

# 2021 SUSTAINABLE DEVELOPMENT REPORT

NON-FINANCIAL PERFORMANCE REPORT





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The first part of the document presents the Group, its activities, & describes the actions implemented to identify Sustainable Development themes applicable to the Group's activities and locations, as well as the strategic ambitions to meet the CSR challenges identified.

The second part of the document develops all the CSR actions deployed within the Group, on the three pillars structuring the Sustainable Development strategy.

The last part of the report details a table summarizing the Group CSR KPIs, the methodological limits for calculating these indicators & the conclusions of the Independent Third Party Organization in charge of verifying the exhaustiveness and reliability of the Sustainable Development information.

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« Our objective is clear: to be an exemplary player in global supply chains. »

# The message of the Chairman

2021 was a unique year for all of us and the CMA CGM Group.

While the world continues to live at the pace of the pandemic, the global economy's strong recovery has led to an increase in trade, resulting in the growth of our business. Despite the difficult circumstances, our employees have shown exemplary commitment and I would like to thank them for this.

Throughout the year, we have accelerated our CSR strategy: we have strengthened the three pillars on which it is based: acting for planet, people and fair trade. And we support the initiatives and ten principles of the United Nations Global Compact.

To take just a few examples:

- We responded to the health crisis. Our priority, of course, was to protect the health of our employees around the world - especially our seafarers, for whom vaccination was a major challenge. We also mobilised the Group's logistical expertise to continue to deliver medical supplies to the parts of the world that were hit hardest by the pandemic.
- We have accelerated our energy transition, investing heavily to develop our 'e-methane ready' fleet powered by liquefied natural gas, which will include 44 vessels by 2024. And we have signed major partnerships to accelerate

the development of alternative fuels. To support this ambition, we have joined the UN Global Compact's "Race to Zero" and are committed to achieving net-zero by 2050.

- Our Foundation, which represents the Group's spirit of solidarity, has continued its initiatives to promote education for everyone. We created the social innovation incubator "Le Phare" in Marseille. We continued to respond to humanitarian emergencies by providing aid to populations in distress and pursued our solidarity actions, particularly in Lebanon.

Our CSR policy is at the heart of our strategy. In addition to our economic footprint, we now consider our social, societal and environmental footprint in every decision we make.

Our objective is clear: to be an exemplary stakeholder in global supply chains. With our size, our position at the heart of world trade, our pioneering and entrepreneurial spirit, we can and we want to lead our clients, our partners and our entire sector towards a virtuous dynamic.

Aware of our responsibilities and strengthened by our human and family values, we are more determined than ever to continue this transformation.

**Rodolphe Saadé,**  
CEO of CMA CGM Group





# STRATEGY





# OUR GROUP

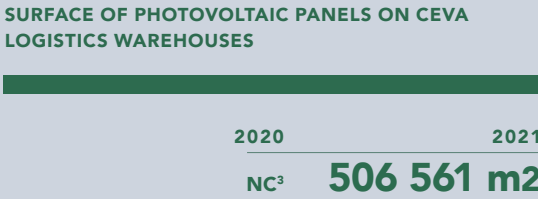
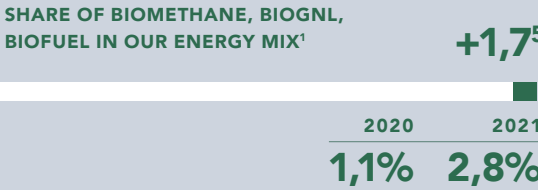
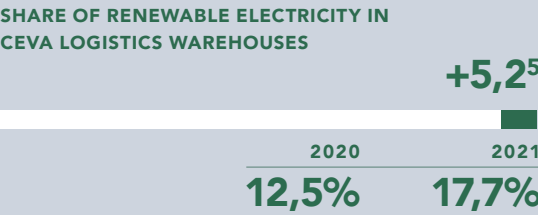
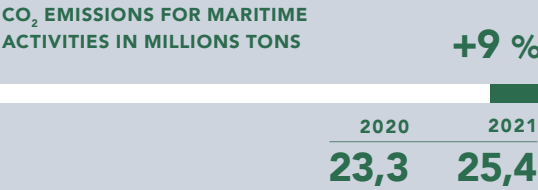
KEY DATA

We believe in different ways - ways that are more innovative, more responsible & more respectful of human beings - we are determined to open new & better ways for all our customers, partners & staff members.

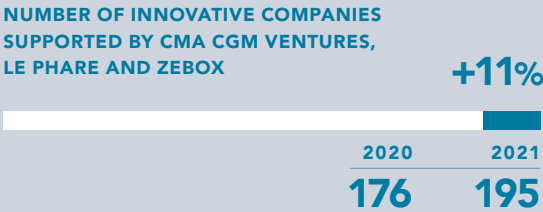
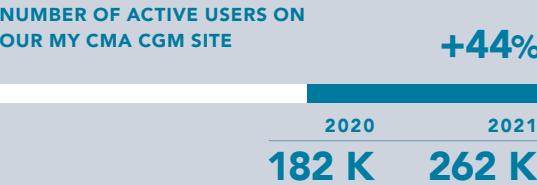
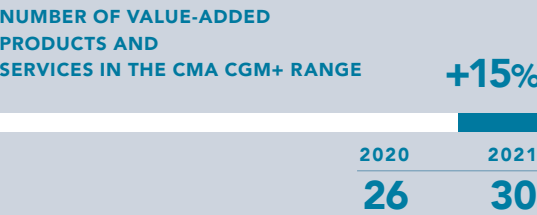
Better ways is an ambition that is built around five strategic pillars for our Group. Achieving the right balance & the seamless interaction between each of these pillars constitutes the foundation of our growth that is essential for our sustained development.



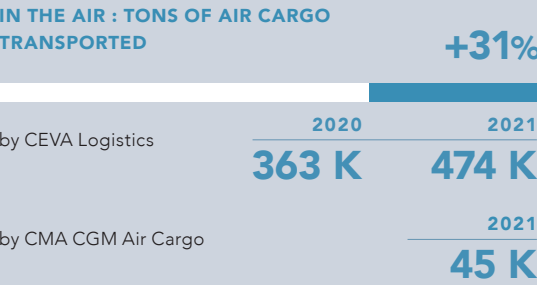
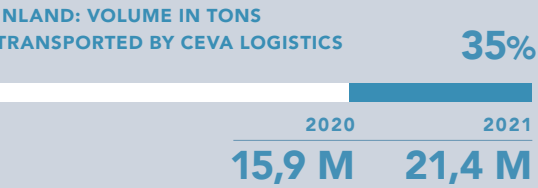
ACTING FOR A MORE RESPECTFUL DEVELOPMENT OF OUR PLANET AND OF EVERY HUMAN BEING



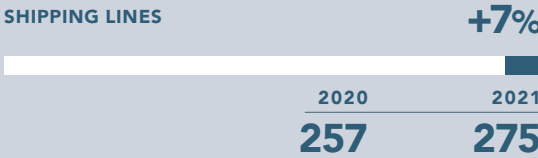
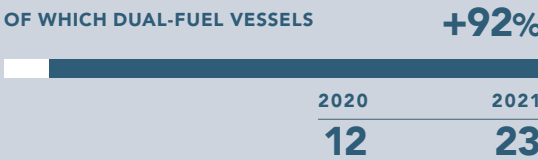
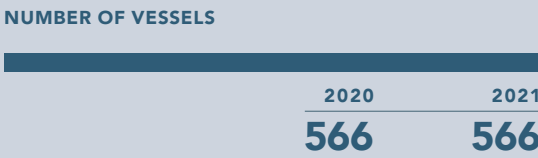
ACCELERATING INNOVATION AND DIGITALISATION



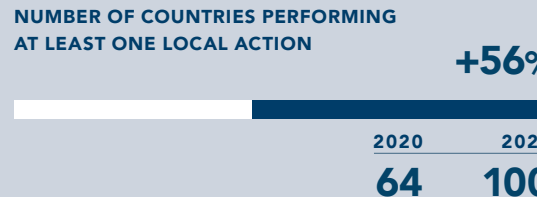
PROVIDING LOGISTICAL SOLUTIONS



PURSUING MARITIME DEVELOPMENT



SUPPORTING THE GROUP'S EMPLOYEES



<sup>1</sup>PERIMETER MARITIM ACTIVITIES  
<sup>2</sup>FIRST YEAR OF INDICATOR CALCULATION  
<sup>3</sup>NON CALCULATED : FIRST YEAR OF INDICATOR CALCULATION  
<sup>4</sup>THE SCOPE HAS BEEN EXTENDED TO CEVA LOGISTICS IN 2021  
<sup>5</sup>POINTS OF PERCENTAGE  
<sup>6</sup>ANJI AND TEMPORARY WORKERS OF CEVA LOGISTICS ARE EXCLUDED



# CMA CGM GROUP

Led by Rodolphe Saadé, the CMA CGM Group is a global leader in shipping and logistics, present in 160 countries with its head office in Marseille. This family-owned Group has set a target of being Net Zero Carbon by 2050. It is firmly committed to the energy transition in shipping and is a pioneer in the use of alternative fuels. Through the CMA CGM Foundation, every year the Group helps thousands of children through its actions to promote education for all and equal opportunity.

## MARITIME ACTIVITIES

Maritime transport of containers



## CMA SHIPS

## AIR AND LOGISTICS ACTIVITIES

Multi-modal transport and warehouse management



## INLAND ACTIVITIES

Handling activities at terminals and inland logistics



# Our business model

141 countries



AIR ACTIVITIES

## CMA CGM AIR CARGO

In February 2021, CMA CGM created a new division dedicated to air freight transport. Operated by Air Belgium, CMA CGM AIR CARGO's main objectives are to meet the growing needs of its customers, to diversify its offer in a context of strong tensions on the global supply chains and to strengthen its investments to accompany the growth of the transport market in the coming years. These aircraft have the best environmental performance in the sector.



SUPPORT ACTIVITIES



MARITIME ACTIVITIES

## OUR ACTIVITIES



PORT & TERMINALS



INLAND & LOGISTICS SOLUTIONS

## OUR VALUE CREATION

### FOR OUR CUSTOMERS

- Worldwide specialised coverage
- End-to-end services
- Transparent information
- One-stop shopping
- Combined solutions
- Vertical market business

**784 377** TEU  
transported by Act with CMA CGM +

**26 692** TEU  
for NGO's

### FOR OUR EMPLOYEES

- HR and security policy
- Human rights policy
- Non-discrimination policy

**32%**  
of women managers

**1.15**  
LTIFR maritime activities

**99%**  
CMA CGM employees with access to health coverage

## EXCELLENCE

The pursuit of excellence in every single area

## BOLDNESS

To always go above and beyond

## EXEMPLARITY

In every situation

## IMAGINATION

To invent the transport and logistics solutions of the future

## 5 STRATEGIC AXES

PURSUING MARITIME DEVELOPMENT

DESIGNING LOGISTICS SOLUTIONS

ACCELERATING INNOVATION AND DIGITALIZATION

ACTING FOR A MORE RESPECTFUL DEVELOPMENT OF OUR PLANET AND OF EVERY HUMAN BEING

SUPPORTING THE GROUP'S STAFF MEMBERS

## OUR STRENGTHS & RESOURCES

### PRESENCE THROUGHOUT THE LOGISTICS CHAIN

**22.042 millions** TEUs transported

**474 ktons** of air cargo transported by CEVA Logistics

**1.269 million** TEU transported by CEVA Logistics

**275** shipping lines

**3.179 million** fleet capacity in TEU

### FLEET AND INFRASTRUCTURE

**566** vessels of which **192** are owned

**50** terminals

**4.876** million TEU container fleet

**545** logistics warehouses and **197** stations

**440** offices

**424** ports of call

**4** Airbus operated via Air Belgium

### HUMAN CAPITAL

**82 582\*** employees including **5 344** seafarers

**182** nationalities

**39** average age of employees

**37 %** of women

**4859.8** million USD payroll

### INTELLECTUAL CAPITAL AND INNOVATION

Digital Factory  
Zebox  
CMA CGM Ventures  
Block Chain

**787 988** hours of training  
**1.5** days of training per person

### FOR THE PLANET

- Decarbonation roadmap
- Improving air quality
- Actions for biodiversity
- Speeding up research & innovation
- R&D and innovation

**-48%**  
CO<sub>2</sub> emissions per TEU-km vs. 2008

**17.7%**  
green electricity in warehouses

**21 928** tons of biomethane in guarantee of origin

**2.81%**  
of alternative fuels supported in our vessels

**23** LNG Vessels for a capacity of 335,656 TEU

### FOR LOCAL COMMUNITIES

- Actions led by the Fondation
- Skills sponsorship
- Local Actions

**+ 15 000** tons of humanitarian material shipped by the CMA CGM Foundation since 2012

**74%** of countries performing at least one local action

### FOR OUR INVESTORS

- Growth and innovation

**55.976** billion euros in turnover





# OUR CSR STRATEGY

# A reinforced ambition

COP26 and the Glasgow Climate Pact, but also the health crisis and the economic difficulties that have affected all world markets since 2020 have reinforced a global awareness: companies have a major role to play in responding to major societal and environmental challenges. In this context, CMA CGM wishes to fully contribute to the establishment of responsible supply chains, in partnership with its clients and suppliers.



## BETTER WAYS: A SIGNATURE THAT EMBODIES OUR STRATEGIC AMBITION



“CMA CGM Group's mission, as a leader in transport and logistics, is to develop fairer and more balanced economic exchanges that respect every human being and the planet.”

Rodolphe Saadé,  
Chairman and CEO of CMA CGM Group

In 2021, the Group inaugurated a new signature: BETTER WAYS. It embodies the ambition of our strategy led by Rodolphe Saadé, Chairman and CEO of the Group: to build more efficient and responsible international economic exchanges. This new signature is based on the history and core values of CMA CGM Group: excellence, boldness, exemplarity and imagination.

## The strategy is structured around 5 strategic pillars:

1. Pursuing maritime development
2. Providing logistical solutions
3. Accelerating innovation and digitalisation
4. Developing solutions that are more respectful of every human being and the planet
5. Supporting our employees who work every day to develop the company.

## RACE TO ZERO: A MORE AMBITIOUS CLIMATE STRATEGY

As a major stakeholder in maritime transport and logistics, we have long been aware that we have a role to play as well as a responsibility to address major environmental and climate challenges. The conclusions of the sixth IPCC report published in August 2021, coupled with the growing number of warnings and "calls to action" from major stakeholders to limit global warming, have further strengthened our determination to drastically reduce our carbon emissions.

In 2020, we are committed to achieving carbon neutrality by 2050. This year we are going further by joining the Race to Zero launched by the United Nations Global Compact (UNGC) initiative. It is a global campaign that mobilises a coalition of "Net Zero Carbon" initiatives. Net-Zero goes beyond carbon neutrality by focusing on emission reductions rather than offsets. As of 31/12/2021, 4475 institutions, companies or NGOs are committed to achieving Net Zero carbon emissions by 2050. Together, these players cover almost 25% of global CO<sub>2</sub> emissions and more than 50% of GDP. CMA CGM has decided to invest in this "Race to Zero" and thus demonstrate its commitment to climate protection and biodiversity.



# Materiality matrix and non-financial risks

In 2021, CMA CGM Group received support to strengthen its Corporate Social Responsibility (CSR) approach. As a result, 19 issues and 12 Environmental, Social and Governance (ESG) priorities has been identified.

The general management and the members of the executive committee participated in this exercise: they validated and positioned the issues according to their importance about the Group' activities and locations. In a participatory approach, hundreds of employees around the world were also involved by answering an online questionnaire.

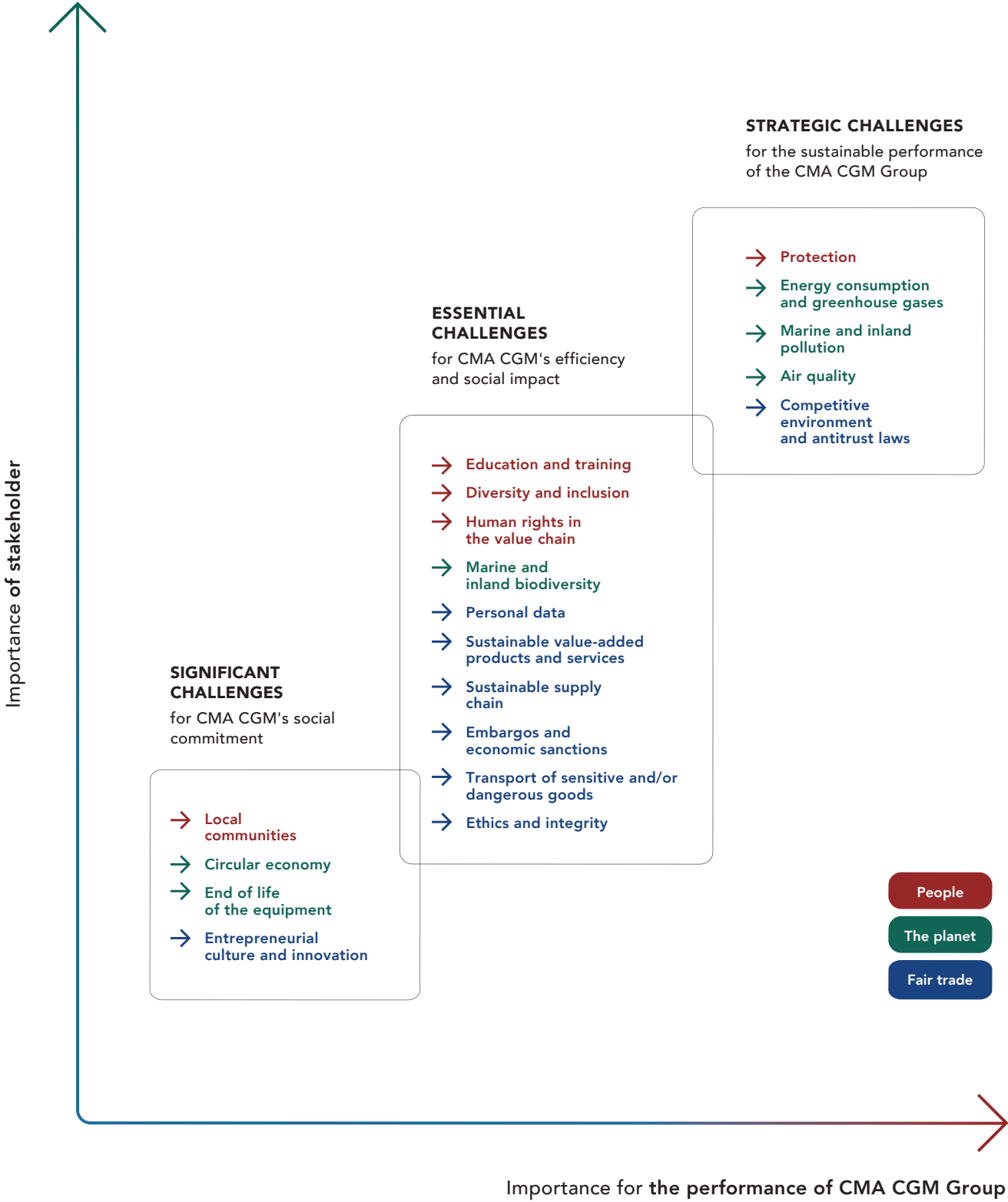
**Group CSR issues have been classified into three categories:**

- key issues for societal engagement,
- key issues for the Group's efficiency and societal impact,
- strategic issues for sustainable performance.

The vertical axis of the matrix reveals the importance of stakeholders' expectations and the horizontal axis ranks the issues according to their importance for the economic performance of CMA CGM Group. These issues have enabled us to identify the Group's ESG priorities, which are the basis for our actions.

**The 12 chapters of the CMA CGM 2021 Non financial performance Report are now constituted based on the 12 identified priorities:**

ACTING FOR PEOPLE	ACTING FOR PLANET	ACTING FOR FAIR TRADE
<div>1. Ensuring the protection of employees (employee caring including health and safety, support, social protection)</div> <div>2. Promoting education and training</div> <div>3. Supporting diversity and inclusion</div> <div>4. Supporting local communities</div> <div>5. Ensuring respect for Human rights in the value chain</div>	<div>6. Curbing climate change by controlling our energy consumption and reducing our greenhouse gas emissions</div> <div>7. Preserving air quality by controlling equipment emissions</div> <div>8. Protecting marine and inland biodiversity by addressing pollution and preserving ecosystems</div> <div>9. Promoting a circular economy within our operations (waste, recycling), for our equipments (eco-design, end-of-life) and with our partners (channels)</div>	<div>10. Acting ethically and with integrity and respecting compliance in business practices and operations (business attitude including business ethics, economic sanctions, competition, personal data, security of goods, sensitive transported goods, duty of vigilance)</div> <div>11. To offer innovative and sustainable products and services to our customers</div> <div>12. Ensuring a sustainable supply chain by controlling environmental and social impacts</div>



OUR PARTNERSHIP  
APPROACH

CMA CGM's Sustainable Development strategy is based on a collaborative approach. Our goal is to follow a common path with all our stakeholders, where everyone has a role to play. Our clients influence our actions according to their business needs and their CSR strategies. Our suppliers support us in our efforts towards a more sustainable model which we are developing globally.

Finally, our investors are encouraging us to implement a more virtuous business model.

We have dialogue throughout the year on the Group's sustainability issues and ambitions with the stakeholders identified below :

- Shareholders
- CMA CGM Group Management
- Staff and staff representatives
- Clients
- Suppliers
- Investors & Financial and non-financial rating agencies
- Partners
- Academic world
- NGOs & Associations

PRESENTATION OF CSR RISKS

In 2021, the CMA CGM Group enhanced its CSR risk assessment methodology and constructed a more detailed risk mapping with the joint contribution of the CSR team and the Group Risk Management department.

This year, the scope has been extended to cover all Group activities and the approach structured around the three pillars of People, Planet and Fair Trade. The framework also integrates the notion of Key Risk Indicators and their associated critical thresholds for better risk monitoring with the identification of a Risk Owner for each risk.

Methodology

Group Risk Management is responsible for structuring, deploying and monitoring the risk management framework and supporting tools.

The methodology of risk assessment that considers net risk (current residual risk) and planned residual risk (risk level projected at n+12 months) is based on a Group risk evaluation matrix structured on two criteria:

- Impact severity and,
- Likelihood.

With regards to Corporate Governance, all works are regularly reported, on a quarterly basis a minima during :

- the Operational Risks Committee,
- the RCAI (Risk, Compliance, Audit & Inspection) Committee and,
- the Audit and Accounting Committee (extension of the Board of Directors).

According to Group methodology, the CSR risk mapping is monitored and updated regularly.

As a result, around 20 CSR risks have been identified and categorised as follows:

- Non-compliance with "ethics and compliance" regulations, particularly with regards to competition, corruption, economic sanctions and personal data protection.
- Human rights, health and safety, security and working conditions
- Climate change, pollution and damage to biodiversity
- Talent development
- Partnerships with suppliers and subcontractors.

In addition, this risk mapping has highlighted:

- the increasing regulatory constraints in all regions of the world affecting all aspects of CSR (environmental, social and ethical aspects) and,

- the major challenge that the massive decarbonisation of transport and logistics will represent for CMA CGM Group in the coming years.

In 2022, amongst the various measures that the CMA CGM Group intends putting in place features notably,

- the industrialisation of all CSR reporting, including CO<sub>2</sub> customer reports
- the reinforcement of the CSR risks monitoring through different transversal committees up to Executive Committee level.

The CSR risk mapping and the materiality matrix were performed in parallel during 2021. A table of correspondence between all stakes and risks ensures that all of the Group's CSR topics are covered.

THE GREEN TAXONOMY

The main objective of the European Union's "green deal" is to reduce GHG emissions by 55% between 1990 and 2030, as a first step, and then to achieve carbon neutrality by 2050. In addition to many other measures, the taxonomy will enable the EU to achieve these objectives by promoting sustainable investment. The taxonomy will allow the EU to define which activities will be considered environmentally sustainable and also to benchmark companies. For CMA CGM Group, the first step

will be to define which activities are eligible before determining their alignment, based on the technical criteria published by the European Union. CMA CGM Group, a family-owned, unlisted company, will have to publish information in 2023, to determine the share of economic activities eligible under the green taxonomy. Key performance indicators will have to be published in 2024. The Group is already preparing for these deadlines and has sought support from advisors to perform the exercise.



# CSR governance

CMA CGM Group's CSR Governance is ensured jointly by the Group CSR Executive Committee and the Group CSR Department, while CSR issues are integrated into the strategic thinking of the Group Board of Directors. A network of local CSR officers and representatives ensures optimal deployment of the Group's CSR strategy within each entity and develops local initiatives throughout the world.

The Group CSR Executive Committee chaired by Rodolphe Saadé and led by the Group CSR Department was created in 2021. This committee meets once a month. It brings together the members of the Executive Committee who are most concerned with CSR issues. A representative of an external stakeholder takes part as well as representatives of the younger generation. This is the main forum for defining the Group's strategy and key CSR performance indicators to ensure the Group's achievements.

The Group CSR Department ensures that the entities implement the strategy and action plans at the Group level. It guides and advises management and operational staff in the implementation of roadmaps by business line and by country or region. It monitors and measures progress on the 12 priorities. It reports on the Group's CSR perfor-

mance to the Executive Committee and ensures compliance with regulatory requirements and developments.

The Group CSR Department relies on a network of regional CSR officers who drive and implement the Group's CSR strategy at a local level. Together they form a global team of CSR professionals from diverse cultures.



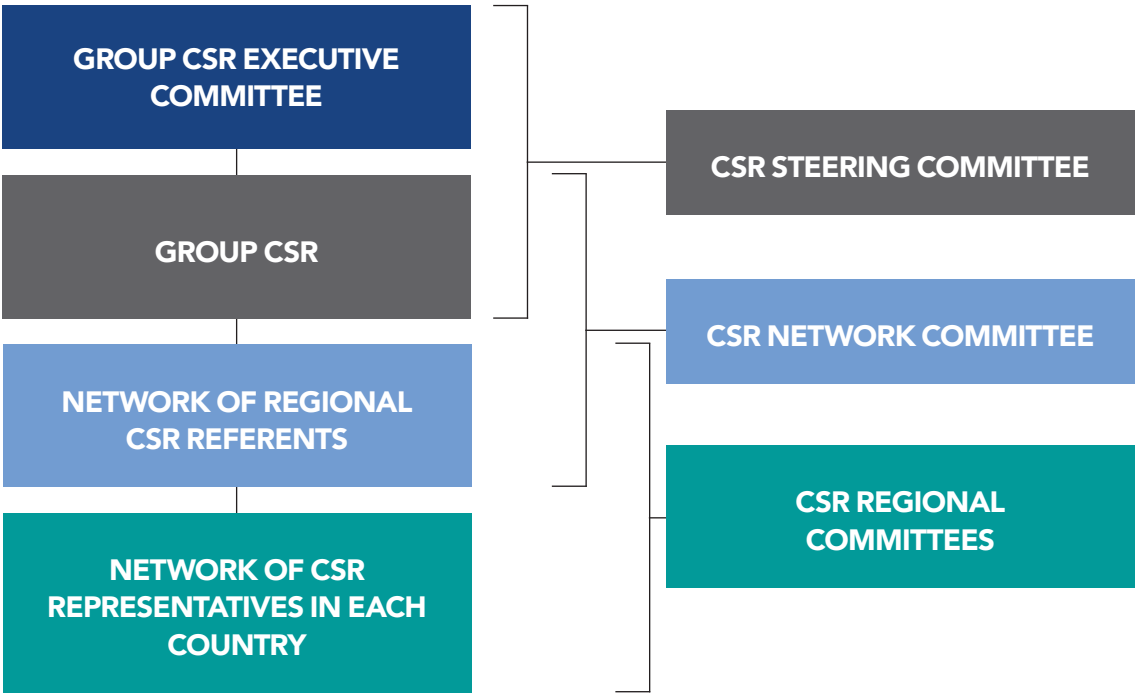
"Through its family values, the CMA CGM Group is by nature committed and responsible. Our signature, "Better Ways", illustrates our Group's desire to implement more responsible solutions that are more respectful of human beings and the planet. We are committed to creating value for the environment by accelerating our energy transition. We are also stepping up our social actions in France and abroad."

**TANYA SAADÉ ZEENNY,**  
Executive Vice President  
and President of the CMA CGM Foundation

**CSR regional referent** are responsible for deployment of CSR policies into local action plan adapted to the context of each agency, operationalising CSR within the Group's culture, working with stakeholders and identifying key local opportunities, demonstrating and promoting the Group's CSR commitment.

To carry out these various tasks, they are supported by **CSR delegates** in each country.

These CSR regional referent report monthly to the **Group CSR Department**, in particular at the CSR Network Committee, and they lead a **CSR committee** in their respective regions, thus ensuring optimal management of the Group's CSR strategy.





# Short-term action plan of the CSR strategy 2022 - 2025

CMA CGM's commitment has led to the setting of demanding targets. Furthermore, ESG regulations are becoming increasingly important and have an impact on our activities. For this reason, the Group is acquiring the means and resources to ensure consistency between our voluntary commitments, regulatory constraints and the day-to-day management of our activities. As a result, we have noticed a growing integration of CSR issues within the various departments and operational functions so that CSR can be integrated as closely as possible into our core business.

As part of an approach to structuring actions, the CSR teams are being strengthened to ensure the definition of trajectories, priorities, quantified objectives and action plans, as well as the coordination and support of projects.

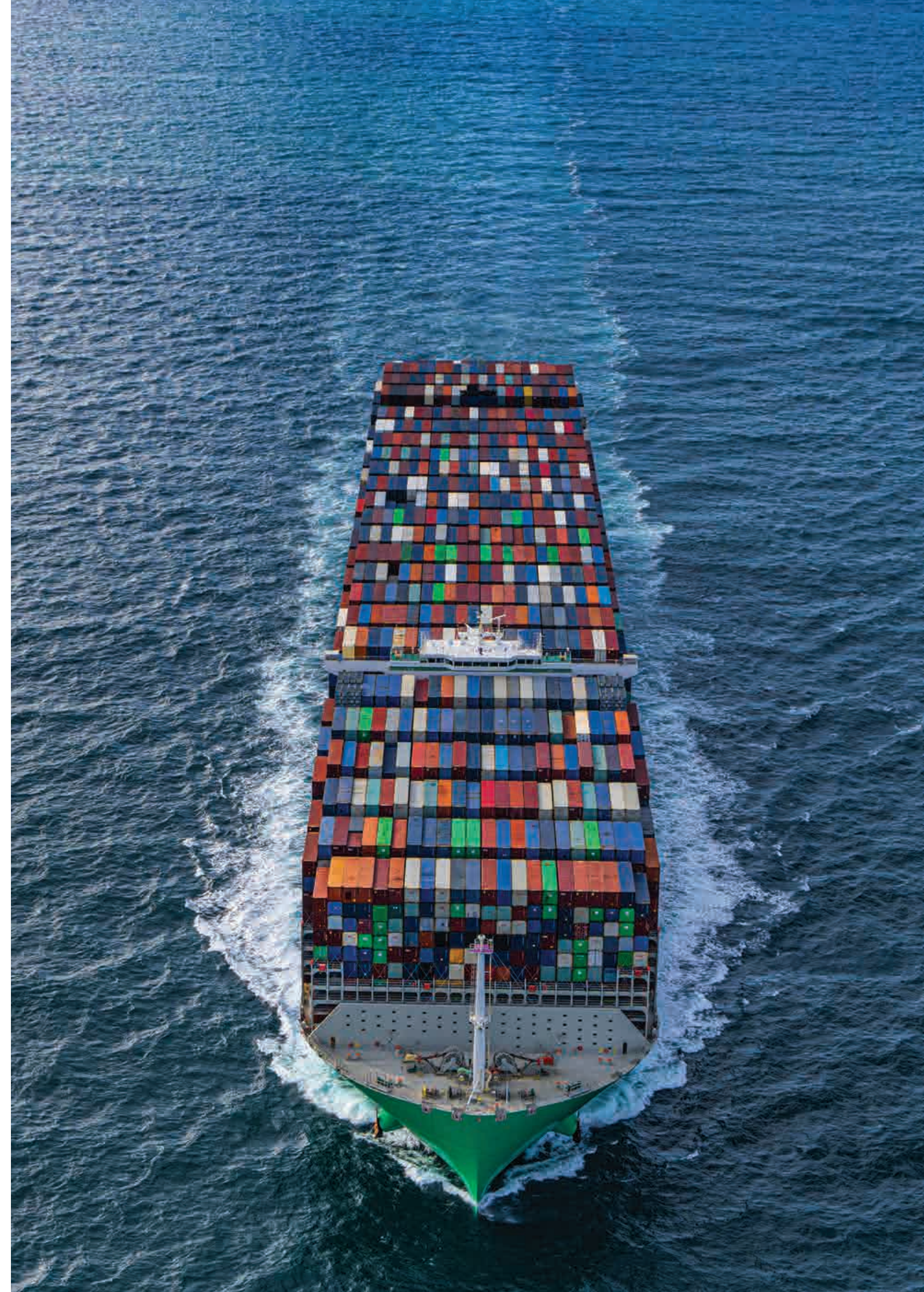
CSR projects are monitored using performance and impact indicators that reflect ambitious objectives in line with the Group's 12 priorities. Among these indicators, around twenty are objectified and monitored every quarter to be presented to the CSR Executive Committee. The members of the CSR Executive Committee are responsible, together with their teams, for achieving the CSR performance targets. All of this is regularly reported to the Board of Directors.



**"The challenges of sustainable development are becoming increasingly important for our activities. CMA CGM's commitment has led to the setting of demanding targets. For this reason, the Group is acquiring the means and resources**

**to ensure consistency between our voluntary commitments, regulatory constraints and the day-to-day management of our activities. This leads to the increasing integration of CSR action plans within the various departments and operational functions. CSR is an integral part of our core business"**

**CLAIRE MARTIN,**  
CSR Group Vice-Président





On the way to  
**NET ZERO 2050**

TECHNOLOGIES

MARKET

REGULATIONS



**COALITION FOR THE ENERGY OF THE FUTURE IN THE TRANSPORT AND LOGISTICS SECTORS**  
initiated by Rodolphe Saadé, CEO of CMA CGM Group



**FIRST LNG POWERD VESSEL**  
entering the fleet



**OFFERING BIOFUELS TO OUR CUSTOMERS**



**ROADMAP 2050**  
— Investing in assets using a renewable energy mix  
— Experimenting with new fuels and developing low-carbon energy supply chains  
— Optimizing our maritime and logistics operations



**BIO LNG**  
First bunkering of **50 m3 of bio LNG** on the Containership Aurora (1 4000 teus) in Rotterdam



**SUPPORTING THE DEVELOPMENT OF ELECTRIC TRUCKS**  
CEVA partnership with Daimler Trucks North America and Penske Truck Leasing



**REDUCE ENERGY CONSUMPTION**  
Objective of 100% LED lighting in CEVA Logistics warehouses



**44 LNG-POWERED VESSELS**



**A FULL COMMITMENT TO RENEWABLE ENERGY**  
1 800 000 m² photovoltaic panels and 100% renewable electricity by 2025 in CEVA Logistics warehouses



**RESEARCH & INNOVATION INTER-INDUSTRY COLLABORATION**  
A coalition of **17 members** divided into **10 working groups** around concrete projects to accelerate the energy transition in transport and logistics



**ACT WITH CMA CGM+ OFFER**  
Value-added services are designed to analyze, reduce and offset our clients' carbon footprint. More than **780 000 low carbon TEU were sold and transported**. This represents 141 063t of CO<sub>2</sub> avoided and 602 203t of CO<sub>2</sub> compensated.



**COMMITMENT TO RACE TO ZERO 2050**  
Announced by Rodolphe Saadé CEO of CMA CGM Group



**OPENING THE WAY TO BIOMETHANE**  
BioGNL project led by EveRé, Elengy, Total Energies and the CMA CGM Group at the Grand Port Maritime de Marseille  
Investment in the capital of WAGA Energy (2021)

**OPENING THE WAY TO SYNTHETIC METHANE**  
Strategic and industrial partnership with ENGIE



**ACCELERATING MODAL SHIFT**  
Conversion trucks to vessels, trains or barges



**INTERMODAL**  
At least **75%** of international transport by rail or barge by 2025



**IMO**  
— Energy efficiency index for existing vessels (EEXI)  
— Measurement of the operational carbon intensity of vessels (CCI)



**GREEN DEAL FOR EUROPE**  
Inclusion of shipping in the EU Emissions Trading Scheme (ETS)



**GREEN PACT FOR EUROPE**  
Reduction targets for the carbon intensity of fuels used by ships (2025)



**GREEN PACT FOR EUROPE**  
Net Zero across all sectors by 2050



**GREEN PACT FOR EUROPE**  
Cold ironing systems (2030)



**IMO**  
target to **reduce emissions by 40%** per transport unit compared to 2008 (2030)



**IMO**  
Reduction of total GHG emissions by at least **50% compared to 2008** in 2050  
target to **reduce emissions by 70% per transport unit** compared to 2008 in 2050

2019

2020

2021  
2022

2023  
2024

2025  
2050

# 3 pillars to address the UN Sustainable Development Goals (SDGs)

CMA CGM Group's Sustainable Development approach is based on three pillars: Acting for people, Acting for planet, Acting for fair trade. These pillars cover the Group's 12 sustainable development priorities (see materiality matrix page 21).

By making progress in these areas, CMA CGM Group intends to respond to the global challenges set out in the 17 United Nations (UN) Sustainable Development Goals (SDGs) adopted in 2015.

The SDGs have been segmented into two categories:

- **Direct contribution:** Impact of the Group on the SDG through its transport and logistics activities, policies and strategic choices.
- **Indirect contribution:** The Group's impact on the SDGs through its exchanges with stakeholders throughout the value chain and through its participation in collective initiatives.

## ACTING FOR PEOPLE

01. Ensuring the protection of employees

02. Promoting education and training

03. Promoting diversity and inclusion
04. Supporting local communities

05. Ensure respect for human rights in the value chain



## ACTING FOR PLANET

06. Fighting against climate change

07. Preserving air quality
08. Protecting biodiversity

09. Promoting a circular economy



## ACTING FOR FAIR TRADE

10. Acting ethically, with integrity, and to ensure compliance in business practices and operations
11. Offering sustainable products and services

12. Ensuring a sustainable supply chain





# ACTING FOR PEOPLE

## ENSURING THE PROTECTION OF EMPLOYEES

CMA CGM Group is committed to a global approach that aims to strengthen the health and safety of its employees on land and at sea. In 2021, despite the ongoing complex health situation caused by the Covid-19 pandemic, the Group has increased its commitment to protecting and listening to its employees.

The Group has been proactive in providing the best possible working conditions for everyone, whether at sea, in offices, terminals, warehouses and storage or at home.

There are specific risks associated with certain activities and jobs on vessels, terminals and warehouses and depots. We are therefore committed to ensuring the safety of our staff in all our activities, as well as our facilities and the goods transported.

Several targeted initiatives on this subject have also made it possible to further raise the awareness of our employees, always in line with a safety culture that is strongly anchored within CMA CGM Group.

## PROMOTING EDUCATION AND TRAINING

CMA CGM Group, with its international dimension and the diversity of its activities and businesses, is committed to the development of its employees.

To further develop key skills and expertise related to the evolution of our business, we are harmonising our processes and tools at a global level, offering mobility opportunities and job bridges to enable everyone to grow and develop within the Group.

Thanks to CMA CGM Academy, our training offer evolves to offer innovative, more diversified, more digitalized solutions on the Group's global scale-up.

## SUPPORTING DIVERSITY AND INCLUSION

The diversity of our employees is what makes CMA CGM Group so rich.

In 2021 and in 2022 the Group has particularly focused on: gender equality, intergenerational diversity and cultural diversity. The Group is committed to providing equal opportunities for success to all and to fostering a fair and inclusive working environment.

## SUPPORTING LOCAL COMMUNITIES

We encourage our employees all over the world to get involved in voluntary initiatives for the benefit of those in need because we believe that it is necessary to commit ourselves to a responsible and supportive society today more than ever.

Thanks to our network of CSR network, these initiatives are multiplying and the involvement of our employees continues to grow. Our goal for 2022 is to have at least one local initiative in every country where we operate.

Solidarity is also at the heart of the CMA CGM Foundation, chaired by Tanya Saadé Zeenny. The Foundation works as close to the field as possible to help children and young people find their place through education, the key to human development. In addition, with its social incubator, the CMA CGM Foundation is directly involved in the creation of innovative and social enterprises for the benefit of the Marseille area.

## ENSURING RESPECT FOR HUMAN RIGHTS IN THE VALUE CHAIN

Since 2018, every year, CMA CGM Group publishes its vigilance plan, reporting on the changes implemented concerning fundamental freedoms, human rights, health and safety, and environmental risks related to the Group's activities and those of its subcontractors and suppliers. In 2021, we continued to expand and strengthen the integration of this Act in all the Group's activities at the headquarters and operational levels by following the 5 measures: risk mapping, monitoring of measures, evaluation procedures, appropriate actions and alert mechanism.



# ACTING FOR PLANET

## FIGHTING AGAINST CLIMATE CHANGE

The maritime sector has already begun its energy transition under the guidance of the regulatory framework established by the International Maritime Organisation and the European Union. As part of a voluntary approach, CMA CGM Group has set objectives that go beyond the regulations and is voluntarily committed to becoming Net-Zero by 2050 and to integrating 10% of alternative fuels in its energy mix by 2023. To achieve these objectives, the Group has chosen to use LNG propulsion and is actively working on optimising the performance of its vessels, developing low-carbon fuels and improving the efficiency of its operations. The terminals and CEVA Logistics activities are now included in the Group's decarbonisation plan: the Group has set targets for reducing energy consumption and using renewable energies in these activities. CEVA Logistics supports the development of alternative energies, such as biofuels, and relies on modal shift by offering river or rail alternatives to road transport.

## IMPROVING AIR QUALITY

CMA CGM Group also deploys solutions to reduce emissions of atmospheric pollutants. In particular, the Group is developing its fleet of LNG ships to avoid almost all emissions of sulphur oxides, nitrogen oxides and particulate matter. The Group also equips its ships with shore power. We are also working to limit emissions of pollutants on shore: CEVA Logistics has deployed several electric truck pilots in its fleet and is working on the development of new solutions.

## PROTECTING MARINE AND INLAND BIODIVERSITY

The Group is involved in several actions to preserve biodiversity on a global scale. These actions aim to reduce our impact on biodiversity on the one hand and to restore it on the other. The Group's vessels are operated in such a way as to minimise their impact on marine life by adapting their speed to local conditions, for example. The Group is also involved in the restoration of fragile ecosystems such

as those affected by the 2021 fires, particularly in the south of France, through reforestation projects.

## PROMOTING A CIRCULAR ECONOMY

CMA CGM is committed to developing a circular economy about its global activities. First of all, this

means reducing waste from maritime and logistics activities. This desire is also reflected in various initiatives that work to limit the amount of plastic discharged into the natural environment. The Group also seeks to make better use of its waste by recycling its damaged containers and dismantling its end-of-life vessels.





# ACTING FOR FAIR TRADE

## BE EXEMPLARY IN OUR BUSINESS

CMA CGM Group is committed to setting the standards in ethics and compliance. We are committed to promoting responsible international trade through strict compliance with applicable laws and regulations. We encourage and support our suppliers and customers to adopt best practices with us.

Ethics Hotline, our secure whistleblowing facility, is available 24/7.

## PROVIDING INNOVATIVE AND SUSTAINABLE SERVICES TO OUR CLIENTS

« CMA CGM's external strategy appears to be the best in the market. »

**OTTO SCHACHT,**  
Kuehne Nagel CMA CGM's Client

We continue to innovate for the benefit of our customers and the planet. Throughout the difficult Covid-19 pandemic, CMA CGM Group has demonstrated its ability to be at the forefront of cargo transportation and delivery operations worldwide.

We continued to develop an innovative service offer Act with CMA CGM+. It includes 45 value-added products, ranging from guarantee and protection of goods to claims management, environmental services and a "Business Support" which supports clients in their activity growth. In terms of environmental protection, we have put in place a range of solutions, including digital ones, to help our customers reduce their transportation carbon footprint and offset their emissions.

We are also putting in place alternative multimodal transport solutions, particularly rail and barge, which emit less greenhouse gas, and which will represent 75% of our inland transport by 2025.

## CONTRIBUTING TO A RESPONSIBLE VALUE CHAIN

Our commitments can only be sustainable if we involve all our stakeholders, starting with our suppliers and partners, whom we want to see

progress towards the highest standards of sustainability. We have therefore implemented a global assessment program for suppliers and subcontractors.



# A rewarded strategy

In 2021, CMA CGM Group received numerous awards and certifications for the quality and reliability of its services, its customer relations, its operational excellence (shipping and logistics), its dynamism in the field of innovation and its actions in favour of Sustainable Development.



**ECOVADIS  
PLATINIUM TOP 1%**  
October 2021  
CMA CGM GROUP

**ECOVADIS SILVER**  
December 2021  
CEVA Logistics

**VIGEO EIRIS -  
SCORE ROBUST**  
October 2021  
CMA CGM GROUP

**CDP RATING C**  
December 2021  
CMA CGM GROUP

**HAPPY CANDIDATES  
TOP 40 COMPANIES**  
1<sup>ST</sup> PLACE - 2021 -  
CMA CGM GROUP  
Highlights the best-performing  
companies in the HappyIndex®  
AtWork survey

**-BICEPS NETWORK'S "A"  
SCORE FOR DEVELOPING  
MORE SUSTAINABLE  
TRANSPORT MODES**  
October 2021  
CMA CGM GROUP

**BEST WORKING PLACE AWARD,  
CATEGORY "BEST INNOVATION"**  
2021  
CMA CGM GROUP

**ELECTROLUX AWARD -  
SUSTAINABLE  
DEVELOPMENT AWARD,  
SUPPLIER CATEGORY**  
November 2021  
CMA CGM GROUP

**U-SPRING AWARD**  
2021  
CMA CGM ACADEMY

**THE SUSTAINABILITY  
OF THE YEAR AWARD  
(BY MULTIMODAL)**  
October 2021  
CMA CGM UK

**SUPPLY CHAIN  
EXCELLENCE AWARD  
URBAN LOGISTICS**  
November 2021  
CEVA Logistics

**CSR PIONEER AWARD**  
2021  
CMA CGM CHINA

**RESPONSIBLE BRAND AWARD**  
2021  
CMA CGM CHINA

**PARITY INDEX  
84/100**  
2021  
CMA CGM FRANCE

**PARITY INDEX  
79/100**  
2021  
CEVA Logistics

**QUALIOPI  
CERTIFICATION**  
2021  
CMA CGM FRANCE  
Attests that the training  
process complies with the  
requirements of the national  
quality standard

**HAPPY TRAINEES LABEL**  
November 2021 -  
CMA CGM FRANCE  
Lists companies of all nationalities,  
based in France or abroad, offering  
the best internships





# OUR ACTIONS AND COMMITMENTS





ACTING FOR PEOPLE



# Ensuring the protection of employees

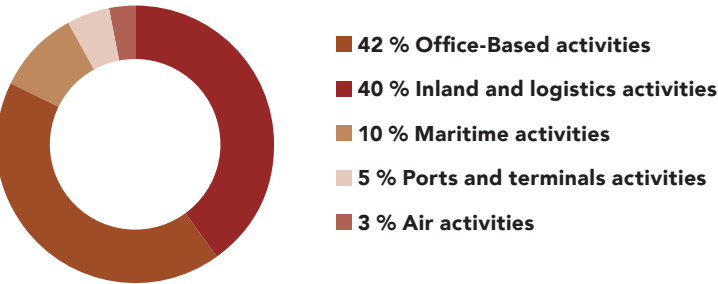
We aim to ensure their safety, health and their well-being at work. In 2021, the Group has implemented a global safety policy (Safety First). The challenge is to minimise the risk exposure of our employees - both onshore and offshore - to our commercial and operational activities. This applies to health, the environment and technological risks relating to our facilities and all the modes of transport we operate - vessels, trains, barges, trucks, aircraft, ports and terminals. During this second year of the global pandemic, even greater attention was paid to ensuring that every employee received the best possible attention, prevention and protection.

## OUR AMBITIONS AND GOALS



- Prevent any accident that could result in injury or loss of life to any of our personnel, as well as any significant damage to our facilities, goods or the environment.
- No fatalities
- -40% of accidents at sea and in terminals resulting in more than one day's absence from work in 2025 compared to 2019
- Ensuring that 100% of employees have an access to health coverage by 2022

Today, the Group has 5 main categories with varied, complementary activities and jobs:



By December 31 2021, the number of employees in the Group will reach 82 582\*: 77 238 employees, 5 344 international seafarers.

In 2020 the number of new hires was 19 625 and the number of departures was 18 691. In 2021, we hired 26 837 people and recorded 23 712 departures.

\*ANJI and temporary workers of CEVA Logistics are excluded

## GROUP SAFETY & SECURITY POLICY

In 2021, risk mapping has evolved into 5 similar levels of severity in all Group departments.

A Quality Safety Security Environment (QSSE) policy has been defined implementing common principles in all terminals, warehouses and depots based on 10 critical risks. Sites must ensure compliance with the requirements of this policy.

QSSE, CMA SHIPS or external audits have been standardised with a list of checkpoints by major ship functions. Based on this, an assessment of the vessel's condition (low, normal, medium, high) is carried out weekly in collaboration with the fleet department and reported to the management.

Modern technological tools are regularly developed in-house with new functionalities by the captains of the fleet management centres to mitigate navigational risks (weather, etc.). They are then made available to the captains

and officers on board the Group's ships. These include navigation aids or decision support systems for navigating in bad weather, crossing piracy zones and arriving in congested ports.

For the Group's business travellers there is a platform called SSF LOCATOR which has been extended to CMA CGM and CEVA Logistics employees. This platform has been designed to help business travellers prepare for their trips and to enable the Group's Security Department to intervene rapidly in the event of an emergency (natural disaster, security incident, etc.).

Our employees are our most valuable asset.

"The promotion of a safety culture remains a major objective for the Group. Raising employee awareness means being able to understand the environment and act in an industrial setting, to understand the risks, and to make the right decisions in time to avoid compromising and deliver the quality of service expected by our clients.



**FRANCK MAGARIAN,**  
Senior Vice President of Operations,  
QSSE, Ports & Terminals Purchasing

■ 2020  
■ 2021  
➤ OBJECTIVES

The frequency rate of accidents at work with sick leave

### Maritime

■ 1,08  
■ 1,15  
➤ -40% by 2025

### Terminals

■ 7,20  
■ 7,14  
➤ -40 % en 2025

### CMA CGM – Inland services and logistics

■ 9,10  
■ 9,05

### CEVA Logistics - Inland services and logistics

■ 4,27  
■ 4,18

PROMOTING  
SAFETY CULTURE IN  
EVERYDAY LIFE

Maritime safety culture

The maritime and inland safety culture is part of CMA CGM Group's commitment to go further through targeted initiatives. As human error is the major causal factor, a Safety Improvement Plan has been deployed in 6 points:

- 1 - Assessment of the level of safety awareness at work through an individual assessment by the Marine Superintendents (MSI).
- 2 - Training and awareness-raising of shore teams in the safety culture needed to achieve sustainable changes in the company's safety level by relying on recognised stakeholders in industrial safety.
- 3 - Launch of onboard training with the deployment of digital tools (XLABS and TEAM S& WE2D) and support for sea-

farers through seminars and a digital application (SAFYR).

4 - Onboard management training in team management with Bridge Resource Management (BRM) training. The aim of this programme is simple: reduce the risk of accidents by helping the crew to anticipate and react appropriately to the various events that occur on board the ships. .

5 - Strengthening the fire-fighting skills of maritime personnel through on board training.

6 - Strengthening safety knowledge by sharing real cases every week through the "Weekly SSE Focus" tool based on the analysis of safety barriers.

TOUCH is the management tool for owned fleet. It is used for crewing management, certifications, supply, documents management, resting hours, payroll and maritime security. Those different modules facilitate daily operations on board and assure data security.

Furthermore, weekly feedback is provided on accidents that have occurred on board ships to inform and raise awareness of the best practices to be implemented.

Safety culture for inland, logistics and terminal activities

Based on feedback, safety events were grouped under 10 Critical Risk Standards (CRS): natural disasters, fire and explosion, collision, cargo handling, fall from height, environment, ships, maintenance/energy, security, occupational health and safety.

The methodology for dealing with these risks, the requirements and qualifications needed, and the tools that enable every site to prepare their action plan by adapting it to local, regulatory, environmental and operational specificities are associated with each of these risks.

- 2020
- 2021
- OBJECTIVES

Number of fatal accidents Group\*



Severity rate of accidents at work

Maritime



Terminals



\*The scope has been extended to include land and logistics activities in 2021

Tin@ application for reporting and analysing incidents has been deployed in the Terminals and land-based activities area and is intended to be deployed in all directorates to provide the transparency and responsiveness required when a risk occurs.

Lastly, the sites promote a safety culture and raise awareness among their employees with a dedicated safety exchange tool, the Toolbox Meeting.

The Weekly Safety Feedback issued by the head office shares good practices with an analysis of significant events to improve the safety culture.

The Monthly Report brings together initiatives, performance news, accidentally and thus gives an overview of the Terminal and land site achievements in a continuous improvement process.

In 2021, CEVA Logistics also continued to develop its "safety behaviour program" in several countries.

The CEVA Logistics HSE (Health Safety Environment) Council, consisting of leaders from all regions, is responsible for facilitating and delivering HSE performance. In 2021, particular emphasis was placed on the safety of new sites and subcontractors.



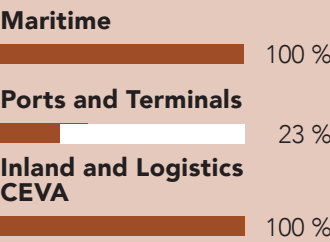
ADOPT  
INTERNATIONAL  
CERTIFICATIONS

Adopting international standards helps the Group to operate more efficiently, make its processes more reliable and deliver a high quality of service.

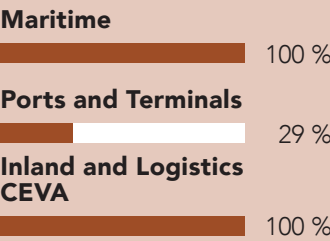
In the Logistics sector, in addition to the above certifications, additional sector-specific standards can be set up. These include ISO 27001 (information security), EN 9100 (for aeronautics), GXP Pharma, ISO 13485 (for medical devices), IATF/TS 16949 (for the automotive industry), ISO 50001 (energy management), and most recently, IATA certification for the air transport of lithium batteries. This modular management allows CEVA Logistics to respond on a case-by-case basis to its client's specific needs and propose the highest industry standards.

- 2020
- 2021
- OBJECTIVES

Certification ISO 9001 Quality



Certification ISO 14001 Environment



Certification ISO 45001 hygiene and safety





MAIN ACCIDENTS INVOLVING THE GROUP'S ASSETS

The severity of events is classified on a scale-up from A to D (D being the most severe event), which includes four main categories of fallout:

- Impact on health and safety of equipment and people
- Environmental impact
- Financial impact

In 2021, four major maritime incidents and three major terminal incidents were recorded. 4 major maritime incidents:

- APL GWANGYANG: Collision of the vessel with a shoal leading to flooding of the bow thruster room due to water ingress
- APL LE HAVRE: Collision with a fishing vessel off the west coast of India
- APL VANCOUVER: Structural damage due to cracking of the hull at the weld joints
- PRESIDENT EISENHOWER: machine light

In 2021, three major incidents in the terminals:

- A major fire that broke out accidentally during operations on the yard, resulting in the loss of a gantry crane and the loss of 4 containers
- An aerial bombardment that hit 77 containers but fortunately did not cause any injuries to people on site
- A fatal accident involving a subcontractor hit by a truck manoeuvring in a car park

RESCUE OPERATIONS

The entire maritime sector works together to save lives. At any given time, it may be necessary to divert vessels in order to assist a vessel in distress.

Search and rescue (SAR) is the search for and provision of assistance to persons in distress or imminent danger. Shipping companies are regularly asked by the Maritime Rescue Centre (MRC) to participate in the rescue of people at sea. In addition, CMA CGM Group is a member of AMVER (Automated Mutual Assistance Vessel Rescue), a worldwide voluntary reporting system sponsored by the USCG (United States Coast Guard).

In 2021, CMA CGM vessels carried out 7 operations at sea worldwide.

- 2020
- 2021
- OBJECTIVES

Major incidents

Maritime

- 3
- 4

Terminals

- 1
- 3

Inland and Logistics CMA CGM

- 3

Rescue operations

- 9
- 7

CONTROL AND MANAGEMENT OF HAZARDOUS MATERIALS

CMA CGM Group transports a wide variety of cargoes, ranging from general cargo to dangerous goods, manufactured goods and consumer products. Some of them may present a risk during transport. For this reason, the Group has set up a specialised team to inspect, analyse and prevent risks related to the transport of goods. In addition, through a specialised software application linked to the global reservation system, the Group can manage hazardous items. This application integrates the international regulations, which allows to control the way dangerous goods are declared, then packed and stored in the container.

CMA CGM Group makes every effort to prevent the illegal transport of goods, in accordance with regulations and its code of ethics. In 2021, the Group acquired

a Safety Cargo Control (SCC) device capable of detecting dangerous goods that have not been declared as such. The aim is to stop non-compliant shipments in terms of dangerous goods declarations. In addition, this computer software tool, developed in-house and containing the majority of international rules and restrictions, enables us to respond more quickly to our clients' requests regarding the feasibility of a booking.

CEVA Logistics also strictly follows the guidelines for the acceptance, handling, storage and transport of hazardous materials. These guidelines are summarised in our hazardous materials policy in full compliance with local and international laws and regulations.

Training is a key element of CEVA Logistics' hazardous materials policy. All sites managing dangerous cargo must have at least two IATA (International Air Transport Association) certificates and two employees must be trained in IMDG (International Code for the Mari-

time transport of Dangerous Goods). Employees dealing with dangerous goods must also undergo specific training on the risks associated with these goods, including a set of methods and actions to improve their safety and avoid injury. CEVA Logistics QHSE Department ensures the organisation of this system.

CEVA Logistics has also developed a specific offer for the management (transport and storage) of lithium batteries for its customers. This expertise has been recognised by IATA (International Air Transport Association) through the "CEIV (Center of Excellence for Independent Validators) LiBA " certification issued in October 2021 in Dublin.



SUPPORTING OUR EMPLOYEES IN TIMES OF TRANSFORMATION

In 2021, given the still complex health situation, the main focus has been on preserving the health and safety of our employees.

In France, as well as internationally, a 2-day worldwide teleworking agreement has been put in place. The return of staff to the office was gradual and based on the recommendations of the local government authorities. Our priority is to maintain contact with employees, develop their comfort level with digital tools and train them in the hybrid work mode. The Group also took care to support managers in the management of their remote teams.

During this health crisis, the Group has put in place several actions to remain attentive and maintain the relationship with its employees.

A Covid-19 survey was conducted in France and abroad. In France, there were 2,700 respondents to the question "How are you coping with this new confinement?" Abroad 1,471 people responded to the questionnaire distributed in 4 countries (Spain, Germany, Malaysia, Singapore). A survey on the preventive measures taken by CEVA Logistics against COVID-19 was also deployed at the end of 2020: it showed the strong support of the employees for these measures. As a result, the measures continued and were extended in 2021.

We communicated on a regular basis with employees via HR newsletters, informing them of the implementation of health measures. Similarly, to support their return to the office in the best possible conditions, communication campaigns have been initiated, in particular the "Return" campaign at CMA CGM headquarters in Marseille.

In line with this approach and response to the isolation caused by the various confinements, virtual workshops called "Keep in Touch" were organised for employees at CEVA Logistics headquarters in Marseille, voluntarily. Several topics were addressed, including the management of remote work, work-life balance, etc. Several speakers were also invited to these workshops, which were attended by one-third of the headquarters staff.

To support distance work and the gradual return, educational tools have also been made available to our employees:

CMA CGM Academy has offered training in the form of short instructional videos: (" how to effectively work from a distance ", "how to improve interpersonal relations" etc...)

In 2021, the new C-Box "Welcome back" was launched to support the collaborators returning to the offices. C-Box is a set of tools that allows teams to solve a specific problem. Thus, any employee can organise a workshop independently. The purpose is to establish, at the level of every team, an organisation, rituals, and communication that allow the best of both worlds to be brought together, between remote work and face-to-face work.

In line with the measures initiated at the Group level, in 2021 CEVA Logistics continued in 2021 to deploy a global plan to combat the pandemic and ensure business continuity, with a prevention plan and toolkits that can be adapted to all local conditions.

Numerous measures have been coordinated at regional, national and local levels: sanitary protection at all CEVA Logistics sites, adjusted work programmes, temperature tests and regular disinfection of the premises. They were essential in limiting cases of contamination when remote work was not possible.

MAINTAINING THE HEALTH AND WELL-BEING OF OUR EMPLOYEES

The health of our employees continues to be a priority for the Group. Rodolphe Saadé, Chairman and CEO of CMA CGM Group, has spoken to employees on several occasions to reassure them in this tense international context.

In accordance with the 2021 objectives, 100% of the Group's employees will have an access to health coverage by the beginning of 2022. In addition, all employees are covered by a death benefit through local insurance or the Group provident fund.

To provide additional support to its employees in case of major difficulties, We Care Fund was initiated in 2021 by Rodolphe Saadé and will be deployed in 2022.

The health crisis required specific measures for seagoing personnel. In July 2021, a vaccination campaign in Marseille for crews calling at the French port of Fos-sur-Mer and Marseille was organised. More than 6 700 of the 9 000 seafarers are now vaccinated at the end of this year.

FOR A BETTER QUALITY OF LIFE AT WORK

The Group is committed to continuously improving the quality of life at work for its employees, whether they are at sea or on land.

2021 was characterised by the restructuring and consolidation of an ambitious action plan to improve the quality of life at work for our seagoing personnel in different areas:

- Performance indicators (reinforcement of performance indicators on quality of life at work via an individual social barometer carried out periodically)
- Physical activity (standardisation of sports equipment on board ships)
- Sleep (improved quality of bedding)
- Food (standardisation and quality improvement of kitchen equipment)

- Fitting out (programme for the fitting out of spaces: smoking rooms, collective sports area, weight room, an extension of the premises allocated to the storage of fresh produce)
- Connectivity (improved quality and on-board internet access)
- Support (hotline for psychological assistance for seafarers)

To improve the working conditions of our inland and terminal logistics teams, we disseminate best practices regarding screen work and provide rest areas.

CEVA Logistics employees can benefit from various measures for risk prevention in general. In line with CMA CGM's guidelines, CEVA Logistics employees are covered by life and pension insurances, which has been set up in their home entity. A life and pension insurance is a contract that allows the subscriber to protect himself or his family against the financial consequences of a health problem following, for example, an accident or illness.



2020  
2021  
OBJECTIVES

Access to health coverage for our employees

Share of employees with access to health coverage CMA CGM



Share of employees with access to health coverage CEVA





**FOR A BETTER WORK-LIFE BALANCE**

Our aim is to promote a balance between private and professional life and the well-being at work of our employees. In 2021, the Group announced the implementation of teleworking arrangements for employees worldwide and therefore offers the possibility for all countries to implement this remote working organisation depending on the nature of their activities.

For CMA CGM France and CEVA Logistics head office employees based in Marseille, a teleworking charter has been signed so that they can benefit from 2 days of remote working per week. A teleworking guide has also been made available as well as a dedicated training course to support employees and managers with the help of the CMA CGM Academy.

A disconnection charter was also signed in October 2021 to enable a better work-life balance and the right to disconnect for employees at CEVA Logistics' headquarters in Marseille.

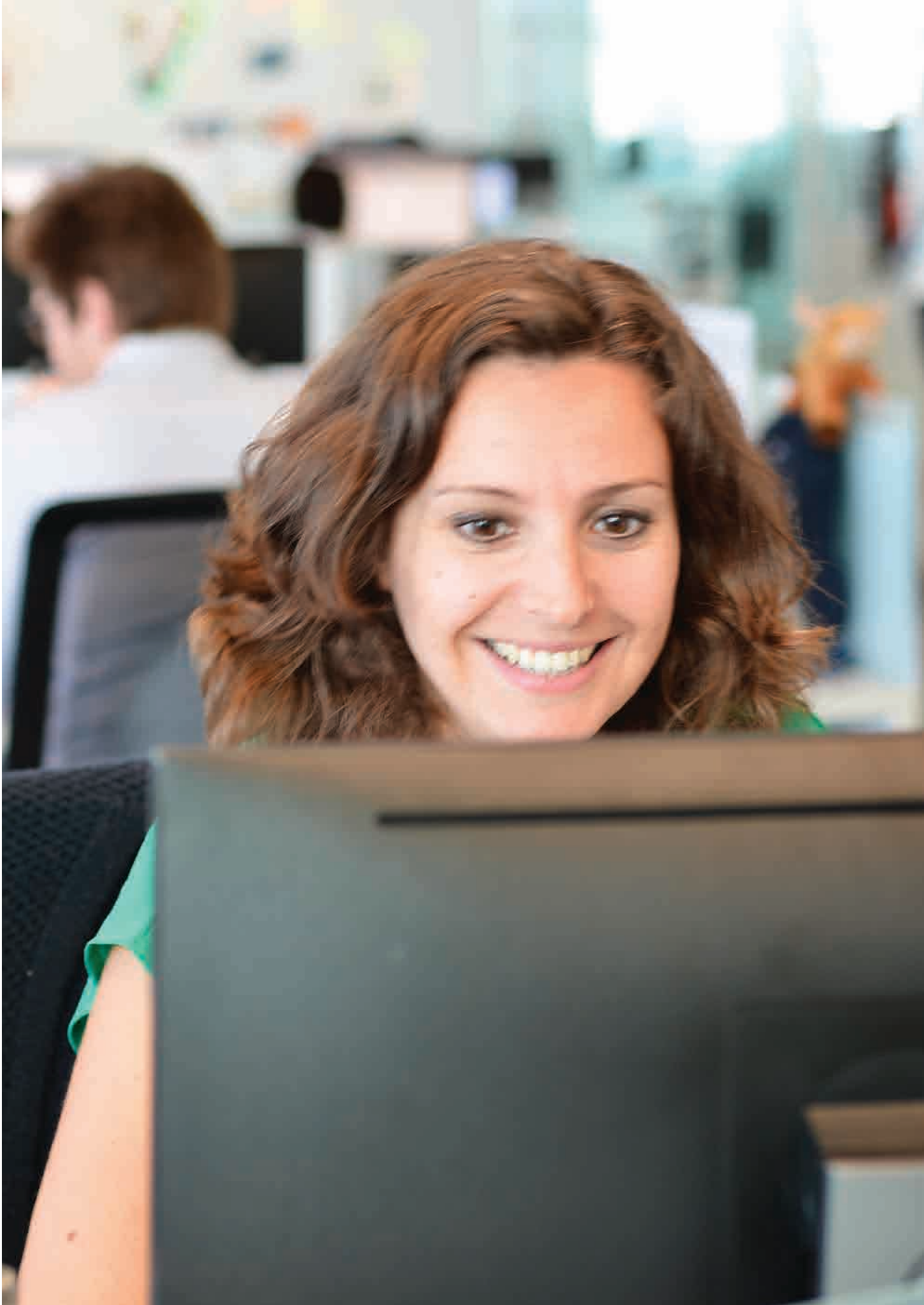
CMA CGM's HR School Relations team runs a community dedicated to the 150 interns and work-study students to overcome the isolation of students by proposing numerous joint activities.

CMA CGM Netherlands offers its teams daily 30-minute team walks with competitions via an application (developed by the Dutch Brain Foundation). Awareness and prevention programmes for managers have also been set up to better report, prevent and reintegrate the long-term sick by the occupational health agency.

CMA CGM Estonia has implemented the MIND Project which aims to promote, educate and support the physical and psychological well-being of employees. This is an animated podcast covering the topics of health and safety at work to increase employee awareness.

In 2021, the "Best Innovation" award in the "Asia Best Workplace" category was presented to CMA CGM China by AIA, a leading Asian life insurance company, in partnership with the School of Public Health of the University of Beijing and HRoot, a Chinese media specialising in HR. This award recognises the Group's good practices in China regarding well-being at work with work/life balance and medical coverage for employees.

Finally, the Group plans to launch a Group Commitment survey in 2022 to listen to its employees and measure the social climate and the level of commitment of each team in all of our divisions.

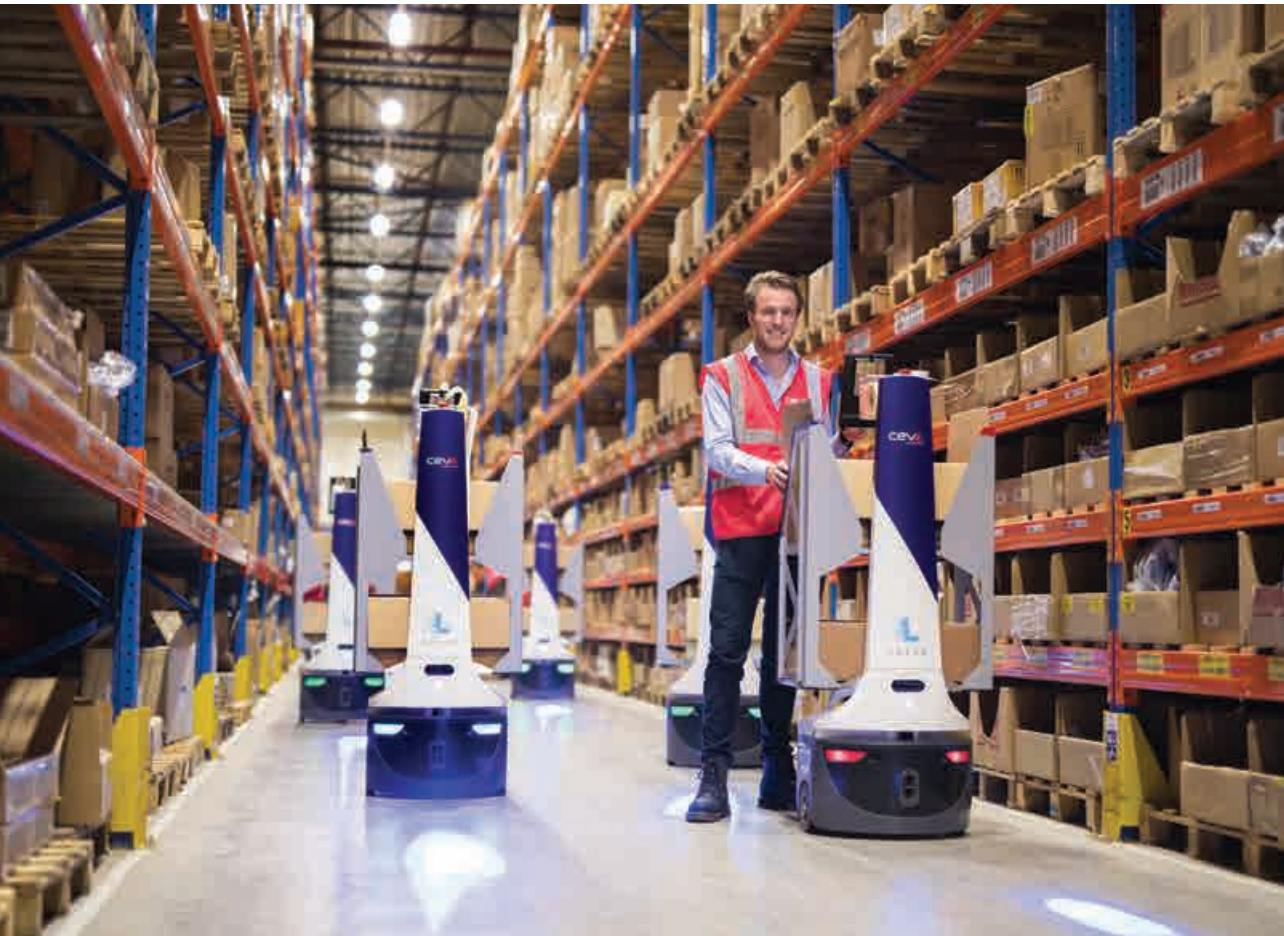


# Promoting education and training

2021 marks an important step in the Group's evolution with the establishment of Group Human Resources Department that will support a global strategy and create international and cross-functional opportunities for our employees. The development of our leaders and the fulfillment of all our employees is at the heart of our concerns.

## AMBITIONS AND GOALS

- 3 days of training per employee per year in 2022



### HARMONISE AND CONSOLIDATE OUR PROCESSES AND PROGRAMMES AT THE GROUP LEVEL

In 2021, CMA CGM Group provided 787 988 hours of training. The aim of 2 days training per employee per year for 2021 has been achieved for CMA CGM, with 2.66 days. Within the CMA CGM Group, the average number of training days per employee is 1.55. To support the transformation and performance of all the Group's divisions, we have developed a library of 56 core competencies, a Group people review, a cross

fertilization talents program, 3 leadership programs, 3 expert programs and integrating all our divisions into the Group training and development offer. This library provides every employee with a transparent understanding of the skills to be developed in order to progress within the Group. We are also integrating the Core Competency Framework into all our development tools and programs to assess and develop employees in this sense. 2021 also marked the launch of a global evaluation process of the entire Groups' workforce (CMA CGM and CEVA Logistics) with a view to succession planning.

The group is going through a major transformation and is meeting a great success thanks to each one of our people either in shipping, logistic or airfreight divisions. In order to ensure that each one of our employees will continue to uniquely contribute to our performance and growth, we've developed a library of 56 key competencies as the foundation for a fair, transparent, objective and effective Group HR strategy. Ensuring that key talents and experts alike are identified and promoted across the world and cross divisions, independently of their gender, age or nationality is key to our success and in line with our values. Mobility and cross fertilization as well as our performance and innovation culture are also key drivers to ensure that we do have The right people at the right place and at the right time to enable the Business strategy and goals. One Group One People Strategy !



LAURENCE DAMBRINE,  
Executive Vice President of Human Resources

■ 2020  
■ 2021  
➤ OBJECTIVES

Formation	
Number of training days per year and per employee	
■ 2020	1,23
■ 2021	1,55
➤ OBJECTIVES	3 days by 2022
E-learning : total number of hours	
■ 2020	204 329
■ 2021	328 169
On-site*: total number of hours	
■ 2020	113 803
■ 2021	459 819

\*The scope of coverage has increased between 2020 and 2021



This process identifies talent, provides development goals, access to training programmes and global mobility opportunities. More than 6,300 employees were assessed up to level N-4.

The global and harmonised Group process will be consolidated and the evaluation of employees will continue in 2022.

We have strengthened our Leadership offering with the introduction of new programmes for first, middle and senior managers, with development starting in 2021.

A pilot of one of our leadership programme has been launched in the Asia Pacific, entitled Excellerate, targeting successors to General Managers/ Heads of Department, aimed at developing leadership skills and networking within the network of agencies in the region.

The GM School's second class consists of 20 participants from 20 different countries. The training aims to support General Managers (25% women and 60% international profiles) in developing their skills and careers within the Group. It is based on three main modules: leadership, business and development. A CSR course has been integrated into the 2021 programme to raise awareness of our sustainability issues among General Managers, and the programme will include future General Managers in the 2022 sessions to prepare them for a smooth transition to their new positions.

In 2021, a Mentoring programme for our managers was also launched. A six-month pilot was set up with the creation of 59 pairs within CEVA Logistics to develop high potential employees. Our objective is to launch this programme in 2022 for the entire Group.

In 2022, we want to develop and launch an Expert channel to identify, within our internal network, experts who will be offered a suitable development path, enhancing their know-how within the Group.

The coaching offer for high potentials,

managers and top managers within the Group was rolled out globally in 2021, after a pilot phase at the Group's headquarters.

ACCELERATE DEVELOPMENT THROUGH NEW SOLUTIONS

Various solutions have been implemented to accelerate the career development of our employees:

The SHL tool for individual assessment of competencies and motivation: deployed throughout the Group in 2021, helps our leaders to identify their strengths and become aware of their areas for improvement in order to build a more effective personal development plan.

The e-coaching course with the Moovone platform: wide coaching deployment for local managers within the Group. It was rolled out in two stages, first at headquarters and then globally.

C-Mobility: this artificial intelligence tool enables employees to receive job offers

that match their skills and experience. Its pilot scope includes the Global Headquarters based in Marseille, the Regional Office Singapore, the Singapore Agency, Containership Head Office and the Agency in Germany. The evaluation of the C-Mobility pilot will continue.

C-Careers: This global HR initiative presents the Group's business lines to develop internal mobility and help employees become active players in their careers through conferences, business forums, testimonials and HR workshops. The organisation of this event will continue in 2022 and will be extended to the logistics professions by including CEVA Logistics.

INVESTING IN YOUNG TALENT

Every year, we recruit more than 50% of our trainees and apprentices in the final year of their studies. At CMA CGM, we consider our youngest recruits as a real talent source and an investment for the future.

In France, the TAMM (Air and Maritime Freight Transport) continued its momentum. This course, integrated into the CMA CGM Academy's Apprentice Training Centre (CFA), is designed for young Master 2 graduates wishing to develop their expertise in the field of transport and logistics.

In September 2021, the training of the first-class of 16 apprentices was completed and the training of the second class of 23 apprentices began (i.e. +30% of recruits). The course lasts one year and is a work-study programme within the Group. It leads to the RNCP title of

Air or Sea Freight Transport Organiser, as well as a certificate from the CMA CGM Academy for the maritime transport sector. 75% of the first-class graduates were recruited within the Group.

Training for trainees' tutors and alternates has been set up with CMA CGM Academy. It helps to better prepare them for their supervisory and training role.

The Graduate Programme SKY has been launched by CEVA Logistics in new Asia-Pacific countries. The programme has also seen improvements in other regions, notably in Eastern Europe.

The Trade Associates programme was launched by CMA CGM Asia Pacific. It aims to attract and train young graduates for junior sales roles in the regional offices.

The VIE programme (International Work Volunteering) enables young graduates to carry out a professional mission for 24 months within our international structures. This allows them to develop their business expertise, acquire new skills while discovering another country and other cultures through our network of agencies around the world. In 2021, CMA CGM and CEVA Logistics welcomed a total of 50 young people on VIE contracts.

For the 7th consecutive year, CMA CGM Group has been awarded the Happy Index® Trainees label for the quality of its internships and work-study contracts. 93% of respondents recommend the Group for an internship or work experience placement.



2020  
2021  
OBJECTIVES

Number of young talents

VIE  
24  
50

CFA  
16  
23



## A RICH AND INNOVATIVE TRAINING OFFER

In 2021, CMA CGM Academy received the U-Spring award, with a special mention in the "strategic transformation" category. The award recognised the Group's initiatives during the COVID-19 health crisis, including the massive roll-out of remote training, the establishment of a RapidMOOC studio, the development of virtual classrooms and the use of the cloud for mandatory training for both maritime and ground staff.

A corpus of 537 virtual classroom courses is currently available. These include "Assertiveness & Communication"; "Change for Managers"; "Introduction to Supply Chain Activities"; "Corporate Values" and "Customer Experience" (for salespeople).

The C-Box concept is a set of play-oriented tools to facilitate reflection. It has been developed for our collaborators in order to inform and raise awareness by solving a specific problem. Thanks to this tool, a 3-hour workshop can be organised by any employee in a completely autonomous way. 3 new C-Boxes have been launched in 2021: "Sustainability", "Welcome back" and "Better Ways". The Sustainability C-Box consists of a complete kit to make employees aware of environmental issues and sustainable development. The 7 existing C-Boxes have also been digitized.

The skill development of our seagoing personnel requires specific and adapted training:

SAYFR, a digital behaviour-based safety simulation solution, has been implemented. Its aim is to increase the safety culture of seafarers by sharing good practices and to ensure that every incident is the starting point for strategic thinking. This project is divided into two phases: seminars and coaching sessions for the seafarers. This application allows real-life situations to be shared and encourages playful exchanges around challenges and scoring systems.

The Leadership in Safety training course, to be introduced in 2021, aims to involve managers and their teams in a safer environmental process and to provide them with the necessary reading grids and action levers. These lessons will be progressively deployed to all CMA SHIPS' maritime and sedentary teams. In addition, firefighting training has been provided on board of each ship since September 2021 and will continue in 2022.

LNG training has been deployed for seafarers to train them in how to operate aboard of ships powered by Liquefied Natural Gas (LNG), which requires new expertise.

**The Group offers a wide range of quality training courses thanks to CMA CGM Academy. In 2021, the digitalisation and internationalisation of the offer continued. It will continue to be enriched according to the Group's employees' training needs.**





# Committing to diversity and inclusion

The diversity of our employees is what makes CMA CGM Group so rich. We believe that diversity and inclusion are key to building innovative and successful teams.

Our goal is to promote diversity and inclusion within the Group by acting on 3 main axes:

- Gender parity, to give women the place and the strategic role they deserve in our sectors of activity.
- Intergenerational diversity, which we encourage by setting up complementary teams.
- Cultural diversity and the internationalisation of teams, which we continue to promote and which represents one of the Group's greatest strengths.

## OBJECTIVES

- 30% of Women in the Top 200 in 2025
- 61% non-French nationals in the Top 200 in 2023



37% of our employees are women. Our employees come from over 182 nationalities in 141 countries. The average age of our employees is 39 years. The average seniority in the Group is 6 years.

## RAISING AWARENESS AND LISTENING TO OUR EMPLOYEES

2021 was characterised by the launch of a Group-wide diversity and inclusion awareness campaign and the implementation of pilot surveys to improve our ability to listen to our employees and make progress in our overall approach.

For the first time, all employees were asked to attend mandatory training and to share their knowledge and best practices on the following topics: preventing discrimination and promoting diversity; preventing harassment; ethics and compliance.

This offer will be enriched in 2022 with the launch of training courses and videos to raise awareness of unconscious bias. Aimed at recruiters and managers, it will help in the process of objective selection of candidates to promote diversity. The C-Box Diversity is now available in digital format and offers a module to learn how to detect possible forms of discrimination and plan actions within teams to promote diversity.

To measure the level of inclusion felt by our employees and to identify areas for improvement, a Diversity and Inclusion survey will be conducted in CEVA Logistics Latin America (6,968 respondents) and CMA CGM East Cost South

America (487 respondents) in 2021.

We are aware of the importance of recruitment to the success of our diversity policy. This is why the Group ensures a high degree of diversification in the recruitment of interns and work-study students at the head office, both in terms of choice of schools and location, with local, national and international applications.

CEVA, for its part, has made diversity and inclusion the focus of its employer brand in 2021:

- With the creation of a dedicated D&I web page on its new Careers site and by expressing its positioning to future candidates
- Similarly, job advertisements are now written by diversity and inclusion standards in all regions.

In 2021, CEVA Logistics SEAPAC (South East Asia and Pacific) set up various initiatives in the form of animations and actions to raise awareness about diversity. These include an introductory workshop on sign language and a mobilisation for diversity month.

CEVA Logistics North America chose to target veteran candidates and ex-military returnees through a partnership with "Hiring our Heroes."

## COMMITTING TO GENDER PARITY

CMA CGM Group continues to promote gender equality. The intention is to promote the essential place of women in our Group through the implementation of programmes aimed at encouraging the promotion of women to strategic positions.

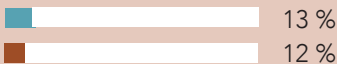
2020  
2021  
OBJECTIVES

### Women in management

Percentage of women/ men in management

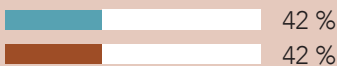


### Percentage of women in the Top 100



30% of women among the Top 200 in 2025

### Percentage of women in the Board of Directors





#We Are Shipping programme (Lebanon)

Initiated by Executive Vice President and President of the CMA CGM Foundation Tanya Saadé Zeenny, aims to advance women's leadership within the Group. In 2021, 16 CMA CGM employees from the millennial generation were accompanied in Beirut in their professional careers. #We Are Shipping acts as a career booster. Participants have the opportunity to receive leadership training, benefit from networking sessions and share their experiences.

**2022 goals and ambitions**  
**In 2022, in terms of diversity and inclusion, we will commit to:**

- Continue our efforts with awareness-raising programmes for management teams and all employees.
- Systematically include the diversity dimension in our human resources programmes and tools.
- Conduct an internal and external communication campaign to promote women's careers within the Group and in our business sectors.

The gender equality index (France)

The Gender Pay Index assesses the differences in pay between women and men through several indicators: the pay gap, the increase and promotion gap, increases after maternity leave, and the percentage of women in the ten highest-paid positions. In 2021, for the equality index, CEVA Logistics Head Office scored 79/100 and CMA CGM France scored 84/100.

FOR INTERGENERATIONAL DIVERSITY

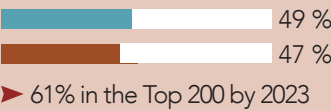
The intergenerational approach is an enriching experience and provides a strong sense of complementarity within the teams. It is strongly encouraged within the Group.

CMA CGM Scandinavia has developed an intergenerational project within the company. Before the Covid-19 pandemic containment, workshops were held with young people on the contribution of Generation Y to the transport business. In 2022, workshops for senior citizens will be set up to promote intergenerational links and launch a mentoring programme.

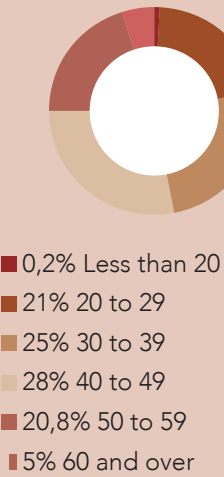
2020  
2021  
OBJECTIVES

Cultural diversity

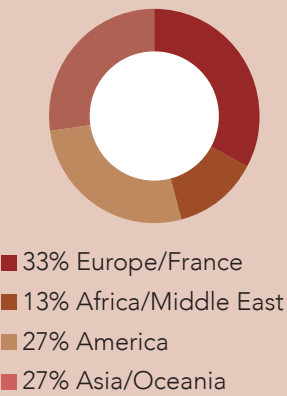
Percentage of non-French nationals in the top 100



Intergenerational link  
Breakdown of the workforce by age group



Cultural diversity  
Breakdown of employees by geographical area





# Supporting local communities

Through the actions of the CMA CGM Foundation and the Group's solidarity initiatives, we are committed to local communities. We encourage employees to contribute to and support our collective commitment and to share the Group's values.

## OBJECTIVES



- 100% of countries where the Group is implanted launched at least one local initiative
- We contribute to the socio-economic development of the countries in which we operate through:
- The promotion of education for all with the CMA CGM Foundation.
- Solidarity actions organised by our CSR referents around the world and involving our employees.

Despite the difficult health situation in 2021, our employees around the world have mobilised massively in favour of local communities or territories.

A total of 289 actions were identified in 100 countries, thus achieving the goal of carrying out at least one action in 70%

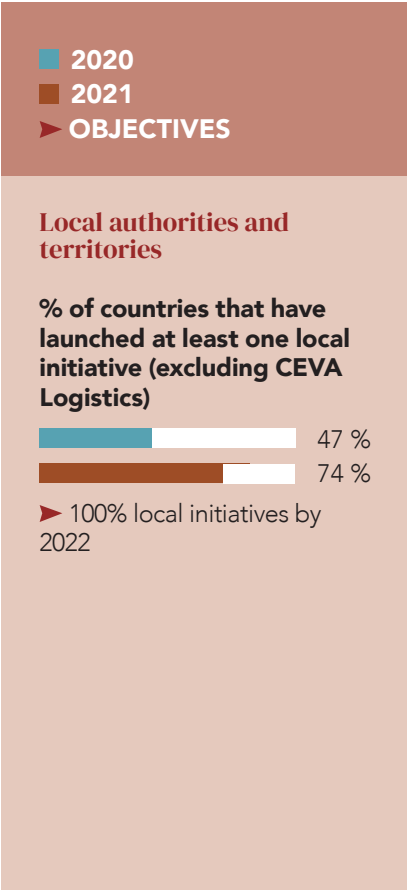
of the countries in which the Group is present.

By 2022, we aim to have 100% of the countries in which at least one local action is carried out with our employees.

"The social responsibility of our Group is reflected in the two priorities of the CMA CGM Foundation: humanitarian aid and education for all. On the humanitarian front, we mobilise our industrial tools and expertise to support the actions of international NGOs such as UNICEF with the "containers of hope" programme. Concerning education, we directly support, or through our social incubator Le Phare, a large number of associations that work to improve access to school for children who are currently far from it."



TANYA SAADÉ-ZEENNY,  
Executive Vice President and President  
of the CMA CGM Foundation



## 04.1 Supporting access to education for all

The CMA CGM Foundation supports associations developing educational projects and working to improve equal opportunities and access to education for all. To select the associations to support, the CMA CGM Foundation organises an annual call for projects.

In 2021, the 9th edition of the CMA CGM Foundation's call for projects in France, which had as its theme "Encouraging innovation in the education of young people," made it possible to support 18 associations and winning projects in the Marseille area, among the 126 applications received: Fonds de Dotation Pro Bono Lab, Amitiés Marseillaises Culture et Partage, École de la 2e Chance, Réseau Môm'Artre, La Plateforme, ARI - Association Régionale pour l'Intégration, Association Coup de Pouce, Fondation Apprentis d'Auteuil, Association Départ (partner of Refugee Food), Ambition Cité, Each One for Society, Marsatac School, Mouvement UP (a member of the SOS Group), Simplon.co, Bel Endroit pour une Rencontre, Le Rocher Oasis des Cités, Unis-Cité Méditerranée and Fédération Léo Lagrange.

Exceptional grants were given to:

- Marseille Capitale de la Mer: through the operation "Un pas vers la mer" (A step towards the sea), 160 children aged between 6 and 14 were able to take part in swimming lessons at the Cercle des Nageurs in July. The programme also included workshops to raise awareness of the marine environment, its biodiversity and its protection.
- Arts & Développement: multi-annual support for a new artistic activity centre and the development of a parents' space in the context of the artistic practice workshops run by the association.

- Transat Jacques Vabre: As part of its partnership with the Transat Jacques Vabre, the CMA CGM Foundation has highlighted its communication materials and supported the NGO Bibliothèques Sans Frontières, which works to improve access to culture and education for the most vulnerable.
- In Marseille, the CMA CGM Foundation took part in the "Match of Heroes" with UNICEF. The charity football match at the Orange Velodrome raised funds to support UNICEF's Conceptos Plásticos programme in Côte d'Ivoire. This programme builds schools made from recycled plastic waste bricks and ensures better education for Ivorian's children.

In Lebanon, the 2021 call for projects has been reoriented towards emergency aid with the implementation of programmes designed and managed by the Foundation in partnership with recognised local NGOs.

The Foundation has entered into a partnership with the NGO Beit El Baraka to contribute to the "FORSA" programme, which aims to address the difficulty many families have in paying their children's school fees and to fight against school drop-out. The Foundation's support will help pay the school fees of 2,600 students in 17 schools throughout the country.



04.2 Solidarity and innovation

Fully committed to education for all, the CMA CGM Foundation has currently supported nearly 350 projects in France and Lebanon, helping tens of thousands of children.

In addition, to support populations affected by humanitarian crises in many countries around the world, the Foundation has been developing a humanitarian transport programme, Containers of Hope, every year since 2012 in partnership with specialist NGOs and international organisations. Through Containers of Hope, the CMA CGM Foundation provides these emergency aid specialists with the basic equipment they need to carry out their work in the field free of charge.

RESPONDING TO HUMANITARIAN CRISES AROUND THE WORLD

Operation Containers of Hope

Containers of Hope enables NGOs and international organisations (Médecins

sans Frontières, Action contre la Faim, the French Red Cross, UNICEF) and the Crisis and Support Centre of the French Ministry of Europe and Foreign Affairs to transport humanitarian and relief supplies free of charge onboard the Group's ships.

Nearly 1,700 containers representing 15,000 tonnes of material have been transported to 40 countries since the operation was launched in 2012, including 530 Containers of Hope in 2021, mainly in Africa.

In 2021, UNICEF joined the Containers of Hope programme and benefited from the donated shipment of 201 containers to deliver educational materials, as well as pharmaceutical and nutritional products:

- 144 containers of school books for Chad.
- 54 containers of therapeutic food and school supplies for Yemen.
- 3 containers for the reconstruction of the Quarantine Hospital in Beirut.

In response to the COVID-19 pandemic, the Foundation helped to deliver medical equipment around the world:

A strategic partnership with UNICEF to ensure better access to essential supplies for children.

- In May 2021, a first humanitarian air operation to India mobilised an aircraft from CMA CGM AIR CARGO fleet to transport 8 oxygen units and ventilators.

- In June 2021, a maritime operation to Tunisia resulted in the delivery of 60 containers representing 55 tonnes of medical equipment to Tunisian hospitals.

A humanitarian boat for Lebanon

Ever since the explosion in the port of Beirut on August 4, 2020, the situation in Lebanon has continued to deteriorate, exposing a growing proportion of its population to great insecurity. In this context, the CMA CGM Foundation was more active than ever in supporting the Lebanese population by relying on the industrial tool and expertise of CMA CGM Group employees as well as on international NGOs present in Lebanon.

- In February 2021: the CMA CGM Foundation organised the purchase, transport by sea and distribution by land of nearly 600,000 pieces of personal protective equipment and 20 breathing apparatus to meet the needs of the resuscitation and emergency departments of Lebanese hospitals.

- In June 2021, in response to a shortage of infant formula and to support families who could no longer meet the nutritional needs of their young children, the CMA CGM Foundation purchased and shipped 4,000 boxes of infant formula, equivalent to 7 tonnes, as well as 10,000 pieces of infant formula donated by the French company Danone. These products were distributed to more than 1,000 children through 9 Lebanese NGOs.

- In July 2021, inflation has made many essential products inaccessible, a CMA CGM Group vessel was once again mobilised to transport 136 tonnes of medicines, medical equipment and infant formula free of charge to 10 NGOs and 3 Lebanese hospitals.

CMA CGM Foundation supported associations organising collections and equipment purchases for recognised Lebanese NGOs by reserving space on board CMA CGM ships. More than 150 humanitarian containers were shipped to Beirut free of charge as part of the Containers of Hope programme for the benefit of over 40 Lebanese NGOs and hospitals.

NATURAL DISASTER SUPPORT

Global warming is increasing the frequency and intensity of natural disasters that affect people around the world. Whenever possible, CMA CGM Group mobilises its resources and skills to mitigate the dramatic consequences of these events for its employees, partners or the hard-hit populations.

The Group also supported the victims of natural disasters in Malaysia (floods), the Philippines (typhoon), Indonesia (volcanic eruption) and the United States (hurricane). These solidarity actions were carried out with the involvement of employees: donations of necessities, non-perishable food items, financial and logistical involvement of the Group.

TRANSPORT OF ESSENTIAL GOODS BY CEVA LOGISTICS

CEVA Logistics has been involved in the transport of essential goods during major events:

- COVID-19: transport of vaccine doses to Pakistan and Uganda, transport of oxygen concentrators to Indonesia

- Emergency transport of tents, medical equipment, medicines, etc. to help the population after Haiti earthquake

- CEVA Logistics employees volunteered in China to help flood victims in Zhengzhou

- In Thailand, voluntary distribution of school materials to students in difficulty, in partnership with the Wellington College International School in Bangkok

- In Malaysia and Singapore, donations and delivery of food in electric vehicles

LE PHARE, THE SOCIAL INCUBATOR

Le Phare opened its doors in September 2021 to a first class of 7 entrepreneurs: 4 Lab Educatif, Carbon Blue, École Buissonnière Lab, Permis de Rêve, Kipawa, Roxx Moda and Marseille Capitale de la Mer.

Le Phare is a 9-month support programme for young entrepreneurs developing projects with a strong social impact in the field of education or professional integration. It includes a coworking space located at the Epo-pée, an educational complex in the heart of Marseille's northern neighbourhoods, customised training and professional mentoring provided by CMA CGM employees involved in the skills sponsorship programme.

CULTURAL ACTION IN LEBANON

The Foundation supported the Baalbeck Festival's "Musical Journey in the Roman Temples of the Bekaa" show which took place in July 2021. This support aims to promote young Lebanese artists and the cultural influence of Lebanon.

BLOOD DONATION

Throughout the year, the Group's employees donate their time to save lives. More than 750 people took part in a blood donation campaign organised at their workplace, in close cooperation with local associations.

Some countries have gone even further by raising awareness of bone marrow donation among their employees. Although it offers hope for a cure to people with cancer or blood diseases, this little-known donation is lacking in many parts of the world. After an information campaign in Poland, 15 employees of CEVA Logistics voluntarily donated their bone marrow.





SOLIDARITY DURING THE FESTIVE SEASON

As it does every year, CMA CGM Group, its Foundation and its employees have joined forces with local associations to make the end-of-year celebrations a time for sharing. Several initiatives have been launched to help the most disadvantaged, in partnership with recognised NGOs, notably through food banks, the collection of toys or blankets and warm clothing. With the mobilisation of the Group's subsidiaries, its network of agencies and more than 1,200 employees, this commitment to solidarity has taken on a global dimension. In 2021, 37 actions have been carried out in about 30 different countries.

At the end of 2021, after a year still marked by the pandemic and its social consequences, the CMA CGM Foundation mobilised alongside associations to implement solidarity actions in Marseille and Lebanon for the end-of-year celebrations:

In Marseille:

- In December, a solidarity collection was organised for employees in Marseille. The donations collected made it possible to gather 171 kg of foodstuffs, i.e. the equivalent of 342 meals for the benefit of the Bouches-du-Rhône Food Bank. In addition, a hundred children will be able to benefit from the school supplies collected for the association Ecole au Présent, which works to provide schooling for children living in extremely precarious situations.

-The CMA CGM Foundation has donated refurbished laptops: 60 for Emmaüs Connect to facilitate digital access for all, 6 to equip the computer room of the Ambition Cité association and 4 for deserving students from a school located in the Félix Pyat housing estate in Marseille.

-The CMA CGM Foundation supported the Restaurant Le République by providing 200 solidarity meals prepared

on December 24 and 25 for people in precarious situations.

The end of the year was also an opportunity to highlight the UN agency UNICEF, and to look back on the first year of partnership with the CMA CGM Foundation as part of the Containers of Hope operation through the organisation in Marseille of a photo exhibition and a solidarity sale to benefit UNICEF. Lebanon:

In December, a major food operation purchased, prepared and distributed 5,600 food parcels for vulnerable Lebanese families. Thanks to the mobilisation of CMA CGM employees and CEVA Logistics in Lebanon, and in partnership with 26 Lebanese NGOs, distribution operations were organised throughout the country.

In the United States:

35,000 Americans were helped by CMA CGM Group during the Thanksgiving holiday through food donations. Between November 13 and 23, 2021, 12,000 turkeys were distributed to families in need across seven cities in the United States: Los Angeles, Washington, Nashville, Wilmington, Houston, Norfolk and Savannah. 310 volunteer employees took part in the operation.

INVOLVING EMPLOYEES IN DONATION CAMPAIGNS

Every year within the Group many donation campaigns are organised for the benefit of local communities.

In Latin America:

CEVA Logistics has set up the "A cap for a smile" operation with the " Angelitos de cristal " association. The collection and resale of plastic caps support this association which works for children suffering from epidermolysis bullosa.

In the Netherlands:

CEVA Logistics has organised two donation campaigns for its employees:

- Collection of plastic bottles and resale to help the association "Stichting ALS Nederland " which works for people with myotrophic lateral sclerosis: 1,700 euros were collected.
- A raffle was organised with the proceeds going to the North Limburg Food Bank: 2000 euros were collected and the initiative will be renewed

The CMA CGM Foundation makes education for all its priority. It is committed to helping children and young people around the world find their place in tomorrow's world thanks to education.

04.3 Raising awareness and mobilising employees

SKILLS SPONSORSHIP PLANET WEEK

Volunteers contribute their time and expertise to strengthen the impact of the Foundation's actions and those of its partner associations. In 2022, skills-based sponsorship will be extended to the entire Group. The following tasks were carried out in 2021:

- 4 employees involved in the study of the Foundation's call for projects.
- 23 employees involved in supporting the entrepreneurs of the Le Phare social incubator.
- 16 employees involved in the Foundation's partner associations that have an educational mission in the Marseille area.
- 6 experts from CMA CGM's Reefer division were hired to advise the UNICEF Supply Division on the maritime transport of refrigerated products.

CMA CGM's Planet Week is the largest internal event of the year dedicated to sustainable development. It was held between the 12th and 14th of October 2021, at the head office in Marseille, where the entire ecosysteme of different experts in environment, engaged clients and partners in CSR and also Comex members gathered to talk about our CSR policy in order to inform the collaborators and reinforce their mobilisation. More than 12,000 employees from all over the world were able to follow the three days live event.

This was an opportunity to highlight 12 local projects supported by the Group, in 12 countries, on the topics of biodiversity, climate change and sustainable development awareness.

My CMA CGM Group Daily Impact is an awareness and mobilisation program for all CMA CGM Group collaborators. The aim of this project is to raise awareness on how we can reduce our individual environmental impact. This programme offers training to better understand climate issues, a personalised tool to assess one's carbon footprint and individual and collective challenges to limit one's impact. Each challenge will raise funds for associations and organisations involved in the preservation of the environment. A pilot phase was launched in October 2021, with 400 volunteers from the Group. The programme will be open to all Group employees in 2022. This platform combines the pedagogical approach of WeNow, a startup for awareness-raising and training on climate issues, with mao boa specialised in collaborators' engagement for the sustainable development, launched within our ZeBox startup incubator.





THE CSR NETWORK'S MOBILISATION

The CSR network is mobilised throughout the year to the rhythm of the UN's international days and thus strengthens the commitment of all employees throughout the world.

On April 22, 2021, Earth Day was celebrated in the network:

- At headquarters, our employees and management participated in a webinar to raise awareness of the challenges of sustainable development. It took place through our partnership with Earthwake, a French NGO protecting the seas and oceans by converting plastic waste into energy using cutting-edge technology.
- In the Senegal Cluster, the teams participated in a webinar on plastic pollution. External speakers made them aware of this major issue in the region and shared examples of good practices to adopt.

- On June 5, 2021, on World Environment Day, local waste collection actions were carried out throughout the network (36 countries)

- In Guadeloupe, a week of awareness-raising on environmental issues was organised for all employees: webinars, conferences, exhibitions, challenges for greener offices and the planting of 200 trees enlivened this week rich in learning and commitment.

World Clean Up Day was celebrated on September 18, 2021. As in previous years, CMA CGM Group and its employees have mobilised everywhere they are present to participate in the collection of waste and the fight against pollution - taking into account the restrictions associated with COVID-19.

- 1,900 employees in 84 countries collected over 15,000 kg of waste.

- In Gabon, for example, 20 employees brought together friends and family to collect more than 280 kilos of waste on the beach in Libreville in just a few hours,

with the NGO "La Marche pro".  
- Employees in Marseille took part in several clean-up operations in the Calanques National Park, of which the Group is a partner. The initiative was carried out in association with the Goutte bleue (a Marseilles-based NGO, which received the "Janus du Design Civique", a label from the French Institute of Design).

- In countries such as Asia where these operations were not allowed due to health restrictions, digital clean-ups were organised, notably allowing the deletion of 10,000 GigaBytes of emails, which is 9 times the distance between Paris and New York AR.

In addition to the benefits for the planet, this event enabled us to unite all our employees around the same cause, at the same time, and to raise their awareness of the environmental issues for which we are all agents of change.

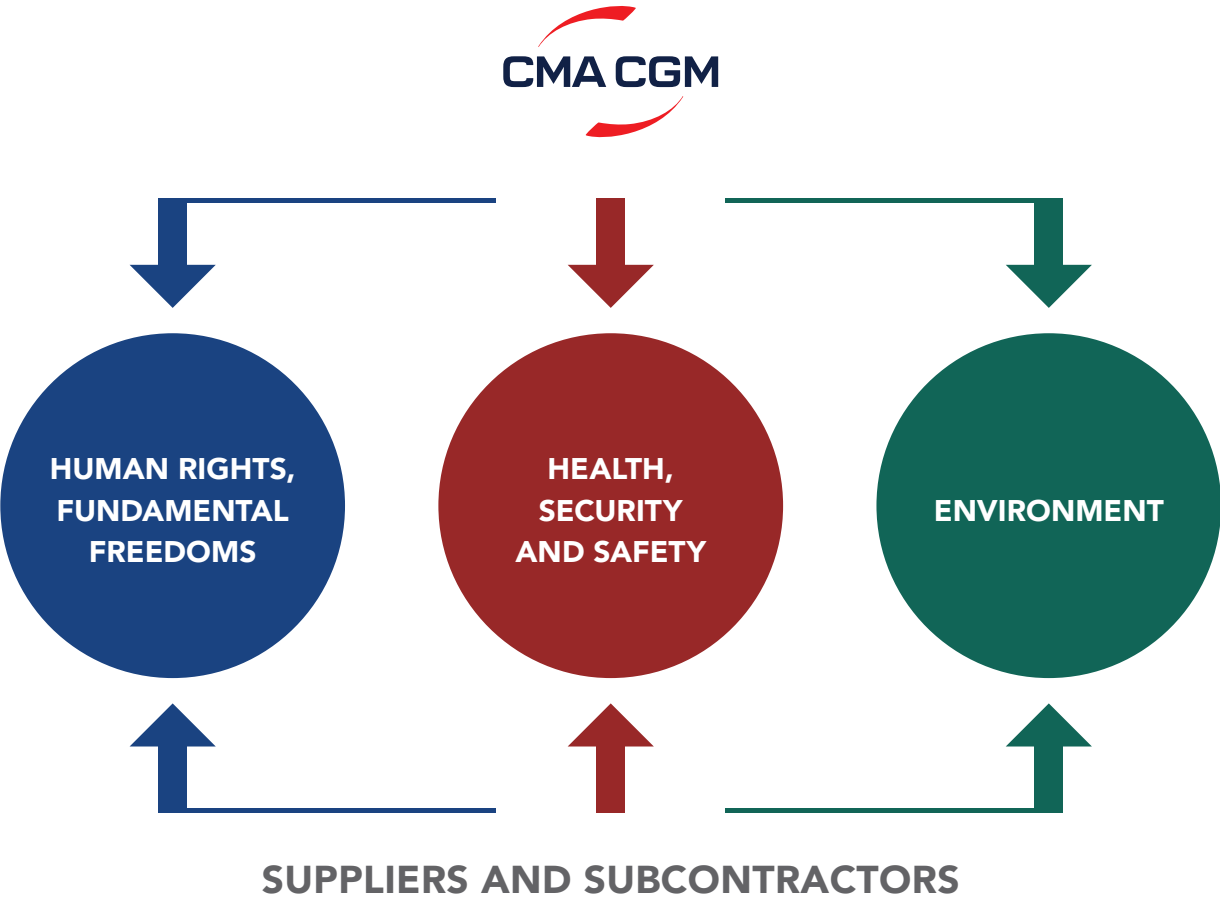
**In 2021, thanks to skills sponsorship, more than 96 CMA CGM Group employees in France and Lebanon were able to invest up to 5 days per year during their working hours for the benefit of partner associations of the CMA CGM Foundation.**





# Ensuring respect for human rights in the value chain

This chapter is a summary of CMA CGM Group's 2021 Compliance Plan, available on the Group's corporate website. Detailed Group 2021 vigilance plan is available [here](#).  
Adopted in 2017, French law on the duty of vigilance requires large companies and their subsidiaries to publish an annual vigilance plan to identify risks related to their activities and those of their subcontractors and suppliers, and to prevent serious violations of human rights, fundamental freedoms, human health and safety and the environment.



IN 2021, CMA CGM GROUP CONTINUED TO EXPAND AND STRENGTHEN THE APPLICATION OF THIS LAW WITHIN THE GROUP AND IN ITS ACTIVITIES AND SUBSIDIARIES. IN 2021, THE FOLLOWING PROGRESS HAS BEEN MADE ON EACH OF THE FIVE MEASURES OF THE LAW:

## 1. Risk mapping

The Duty of Vigilance risk map has been updated in 2021 according to Group methodology and its annual update.  
In parallel, risks relating to fundamental freedoms, health, safety and the environment are considered in all risk mappings (whether they be new or revised versions).

## 2. Evaluation procedures

In addition, more than 14,000 suppliers and subcontractors were assessed through the Group's Accelerate programme. The Group has maintained its Platinum EcoVadis medal for 2021 and 2022, demonstrating its commitment to CSR and its actions in relation to the duty of care. The Group is also a member of the UN Global Compact and participates and discusses Duty of Care issues in several inter-professional groups.

## 5. Monitoring of measures

A list of indicators has been put in place to monitor the implementation of all measures taken by the Group. These indicators are monitored and steered by the departments and teams concerned.



## 3. Appropriate actions

In 2021, several initiatives were launched to protect fundamental freedoms, fight against all forms of discrimination and improve working conditions, particularly in the context of the Covid-19 pandemic. Important decisions have been taken and solutions have been implemented to protect the planet and limit global warming and the impact on biodiversity.

## 4. The alert mechanism

All Group employees and stakeholders are invited to report in good faith any breach of the Group's Ethics Charter via a dedicated, secure hotline accessible 24/7.

# Our collaborations and partnerships

**We are partners in initiatives that bring together major players:**

## Container Ship Safety Forum

Established in 2014, this NGO brings together major shipping stakeholders committed to improving the safety performance and management practices of container shipping.



## Cargo Incident Notification System

This exchange platform among the largest shipping companies allows for the rapid sharing of security and safety issues for goods transported in containers.



## The Intercompany Expatriation Centre

It is a special place for exchanging and sharing best practices on international mobility strategies and policies of large European groups with an international scope.



## My CMA CGM Group Daily Impact Programme

As part of the My CMA CGM Group Daily Impact project, a partnership with two young companies was set up in 2021 to raise awareness and mobilise our employees on reducing their environmental impact and our CSR strategy. Mão Boa is a young company incubated in ZeBox and WeNow. It is a company expert in pedagogical approach to the climate change, recommended on the UN website and BCorp labelled since 2017.

**mão boa**  
**wenow**







# ACTING FOR PLANET

# Fighting against climate change

The transport sector and shipping account for 24% and 3% respectively of global greenhouse gas emissions. This is why CMA CGM aims to become a leader in low-carbon transport solutions across the entire transport value chain (sea, logistics and air).

In the context of COP 26, CMA CGM Group has joined the global "Race to Zero" campaign and is committed to achieving a net zero carbon target by 2050 at the latest.

Supplying dual fuel gas vessels is a major step in the fleet's energy transition. By 2024, our fleet will have at least 44 LNG-powered vessels. This new equipment will enable the use of renewable energies to propel our vessels (gases such as biomethane and synthetic methane). To make this decarbonization strategy a reality, the Group is also investing in the production of biomethane and setting up strategic partnerships with its suppliers.

Convinced that decarbonization of the Group requires a mix of solutions, we are investing in research and development (R&D) to design the clean vessels of the future and are working to continuously improve the performance of our assets.

## OBJECTIVE



- Net-Zero Carbon in 2050
- At least 10% of alternative fuels in our energy mix by 2023
- 100% renewable electricity for CEVA Logistics' warehouses in 2025
- 1.8 million m² of photovoltaic panels on CEVA Logistics warehouses by 2025

## GROUP MARITIME CO<sub>2</sub> EMISSIONS

In 2021, the CMA CGM fleet emitted 25,42million tons of CO<sub>2</sub>, an increase of 9% compared to 2020. At the same time, operational performance slightly increased from 52 g CO<sub>2</sub>/TEU-km in 2020 to 53 g CO<sub>2</sub>/TEU-km in 2021.

The increase in emissions in 2021 is therefore not linked to a minor degradation of the performance of the Group's fleet but is due to the cyclical rebound inactivity after the health crisis in 2020. Thus, the additional emissions are explained by:

- Heavy global congestion in ports requiring adjustments in the organisation of our vessel fleet (repositioning of certain vessels on different maritime services, numerous fleet phase in and phase out to adapt to our customers' demand, accelerations to make up for waiting times)

- Cases of COVID-19 leading to the quarantine of vessels and then the need to put vessels back on schedule and therefore increase speed

Since 2008, the Group has reduced its CO<sub>2</sub> emissions by 48% (TEU-km) by investing in:

- Newer, more energy-efficient ships equipped with the latest environmentally friendly technologies;
- Optimisation of the use of the vessel fleet by developing alliances with partners;
- A better thought-out fleet operation policy that contributes to energy savings

CO<sub>2</sub> emissions per container transported increased by 3% compared to 2020, to 1,15 tonnes of CO<sub>2</sub>/TEU transported.

Maritime transport is the freight transport solution that produces the least greenhouse gas emissions per ton and per kilometer of freight transported.

Sources :  
Transport maritime : CMA CGM 2021 data  
Transport par rail : ADEME methodology 2017  
Transport par barge : CMA CGM 2020 supplier data  
Transport routier : GLEC Framework 2019  
Transport par avion : <https://www.ics-shipping.org/shipping-fact/environmental-performance/>

06





CMA CGM GROUP  
OBJECTIVE IS TO  
ACHIEVE NET-ZERO  
BY 2050

At COP26, CMA CGM Group took another step towards decarbonisation by announcing its decision to join the Race to Zero, an initiative supported by the United Nations Global Compact. With this commitment, we are going beyond carbon neutrality and are now aiming for Net Zero by 2050. Net-Zero goes beyond carbon neutrality by focusing on emission reductions rather than off-setting.

CMA CGM Group aims to define its precise decarbonisation trajectory between 2021 and 2050 within the next two years, in line with the Paris agreements and the 1.5°C whose objective is to limit the increase of the average temperature using the "Science-Based Targets" methodology.

This represents a more ambitious commitment by Rodolphe SAADE, Chairman and CEO of CMA CGM Group, following the announcement made in June 2020 to achieve carbon neutrality by 2050.

As part of this commitment, the Group has decided to include its GHG emissions in its key performance indicators in accordance with the SBTi standard.

For 2021, this represents 30.5 million tonnes of CO<sub>2</sub> eq.

The Group also participated in the working group launched by the Science-Based Targets initiative (SBTi) for the development of sectoral trajectories for the maritime sector, bringing together several maritime companies.

CMA CGM Group took an active part in COP26, notably through the participation of its experts in the days dedicated to energy, the ocean and transport.

DOING EVERYTHING  
POSSIBLE TO  
ACHIEVE A  
SIGNIFICANT AND  
SUSTAINABLE  
REDUCTION IN  
OUR EMISSIONS

The Group's decarbonisation roadmap is driven by the Group's commitments, the regulatory timetable and client demands.

Our path to decarbonising the activity of marine transport is based on three pillars:

- New energies for propulsion (LNG, biomethane, synthetic methane, e-methane and biodiesel)
- State-of-the-art ships in terms of both fuel efficiency and design.
- Operational excellence daily for all our material assets.

LIQUEFIED NATURAL  
GAS, AN INITIAL  
RESPONSE TO THE  
CHALLENGE OF  
FIGHTING CLIMATE  
CHANGE

To make an immediate and significant contribution to the sector's energy transition, CMA CGM Group made the pioneering choice in 2017 to use liquefied natural gas (LNG)

We are preparing the future of a maritime transport sector where economic competitiveness and growth will go hand in hand with Sustainable Development and the fight against climate change [...] and we will go even further to make it even more environmentally friendly.

propulsion, designed specifically for this energy. This energy offers the advantage of being immediately available, with major benefits for the environment and air quality. The environmental performance achieved with LNG exceeds current regulatory requirements for air pollutants.

This choice has therefore enabled significant progress and a first step towards the decarbonisation of the Group's activities by reducing the main atmospheric pollutants.

This technology also makes it possible to prepare for the conversion of the fleet. Thus, the engine deployed on these ships is already technically capable of using biomethane, as well as synthetic methane (instead of LNG), new-generation fuels that make it possible to approach carbon neutrality. This "e-methane ready" fleet currently consists of 23 vessels already in service and will include at least 44 vessels by the end of 2024. From 2022, LNG ships will run on 100% LNG or new generation fuels.

CMA CGM is currently developing an excellent LNG industry, particularly in the port of Marseille-Fos, which will enable it to refuel its ships sailing between Asia and the Mediterranean. The next stage will see the gradual substitution of fossil LNG with methane from renewable sources.



« Our fleet of gas-powered vessels is a first step towards the decarbonisation of maritime transport, but we are also preparing the future with significant investments in R&D with a focus on biofuels and synthetic fuels for our vessels. At the same time, we are making progress on other alternative energies such as electricity and green hydrogen for our other needs (quay equipment, cranes or machinery). New technologies will also allow us to optimise our operations and thus reduce our consumption to a minimum. We already do this with the help of algorithms that allow us to adapt the route of our ships or optimise their loading. To limit our consumption, we also invest significantly in the engineering of our ships. We are developing innovative designs that will take to the sea in a few months. »



CHRISTINE CABAU WOEIHREL,  
Executive Vice President Operations  
and Assets

■ 2020  
■ 2021  
► OBJECTIFS

Fuel consumption of the maritime fleet in million tons

■ 7,44  
■ 8,09

Reduction of CO<sub>2</sub> emissions from the maritime fleet (since 2008)

■ -49%  
■ -48%

CO<sub>2</sub> emissions related to the consumption of the maritime fleet in millions of tons

■ 23,3  
■ 25,4

CO<sub>2</sub> performance of the maritime activity in gCO<sub>2</sub>/TEU-km

■ 52  
■ 53

CO<sub>2</sub> emissions reduction from the purchase of biomethane under guarantee of origin in tons

■ 59 070

Business performance CO<sub>2</sub> of the maritime fleet t CO<sub>2</sub>/TEU transport

■ 1,12  
■ 1,15

Scope 3 CO<sub>2</sub> emissions in millions of tons

■ 7,06  
■ 10,5

\*SBTi Standard: CO<sub>2</sub> eq emission of scope1 + upstream emission of consumed fuel.

BIOMETHANE/  
SYNTHETIC  
METHANES

By choosing LNG to power its new ships, CMA CGM Group is paving the way for biomethane. After the first LNG bunkering of CMA CGM JACQUES SAADE in Rotterdam in 2020, supplemented by the purchase of 1,000 tonnes of biomethane as a guarantee of origin <sup>(1)</sup>, the use of biomethane has been strengthened in 2021 with the purchase of an additional 22 000 tons representing a reduction of approximately 60 000 tons of CO<sub>2</sub><sup>(2)</sup>.

Supporting the development  
of the biomethane sector  
through partnerships

To accelerate the development of biomethane, the Group is committed to supporting the production sector. CMA CGM Group has

invested in WAGA ENERGY, a company that builds and operates innovative landfill gas purification units produced from organic waste. Once processed, this gas can be injected into the grid or used as fuel.

CMA CGM Group has also established a long-term strategic and industrial cooperation with ENGIE for the production of low-carbon fuels. The goal is to :

- Promote industrial production and distribution of synthetic methane and bio-LNG from which maritime transport could benefit.
- Initiate projects for the production of synthetic methane on an industrial scale.
- Share expertise and R&D to facilitate the development of tomorrow's energies.

Industrial projects for the production of synthetic methane, led by ENGIE and in which CMA CGM will be able to invest, notably in the form of multi-year purchase commitments, are being prepared using different technologies (pyrogasifi-

cation or methanation using green hydrogen and captured CO<sub>2</sub>).

The Group is committed to the local ecological transition and the circular economy by developing partnerships with local players such as EveRé and the Grand Port of Marseille. This partnership consists of valorising the gas produced from the biodegradable household waste of the Marseille Provence area by supplying LNG-powered ships, in particular those of CMA CGM Group. This project benefits from particularly suitable existing infrastructures within the Grand Port Maritime: EveRé's waste methanisation units, Elengy's LNG terminals - which will enable the storage and delivery of this BioGNL, TotalEnergies' bunker ship which will be present in the port from January 2022, and CMA CGM Group's fleet of LNG powered ships. A feasibility study has been launched for this large-scale project, which should be part of the national approach to supporting BioGNL defined in the law on the orientation of mobility.

The transition to the physical supply of biomethane has already begun. CMA CGM Group have conducted the first Bio-LNG bunkering trial. The CONTAINERSHIPS AURORA, a 1,400 TEU (twenty-foot equivalent unit) LNG-powered vessel, was bunkered by Shell with a blend of almost 10% Bio-GNL during a port call in Rotterdam in the summer of 2021.

The operation was completed by means of a ship-to-ship transfer while the CONTAINERSHIPS AURORA continued its port handling operations simultaneously, thus keeping to the planned schedule.

As part of the Smart Port Challenge organised by the Grand Port of Marseille, the start-up Synchronicity and CMA CGM Group have carried out a feasibility study for the construction of a biomethane production unit in the port of Marseille-Fos. This project is part of the Group's desire to develop and structure a local industry of excellence around LNG, bio-methane and, in the future, e-methane. After a precise inventory of the organic resources that Synchronicity could mobilise, the study concluded that the economic model for a biomethane production unit in the GPMM was viable and reproducible. The bio-methane production unit will therefore make it possible to refuel the company's ships cost-effectively while serving the ecological issue and contributing to the reduction of its greenhouse gas emissions.

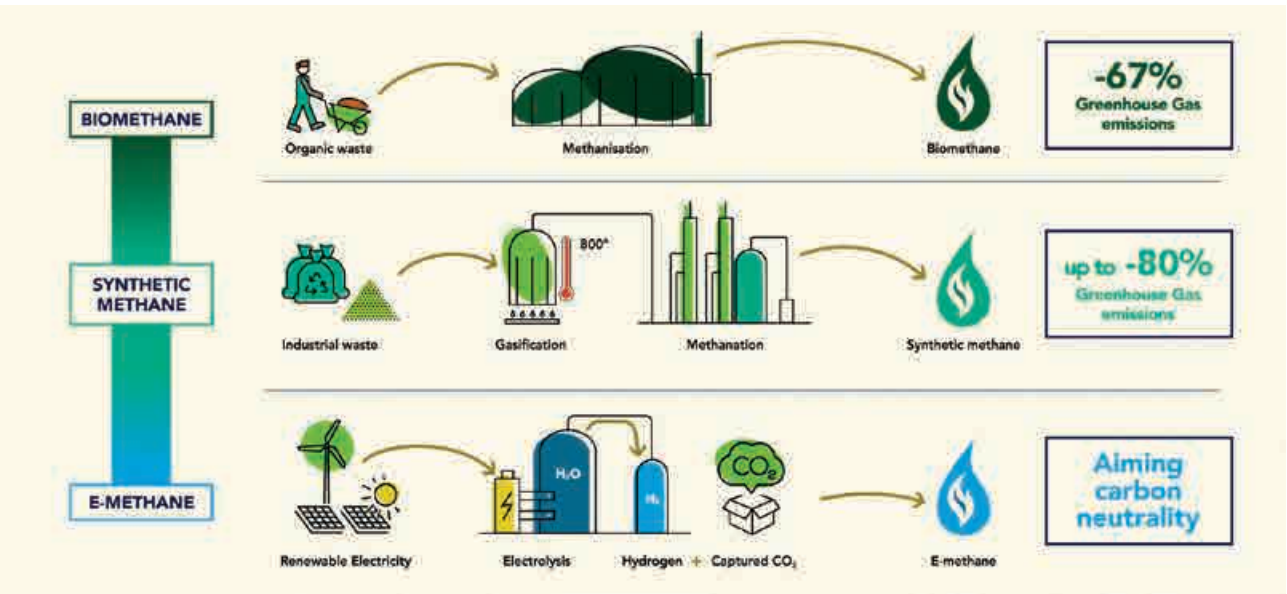
SECOND-  
GENERATION  
BIOFUEL

In addition to the development of LNG and its renewable derivatives, in 2019 we initiated the use of second-generation biofuels with which our ships have travelled one million kilometres. This biofuel, made from used cooking oil, reduces GHGs by 85% from extraction to combustion.

The Group has chosen to adopt a responsible purchasing policy for biofuels. The biomethane and biodiesel supplied by the group are produced exclusively from organic waste. These criteria ensure that biofuels do not compete with food and that they significantly reduce greenhouse gas emissions.

The second-generation biofuels available today are also intended for use in road transport and aviation. CMA CGM Group, as part of the Coalition for Future Energy in Transport and Logistics, is working with its partners to create a sustainable marine fuel with properties suitable for ship engines and cheaper to produce.

(1) Biogas guarantee of origin: the guarantee of origin is a certificate that allows its owner to swap the carbon footprint of the fossil LNG he consumes with that of biomethane injected into the gas network.  
(2) Reduction of CO<sub>2</sub> emissions linked to the purchase of biomethane through guarantees of origin in comparison with LNG use



■ 2020  
■ 2021  
► OBJECTIVE

Share of  
alternative fuels  
in the energy mix  
of maritime activities



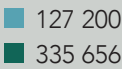
► 10% by 2023

Number of LNG vessels



► By 2024, the Group will have 44 LNG-fuelled ships

Nominal capacity of LNG-powered vessels (in TEU)







STRUCTURING R&D FOR ZERO-EMISSION SHIPS

Several technical solutions with promising prospects are currently being studied. CMA CGM Group is working in several areas:

- Reducing the consumption and emissions of ships by making them as efficient as possible (optimising shapes and operations, installing aerodynamic fairings, digitalising ships, inspection drones).
- To use decarbonized fuels such as e-methane, a fuel produced from green hydrogen, or take advantage of wind power, which reduces fuel consumption.
- Limiting greenhouse gas emissions by treating exhaust gases with carbon capture or methane leakage reduction processes.

CMA CGM Group is investing in R&D to adapt these solutions to large

container ships as quickly as possible. The 25 people dedicated to these issues (naval engineers, data scientists) work together to promote innovation within the Group.

While the Group is committed to the promising use of biomethane and synthetic methane to decarbonise its business, other potential solutions continue to be studied. For example, the Group is participating in an in-depth study by the Carbone 4 consultancy on the potential of hydrogen to limit greenhouse gas emissions in several sectors, including maritime. The possibility of vehicle traction is also being considered and the Group is supporting a study by the Marseille-based start-up Syroco, which is being supported by the ZEBOX company incubator. The capture and sequestration of CO<sub>2</sub> is also the subject of extensive studies by the R&D department.

TOGETHER WITH ENERGY OBSERVER TO DEVELOP ZERO-EMISSION SHIPS

CMA CGM Group has joined forces with Energy Observer - the first green hydrogen-powered ship to sail the world - to pursue a common goal: zero-emission shipping. The project's mission is to test and develop energy solutions based on hydrogen, solar, tidal and wind power.

CMA CGM Group will bring its industrial expertise to this experimental vessel to promote the deployment of a hydrogen propulsion system for maritime transport, and in return will receive information on the new technology tested by Energy Observer in real conditions.

UNITING R&D EFFORTS AND PROMOTING CROSS-SECTORAL COOPERATION

To significantly increase and pool investments aimed at reducing the carbon footprint of transport and logistics throughout the value chain, Rodolphe Saadé, CEO of CMA CGM Group, created an international coalition in 2019 to develop the energies of tomorrow for transport and logistics with the support of the French President. The aim is to promote the use of new energies, accelerate R&D in transport and determine future standards for reducing CO<sub>2</sub> emissions. It has 17 members and will welcome new members in 2022.

Working on land, sea and air transport modes, this coalition brings together **10 projects** aimed at accelerating the energy transition, the first deliverables of which were presented to the CEOs in summer 2021:

- The creation of a demonstrator to calculate the carbon footprint for door-to-door transport in order to identify the least polluting transport solutions.
- The promotion and development of biomethane solutions for the maritime sector to reduce emissions from the sector by at least 67%,
- The launch of a new second-generation biofuel, dedicated to maritime transport,
- A study on the impact of converting from fossil fuels to green electricity on an Asia-Europe axis, including the implementa-

tion of port electrification, shore power for ships, photovoltaics on the roofs of various logistics warehouses, etc.

- Accelerating the development of hydrogen trucks in Europe in partnership with Supply Chain 4 Goods Community via a collection of zero-emission truck purchase intentions,
- The development of zero-emission solutions by combining maritime, land and air needs,

- The conversion of port terminals into Green Hubs in partnership with the French Maritime Cluster,
- A study on the various synthetic fuels for the maritime sector (e-methanol, e-methane, ammonia, green hydrogen, etc.),
- The study of a new e-fuel for aviation,
- The definition of a future supply chain for the industry.





OPTIMISED,  
STATE-OF-THE-ART  
SHIPS

The Group has undertaken a number of actions to reduce its fuel consumption and therefore its GHG emissions: fleet renewal, technical modifications to vessels, monitoring of consumption, speed reduction, optimisation of vessel routes, technical improvements relating to propulsion and hydrodynamics.

Several years ago, CMA CGM initiated a programme to optimise its owned fleet, notably by modifying the bulbous bows and propellers. Carried out in dry dock, these changes make it possible to optimise the hydrodynamics of the vessels at the speeds used and to generate fuel savings and consequently CO<sub>2</sub> emissions of 5% to 10%.

In 2018, the Group launched a programme to equip auxiliary engines

with recovery boilers (as with the main engine). Instead of burning hydrocarbons to produce the steam needed to run the ship, the boiler will recover heat from the exhaust fumes of the auxiliary engines, even when the main engine is not running.

CMA CGM takes a long-term view of its new buildings to ensure maximum adaptability in a rapidly changing regulatory environment. This translates into a disruptive hull design, state-of-the-art aerodynamic superstructures and e-fuel ready engines. All of these innovations make it possible to exceed IMO criteria such as EEDI (Energy Efficiency Design Index).

(3) EEDI: Index to measure the energy performance of new ships



HOW DO  
WE OPERATE  
OUR ASSETS?

In this global optimisation plan, it is necessary to consider how CMA CGM Group operates its assets.

In the maritime segment, reducing emissions in the context of congestion in 2021 is a real challenge: operational excellence is increasingly important as a lever for improving CO<sub>2</sub> performance.

3 fleet centers covering all time zones are manned 24/7 by Group seafarers seconded ashore. Their mission is to assist ships and perform intelligent maritime routing that minimises fuel consumption. They define the best route for each of the Group's vessels and provide optimised weather assistance in real-time. They work in close collaboration with the Operations Department, which optimises all of the Group's operations (nautical and operational management of vessels, reduction of port congestion, optimisation of CMA CGM maritime and land network).

A partnership with a start-up (Notilo) from our incubator ZEBOX has been created. Using artificial intelligence, inspections of ship hulls are carried out to develop better hydrodynamics.

The Group has signed an innovative five-year partnership with the Centre National d'Etudes Spatiales (CNES) to work on connected and intelligent port routing and operations.

The Group is also working to optimise its logistics network, in particular through the use of data and artificial intelligence. A large-scale data

collection and analysis programme is being developed on the maritime side to improve the performance of our vessels, knowledge of energy on board, trajectory and speed supervision, identification of over-consumption and bunkering optimisation. 50 ships will be connected by the end of 2022.

Digital technologies are a powerful lever to address several major challenges in maritime transport and logistics and to reduce their environmental footprint. All the refrigerated containers in the Group's fleet are already equipped with energy consumption management software to monitor the temperature of goods as closely as possible and avoid waste.

**REGULATORY ISSUES**

**The international maritime organisation**

In April 2018, the IMO adopted its initial strategy for reducing GHG emissions from ships in line with the Paris Agreement. This strategy contains 3 levels of ambition

- Implementation of new EEDI phases, energy efficiency requirements for new ships (built since 2013)
- Reduction of CO<sub>2</sub> emissions per transport unit by 40% in 2030 and 70% in 2050, compared to 2008.
- Reduction of total GHG emissions by 50% in 2050, compared to 2008.

The strategy is due to be reviewed in 2023. The first set of short-term measures was approved in June 2021 for implementation in 2023.



The IMO has adopted goal-based measures, such as the EEXI (Energy Efficiency Existing Ship Index) and the CII (Carbon Intensity Indicator), which will be implemented from January 1st, 2023.

In addition, IMO adopted amendments to EEDI phase 3 for container ships : At MEPC 75, it has been decided to strengthened the reduction rate (based on ship size) and to move the implementation date from 2025 to 2022. . The creation of Phase 4 is currently being discussed in a specialised IMO Working Group.

As a response to the IMO's short-term measures, CMA CGM Group has set up a programme entitled Roadmap 2023/2030, which is supported by a dedicated cross-functional internal working team. This "cross-functional" team includes nineteen people from various departments: energy, chartering, operational management, lines, R&D, etc. Its members have been working since the beginning of 2021 on evaluating the performance of each vessel and improving or repla-

cing the least efficient vessels in order to ensure compliance with the regulations to come in 2023. The progress of this working group is presented quarterly to the CEO Rodolphe Saadé.

The Group also calls for measures to reduce the negative climate externalities of maritime transport while using market mechanisms. It is indeed essential to preserve the sector's capacity to facilitate international trade, according to responsible criteria. In this perspective, CMA CGM considers the adoption of a carbon trading system, applied on a global basis to maritime carriers, as a key long-term objective. This requires greater coherence between Europe's regional and IMO's international agendas and measures.

4. EEXI: Energy Efficiency Existing Ship Index From 2023 onwards, each ship will have to be certified to verify that the required EEXI level is achieved.  
5. CII: Carbon Intensity Indicators From 2023 onwards, the operational carbon intensity of each ship must be measured annually. Depending on its performance in relation to the objectives set by the IMO, the ship will be given a grade (A, B or C = compliant ship/ D or E = non-compliant ship).



The european green deal

In December 2019, the European Commission presented its Green Deal for Europe: a roadmap with the goal of climate neutrality by 2050. In December 2020, it also published its Sustainable and Intelligent Mobility Strategy, with an action plan of 82 measures, many of which target the maritime transport sector.

On 14 July 2021, the "fit for 55" the EU published "fit for 55" package. It contains 12 legislatives proposals to make the EU's policies fit for reducing GHG emissions by at least 55% by 2030 compared to 1990.

Two main initiatives would impact the maritime sector. The first is the inclusion of shipping in the EU Emissions Trading System (ETS) by 2023. The phasing in would take place progressively between 2023 and 2026 leading to the shipping sector paying for 100% of its emissions in 2026. The second is the establishment of a new initiative called FuelEU Maritime. FuelEU maritime would include two major measures: firstly, targets for reducing the carbon intensity of energy used by ships to encourage the use of alternative fuels and, secondly, the obligation for all ships calling the EU to use shore power by 2030.

In addition, the EU taxonomy, which is currently being finalised, will be an important benchmark for directing funding towards lower-emission activities. These new regulations, while necessary in the current context, will most likely lead to changes in our customers' supply chain and the way we conduct our shipping operations.



TERMINALS

An energy audit of the terminals and land depots is underway in partnership with an external service provider "Foundation Valencia Port". This assessment will make it possible to define the carbon footprint of the facilities and to draw up a detailed roadmap for reducing emissions, taking into account the geographical, energy and economic specificities of the various terminals and land depots.

Even before the results of the review, initiatives were taken on terminals/ deposits during the year:

- Investment in electric material handling equipment
- Conducting studies for the deployment of photovoltaic panels or wind turbines

- The Malta Freeport Terminal has implemented one of the largest and most diverse photovoltaic projects on the Maltese islands. With more than 25,000 m2 of space within the Malta Freeport terminals, the project incorporates rooftop panels on its buildings, solar parking, solar bus shelters and electric car charging stations. The development of this terminal - one of the largest consumers of electricity on the island - demonstrates the Group's active commitment to reducing its carbon impact. This project represents a saving of more than 2000 tons of CO<sub>2</sub> per year.
- 29% of the terminals controlled by the Group have obtained ISO 14001 certification: Malta, Casablanca, Montoir,

Marseille Manutention, Med Europe Terminal (Marseille), Dunkirk, Odessa, Thessaloniki, Mundra (9/31).

CEVA LOGISTICS' CO<sub>2</sub> FOOTPRINT

In 2019, the first estimate of CO<sub>2</sub> emissions was done. It was based on averaged information and estimates from its centralised information systems. In 2020, CEVA Logistics carried out its first environmental reporting exercise with all of its sites: this enabled us to define the energy consumption of our warehouses and trucks fleet. This exercise has been renewed and improved in 2021, covering a more comprehensive reporting scope. For 2021, scope 1 and 2 emissions totalled 94 328 for the warehouses and 178 849 for the truck fleet.

CEVA Logistics' scope 3 emissions are mainly related to air, sea and land freight that the company carries out on behalf of its customers. We work with our various carriers to measure these emissions. CEVA Logistics also plans to obtain an evaluation of scope 3 by 2023, which will serve as a basis for specifying the climate goals of all of its businesses. CEVA Logistics, as part of CMA CGM Group's "Race to Zero" commitment and the establishment of an SBTi objective, is developing its carbon neutrality plan.

DECARBONISATION OF LAND TRANSPORT BY CEVA LOGISTICS

In 2021, CEVA Logistics continued to develop and use alternative energy

and technology in the land transport segment. The company also experimented new multimodal transport solutions. In the UK, for example, the Doncaster distribution centre has been transformed into a sustainable logistics hub by using Hydrotreated Vegetable Oil (HVO) - a biofuel that reduces emissions from its production and combustion by up to 90% - for its truck fleet. CEVA Logistics has also developed a biofuel supply chain for CEVA Logistics and Bentley Motors vehicles operating around the Crewe production site.

Pilot projects for testing electric vehicles are also being carried out. In the US, a long-term partnership has been signed with Daimler Trucks North America and Penske Truck Leasing for eM2 electric vehicles.

In addition to alternative energies, we know that multimodal transport will also help reducing the impact of freight. The major challenge for CEVA Logistics, as a freight forwarder, is to integrate changes in modes while maintaining the service levels and delivery times agreed with customers. In 2021, this solution was tested in Italy: in the first year, 11,000 heavy goods vehicles were taken off the roads, saving 16, 000 tonnes of CO<sub>2</sub>.

The Benelux countries have also tested these solutions and found that barge transport has many advantages over road transport: it reduces costs and damage, improves reliability, increases flexibility and finally reduces CO<sub>2</sub> emissions.

Finally, in the UK, CEVA Logistics has teamed up with Absolutely and Livett's Group to organise a twice-

2020  
2021  
OBJECTIVE

Inland transportation

Truck fleet fuel consumption in millions of liters\*

44.13  
68.53

CO<sub>2</sub> emissions in Tons from the truck fleet's fuel consumption\*

118 256  
178 849

\*The scope has been extended in 2021

daily, five-day-a-week river delivery service on the Thames for parcels from Guy's and St Thomas' NHS Foundation Trust. This pilot project should eventually remove 40,000 delivery trucks from London's roads.

As regards other modes of transport (air and ocean), CEVA Logistics does not operate directly any of its routes. But in order to reduce its indirect impact on climate change, it is working to offer 'green' options to its

customers. These green offerings are presented in Chapter 11 "Providing our customers with innovative and sustainable solutions"

DECARBONISATION OF WAREHOUSES

One of the main levers for the decarbonisation of CEVA Logistics' activities is to reduce the electricity consumption of the 450 warehouses it operates (leased and owned buildings), to favour the purchase of electricity from renewable sources, and also to produce its electricity by installing photovoltaic panels or wind turbines.

Reducing energy consumption

As lighting has a substantial impact on energy consumption, CEVA Logistics is investing to achieve 100% LED lighting in its warehouses by 2023. To date, approximately 60% of the CEVA warehouse area is already equipped with LEDs.



« We implement solutions to help our clients reducing the environmental impact of their supply chain. We increased the share of renewable electricity in our warehouses by 40% in 2021 and are aiming for 100% of sites to be equipped with LEDs and a threefold increase in the area of photovoltaic panels. We aim to produce the equivalent of our electricity consumption by 2025 »



MATTHIEU FRIEDBERG, CEO of CEVA Logistics

Produce our energy by installing photovoltaic panels

CEVA Logistics deploys solutions to produce its electricity from photovoltaic panels: 1.3 million square metres of photovoltaic panels will be installed on its warehouses by 2025. They will complement the 500,000 square metres already in place. CEVA Logistics leases most of its warehouses. In order to increase the percentage of renewable energy, CEVA Logistics is working with the landlords to develop these energies (solar panels for example).

Choosing renewable energy suppliers

CEVA Logistics is promoting the deployment of green contracts with energy suppliers. For example, CEVA Logistics UK & Ireland has recently switched to a 100% renewable energy contract for all its operations. We aim to extend this type of contract to sites where it is not possible to install photovoltaic equipment.

Give preference to certified buildings

Finally, for its new sites, CEVA Logistics is committed to favouring certified buildings. These certifications (BREEAM, Green Star Standards, etc.) reflect a better environmental performance of the warehouse. By focusing on these sites, CEVA Logistics is making a long-term impact and encouraging property developers to invest more in green buildings. Our portfolio includes 17 certified buildings. Certified buildings such as the one in Somaglia, Italy, reduce

the environmental footprint through automated lighting systems, reduced water consumption, rainwater harvesting, optimised building cooling and shade management, vegetation and of course photovoltaic panels for energy production.

OFFICES AND FACILITIES

On a day-to-day basis, the Group seeks environmentally friendly approaches in the workplace. As a result, CMA CGM has launched "Green Offices", an internal campaign, deployed to agencies worldwide, to promote good practices and raise awareness among employees through:

- Controlling and reducing the number of emails sent.
- Controlling and reducing paper consumption.
- Reducing electricity consumption and switching to a green electricity contract where available.
- The implementation of recycling bins and a waste separation process in each branch.

To support the collection of half-yearly data by the agency network, "good practice" guides are reviewed and transmitted annually and actions in line with the above objectives (awareness campaign, digital cleanup, plastic-free day, etc.) are encouraged. By 2025, 100% of agencies will have integrated this campaign into their management strategy and net reduction targets will have been provided.

2020  
2021  
OBJECTIVE

CEVA Logistics warehouses

Warehouses energy consumption in MWh\*

184 034  
274 096

CO2 emissions from energy consumption in warehouses\*

75 171 Tons  
94 328 Tons

Share of renewable electricity in warehouses



Surface of photovoltaic panels

506 561 m²

Percentage of warehouse space covered by LEDs



\*The scope has been extended in 2021



# Preserving air quality

Pollutant emissions (sulphur oxides (SOx), nitrogen oxides (NOx) and particulate matter(PM)) from the combustion of heavy fuel oils represent a major public health problem, particularly for seafarers, terminal workers and the inhabitants of port cities who are particularly exposed. After implementing the use of low-sulphur fuel oil in January 2020, by IMO regulations, CMA CGM is committed to a process of constant reduction of atmospheric pollutant emissions through new technologies and the evolution of its energy mix.

## OBJECTIVE

- Reducing the sulphur content of fuel oils
- Develop alternative, environmentally friendly modes of propulsion
- Develop shore power for ships



## MAIN TECHNICAL SOLUTIONS USED

- **Conventional fuel oils** with a maximum sulphur content of 0,5%
- **LNG or biomethane ships**
- **Scrubber systems:** The Group has opted for hybrid scrubbers that can be used in a closed-loop, allowing sulphur residues to be collected for treatment in land-based facilities. They equip 12% of the fleet.

## Liquefied natural gas (LNG), the best solution available today

LNG is currently the industry's leading solution for maintaining air quality. It reduces SOx emissions by 99%, PM by 91% and NOx by 92%, well below the thresholds associated with current regulations.

## END OF EMISSIONS IN PORTS THANKS TO SHORE POWER

By connecting to shore power (also known as "cold ironing" or "shore power"), container ships calling at ports can switch off their auxiliary engines and still get the power they need, for example, to maintain the temperature of reefer containers. CMA CGM vessels currently connect at berth in California, in

accordance with local regulations, and voluntarily in various ports that offer this type of service, mainly in China and Europe.

In the Flanders terminal, the shore power system was installed in 2020 and is one of the most powerful systems in Europe. As a result, the Group now has an integrated facility in the port of Dunkirk.

All new vessels built are pre-equipped with shore power so that they are ready when ports are equipped. CMA CGM Group has implemented a major renovation plan for its existing vessels. Between 2015 and 2020, 52 ships were modified with a shore power system. In 2021, 10 ships were subject to modifications, and the 2022 schedule includes 16 ships.

The Group is also investing in electric handling equipment at the terminals to improve air quality and to take into account, local residents.

07

2020  
2021  
OBJECTIVE

SOx emissions from fuel consumption of the maritime fleet in thousand tons

70  
74

Nox emissions from fuel consumption of the maritime fleet in thousand tons

555  
590

Emissions of particulate matter related to the fuel consumption of the maritime fleet in thousand tons

55

Shore power

Number of owned vessels with shore power

51  
61

Percentage of the owned fleet equipped with shore power system

26%



REDUCING  
SUPPLY CHAIN  
EMISSIONS  
WITH ELECTRIC  
TRUCKS

CEVA Logistics has carried out several pilot projects for the electrification of its truck fleet: based on these experiences, our company is currently building an ambitious policy.

Our pilot projects have been carried out in several regions: Asia, North America and Europe.

CEVA Logistics North America works for example with several leaders in the electric and autonomous vehicle sector, to meet 3 current requirements:

- Reduce carbon emissions,
- Improve road safety,
- Tackle a shortage of drivers.

Long-term partnerships are being tested with Daimler Trucks North America and Penske Truck Leasing.

In Singapore, CEVA Logistics is testing delivery by electric vehicle. The electric vans contribute to the reduction of CO<sub>2</sub> and air pollutants and offer an environmentally friendly transport solution for our clients' deliveries.

In Thailand, ground distribution is now operated for Decathlon retail shops in Bangkok and neighbouring provinces by an electric vehicle. A solution that reduces both pollutants and fuel costs.





# Protecting marine and inland biodiversity

Sustainable use of the oceans and respect for marine life are core principles of CMA CGM Group. The Group's actions and commitments go beyond reducing its impact at sea and on ashore by supporting research and recovery initiatives in favour of biodiversity conservation

## OBJECTIVE

- Measuring and reducing our impact
- Protecting and restoring sensitive ecosystems



## MEASURING AND REDUCING OUR IMPACT

### Ocean repository

In 2021, CMA CGM carried out a precise assessment of its impacts on marine biodiversity thanks to the Ocean reference supported by the Fondation de la Mer, the French Ministry of Ecological Transition. This tool is designed with and for companies based on Sustainable Development Goal 14. Following this assessment, CMA CGM Group has implemented concrete actions and defined indicators to measure its improvements.

### Green marine europe label

At the International Union for Conservation of Nature Summit held in Marseille in September 2021, the French President welcomed the Group's commitment to join the Green Marine Europe label in order to further improve its environmental performance. This is a multi-criteria environmental certification programme for the European maritime industry created in 2019 at the initiative of Surfrider Foundation Europe. CMA CGM's commitment to this certification process is in line with our membership of the Sails Charter (Sustainable Actions for Innovative and Low-impact Shipping) initiated by the French Ministry of Ecological Transition and "Armateurs de France".

### Prevention of accidental releases

To prevent accidental discharge at sea, and in particular oil pollution related to the Group's ships, a range of measures have been taken, such as fleet maintenance, regular exercises and simulations and a robust crisis management plan. In addition, 60 vessels of the fleet are equipped with the FORS (Fast Oil Recovery System), which enables the oil recovery from bunkers with a system of standardised fittings in the event of a grounding or collision.

### Loss of container

Containers can be lost at sea every year due to difficult sailing conditions or sometimes due to incidents. To reduce this risk, the Group strictly monitors its risks and optimises navigation through navigation and weather routing centres, which are constantly on the lookout. Finally, a container security system has been deployed onboard its fleet to avoid incident. In 2021, no containers were lost at sea.

### Ballast water treatment system

CMA CGM Group equips its ships with an innovative UV light ballast water treatment system, which eliminates all living exogenous organisms without any negative impact on local biodiversity.

08

- 2020
- 2021
- OBJECTIVE

#### Number of major marine pollution incidents

- 1
- 0
- 0 pollution incident

#### Number of container lost at sea

- 51
- 0
- 0 container lost at sea

#### Number of vessels equipped with ballast water treatment systems - owned fleet

- 126
- 126

PROTECTION AND RESTORATION OF MARINE ECOSYSTEMS

Marine fauna and flora

On the east coast of the United States and Canada, CMA CGM vessels reduce their speed to 10 knots when navigating in cetacean and marine mammal breeding areas, to reduce the risk of collision.

CMA CGM is partnering with the Chesapeake Bay Foundation to help raise 5.5 million juvenile oysters to preserve the region's water quality and biodiversity. The partnership allows CMA CGM to join the Chesapeake Oyster Alliance, a coalition of 75 partner organizations based in Maryland and Virginia, whose goal is to grow 10 billion new oysters by 2025. For this partnership, more than 50 CMA CGM America employees went to work with the Alliance to build the future reef cages for nearly one million oysters or more than 180,000 m3 of filtered water per day.

In December 2020, CMA CGM Group launched the Reef Recovery coral reef rehabilitation programme with a first project focusing on the Great Barrier Reef in partnership with the Australian NGO Reef Restoration Foundation.

In 2021, actions were taken in the Philippines with the Endangered Species International (ESI) programme to protect and restore approximately 6,000 km2 in the Coral Triangle. The sponsorship established in 2021 with the WWF provides in 2022 and 2023 a project implementation to improve the protection of the Tubbataha reefs located in the natural park in the heart of the Sulu Sea in the Philippines. Actions have also been extended to the Seychelles in partnership with Nature Seychelles, by participating in one of the world's largest coral restoration programmes through the establishment of nurseries.

Marine Pollution Prevention

CMA CGM financed the installation of a waste collection system in a canal in Lomé (Togo) before discharge into the sea, an initiative led by Entrepreneurs du Monde and EIFFAGE. With the implementation of this mechanised collection system with a lifting capacity of 500 kg, no waste will be discharged into the sea and it will raise awareness among local populations of the impact of land-based pollution.

FOREST ECOSYSTEM RESTORATION

Planting for Planet

Following the announcement made by CMA CGM's CEO, Rodolphe Saadé, in December 2020, the Group has started its reforestation programme, conducted with its trusted partner PUR PRO-JET, by planting one tree per employee.

Based on pre-established local reforestation programmes, this inspiring operation aims not only to support local communities and their environment but also to create value for local farmers, producers and exporters.

Within the framework of the program, 55 employees (from Romania, China, Canada and Indonesia) have had the chance to go to the field and participate in the planting of trees.

Further actions are planned for 2022 in France, Brazil, China, New Zealand and the USA. An extension of the programme is also planned for 2022, in Guadeloupe, Martinique, Lebanon and Madagascar.

CEVA Logistics has also launched several reforestation programmes in Brazil, the Philippines, Romania and Colombia. In Brazil, CEVA Logistics has partnered with the SOS Mata Atlântica Foundation in a carbon credit programme for the protection and restoration of the Atlantic Forest. CEVA

Logistics LATAM region acquired 2,028 seedlings from the Foundation for allocation to the Florestas do Futuro (Forests of the Future) forest restoration programme.

Forest ecosystems

The Group is mobilising to respond to the environmental emergency following the recent fires in the Var region and has announced a €1 million donation for the restoration of natural areas in the disaster zone of the Maures plain. This donation will be allocated via the RESPIR fund which, on the initiative of the Provence-Alpes-Côte d'Azur Region, brings together forest owners and public and private financiers in the context of the preservation of regional forest areas. This donation will make it possible to contribute to the entire restoration project, in particular, the carrying out of a diagnosis to evaluate the damage, work to make the ground safe in order to secure the routes for the fauna and reforestation work which will be spread over several years.

PREVENTING THE ILLICIT TRAFFICKING OF PROTECTED SPECIES

Since 2020, CMA CGM Group has tightened up its procedures for shipping protected species, whose trade is regulated by the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). Whenever any animal or plant goods are carried, shippers must explicitly declare whether the species is covered by the CITES Convention and, if so, provide the required export permit.

Aware of this major challenge, CMA CGM Group has made a commitment in 2021 alongside WWF France to strengthen measures to fight the illegal trade in endangered wildlife species. This action will be carried out through:

- The development of appropriate



- |  |   |  |
|--|---|--|
| tools and procedures for risk management.                                  | available to prevent illegal trafficking of protected species.            | rience, to raise awareness of this issue and existing solutions among the various stakeholders and, more generally, the various players in its sector of activity. |
| - Identification of a pilot project in relation to technological solutions | The partnership also aims, through the Group's commitment and experience, |  |



SUPPORT TO RESEARCH  
AND INNOVATION FOR SUSTAINABLE  
USE OF THE OCEAN

Whale Safe Programme

In partnership with the Benioff Ocean Initiative, an institute based at the University of California Santa Barbara, the Marine Mammal Center and our Fleet Center, an application that automatically alerts our vessels to the risk of collision with cetaceans on the West Coast of the United States has been deployed since April 2021. These alerts allow ships to adapt their speed or sea route to limit the risk of collision.

Woods hole oceanographic institution

In partnership with the oceanographic institution WOODS HOLE, CMA CGM will finance two hydrophone buoys on the American east coast to cover the whales' migration routes and thus limit the risks of collision.

Notilo plus

Algae and micro-organisms that cling to the hull (fouling) can have a negative impact on local biodiversity, depending on the species imported.

While the traditional method of detecting fouling is to send a diver to inspect the hull, CMA Ships, Chartering and R&D teams are working with the startup Notilo+ to develop an underwater drone inspection solution that is safer, more accurate, easily deployable, less costly and can automatically identify the level of fouling.

Nerrivik mission

- CMA CGM Group is financing the expedition called Mission Nerrivik for one year. This is a sailing expedition to study the ocean in several aspects:
- Oceanography research to address ecosystem preservation issues,
  - Sample-based analysis to study the impact of marine plastic pollution,
  - Measurements to study marine currents,
  - Recording of cetacean locations and movements,
  - Deployment of drifters to obtain weather data,
  - Observation of the seabed.

« At CMA CGM, we are committed to being stewards of the sea and taking action for more eco-friendly transportation. The overall mission of this project is to advance research-based technology solutions for the shipping industry to responsibly share the ocean with marine mammals and protect endangered species. We are honoured to assist in putting these measures in place and guide our industry in this quest to prevent the extinction of the North Atlantic right whale. »



ED ALDRIDGE,  
President of CMA CGM America and  
American President Lines





# Promoting a circular economy

CMA CGM's mission is to contribute to sustainable globalisation, respecting the integrity of people and the planet. By including a circular economy model in its strategy and thinking, CMA CGM Group is committed to sustainable transport while reducing resource wastage and waste.

## OBJECTIVE

- Helping to reduce plastic pollution
- Contribute to the development of beter waste reception facilities from our ships
- Partnering with different stakeholders to find innovative solutions
- Managing the end of our physical assets more responsibly



## PLASTIC AS A CIRCULAR RESOURCE

### Plastic waste reduction programme with cma cgm & plastic flamingo (PLAF)

In September 2021, CMA CGM helped prevent 120 tonnes of plastic waste from being dumped in the oceans alongside the Plastic Flamingo association. It is a Manila-based social enterprise that aims to combat marine plastic pollution: it collects and recycles plastic waste before it reaches the oceans, raises awareness of the harms of marine plastic pollution and contributes to recycling initiatives in the Philippines. In addition to the environmental impact of this partnership, this project will create full-time jobs and modernise the plastic sorting and recycling line for the manufacture of floors and roofs for emergency shelters.

### Single-use plastic a bord

A working group was launched in 2021 to rethink our consumption patterns on board and eliminate the use of single-use plastics, reduce our plastic consumption and/or have a higher quality of plastic.

### Plastic Odyssey

Plastic Odyssey is a 3-year expedition with 30 stops. The aim is to demonstrate the potential for recycling plastic through an equipped ship during the various ports of call. On 200m2, a dozen technologies will be installed on board to show how to collect, sort,

crush, melt, pyrolyse plastic and be able to reuse it (fuel or other recycled objects). The ship will also serve as a laboratory for technological innovations developed by start-ups: weather routing, water purification, augmented reality on the bridge, cogeneration, etc.

## MANAGEMENT OF WASTE AND OUR PHYSICAL ASSETS

### Green ship programme

Since 2008, the Group has been committed to a green and exemplary approach to exceed the requirements of the MARPOL maritime regulations: the "Green Ship" programme. All Group-owned vessels participate in this programme. For example, the quantities of waste produced are monitored, updated and reported, specific training sessions are conducted onboard and ashore, and sorting and recycling solutions are proposed whenever possible.

### Responsible solutions for ship dismantling

CMA CGM Group uses dismantling shipyard that meet and exceed the health, safety and environmental standards of the Hong Kong Convention. CMA CGM audits these sites directly and uses third party organisations to monitor procedures on a daily basis during the dismantling process. In 2021 no vessels were sent for dismantling.

- 2020
- 2021
- OBJECTIVE

Quantities of solid waste in m³ reported per vessel per month

- 10.21
- 11.21

Production of oil sludge in thousands tons

- 171
- 173



Reuse of cma cgm containers

Many containers have been reused and converted into emergency shelters to support local communities following natural disasters, but also into cultural projects such as the "Bibliotobiss". This container, donated by CMA CGM Group, has been transformed into a mobile library and was inaugurated in June 2021 in Casablanca.

REDUCING WASTE IN LOGISTICS

CEVA Logistics' Contract Logistics (CL) team has launched the CL Green Project: this project aims to operate warehouses in a sustainable way and create long-term value for customers, employees, investors, communities and other stakeholders while minimising waste and costs. A network of "Green Champions" is deployed throughout the Group: these ambassadors regularly share their experience on innovative pilots and solutions, making the contract logistics offers even more efficient. As an example, here are some emblematic achievements:

- CEVA Logistics LATAM (Latin America) has invested in a cardboard shredder that allows it to use damaged boxes as cushioning material in its e-commerce operations. A practice that reduces the use of refill packaging by 25%.
- Together with -ARCO and Packsize at the Heerlen site in the Netherlands, a tailor-made packaging system has been implemented. With this "content-fit" packaging, the use of cardboard and the volume of the packages are reduced, thus increasing the fill rate of the trucks. Optimised in terms of filling, the number of trucks (and therefore the fuel consumed) is reduced. This innovation is also important for employees as it reduces labour-intensive activities.





# Our main collaborations and partnerships

## We are partners in initiatives bringing together major players

### Clean Cargo Working Group

This inter-company initiative of major brands, freight forwarders and forwarding agents aims to reduce the environmental impacts of international freight transport.



### Sustainable Air Freight Alliance (SAFA) - CEVA Logistics,

SAFA advocates responsible transport. It is made up of shipping companies, airlines and freight forwarders who have committed to measuring and reducing their carbon dioxide emissions.

Sustainable Air Freight Alliance

### Eco-Skies Alliance of United Airlines - CEVA Logistics,

This unique programme involves leading international companies working with the airline to make future flights more sustainable. CEVA Logistics is partnering with United Airlines to reduce the environmental impact of air cargo by using sustainable aviation fuel (SAF). The first pilot project was carried out in 2021 and is intended to become a green offer for all CEVA Logistics customers.



### WWF

For more sustainable transport and logistics, this two-year partnership between CMA CGM Group and WWF France includes three major areas of collaboration: decarbonisation, combatting the illegal trade in endangered wildlife and preservation of marine ecosystems through field projects.



### Calanques National Park

To preserve the park's exceptional biodiversity, CMA CGM will contribute to the enhancement of the park's heritage and the organisation of several annual events, including waste collection operations.



### United for Wildlife

This international initiative, chaired by Prince William, Duke of Cambridge, advocates for the regulation to fight traffic on protected species. It brings together many carriers from the air and maritime sectors, such as Maersk and MSC.



### The International Union for Conservation of Nature (IUCN))

The Group offset 100% of the carbon emissions related to the organisation of the IUCN Congress held in Marseille from September 3 to 11, 2021, i.e. 6,414 TeqvCO<sub>2</sub>. This assessment takes into account all the direct and indirect impacts of the congress, in particular the emissions linked to the travel of participants, the transport of equipment, the consumption of water and energy, accommodation and waste management. The projects, selected with the Ministry of Ecological Transition (MTE) and IUCN, have a positive environmental and social impact locally and worldwide:

- Reforestation of cedar and beech trees following a fire in the Hérault department in France,
- Restoration of a mangrove ecosystem in Ayeyarwady, Myanmar,
- Distribution of 40,000 improved cookstoves in El Fasher, Sudan,
- Distribution of 37,000 improved cookstoves in Meru & Shimba, Kenya.



### LNG Platform

Created in May 2017 this platform brings together numerous shipowners, ports, LNG suppliers, classification societies, engineering companies, equipment suppliers and associations around a common objective: to promote the use of LNG in France as a replacement for conventional marine fuel and fluvial transport.

### Society for Gas as a Marine Fuel

This NGO was established to promote safety and best practice in the use of gas as a marine fuel.



### Armateurs de France

This professional organisation brings together all French maritime transport and service companies. Its role is to represent French maritime companies in dealings with national and EU authorities, the International Maritime Organisation and the International Labour Organisation.



### Ship Recycling Transparency Initiative

This online platform allows the sharing of information on ship recycling according to a set of criteria previously defined with the main players in the maritime sector.



### Coalition for Responsible Oceans Management

By joining the UN Global Compact, the Group has also joined the Ocean Stewardship Coalition, a technical network dedicated to marine issues, including environmentally friendly shipping, which implements the Sustainable Ocean Principles.





# ACTING FOR FAIR TRADE



# Acting ethically and with integrity

Our goal is to be a responsible business actor to maintain highest standards of business ethics, personal integrity and compliance in all its business activities.

## OBJECTIVE

- Comply with ethics and compliance regulations
- Strengthen measures to prevent, detect and correct behavior that are not aligned with the Ethics and Compliance Charter



## A CORPORATE CULTURE BASED ON EXAMPLE AND RESPECT FOR THE RULES

The Group's Code of Ethics serves as a guide for all staff members, alongside other documents, including the Anti-corruption code, Gifts and hospitality policy, Conflict of interest policy and Lobbying policy.

A team of dedicated and specialized experts steer and coordinate the Group's ethics and compliance program in the areas of business ethics and integrity, economic sanctions, competition law and personal data protection, as well as the due diligence program.

The Group's Code of Ethics : here.

### New mandatory training campaigns

As a company, an employer and a corporate citizen, **CMA CGM must set an example** and ensure that the highest standards are met.

In 2021, the Group launched its new **mandatory training campaign for all employees**. These training courses covered different themes:

- Harassment prevention.
- Prevention of discrimination and action in favour of diversity.
- Respect for competition.
- Fraud awareness.
- The fundamentals of data protection.
- The fight against corruption.
- Economic sanctions regimes.
- The fight against phishing emails.

## ETHICS HOTLINE: A SECURE SYSTEM FOR WHISTLEBLOWERS

**The Ethics Hotline by CMA CGM introduced in 2019 is available by all Group employees and third parties (suppliers, subcontractors, etc.). It operates 24/7 and is available in several languages.**

This feature is available at the following link.

Ethics Hotline allows the whistleblower, if he/she so wishes and in compliance with the applicable local regulations, to remain anonymous. In addition, as part of its non-retaliation policy, CMA CGM Group is committed to protecting from all forms of retaliation individuals who, in good faith, report a potential violation of the law or internal policies. Employees who make such reports in good faith, whether through their management, CMA CGM Ethics Hotline or other means, will not suffer any professional or other repercussions.

In 2021, 244 alerts were processed and closed out of 321 received:

- 36% of alerts concerning CMA CGM.
- 64% of alerts concerning CEVA Logistics.

In 2021, a significant increase in the number of alerts was recorded, thanks to an awareness policy among employees regarding the ethics alert line.

The proportion of closure of alerts is lower in percentage terms than in 2020, as there are more investigations and some alerts are still being processed. In 2021, no significant violation

« CMA CGM is founded on strong ethical values and aims to be a driving force for continuous progress by applying a voluntary and proactive ethical approach, a key element in its relationship of trust with all its partners »



CAROLINE BOURGEON,  
Group Compliance Director



in the areas of corruption, discrimination or child and forced labour were reported through the alert system. There was a significant breach related to internal fraud in China. There have been no criminal implications to date; the investigation is ongoing. The company has dismissed employees in connection with this case.

ETHICAL APPROACH AND BUSINESS INTEGRITY

CMA CGM Group continues its efforts to strengthen its anti-corruption program in compliance with applicable laws, in particular, the US Foreign Corrupt Practices Act (FCPA), the United Kingdom Bribery Act (UKBA) and the French Sapin II law, while participating in joint actions with other stakeholders in the shipping industry

Deployment of a robust anti-corruption programme

In 2021, the Group continued to strengthen and roll out its programme to prevent, detect and fight against breaches of integrity which includes, among others:

- A clear and strong commitment from the governing body and regular reporting to the Risk, Compliance, Audit and Inspection Committee and the Audit as well as Accounts Committee.
- Monitoring the proper application of the Anti-Corruption Code of Conduct, which contains the rules applicable to the fight against corruption and influence-peddling and the disciplinary sanctions applicable in the event of non-compliance.
- The development of an Ethics Hotline, which is secure and complies with the rules of personal data protection, is designed to receive reports from employees and third parties concerning the existence

of conduct or situations that are contrary to the Group's ethical rules.

- Updating the mapping of integrity related risks, particularly in the Group's new activities, under the responsibility of the Group's Chief Compliance Officer, to identify, evaluate, prioritise and manage action plans to ensure the control of these risks.

It also provides top management and process managers with the information they need to implement measures to prevent and detect corruption risks in line with the issues identified.

- Strengthening and updating the procedures for assessing the compliance (due diligence) situation of CMA CGM's most at-risk partners, intermediaries, suppliers and customers.
- The implementation of specific accounting control procedures to ensure that books, records and accounts are not used to conceal corruption or influence peddling..
- Updating a training system, both face-to-face and e-learning. More than 89% of employees have successfully completed the e-learning course "Fighting corruption".
- The performance of an anti-corruption compliance assessment audit by an external audit company.

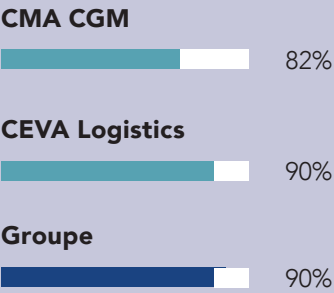
The Group has been a member of the Maritime Anti-Corruption Network (MACN) since March 2014, a network working to combat corruption in the maritime and port sector.

MACN is a global network of companies that promotes the development of corruption-free shipping industry and fosters ethical trade for the benefit of society at large.

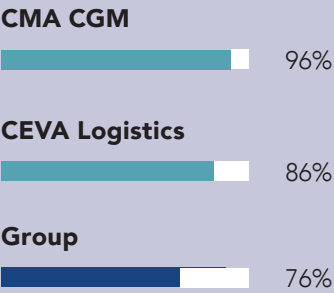
In 2021, the network has more than 160 members from the maritime industry. The MACN Secretariat (provided by the NGO BSR) is based in Copenhagen. It is responsible for advancing MACN's initiatives and actions and produces

2020  
2021  
OBJECTIVE

Percentage of employees who have received training on ethics and compliance issues



Share of alerts processed and closed among all alerts



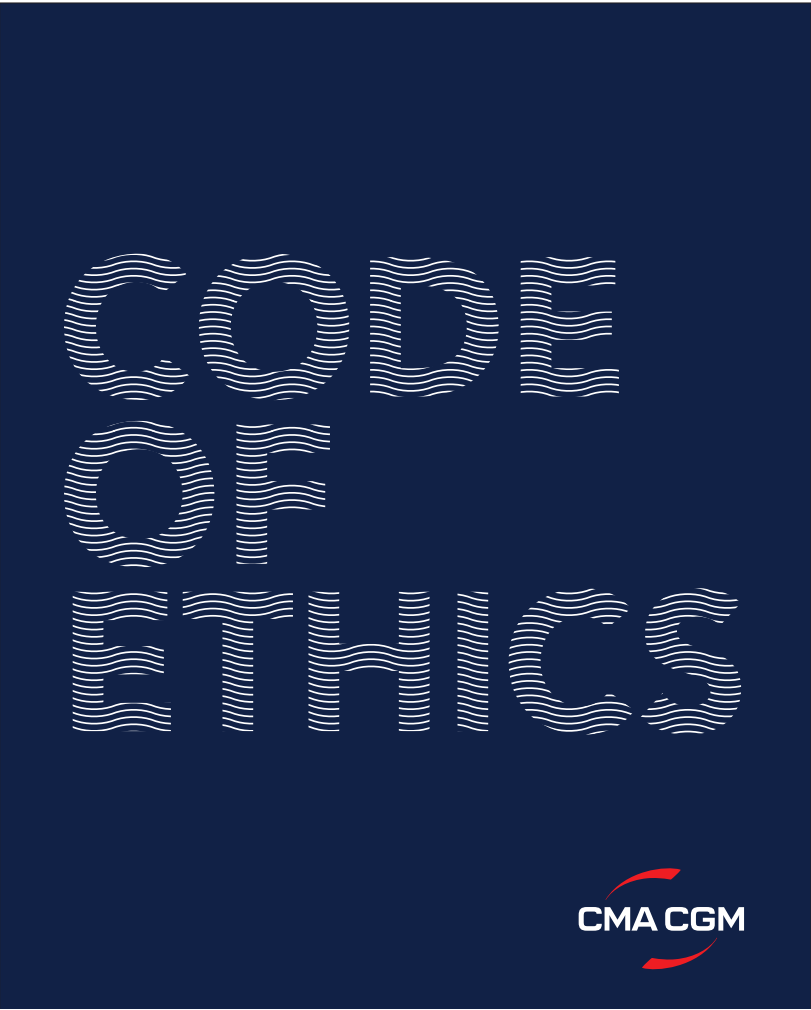
various tools or communication for the members.

The work of the MACN network is based on three pillars:

- 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
- Helping member companies imple-

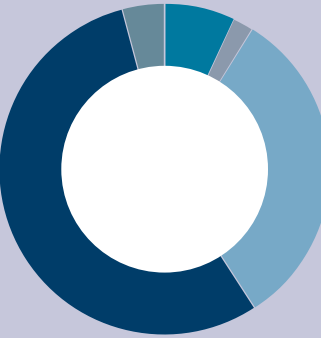
ment MACN's anti-bribery principles, develop tools and share best practice within the network.

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

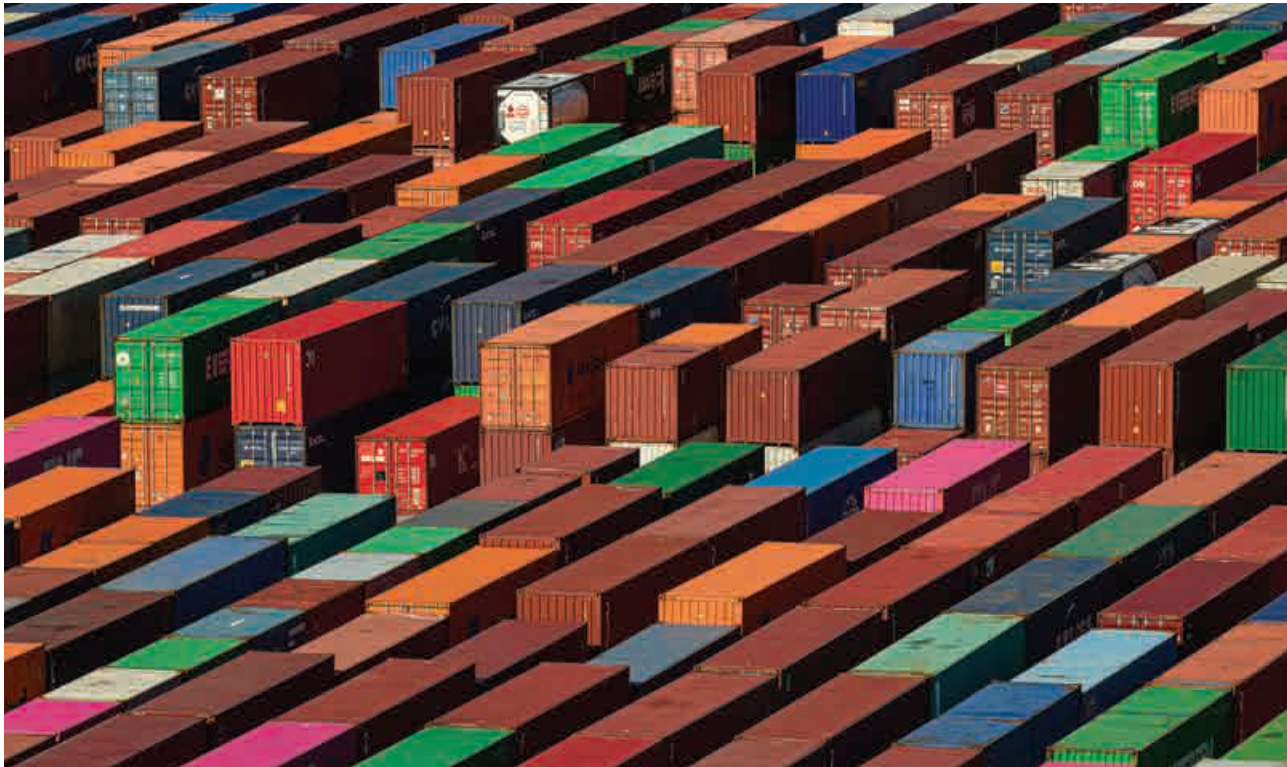


2020  
2021  
OBJECTIVE

Percentage of alerts handled and closed among all alerts reported by category - CMA CGM Group scope (including CEVA Logistics)



- 55 %: HR problem
- 32 %: Fraud / Theft / Financial Default
- 7 %: Inappropriate or unethical business practice
- 4 %: Health and Safety Risk
- 2 %: Violation of law or regulation



COMPETITIVE ENVIRONMENT OR ANTITRUST LAWS

For CMA CGM, knowledge of and compliance with competition law by its employees is an absolute priority. For many years, it has had a robust competition compliance programme applicable to all the Group's activities worldwide. In 2021, its deployment was reinforced for the Group's logistics activities.

A team of dedicated and specialised lawyers is in charge of implementing this program with the support of its local referents.

Training is provided worldwide, both online and face-to-face. In 2021, 89.5% of employees have completed the mandatory "Competition Law" training.

This team also advises all employees to ensure that all business practices are carried out in compliance with competition law, whether it be one-off issues or complex project management.

All of these efforts are reflected in concrete achievements that ensure that the Group's activities not only grow but also contribute to the promotion of a healthy and fair economic environment for all. Thus in 2021:

- The US, European and Chinese competition authorities have recognised that the observed increase in ocean freight rates is simply a matter of market logic and that the world's major shipowners, including CMA CGM, have preserved free competition and do not agree to determine the prices they charge individually.
- The antitrust exemption for maritime operating agreements has been renewed in Singapore, as these agreements bring benefits to customers (such as a better level of service or a reduction in the environmental cost of transport).

Finally, the Group implements specific measures in the context of its external growth operations which are systematically analysed. In 2021, approximately 50 transactions were reviewed and, where appropriate, notified to the competition authorities in about 10 jurisdictions.

COMPLIANCE WITH ECONOMIC SANCTIONS

As a French company and international leader in maritime transport and logistics, CMA CGM Group conducts its business in compliance with all applicable Economic Sanctions laws and regulations.

CMA CGM Group is committed to a global security and compliance approach, which is based on an **internal compliance program** designed to ensure that all employees comply with applicable regulations, as well as on the appropriate level of cooperation with national and foreign authorities on the subject.

The **program** is based on five pillars:

- Employee training (more than 89% of employees have successfully completed the e-learning dedicated to compliance with economic sanctions in 2021 and numerous specific training courses for the most exposed staff have been provided).

- Adequate controls: screening of the goods transported by the Group, of the entities with which the Group interacts, of the containers used for countries under US sanctions, of the itinerary of our ships, and the appropriate payment procedures. The Group has also implemented controls in its IT systems that automatically block the most critical transactions, and detect the sensitive ones for review. This review is based on three lines of defence, involving firstly operational staff, then staff dedicated to the issue of economic sanctions, and finally a team of experts based at headquarters.

Since 2020, the Group has strengthened its control organisation by creating a "General Inspection" department whose first mission was to evaluate the economic sanctions compliance programme and define an 18-month roadmap. Also, in line with the strengthening of the control functions, Risk, Compliance, Internal Audit and General Inspection have been grouped in the same department since May 2021. The consolidation of these functions enhances our risk-based approach and aims to make CMA CGM a benchmark in its field for compliance. In addition, the economic sanctions compliance team contributes to CMA CGM's audit plan to ensure that these risks are reviewed regularly.

PROTECTION OF PERSONAL DATA

Data is a strategic asset, therefore CMA CGM launched a global Data Governance initiative to create trust in data, to break organisational siloes and to secure success of key use cases delivery.

This program is based on 3 main pillars:

- Foundation to integrate & oversee Group Data Strategy through a strong framework
- Implementation to act as a global data guarantor by supporting Data

Governance & Management initiatives

Adoption to lead Business Data Transformation thanks to a strong data culture, by promoting usage that will bring value through new services.

CMA CGM Group has also been committed for several years to a policy of personal data protection within its information systems and with its subcontractors.

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

- A network of Data Protection Officers (DPOs);
- An employee training plan,
- An audit plan.

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

PREVENTION OF ILLICIT TRAFFICKING

The prevention of all illicit trafficking, whether in drugs and weapons, protected species or counterfeit goods, is a constant concern for the Group. In 2021, the Group continued to strengthen its capacity to prevent such traffic, both onboard containers and through the various vectors involved in the Group's logistics activities.

New tools and procedures are constantly being developed, and there is full cooperation with the competent authorities, both nationally and internationally.

For example, the Group is involved in the UNODC-WCO Container Control Program, a joint UN and WCO program targeting the transport of illicit products by sea and air containers.





## IMPLEMENTATION OF A TRANSPARENT TAX POLICY

In terms of tax policy, CMA CGM Group advocates compliance with the various tax laws and the payment of taxes due in every country or territory where the Group operates, in accordance with the rules of law and international tax conventions.

In its relations with tax authorities, CMA CGM Group is committed to respecting procedures in order to build a long-lasting and professional relationship with the tax authorities of the various countries. Due to the complexity of tax rules, CMA CGM Group may face differences in interpretation with local tax authorities. It then reserves the right to contest any adjustments that it considers unfounded.

The Group applies the OECD transfer pricing standards and those of national laws derived from them.

Tax risk management is an integral part of the overall risk management process within the Group. The Group adopts a responsible approach to tax management and control, based on documentation and internal control reports of tax processes.

The Group does not encourage or promote tax evasion, either for itself or for its subsidiaries. The Group companies located in non-cooperative states and territories are established there solely for commercial or operational reasons.

**Adaptation to the geopolitical context.  
Need to comply with numerous economic  
regulations, mainly European, US and  
United Nation.**



# Offering our customers innovative and sustainable solutions

CMA CGM Group innovates and designs tomorrow's freight transport solutions for more than 70,000 customers worldwide. The Group offers more than 45 value-added products and services to its customers in the maritime and logistics business.

## OBJECTIVE



- At least 40% of the companies financed by the Group have a mission that is compatible with CMA CGM's CSR challenges and objectives
- To transport at least 75% of goods by rail or barge by 2025
- To offer products with low environmental impact
- To propose carbon offset projects
- Maintain at least one third of foreign companies financed by the Group



The complementary nature and combined expertise of CMA CGM and CEVA Logistics enable us to offer customized transport and logistics solutions, adapted to our customers' needs, across the entire supply chain. We develop a targeted and integrated approach to support our customers' long-term needs. From our transport and logistics offerings, through complementary value-added services, we also support our customers in the decarbonization of their supply chains, in particular through:

- Alternative energy solutions for all modes of transport: sea, air, land
- "Zero" impact logistics platforms, with 100% renewable electricity
- Low-impact distribution and delivery solutions such as electric trucks or modal shift
- Digital solutions for calculating, optimizing and reducing CO<sub>2</sub> emissions from logistics flows.

into 2021. The survey is based on two questions sent to every person who has been involved in customer service. This year, 245,000 questionnaires were sent out and 11,000 responses were received. This survey will continue in 2022, for the third year.

Lastly, in 2021, the Group-wide roll-out of specific training to improve the customer experience continued. Introduced in 2019, the training is intended for employees who are in direct or indirect contact with clients. It helps to streamline interactions and take into account the entire customer journey. This year it took place in 25 countries and the 4 shared service centres.

In the complex and challenging operating environment of 2021, CMA CGM put in place appropriate measures to provide clients with better visibility on the factors affecting their supply chain. Regular reports on operational issues and regional developments

were made available to them, enabling them to anticipate and manage their respective activities in the best possible way.

2021 witnessed an increase in tariffs due to port congestion and the imbalance between demand and effective shipping capacity. The Group decided to stop any further increase in freight rates on all services operated by its brands (CMA CGM, CNC, Containerships, Mercosul, ANL, APL) from September 2021 to February 2022. This strong commitment marks the Group's desire to build a relationship of trust with its customers.

## THE CLIENT'S VOICE

To better listen to its customers, CMA CGM Group launched a global survey in 2021 based on more than 250,000 questionnaires sent out.

Its objective: to establish the Net Promoter Score, the reference indicator for evaluating customer satisfaction, and to point out the main areas for improvement. This operation will continue in 2022 twice a year.

At the same time, the TouchPoint survey, initiated in 2019, carried on

« At CMA CGM Group, we support our client's long-term needs with tailor-made transport and logistics solutions that help them adopt more sustainable practices while innovating and imagining with them the freight transport solutions of tomorrow »



ALEXANDRA OLVERA,  
Senior Vice President Network, Marketing and Client Servicing



SUSTAINABILITY  
PERFORMANCE  
AND  
TRANSPARENCY

EcoVadis

CMA CGM Group was awarded the Platinum EcoVadis medal for the second consecutive year. CMA CGM Group is in the top 1% of all companies assessed by the extra-financial rating agency EcoVadis.

Carbon Disclosure Project  
(CDP)

The Carbon Disclosure Project is an international non-profit organisation that operates the world's largest carbon reporting platform. CMA CGM has been responding to the Carbon Disclosure Project's questionnaire since 2011 at the request of several of its key account customers. The Group obtained a C rating in 2021.

DHL GoGreen Carrier

This assessment takes into account four main criteria: Sustainability, transparency, carbon optimisation and innovation.

Electrolux

In 2021, CMA CGM Group won the Sustainability Award in the supplier category at the annual awards ceremony.

BICEPS NETWORK

The BICEPS Network has developed a rating system to encourage shipping companies to develop more sustainable modes of transport. The rating system compares the actual performance of transport operators and

rates them. In 2021 and for the first time, CMA CGM Group received the highest level of recognition with an "A" score and a rating of 435/463.

INNOVATION  
AT THE SERVICE OF  
OUR CUSTOMERS

An innovative service offer  
with cma cgm+

CMA CGM+ offer includes more than 45 value-added products and services that complement the shipping and logistics services.

It is divided into five categories:

- the "Protection of goods" programme guarantees, protects and secures the goods transported, even the most fragile or sensitive ones.
- "Serenity" simplifies claims management in the event of damage to goods or containers.
- "Supply Chain Optimisation" provides the agility needed to manage

- the supply chain.
- "Environmental Services" analyses, reduces and offsets the ecological footprint of customers.
  - "Business Support" assists clients in growing their business.

Supporting innovation

In 2021, Rodolphe Saadé, CEO of CMA CGM Group, has reaffirmed his strategy to support innovation. The Group supported 195 innovative companies, more than a third of which were foreign companies. 42% of its innovative startups have a mission that corresponds to the CSR challenges of CMA CGM Group.

One of the French nuggets supported is Sea routes. Created in 2019, the startup helps shippers to go beyond the mere calculation of the carbon footprint, by identifying the levers to reduce their greenhouse gas (GHG) emissions. For example, a shipper can reduce GHG emissions by 30% by favouring newer, larger and slower vessels, and up to 60% by choosing the

right combination of ports and modes for a door-to-door route.

In addition, CEVA Logistics UK won in 2021 the Supply Chain Excellence Award for the quality of its waterway delivery service on the Thames.

ACT WITH CMA  
CGM+: HEADING  
TOWARDS NET ZERO  
CARBON

At the end of 2020, CMA CGM Group launched Act With CMA CGM+, a range of solutions enabling the Group's client's to reduce and/or offset their greenhouse gas emissions from shipping. These solutions are based on the use of biofuels (biomethane, biofuel). The associated CO<sub>2</sub> reductions are allocated according to a mass balance concept. To complement this offer, the Group offers a residual emission compensation service.

These solutions were very successful in 2021, with approximately 780 000 TEUs transported with Act With CMA CGM+. 141 KT of CO<sub>2</sub> were reduced and 602 KT of CO<sub>2</sub> were offset. 494 179 trees were planted (in addition to the tons offset).

The Act With CMA CGM+ solutions will continue to be successful in 2022, with significant growth prospects. The introduction of an additional range of innovative products is under consideration, such as the possibility of recycling the packaging used in the containers. It will strengthen the Group's offer.

Customers opting for Act With CMA CGM+ receive a statement, for the reduction of GHG emissions, or a certificate, for their offset. These documents are subject to verification by a third party confirming that the Group is indeed acting in accordance with the product standard.

This concept has also been deployed at CEVA Logistics under the name "Green Ocean offer". This "responsible" shipping offer allows customers to compensate their CO<sub>2</sub> emissions or to use alternative energies such as bio-LNG or biofuel, which can reduce CO<sub>2</sub> emissions by 25% and 80% respectively. In addition, CEVA Logistics has decided to offer carbon offsetting to all its Group-page customers in partnership with PUR Projet and is thus financing forest protection projects in Latin America for the equivalent of 25,000 tons of CO<sub>2</sub>.

Our clients choose different ways of communicating on this theme. For example, La Banane de Guadeloupe & Martinique will promote its environmental actions thanks to a QR code placed on the Fair Trade French Banana ribbons. In particular, the company will point out its use of bio-fuel, with the support of CMA CGM, for the transport of bananas.



A commercial success for products  
to reduce and offset our customers'  
carbon footprint

2020  
2021  
OBJECTIVE

Support for start-ups

Companies financially  
supported by  
the Group

176  
195

Foreign companies  
financially supported  
by the Group

29%  
37%

Rail/barges transfer

share of land transport by  
rail or barge

68%  
71%

75% by 2025

Total number of TEUs ACT  
with CMA CGM +

784 377 TEU

Of which reduced

159 556 TEU

Of which compensated

448 054 TEU

Of which reduced +  
compensated

176 767 TEU

DIGITAL SOLUTIONS  
FOR CARBON  
FOOTPRINT  
OPTIMISATION AND  
MEASUREMENT

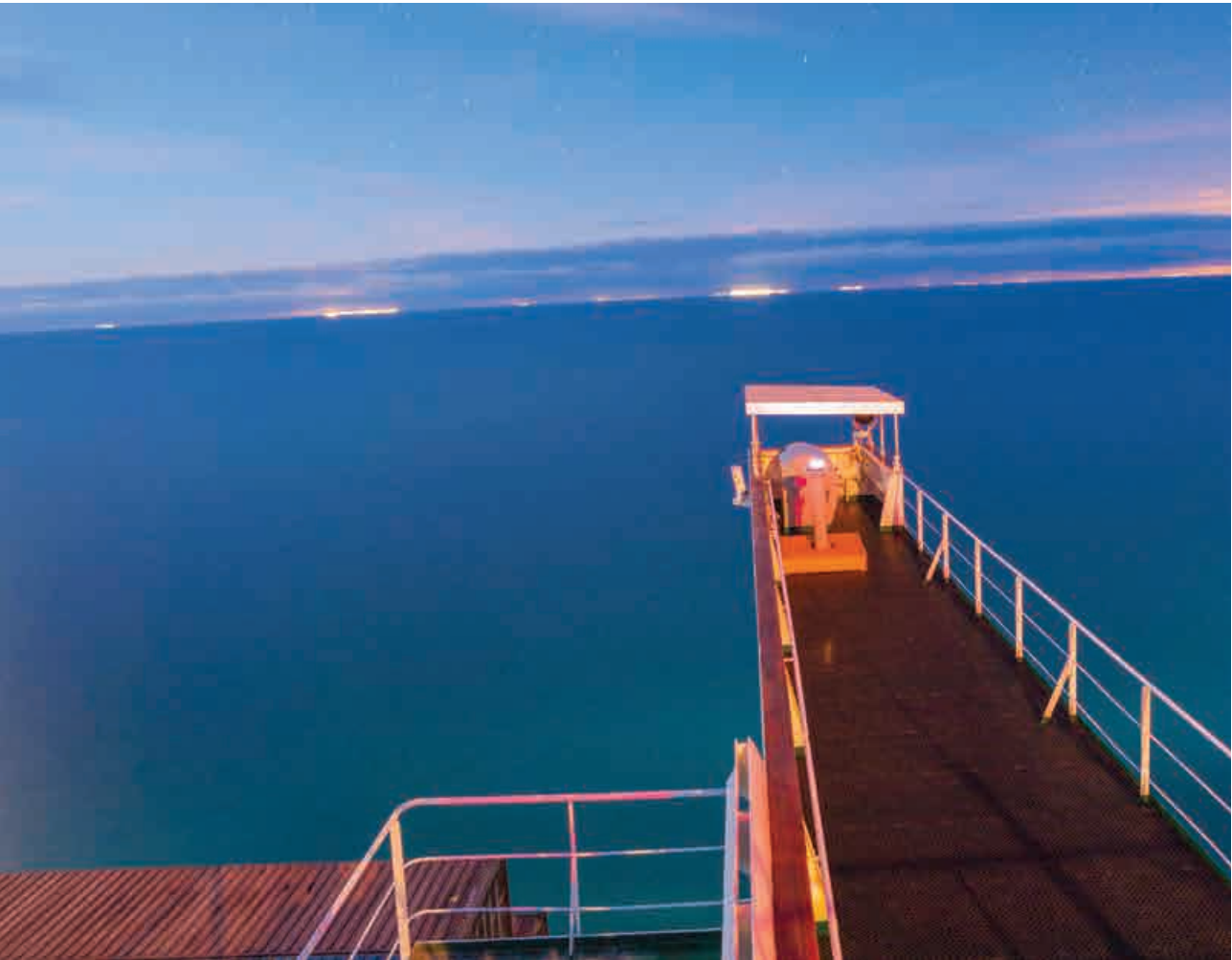
Tailor-made solutions are being studied to optimise maritime transport. Several new intermodal options are also being considered for door-to-door transport. For the sixth consecutive year, the Group offers its clients a personalised report analysing the carbon footprint of their shipments. Since 2020, the service was included in the package for "Elite" clients. "Elite" is the highest rank given to the Group's clients based on various criteria. On

the online Eco Monitor platform, which will be launched in 2022, client's will be able to find out their greenhouse gas emissions from the transport of their goods. They will be able to purchase services and see the direct impact on their summary. In 2022, CMA CGM will introduce a door-to-door eco-calculator, developed with SeaRoutes, which will enable customers to obtain an estimate of the carbon footprint for each mode of transport used and thus choose the least polluting multimodal solutions.

In 2021, CEVA Logistics also developed various digital solutions for the calculation of CO<sub>2</sub> emissions. Each client can now benefit from on-demand carbon reports for all their air

and sea shipments. In 2022, a tool will be developed to provide clients with self-service access to these reports. Specific work will also be undertaken on land expeditions, an important challenge due to its organisational specificities.

In 2021, CEVA Logistics launched its eco-calculator. Built internally and based on its partner Searoutes, this public tool provides, for a given journey and mode of transport, an estimate of the associated CO<sub>2</sub> emissions. It is currently available for four modes: air, sea, road and rail. In 2022, this tool will be improved and extended to river transport.



SOLUTIONS TO MEET  
OUR CUSTOMERS'  
NEEDS

If requested by clients, it is possible to include CO<sub>2</sub> data for each ports pair offered. Information on CO<sub>2</sub> emissions is also available throughout the client experience:

- Pre-shipment: an open-access eco-calculator is available on the E-Business website and the CO<sub>2</sub> carbon footprint is also provided in the MY Price online route search and quotation tool.
- After shipment: CO<sub>2</sub> emissions are displayed in the client dashboard for connected clients. A geographical analysis by major route and mode of transport is available in the customised CO<sub>2</sub> report, available on request.

Fewer trucks on the road, a smaller carbon footprint, fast deliveries and competitive pricing solutions are all encouraged by CMA CGM Group which, in general, favours bulk transport solutions. Furthermore, in 2021, 71 % of the Group's overland freight transport was based on rail or barge solutions. Despite a shortage of these services and infrastructure in some parts of the world, CMA CGM's goal is to increase this share to 75% by 2025.

A KEY LOGISTICS  
PARTNER FOR  
HUMANITARIAN  
ORGANISATIONS

CMA CGM Group established a Humanitarian Services Office at the end of 2017, which offers customised solutions to international organisations and NGOs providing emergency aid. In 2021, the Group managed the transport of almost 26 692 TEU of emergency aid.

EXPERTISE IN  
EMERGENCY  
SITUATIONS

Since the beginning of the health crisis which affected the whole world, CMA CGM Group has been conducting solidarity actions to fight the Covid-19 pandemic. Thanks to its experience in humanitarian operations in Lebanon, France and around the world, CMA CGM Group can participate in unprecedented operations and offer rapid solutions adapted to the situation.

CEVA Logistics has created a new sub-brand FORPATIENT dedicated to pharmaceutical and healthcare companies. The goal is to create a responsive and reliable supply chain to benefit patients. In 2021, CEVA Logistics transported 700,000 doses of the Sinovac Covid-19 vaccine, at a temperature between 2 and 8°C to respect the cold chain.

To respond to the health crisis caused by the new Covid-19 wave that affected Guadeloupe and Martinique, CMA CGM Group planned and organised the operation within a few days. Local hospitals needed medical equipment including oxygen generators, concentrators and cylinders, but also X-ray equipment and dialysis equipment. To meet these needs, CMA CGM Group mobilised an Airbus A330-200F from its fleet to transport the 43 tonnes of equipment between Paris and the West Indies.

■ 2020  
■ 2021  
► OBJECTIVE

CO2 emissions

Reduced CO<sub>2</sub> emissions  
(ACT with CMA CGM+)

■ 141 063 tons

Offset CO<sub>2</sub> emissions (ACT  
with CMA CGM+)

■ 602 203 tons

Transport and  
humanitarian organisations

Number of containers  
transported via the  
humanitarian services  
office

■ 14 409 TEU

■ 26 692 TEU



# Ensuring a sustainable supply chain

Creating and ensuring a sustainable supply chain and being supported by suppliers and subcontractors in a sustainable way is a key issue to reduce risks for individuals, society, the economy and the environment, and to better face and manage the challenges of tomorrow.

## OBJECTIVE

- Assess 100% of the CMA CGM Group's supplier base by 2025



### THE PARTNER CHARTER

The Third-Party Code of Conduct defines the standards required from CMA CGM's partners, including its suppliers, their employees and their subcontractors. The principles set out in this document apply to all contractual relationships between CMA CGM and its partners. These are very demanding principles, based on a strict normative framework. A plan to integrate the Charter is currently underway at CEVA Logistics. Its implementation will start in 2022. Signing the Third-Party Code of Conduct is a prerequisite for any commitment with our suppliers or subcontractors.

The Third-Party Code of Conduct is available [here](#).

### THE GROUP STRENGTHENS ITS RESPONSIBLE PURCHASING POLICY

For several years, CMA CGM Group has been working on a proactive approach to responsible purchasing and is committed to continuous improvement in line with the requirements of the responsible purchasing label and our various partnerships (United Nations Global Compact, EcoVadis, etc.).

This approach aims to increase not only the Group's risk control but also the positive impact on social and environmental issues.

CMA CGM Group has stepped up its efforts to promote sustainable procurement by deploying a global assess-

ment programme for suppliers and subcontractors. The programme covers financial aspects, corruption, sustainability, economic sanctions, competition law and data protection. In 2022 the CEVA Logistics process will be aligned with the current onboarding process.

### Accelerate, an ambitious programme to reduce exposure to supplier risk

In 2021, CMA CGM Group launched the Accelerate programme, designed to accelerate the evaluation of its suppliers and strengthen risk management. 14,594 suppliers, accounting for around 80% of expenditure, were assessed - four times as many as in 2020.

In 2022, CMA CGM Group will focus its efforts on monitoring suppliers identified as "high risk" and launching an on-site audit programme.

CMA CGM Group is launching a vast supplier data optimisation programme to reinforce and accelerate its responsible purchasing approach.

Furthermore, the group has set up a specific governance structure bringing together all the departments concerned: risk, operational purchasing, CSR, finance, compliance, etc., in order to support buyers in their decision-making. A similar programme is being integrated at CEVA Logistics.

### A digital portal to facilitate the qualification process

CMA CGM Group has developed Score, a digital SRM (Supplier Relationships Management) portal, to simplify the qualification process and improve its deployment. An integration plan is being developed with CEVA Logistics to align the systems. A presentation and integration video has been produced by the Group to support its suppliers in this quality approach.

<https://cmacgm-group.com/en/procurement/how-to-become-a-supplier>

### The way to buy: the responsible purchasing policy for the Group's buyers

In addition, in order to strengthen the monitoring of risks associated with suppliers and to share best practices, CMA CGM Group has set out the fundamentals of its responsible purchasing policy in The Way To Buy. This policy is intended for all employees involved in purchasing and dealing with suppliers. To ensure the understanding and application of this purchasing policy, an e-learning programme was developed in 2021 and sent to the entire purchasing community. It will be deployed in 2022 within CEVA Logistics.

### Procurement academy,

Two years ago, CMA CGM Group created the Procurement Academy programme dedicated to the purchasing community. This programme aims to train and support employees involved in purchasing. In 2022, CMA CGM Group aims to strengthen and expand this training programme and to provide its entire purchasing community with a specific training module on sustainable procurement. The Group also intends to continue to support its suppliers in the responsible purchasing approach.

■ 2020  
■ 2021  
➤ OBJECTIVE

### Suppliers assessed

■ 2 930  
■ 14 594  
➤ 100% in 2025



# Our collaborations and partnerships

We are partners in initiatives bringing together major players.

<p><b>Maritime Anti-Corruption Network</b></p> <p>is a global business network working towards a maritime industry free of corruption, which promotes fair trade for the benefit of society at large.</p> 	<p><b>Digital Container Shipping Association</b></p> <p>is to boost the safety, security and efficiency of container transport by representing, overseeing and serving the industry's stakeholders.</p> 
<p><b>Business Actions to Stop Counterfeiting &amp; Piracy</b></p> <p>Is a business-to-business initiative to fight counterfeiting and piracy.</p> 	<p><b>International Cargo Handling Coordination Association</b></p> <p>Is an independent, non-profit organisation founded in 1952 dedicated to improving the safety, security, sustainability, productivity and efficiency of the handling and movement of goods by all modes and through all phases of the national and international supply chains.</p> 

**Transporter Asset Protection Association (TAPA)**

is a unique exchange forum that brings together suppliers, logisticians, carriers, law enforcement and other stakeholders with the common goal of reducing losses in the international supply chain.







# APPENDICES



Key Performance Indicators

INDICATOR	UNIT	SCOPE	2021	2020	TARGETS
Acting for people					
HR and safety policy with objectives and action plan		CMA CGM	Yes	Yes	
Ensuring the protection of employees					
Total number of employees	Number	CMA CGM CEVA Logistics	82 582*	80 780	
Number of new hires	Number	CMA CGM CEVA Logistics	26 837	19 625	
Number of exits	Number	CMA CGM CEVA Logistics	23 712	18 691	
Number of nationalities	Number	CMA CGM CEVA Logistics	182	178	
Payroll	USD millions	CMA CGM CEVA Logistics	4 859.8	4 133	
Share of sedentary employees with an access to health cover	%	CMA CGM	99%	86%	100% in 2022
Share of sedentary employees with an access to health cover	%	CEVA Logistics	100 %	first year of publication	100 % in 2022
Number of Group fatal accidents	Number	Maritime activities	0	1	
		Terminals activities	0	1	
		Inland and Logistics activities CMA CGM	1	first year of publication	
		Inland and Logistics activities CEVA	0	first year of publication	
Lost Time Injury Frequency Rating (LTIFR)	Rate	Maritime activities	1,15	1,08	-40 % in 2025 vs 2019
		Terminals activities	7,14	7,2	-40 % in 2025 vs 2019
		Inland and Logistics activities CMA CGM	9,05	9,1	
		Inland and Logistics activities CEVA	4,18	4,27	

Workplace accident severity rate	%	Maritime activities	0,21	0,13	
		Terminal activities	0,28	0,32	
Promoting education and training					
Number of training days per employee	Day	CMA CGM CEVA Logistics	1.55	1.23	3 j in 2022
Supporting diversity and inclusion					
Non-discrimination policy	Document	CMA CGM CEVA Logistics	Yes	Yes	
Breakdown of women - men	%	CMA CGM CEVA Logistics	37/63	37/63	
Share of women in management	%	CMA CGM CEVA Logistics	32	31	
Share of women among the top 100 salaries	%	CMA CGM CEVA Logistics	12	13	30% in 2025 on the Top 200
Share of women in the Board of Directors	%	CMA CGM CEVA Logistics	42	42	
Share of non-French nationals among the Top 100 salaries	%	CMA CGM CEVA Logistics	47	49	61% in 2023 on the Top 200
Average age of employees	Age	CMA CGM CEVA Logistics	39	38	
Supporting local communities					
Percentage of countries that have launched at least one local initiative	%	CMA CGM	74	47	100% in 2022
"Containers of Hope" - humanitarian aid	Number	CMA CGM	201	146	
Ensuring respect for human rights					
Human rights policy	Document	CMA CGM CEVA Logistics	Yes	Yes	
Vigilance plan	Document	CMA CGM CEVA Logistics	Yes	Yes	

\*ANJI and temporary workers of CEVA Logistics are excluded..



# Key Performance Indicators

INDICATOR	UNIT	SCOPE	2021	2020	TARGETS
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## Acting for planet

Environmental policy	Document	CMA CGM CEVA Logistics	Yes	Yes	
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## Fighting against climate change

### Energy consumption

Fuel consumption of the maritime fleet √	Million tons		8.09	7.45	
of which LNG	Thousands tons		204.7	28.35	
of which biofuels	Thousands tons	Maritime activity	22.7	48	
Share of alternative fuels in the energy mix of maritime activities √	%		2.81	1.1	At least 10% by 2023
Rated capacity of LNG powered ships √	TEU		335 656	127 200	
Energy consumption of warehouses	MWh		274 096	181 034	
Share of electricity from renewable sources in warehouses	%		17,7	12,5	
Pourcentage of warehouse surface covered with LED lighting	%	CEVA Logistics	63.2	first year of publication	
Surface of photovoltaic panels	m²		506 561	first year of publication	
Truck fuel consumption	Million liters		68.53	44.13	

\*The scope has been extended in 2021.

CO <sub>2</sub> emissions					
CO <sub>2</sub> emissions from maritime fleet fuel consumption √	Million tons	Maritime activities	25.42	23,3	Net-zero to 2050
Reduction of maritime CO <sub>2</sub> emissions √	%		-48	-49	
CO <sub>2</sub> CO <sub>2</sub> performance of maritime activity CO <sub>2</sub> / TEU.km √	gCO <sub>2</sub> /TEU-km		53	52	
CO <sub>2</sub> performance of the maritime activity CO <sub>2</sub> / loaded TEU √	TCO <sub>2</sub> /TEU-loaded		1.15	1.12	
Scope 3 CO <sub>2</sub> emissions	Million tons		10,5	7.6	
CO <sub>2</sub> emissions from warehouse energy consumption	Tons	CEVA Logistics	94 328	75 171	
CO <sub>2</sub> emissions from truck fuel consumption	Tons		178 849	118 256	
Protecting air quality					
NOx emissions from maritime fleet fuel consumption √	Thousands tons	Maritime activities	590	555	
SOx emissions from maritime fleet fuel consumption √	Thousands tons		74	70	
Emissions of particulate matter related to the maritime fleet fuel consumption √	Thousands tons		55,6	first year of publication	
Percentage of vessels equiped with a cold ironing system	%		26	first year of publication	
Protecting biodiversity					
Number of major maritime oil spills	Number	Maritime activities	0	1	0 accidental spills per year
Number of containers lost at sea	Number		0	51	0 containers lost at sea per year
Vessels equipped with ballast water treatment technology	Number		126	126	
Number of vessels equipped with a FORS system	Number		60	57	
Promoting a circular economy					
Dismantled ships	Number	Maritime activities	0	4	
Solid waste	m³ by vessel by month		11.21	10.21	
Production of oil sludge	Thousands of tonnes		173	171	

# Key Performance Indicators

INDICATOR	UNIT	SCOPE	2021	2020	TARGETS
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## Acting for fair trade

### Acting ethically and with integrity and respecting the conformity of practices

Ethical Charter	Document	CMA CGM CEVA Logistics	Yes	Yes	
Percentage of employees who have received training on ethics and compliance issues	%	CMA CGM	90.5	81.5	
		CEVA Logistics	90	90	
Percentage of employees who have received training on ethics and compliance issues	%	CMA CGM CEVA Logistics	90,3	first year of publication	
Share of alerts processed and closed among all reported alerts	%	CMA CGM	70	96	
		CEVA Logistics	79	86	

### Offering innovative and sustainable products and services to our clients

Share of inland transport by rail or barge	%	CMA CGM	71	68	75% in 2025
Companies financially supported by the Group	Number	CMA CGM	195	176	
Share of non-French companies among the companies financially supported by the Group	%	CMA CGM	37	29	40% in 2025
Number of containers transported by ACT With CMA CGM+	TEU	CMA CGM	784 377	first year of publication	
CO <sub>2</sub> emissions compensated by ACT with CMA CGM+	Thousands of tonnes	CMA CGM	602 203	first year of publication	
CO <sub>2</sub> emissions saved by par ACT with CMA CGM+	Thousands of tonnes	CMA CGM	141 063	first year of publication	
EcoVadis	Rating	CMA CGM	Platinum	Platinum	Objectif Platinum in 2021 reached
Carbon Disclosure Project	Rating	CMA CGM	C	B	

### Ensuring a sustainable supply chain

Partner Charter	Document	CMA CGM	Yes	Yes	
Suppliers assessed	Number	CMA CGM	14 594	2930	100% in 2025

A table of correspondence of CMA CGM Group policy with the Global Reporting Initiative (GRI) standards is available on the Group's website at the following link: [here](#).



# Methodology

**CSR indicators are updated annually. They were defined according to the UNGC's 10 principles, the 17 Sustainable Development Objectives, the Global Reporting Initiative (GRI) criteria, in compliance with the obligations set out in French law (Law on new economic regulations, known as the "NRE Law", of May 15, 2001), the European Union directive on the publication of non-financial information and, to the extent possible, the applicable international standards.**

We consider the following information to be outside the scope of the Group's activities:

- Fight food insecurity
- Fight against food waste
- Protection of animal welfare
- Responsible, fair and sustainable food

**Details and methodological limitations of the indicators:**

**Some indicators are published on the financial consolidated scope of the Group. Some others are published on a limited scope regarding the specificities of activities**

**Scope:** The CMA CGM Group publishes consolidated non-financial information on the Group's scope. However, scope limitations may be applied on a case-by-case basis for certain indicators because of the maturity of the reporting and the process. In case of a restriction of the scope, these are systematically explained in the DPEF about the titles of the indicators concerned. CMA CGM Group is committed to extending the reporting scope of the indicators that are subject to a significant scope limitation in the coming years

In 2021, the Group integrated the subsidiary Air Cargo, however, no aircraft of its own were operated during that year. This subsidiary's data will be included in the 2022 financial year.

**Périod : The reporting period will be from January 1, 2021, to December 31, 2021.**

## ACTING FOR PEOPLE

**Total workforce:**

- The workforce covers the consolidated Group scope as of December 31 of the reference year. This includes permanent contracts, fixed-term contracts, internships and international voluntary work experience.
- The workforce by age, gender and the geographical area represents 90% of the Group's workforce. The scope does not include international crew members, as the contracts are not Group contracts, and it does not include sedentary staff who are not reported in C&Me.

**Hirings and exits:**

These indicators cover 90% of the Group's workforce. .

- The scope does not include international crew members, as the contracts are not Group contracts, and it does not include sedentary staff who are not reported in C&Me.
- Intra-group" transfers are recorded as movements: this means that any person who is transferred, signs a new employment contract or an amendment with a Group company is considered as a new hire or a new departure.

**Share of women in management:**

- This indicator cover 90% of the Group's workforce.
- This is the number of women in managerial positions, i.e. female employees with at least one direct report.
- The scope does not include international crew members, as their contracts are not Group contracts, nor does it include sedentary staff who are not reported in C&Me.

**Share of women in the top 100 salaries and share of non-French nationals in the top 100 earners (in %):**

- The TOP 100 corresponds to the 50 highest salaries at CMA CGM and the 50 highest salaries at CEVA Logistics.

**Number of training days per employee:**

- The ratio is calculated from a limited scope that covers 30 countries for CMA CGM and 72 countries for CEVA Logistics, the scope of coverage for the total workforce is 86%. The Group is committed to expanding this scope every year.
- The headcount considered is the headcount at the end of November.
- The number of days is calculated based on hours.
- Until 2020, we considered a training day to be 8 hours. From the financial year 2021 onwards, we consider a training day to be 7 hours.
- In the scope of international seafarers, mandatory training that is the responsibility of the seafarers is not taken into account.

**Share of employees with access to health coverage:**

- The indicator for CEVA Logistics was published for the first year in 2021.
- The CMA CGM seagoing workforce is excluded from the reporting scope.
- The methodologies for calculation differ between CMA CGM and CEVA::
  - CMA CGM considers that coverage should cover three criteria: inpatient, outpatient and pharmacy.
  - CEVA considers that inpatient and outpatient are enough to evaluate if the country provides health coverage to employees.
  - CMA CGM reports the number of employees to whom the Group offers health cover, while CEVA reports the number of employees who have accepted health cover.

**Maritime safety indicators**

The scope of the maritime safety indicators includes owned vessels only (and therefore excludes chartered vessels).

**Lost Time Injury Frequency Rate (LTIFR) Maritime:**

- The total number of hours worked is the total number of days on board x 24 hours. As a reminder: lost-time accidents occurring after landing are not counted or consolidated, nor are those occurring on chartered vessels, as these are the responsibility of the shipowners.

**Terminal safety indicators (frequency rate, severity rate, number of fatal accidents, number of level D major accidents, number of near accidents and dangerous situations):**

The scope represents all terminals that are subject to the CMA CGM Terminals QSSE policy.

**Safety indicators for inland activities (frequency rate, severity rate, number of fatal accidents, number of level D major accidents, number of near accidents and dangerous situations)**

The scope covers all employees subject to the CMA CGM Inland QSSE policy, except for the CMA CGM frequency rate, for which the scope of coverage corresponds to 64% of the QSSE workforce.

**Percentage of countries that have launched at least one local initiative:**

- A local initiative is a one-off or recurring voluntary initiative undertaken by a CMA CGM Group entity (CMA CGM, ANL, MERCOSUL Line, APL, CNC and Containerships) in which employees from one or more CMA CGM Group divisions participate. These initiatives, which concern one of the strategic pillars of Sustainable Development, can have a direct impact on the local populations in which the Group and its subsidiaries are involved. These initiatives must contribute to the achievement of at least one of the 17 United Nations Sustainable Development Goals.

ACTING FOR PLANET

Offset CO<sub>2</sub> emissions 3 Maritime activities CMA CGM:

- Scope 3 emissions come from the construction of ships and containers, the production of waste (solid and liquid) from ships, business travel by employees, the consumption of fuel for land transport and the upstream phase of production and transport of the fuel consumed.
- CO<sub>2</sub> emission (scope 3) are not reported by some subsidiaries of the Group (CEVA Logistics and Terminal)
- Shipbuilding: The impact is calculated from the carbon dioxide emissions from the production of the steel needed to build the ships, measured based on the weight of steel in the ships (emission factor of 2.21). We take into account the average number of ships produced over 5 years. Emissions from construction sites are unknown at present but are assumed to be negligible. Emissions from chartered vessels are estimated from the emissions of owned vessels, pro-rata by twenty-foot equivalent units (TEU).
- Container construction: Emissions from container manufacturing are estimated from the number of containers refurbished each year and converted to raw stainless steel (2.2 tonnes of steel per container). Steel emission factor = 2.21.
- Upstream fuel and Energy: Upstream carbon dioxide emissions are calculated using the following emission factors:

HFO	0.26 kg CO <sub>2</sub> e/kg	Sources : EN16258
DO	0.68 kg CO <sub>2</sub> e/kg	Sources : EN16258
VLSFO	0.64 kg CO <sub>2</sub> e/kg	Sources : GLEC
GNL	0,93 kg CO <sub>2</sub> e/kg	Sources : GLEC
BIOCARBzURANTS	0.518 kg CO <sub>2</sub> e/kg	Sources : Red 2009/28

- Land freight: We apply standard emission factors for each mode of transport (rail freight, road freight, barges) to calculate the corresponding carbon footprint before and after sea freight.
- Solid waste the volume of solid waste generated by owned vessels. Waste emissions from chartered vessels are estimated from the emissions of owned vessels, pro-rata to the twenty-foot equivalent unit (TEU) km.
- Sludge produced by vessels: In the absence of a commonly accepted emission factor for sludge, we apply the emission factor for carbon dioxide. We apply this emission factor to the total amount of sludge produced during the reference period.
- Business travel: We estimate that a pilot makes 10 flights per year (round trip) and travels an average of 10,000 km per flight. We multiply this factor by the number of passengers in the reference year and by the ADEME emission factor of 0.083 kg CO<sub>2</sub>e/passenger for long-distance travel.

CO<sub>2</sub> emissions CEVA Logistics:

- CEVA Logistics reports warehouses & trucks energies consumption and associated CO<sub>2</sub> emissions scope 1 and 2

Maritime fleet fuel consumption:

- The consumption concerns the entire operational fleet (owned + chartered vessels). It includes the following types of fuel oil: HSFO, LSFO, MGO-DO, LNG.L.

LNG-powered ships in nominal TEU:

- Total volume capacity of all owned and long-term chartered vessels powered by LNG

Alternative Fuels:

- Alternative, low-carbon fuels (LNG, Biofuel are included in the Group’s energy mix.

Scope 1 carbon dioxide emissions:

- They are obtained directly from the fuel consumption. The following emission factors are applied to fuel oil consumption for maritime activity:
  - 1 tonne HSFO = 3,114 tonnes of CO<sub>2</sub>
  - 1 tonne LSFO = 3,151 tonnes of CO<sub>2</sub>
  - 1 tonne MGO/DO = 3,206 tonnes of CO<sub>2</sub>
  - 1 tonne LNG = 2,75 tonnes of CO<sub>2</sub>

Carbon dioxide emissions per loaded TEU and TEU-Km (scope 1):

- Scope: CMA CGM Group’s operating fleet (owned and chartered vessels) in the reporting period
- TEU-km = nominal capacity\* distance sailed.

Fuel consumption and CO<sub>2</sub> emissions –Truck fleet (scope 1):

- This indicator covers CEVA Logistics’ fuel consumption by owned and leased trucks (excluding personal and company cars). The scope covers business in the following countries: Germany, India, Turkey, United Kingdom, United States, Canada, and South Africa (covers 88% of our truck fleet). Other countries have been excluded as they do not operate truck fleets. Lebanon is currently out of scope but will be included next year.
- Carbon dioxide emissions are calculated based on the energy consumption reported and energy-specific emission factors.

Energy consumption and CO<sub>2</sub> emissions – Warehouses (scope 1&2):

- This indicator covers CEVA Logistics' warehouses worldwide, both owned and leased with the following coverage:
  - 83% of the global warehouse space in 2020
  - 90% of the global warehouse space in 2021.
- Warehouses are included in the scope when operated during a full quarter
- Energy covers electricity, natural gas, domestic fuel, district heating and diesel for manual handling equipments or generators.

- Green electricity corresponds to renewable electricity produced and consumed or bought through green electricity contracts.
- Carbon dioxide emissions are calculated from the reported energy consumption and according to country and energy-specific emission factors.
- The data does not take into account the natural gas consumption of the United States. We consider this consumption is non-significant due to the small number of sites using natural gas (10 sites for an estimated impact of 1% on the country's CO<sub>2</sub> emissions).
- For some sites (representing 13% of the warehouse surface), the energy consumption was estimated on the basis of a kWh/m² ratio calculated at other sites in the same country

SOx emissions Maritime activity:

- SOx emissions cover the entire operated fleet. They are calculated based on fuel oil consumption per type of fuel oil and the maximum mandatory limit of sulphur content per type of fuel oil. Sulphur emissions from scrubbers are not included in the total SOx emissions.

Nox emissions Maritime activity:

- NOx emissions cover the entire operated fleet.
- Source: NOx emission factors 2018 (Source: 4th IMO Edition - 2020 on Greenhouse Gases)

**Greenhouse gas emissions of CEVA Logistics (excluding CO<sub>2</sub>):** pollution is not substantial for CEVA Logistics due to the nature and scale of its operations.



**Oil pollution:**

- The reporting scope includes the Group's owned vessels. Such pollution includes unintentional discharges of hydrocarbons, oil, sludge, chemicals, hazardous materials and non-hazardous materials (non-exhaustive list). Containers and anchors lost at sea are not included in the scope.
- Only pollutions that represent more than 5000 liters are included in the indicator.

**Number of major marine oil pollution :**

- Only events C & D are included.

**Solid waste from vessels:**

- Total quantity (in m3) of solid hazardous and non-hazardous waste generated by owned vessels. Sludge is not included in this indicator.

**Number of containers lost at sea:**

- Containers that fall into the water at a port and are then recovered are not included.
- The scope includes owned vessels only (and therefore excludes chartered vessels).

**Sludge:**

- Sludge includes hydrocarbon waste, used fuel oil and oily water. The quantity of sludge comes from the quantities of sludge ordered.

Biodiversity is not substantial for CEVA due to the nature and scale of its operations. CEVA does not yet report on waste but intends to on the next reporting period.

**FAIR TRADE**

Concerning supplier evaluation, the Cscreen and EcoVadis indicators are no longer published from this year onwards as we have changed our evaluation process in order to have a better knowledge of our exposure to supplier risk and to put in place the associated action plans to manage these risks.

**Share of alerts processed and closed among all reported alerts:**

- A Group platform has been set up for this purpose. This tool is available to all the Group's internal and external stakeholders (employees, clients, suppliers, subcontractors, professional associations and trade unions).

**Number of collaborators who received an Ethics&Compliance training**

This indicator relates to office staff :

- CMA CGM : the indicator covers eligible CMA CGM sedentary employees including trainees, which represents 86% of sedentary workforce. The employees that don't have email adress, subsidiaries thaht are not controlled by CMA CGM, long term leave are excluded.
- CEVA Logistics : the indicator covers 45% of the total workforce.
- The indicator covers CMA CGM's sedentary employees, including trainees. Seafarers, employees without an email address, employees of subsidiaries not controlled by CMA CGM and long-term absentees are excluded.

**Number of assessed suppliers:**

- The scope covers CMA CGM and all types of purchases (indirect, Terminals, Intermodal, Chartering, CMA Ships, Bunkering, Feederling, Pool, P&T, Logistics).
- In 2021, a new supplier evaluation process was implemented: assessment of financial reporting risks, CSR risks and compliance.
- A supplier is defined from the supplier's site. If CMA CGM purchases from two different sites of the same supplier, the Group considers two suppliers for the calculation of the indicator.

**Sustainable value-added services (Act With CMA CGM+ products):**

- Scope: all TEUs booked worldwide by CMA CGM or any other Group company..
- Reduced and compensated CO<sub>2</sub> emissions: this includes emissions along the entire value chain, known as "Well to Wake".

**Share of inland transport by rail or barge:**

- Scope: Data from Containerships and Mercosul are not reported as these entities have their own IS.

**Companies financially supported by the Group:**

- Companies in which CMA CGM has a direct interest through CMA CGM SA, CMA CGM Ventures or CMA CGM Participations
- Companies in which CMA CGM has an indirect interest through our investments in investment funds (which in turn invest in various companies)
- Companies that are part of the business incubators funded by the Group (ZeBox, Le Phare and Le Carburateur)

**Posteriori corrections:**

- The group headcount as of December 31, 2020, as well as hirings and departures, have been modified following the update of the headcount of one of our subsidiaries
- CEVA Logistics 2020 frequency rate has been adjusted after the fact.
- A correction has been made to the indicator relating to the number of vessels equipped with a ballast water treatment system in 2020.

# Report by one of the Statutory Auditors, appointed as independent third party, on the consolidated non-financial statement

For the year ended 31 December 2021

**To the Annual General Meeting,**

In our capacity as Statutory Auditor of your company (hereinafter the “entity”) appointed as independent third party, and accredited by the COFRAC under number 3-1049<sup>1</sup>, we have undertaken a limited assurance engagement on the historical financial information (actual or extrapolated) of the consolidated non-financial statement, prepared in accordance with the entity's procedures (hereinafter the “Guidelines”), for the year ended 31 December 2021 (hereinafter, respectively, the “Information” and the “Statement”), included in the Group's 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).

At the request of the entity, we conducted works designed to express a reasonable assurance conclusion on the information selected by the entity and identified by the sign √.

**Limited assurance conclusion**

Based on the procedures performed, as set out in the “Nature and scope of our work” section of this report, and the information collected, nothing has come to our attention that causes us to believe that the Statement 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 comment:

- The Group has strengthened the reporting processes and continued to expand the scope of the CSR reporting to all its activities. However, the indicators “CO<sub>2</sub> emissions from warehouse energy consumption” and “Scope 3 CO<sub>2</sub> emissions” have residual scope or methodological limitations, as mentioned in the Guidelines described in the Statement.

1 Accreditation Cofrac Inspection, number 3-1049, scope available at [www.cofrac.fr](http://www.cofrac.fr)

**Reasonable assurance conclusion on a selection of non-financial information**

Based on the procedures performed, as set out in the “Nature and scope of our work” and “Nature and scope of additional work on the information selected by the entity and identified by the sign √” sections of this report, and the evidences collected, the information selected by the entity and identified with the symbol √ in the Statement has been prepared, in all material respects, in accordance with the Guidelines.

**Preparation of the Statement**

The absence of a commonly used generally accepted reporting framework or established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood using the Guidelines, the main elements of which are presented in the Statement (or available on request from the entity's registered office).

**Inherent limitations in preparing the Information**

The Information may be subject to inherent uncertainty because of incomplete scientific and economic knowledge and the quality of external data used. Some information is sensitive to methodological choices, assumptions and/or estimates used for their preparation and presentation in the Statement.

**Responsibility of the entity**

The Management Board’s is responsible for:

- Selecting or establishing suitable criteria for preparing the Information;
- Preparing a Statement in accordance with legal and regulatory requirements, including a presentation of the business model, a description of the main extra-financial risks, a presentation of policies applied to mitigate these risks and the outcomes of those policies, including key performance indicators;
- Implementing internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement was prepared by applying the entity's Guidelines as mentioned previously.

**Responsibility of the Statutory Auditor, appointed as independent third party/independent third party**

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- The compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code;
- The fairness of the historical financial information (actual or extrapolated) provided in accordance with Article R.225-105-I(3) and II of the French Commercial Code concerning action plans and policy outcomes, including the key performance indicators on the main risks.

As it is our responsibility to provide an independent conclusion on the Information as prepared by Management, we are not authorised to help prepare said Information, as that could compromise our independence.

At the request of the entity and outside of the scope of certification