this way feed into materiality and opportunity assessments,

strategic choices, and communication on impact of sustainable development. At Maersk, we view the SDGs as well aligned with our sustainability strategy from 2014. To better understand and communicate the linkages, we have conducted a mapping of the SDGs to understand which are most relevant to our business, and where we can and do have an impact and a responsibility to mitigate adverse impacts and seek to enhance positive impacts. The results, presented in the following, will feed into our new sustainability strategy for Maersk Transport & Logistics in 2017.

# 2. Summary of Maersk’s contribution to and impact on the SDGs

Through our business, Maersk touches all the 17 SDGs. Many of the goals cover issues that are core to our sustainability efforts in Maersk, including anti-corruption, labour rights, responsible procurement, diversity & inclusion, and safety

and environment. These are issues where Maersk has made a commitment through the UN Global Compact to prevent or mitigate a risk to society in the form of a significant potential negative impact on people, society or the environment.

## Maersk and the SDGs



**STRONG POTENTIAL FOR POSITIVE IMPACT AT SCALE**



**POTENTIAL DIRECT / INDIRECT POSITIVE IMPACT**



**RESPONSIBILITY TO MITIGATE POTENTIAL NEGATIVE IMPACT**

Furthermore, we have identified a range of SDGs where we have the potential to make a positive impact, either directly through our business or indirectly through our value chains. Corresponding to our current strategic shared

value priorities – Enabling Trade and Climate – we see the greatest potential for positive impact at scale through our business on SDGs 8, 9 and 13, along with SDG 17 on partnerships as a key enabler.

## STRONG POTENTIAL FOR POSITIVE IMPACT AT SCALE



### Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

This goal is fundamental to Maersk, as our businesses can utilize their core competencies, technologies and solutions to contribute significantly to its realization across multiple targets. Our main industries, energy and transportation, are both vital for economic development and the ability of countries to export goods.



### Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Maersk investments in infrastructure, most directly through APM Terminals, directly contribute to this goal, while our Enabling Trade sustainability proposition is aimed at integrating small and medium-sized enterprises in developing countries into value chains and markets.



### Take urgent action to combat climate change and its impacts

Maersk takes a leading role in advocating for CO<sub>2</sub> reductions in shipping emissions. We are leading by example as our container shipping business is continuing the drive to decouple trade and economic growth from CO<sub>2</sub> emissions.



### Strengthen the means of implementation and revitalize the global partnership for sustainable development

Areas of relevance for Maersk within this goal particularly include trade and multi-stakeholder partnerships. Maersk is a strong supporter of the role that multi-stakeholder partnerships can play in addressing societal challenges, and we see partnerships as a critical enabler of impact at systemic levels.

## POTENTIAL DIRECT OR INDIRECT POSITIVE IMPACT



### End poverty in all its forms everywhere

Indirect link through enabling trade and generating economic development. Although trade is not in itself a guarantee for inclusive growth, continuous trade expansion and access to global markets can help generate economic development, stimulate job creation, increase incomes and raise living standards.



### End hunger, achieve food security and improved nutrition and promote sustainable agriculture

Indirect impact through refrigerated transport services and solutions that play a role in improving productivity and reducing food waste in agricultural supply chains.



### Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Maersk is a key player within its industries in terms of vocational education, investing proactively in training and education of seafarers and employees for our logistics, container terminal, oil and oil-related businesses. We also support this goal through local CSR education projects.



### Ensure access to affordable, reliable, sustainable and modern energy for all

Acknowledging that trade and economic growth comes with a negative impact on the climate and environment, Maersk takes a leading role in improving the energy efficiency of global transport. In addition, reducing CO<sub>2</sub> efficiency is a priority for all Maersk businesses.



### Reduce inequality within and among countries

Maersk's impact is related to corporate programmes upholding labour standards and human rights, across our global workforce and in our supply chain.



### Make cities and human settlements inclusive, safe, resilient and sustainable

Indirect impact through investments in more efficient ports and terminal infrastructure, as well as logistics solutions that reduce the environmental impact of transportation. In addition, SO<sub>x</sub> and NO<sub>x</sub> emissions from shipping have direct negative impact on urban populations close to ports.

## RESPONSIBILITY TO MITIGATE POTENTIAL NEGATIVE IMPACTS



### Ensure healthy lives and promote well-being for all at all ages

Mainly relevant from the perspective of our responsibility to minimise potential negative impacts on human health through process safety efforts. Furthermore, we take action to ensure that our local employees in developing countries have access to medical care and insurance for both themselves and their families. Some potential to contribute to reducing the number of deaths and illnesses from air pollution as a result of reducing SO<sub>x</sub>, NO<sub>x</sub> and particulate emissions from shipping globally, Our Responsible Procurement standards include strong requirements towards suppliers, contractors and subcontractors to ensure healthy and safe working environments.



### Achieve gender equality and empower all women and girls

Impact mainly related to corporate responsibility to ensure a workplace where every employee is treated with respect and dignity, and supporting gender equality. Maersk further has a potential impact in regards to internal efforts of developing a diverse talent pipeline, based on a belief that Maersk's future competitiveness relies on the ability to attract and retain a diverse workforce.



### Ensure availability and sustainable management of water and sanitation for all

No significant impact, but water management is an important responsibility issue in the oil sector.



### Ensure sustainable consumption and production patterns

Maersk supports and lives up to the target on adopting sustainable practices and sustainability reporting. Furthermore, potential impact in regard to the target on global food waste through our technology and business solutions.



### Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Responsibility to protect the marine environment and minimise the environmental impact of our operations.



### Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Maersk has a corporate responsibility to reduce its impact on the environment, which is ensured through environmental management systems and environmental impact assessments.



### Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Maersk can contribute to reducing corruption and bribery through our zero tolerance policy towards corrupt behaviour and active participation in the fight against corruption, for example through the Maritime Anti-Corruption Network (MACN). Also relevant within this Goal are several targets relating to the rule of law and effective institutions which are critical for Maersk and all businesses to operate and grow responsibly.

### 3. Analysis of links to Goals and sub-targets

All the 169 targets underlying the 17 SDGs have been analysed and mapped in relation to Maersk's business and our sustainability programmes from four different perspectives:

- **Responsibility (core commitments):** Through the commitment made to the UN Global Compact, our businesses have a responsibility to mitigate potential negative impacts on people, society and/or the environment as expressed in the specific SDG or target area. This particularly includes areas covered by our core sustainability programmes and commitments within anti-corruption, responsible procurement, labour standards, health and safety, environment, diversity and inclusion.
- **Direct impact:** Our businesses have or may potentially have a direct positive impact on the specific SDG through our activities and business practices. These are areas relating to systemic challenges *within* our sphere of influence, where through responsible growth and expansion of our businesses as well as through multi-stakeholder collaborative efforts, Maersk can accelerate our positive impacts on sustainable development.
- **Indirect impact:** Our business have or may potentially have an indirect positive impact on the specific SDG. The extent of the actual impact in these cases may

depend on systemic challenges *outside* our own sphere of influence, such as social and political conditions including government policies, or the practices of others across the value chain. In other areas, the indirect impact can be attributed to the effects that our businesses have across value chains.

- **Framework conditions:** Within some SDGs, there are targets related to specific policy and framework conditions that are important determinants of our ability to deliver societal value through our business. This includes for example targets related to implementation of WTO trade agreements, and promotion of the rule of law.

In the following overview, the link between our businesses and the SDGs are indicated for each goal and the relevant specific targets. The analysis has been made from a corporate and global level, with input and consultation of our different business areas. Those targets where we have potential for direct or indirect impact are indicated with an I, while targets associated with a corporate responsibility are indicated with an R, and where framework conditions are critical as a prerequisite for our businesses to have an impact are indicated with an F.


Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>1. End poverty in all its forms everywhere</b>		
Indirect impact		<p>At Maersk, we recognise our role in enabling trade as one of our most important contributions to society. Continuous trade expansion and access to global markets, as supported by our businesses in Transport &amp; Logistics as well as through our dedicated sustainability programme on Enabling Trade, can help generate economic development, stimulate job creation, increase people’s income and raise living standards. This is beneficial especially in growth markets where the cost of logistics may be more than twice as high compared to mature markets. Joint research by the WTO and the World Bank recently concluded a strong correlation since 1990 between the number of people living in extreme poverty and the growth in exports globally. However, trade is no guarantee for socially inclusive growth, requiring further foundations for sound economic growth made up by investments in education and healthcare, strong institutions and good policies.</p>
I	1.1. <b>By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day</b>	
I	1.2. <b>By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</b>	
–	1.3. Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	
–	1.4. By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	
–	1.5. By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	
–	1.a Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions	
–	1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions	


Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>1. End poverty in all its forms everywhere</b>		
Indirect impact		<p>No significant direct link in relation to Maersk's business. However, there is some indirect impact through our refrigerated transport services and solutions that play a role in reducing food waste in agricultural supply chains. It is also concluded in research by WTO and the World Bank that in terms of agricultural productivity, SMEs integrated in global markets – whether directly or indirectly – are more productive than SMEs that do not participate in trade. This notion is also supported by Maersk research in 2011 into the potential of Indian banana trade, where significant productivity gains could be achieved across the entire Indian banana sector through an export model focussing on contract farming centred on a strong local exporter.</p>
–	2.1.	By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round
–	2.2.	By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons
I	<b>2.3. By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment</b>	
–	2.4.	By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality
–	2.5.	By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed
–	2.a	Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries
–	2.b	Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round
–	2.c	Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility




Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>3. Ensure healthy lives and promote well-being for all at all ages</b>		
Responsibility		<p>This area is mainly relevant to Maersk from the perspective of our responsibility to mitigate and minimise the potential negative impact on human health through process safety efforts. Furthermore, within the area of healthcare we take action to ensure that our local employees in developing countries have access to medical care and insurance for both themselves and their families. There is also some potential to contribute to reducing the number of deaths and illnesses from air pollution as a result of reducing SO<sub>x</sub>, NO<sub>x</sub> and particulate emissions from shipping globally, through partnerships and efforts within our own operations. In our supply chain, our Responsible Procurement standards include strong requirements towards suppliers, contractors and subcontractors to ensure healthy and safe working environments.</p>
–	3.1.	By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births
–	3.2.	By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births
–	3.3.	By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases
–	3.4.	By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
–	3.5.	Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol
–	3.6.	By 2020, halve the number of global deaths and injuries from road traffic accidents
–	3.7.	By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes
–	3.8.	Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all
<b>R</b>	<b>3.9.</b>	<b>By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination</b>
–	3.a	Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate
–	3.b	Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all
–	3.c	Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States
–	3.d	Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks

Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</b>		
<b>Direct and indirect impact</b>		<p>In terms of vocational education, Maersk is a key player within its industries, investing proactively in training and education of seafarers, including cadet programmes, and employees for our logistics, container terminal, oil and oil-related businesses. In addition to providing vocational education for own current and future employees, Maersk also support this goal through local CSR education projects. In 2015, a mapping found over 100 ongoing projects across 30 countries on vocational and CSR-related education efforts with the majority of these in countries where we are present with our terminals and oil businesses.</p>
-	4.1.	By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes
-	4.2.	By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education
-	4.3.	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university
<b>I</b>	<b>4.4.</b>	<b>By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</b>
-	4.5.	By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations
-	4.6.	By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy
-	4.7.	By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development
-	4.a	Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all
-	4.b	By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries
-	4.c	By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States

Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>5. Achieve gender equality and empower all women and girls</b>		
Responsibility, direct impact		<p>Maersk's impact in terms of gender equality is mainly related to our corporate responsibility to ensure a workplace where every employee is treated with respect and dignity and where discrimination or harassment of any kind is not tolerated. With approx. 89,000 direct employees in 130 countries, Maersk additionally has a potential impact in regard to our efforts to develop a diverse talent pipeline with particular focus on improving the representation of women and diverse nationalities at management level.</p>
<b>R</b>	<b>5.1. End all forms of discrimination against all women and girls everywhere</b>	
-	5.2. Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	
-	5.3. Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	
-	5.4. Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate	
<b>I</b>	<b>5.5. Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</b>	
-	5.6. Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences	
-	5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws	
-	5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women	
-	5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels	

Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>6. Ensure availability and sustainable management of water and sanitation for all</b>		
Responsibility		<p>No significant direct or indirect impact can be found in relation to Maersk in regards to water and sanitation. From a responsibility perspective, water management is an important issue in the oil sector, as water is required for operations, and it must therefore be considered where relevant in our oil-related businesses to avoid a negative impact on local ecosystems.</p>
-	6.1. By 2030, achieve universal and equitable access to safe and affordable drinking water for all	
-	6.2. By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations	
-	6.3. By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	
<b>R</b>	<b>6.4. By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</b>	
-	6.5. By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate	
-	6.6. By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes	
-	6.a By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies	
-	6.b Support and strengthen the participation of local communities in improving water and sanitation management	

Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>7. Ensure access to affordable, reliable, sustainable and modern energy for all</b>		
<b>Direct impact</b>	 <p><b>7 AFFORDABLE AND CLEAN ENERGY</b></p>	<p>Maersk's substantial impact on this Goal is not related to renewables but to improving the energy efficiency of global transport, where we take a leading role. Acknowledging that trade and economic growth comes with a negative impact on the climate and environment, Maersk is focussed on optimising global transport supply chains and progressively lowering its energy intensity, as to help ensure that global trade can take place in ways that are increasingly energy efficient. Thus, while reducing CO<sub>2</sub> efficiency is a priority for all our businesses, we centre our efforts where we can reap the greatest benefits, namely within our shipping activities which are responsible for more than 80% of Maersk's CO<sub>2</sub> emissions.</p>
-	7.1. By 2030, ensure universal access to affordable, reliable and modern energy services	
-	7.2. By 2030, increase substantially the share of renewable energy in the global energy mix	
<b>I</b>	<b>7.3. By 2030, double the global rate of improvement in energy efficiency</b>	
-	7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology	
-	7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programmes of support	

Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b>		
Responsibility, direct and indirect impact		<p>This goal is fundamental for Maersk, as our businesses can utilize their core competencies, technologies and solutions to contribute significantly to its realization. Maersk has a direct positive impact by operating in some 130 countries with a workforce of approx. 89,000 employees, and our main industries, Transport &amp; Logistics and Energy, both support the development of industries and the ability of countries to compete in global markets. Maersk's sustainability strategy aims at unlocking growth for Maersk and society by focusing on improving conditions for businesses and industries to participate in global trade, and on enhancing our CO<sub>2</sub>-efficiency and promoting efficient supply chains and infrastructure. Maersk is committed to good and fair labour conditions for all employees to ensure their welfare, as well as taking steps to ensure that we do not impact negatively on human rights. We also take this responsibility further across the value chain by integrating international anti-corruption, social and environmental business standards into our own as well as our suppliers' purchasing processes.</p>
I	8.1. Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries	
I	8.2. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors	
–	8.3. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	
I	8.4. Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead	
R	8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	
I	8.6. By 2020, substantially reduce the proportion of youth not in employment, education or training	
R	8.7. Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms	
R	8.8. Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	
–	8.9. By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	
–	8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all	
F	8.a Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries	
F	8.b By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization	

Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</b>		
Direct and indirect impact		<p>Through our investments in modern port terminals and cargo handling infrastructure across the globe, Maersk directly supports the realization of the target to develop quality, reliable, sustainable and resilient infrastructure. Resilient infrastructure is also a prerequisite for Maersk and other businesses to conduct operations successfully and thus to be able to create value for society. The lack of quality transport and infrastructure such as road and rail networks can add unnecessary cost and undermine the ability of businesses to participate in global trade. Maersk can be a force for positive change in framework conditions for trade by collaborating with other stakeholders, engaging in and influencing discussions at national level on inland infrastructure, modal solutions and technologies. In terms of promoting industrialization, Maersk plays a role through our efforts to reduce trade barriers and trade costs in emerging markets.</p>
I	9.1. Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	
I	9.2. Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries	
I	9.3. Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets	
I	9.4. By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	
-	9.5. Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending	
F	9.a Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States	
F	9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities	
-	9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020	

Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>10. Reduce inequality within and among countries</b>		
Responsibility		<p>Maersk is committed to uphold global labour principles of non-discrimination for our employees, and our Responsible Procurement standards promote the same standards in our supply chain. Through our HR and diversity programmes we work to provide positive, productive and supportive working environments where all employees are valued and inspired to be the best they can be. We base our diversity and inclusion work on the principles that diversity benefits business results, that we will treat every employee with respect and dignity and that we will not tolerate discrimination or harassment of any kind. We will always choose the best person for the job and team and employment-related decisions are based on a variety of relevant factors such as qualifications, skills, performance and relevant experience.</p>
–	10.1. By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average	
<b>R</b>	<b>10.2. By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</b>	
<b>R</b>	<b>10.3. Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</b>	
–	10.4. Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	
–	10.5. Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations	
–	10.6. Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions	
–	10.7. Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies	
–	10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements	
–	10.b Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes	
–	10.c By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent	




Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>11. Make cities and human settlements inclusive, safe, resilient and sustainable</b>		
Responsibility, indirect impact		Maersk can have indirect impact on this goal through investments in more efficient logistics, ports (incl. port access) and terminal infrastructure. In addition, SO <sub>x</sub> and NO <sub>x</sub> emissions from shipping have direct negative impact on urban populations close to ports.
-	11.1. By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	
-	11.2. By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons	
-	11.3. By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries	
-	11.4. Strengthen efforts to protect and safeguard the world's cultural and natural heritage	
-	11.5. By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations	
<b>I</b>	<b>11.6. By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management</b>	
-	11.7. By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities	
-	11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning	
-	11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels	
-	11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials	

Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>12. Ensure sustainable consumption and production patterns</b>		
Direct and indirect impact		<p>A broad goal with targets spanning a range of areas where Maersk through its business model and sustainability practices can be a factor in its realization. Our main potential impact is in regard to the target on global food waste. Through our leading technology and business processes within reefer containers and cold chains, Maersk has significant potential to support reductions of food losses along production and supply chains including post-harvest losses globally. This is particularly true in developing countries, where 40% of the food is lost at the post-harvest and processing stages according to the UN Food and Agriculture Organization. Another target where Maersk can lead by example is in regard to the adoption and reporting of sustainable practices. Maersk continuously and progressively integrates sustainability into its operations, mitigating risks and raising performance, followed up by annual reporting on the progress made against targets and ambitions.</p>
–	12.1. Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries	
I	<b>12.2. By 2030, achieve the sustainable management and efficient use of natural resources</b>	
I	<b>12.3. By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses</b>	
I	<b>12.4. By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</b>	
I	<b>12.5. By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</b>	
I	<b>12.6. Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</b>	
–	12.7. Promote public procurement practices that are sustainable, in accordance with national policies and priorities	
–	12.8. By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	
–	12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production	
–	12.b Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products	
–	12.c Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities	

Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>13. Take urgent action to combat climate change and its impacts*</b>		
Direct and indirect impact		<p>Climate action is a key goal for Maersk, but it is not relevant to highlight particular sub-targets as the SDG refers on to the United Nations Framework Convention on Climate Change. Maersk takes a leading role in advocating for CO<sub>2</sub> reductions in shipping emissions. We are leading by example as container shipping business is continuing the drive to decouple trade and economic growth from CO<sub>2</sub> emissions, which is not the least important in view of the fact that 90% of goods globally are transported on ships.</p>
-	13.1. Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	
-	13.2. Integrate climate change measures into national policies, strategies and planning	
-	13.3. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	
-	13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible	
-	13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities	
-	* <b>Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.</b>	

Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development</b>		
Responsibility		<p>There is no significant direct or indirect impact of Maersk operations to this area, but we have a responsibility to protect the marine environment and minimise the environmental impact of our operations. We do so by integrating environmental management and targets into our business processes, by collaborating with peers for example on sustainable shipping solutions, and by contributing to research efforts to build the knowledge base on marine biodiversity and pollution.</p>
R	<b>14.1. By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution</b>	
R	<b>14.2. By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans</b>	
R	<b>14.3. Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels</b>	
–	14.4. By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics	
–	14.5. By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information	
–	14.6. By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation	
–	14.7. By 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism	
–	14.a Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries	
–	14.b Provide access for small-scale artisanal fishers to marine resources and markets	
–	14.c Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in UNCLOS, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of The Future We Want	

Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</b>		
Responsibility		<p>No significant direct or indirect impacts can be found in relation to Maersk in regard to terrestrial ecosystems. Maersk does however have a corporate responsibility to minimise our impact on the environment. Environmental impact assessments conducted prior to large impact activities (construction of terminals / oil drilling &amp; exploration activities) include impacts on biodiversity.</p>
-	15.1. By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements	
-	15.2. By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	
-	15.3. By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world	
-	15.4. By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development	
<b>R</b>	<b>15.5. Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species</b>	
-	15.6. Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed	
-	15.7. Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products	
-	15.8. By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species	
-	15.9. By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts	
-	15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems	
-	15.b Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation	
-	15.c Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities	

Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</b>		
Responsibility		<p>Within this area, Maersk can contribute to reducing corruption and bribery. Maersk has a zero tolerance policy towards corrupt behaviour and participate actively in the fight against corruption, for example by working for a maritime industry free of all types of corruption through the global business partnership, the Maritime Anti-Corruption Network (MACN). This Goal is also relevant by incorporating several targets relating to the rule of law develop effective, accountable and transparent institutions which are critical for Maersk and all businesses to operate and grow responsibly.</p>
-	16.1. Significantly reduce all forms of violence and related death rates everywhere	
-	16.2. End abuse, exploitation, trafficking and all forms of violence against and torture of children	
<b>F</b>	<b>16.3. Promote the rule of law at the national and international levels and ensure equal access to justice for all</b>	
-	16.4. By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime	
<b>R</b>	<b>16.5. Substantially reduce corruption and bribery in all their forms</b>	
<b>F</b>	<b>16.6. Develop effective, accountable and transparent institutions at all levels</b>	
<b>F</b>	<b>16.7. Ensure responsive, inclusive, participatory and representative decision-making at all levels</b>	
-	16.8. Broaden and strengthen the participation of developing countries in the institutions of global governance	
-	16.9. By 2030, provide legal identity for all, including birth registration	
-	16.10. Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements	
-	16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime	
-	16.b Promote and enforce non-discriminatory laws and policies for sustainable development	

Maersk assessment	Goal, targets	Description and conclusion of the link to Maersk
<b>17. Strengthen the means of implementation and revitalize the global partnership for sustainable development</b>		
Direct and indirect impact		<p>This very broad goal summarizes some of the requirements that are critical from a policy and implementation perspective in order to realize the overall objective of creating a sustainable and prosperous global community. Areas of relevance for Maersk within this goal particularly include trade and multi-stakeholder partnerships. In terms of trade, timely implementation of duty-free, quota-free market access on a lasting basis for all least developed countries, is also a key prerequisite for Maersk to be able to open up trade and invest in these jurisdictions, where if realized, we can play a significant role in increasing exports. Maersk is furthermore a strong supporter of the role that multi-stakeholder partnerships can play in addressing societal challenges, and where mutual interests converge and our capabilities are relevant, Maersk engages in partnerships with peers, competitors, NGOs, emergency aid organisations among others. Maersk is involved in a number of multi-stakeholder partnerships including for example the Global Alliance for Trade Facilitation and the Logistics Emergency Teams (LET), which is a partnership between the UN World Food Programme and peers providing emergency support in the form of logistics in the event of large scale natural disasters.</p>
FINANCE:		
–	17.1. Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection	
–	17.2. Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of ODA/GNI to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries	
–	17.3. Mobilize additional financial resources for developing countries from multiple sources	
–	17.4. Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress	
–	17.5. Adopt and implement investment promotion regimes for least developed countries	
TECHNOLOGY:		
–	17.6. Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism	
–	17.7. Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed	
–	17.8. Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology	

<b>Maersk assessment</b>	<b>Goal, targets</b>
	<b>CAPACITY-BUILDING:</b>
–	17.9. Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation
	<b>TRADE:</b>
<b>F</b>	<b>17.10. Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda</b>
<b>I</b>	<b>17.11. Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020</b>
<b>F</b>	<b>17.12. Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access</b>
	<b>SYSTEMIC ISSUES:</b>
	<i>Policy and institutional coherence:</i>
–	17.13. Enhance global macroeconomic stability, including through policy coordination and policy coherence
–	17.14. Enhance policy coherence for sustainable development
–	17.15. Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development
	<i>Multi-stakeholder partnerships:</i>
<b>I</b>	<b>17.16. Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries</b>
<b>I</b>	<b>17.17. Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</b>
	<i>Data, monitoring and accountability:</i>
–	17.18. By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts
–	17.19. By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries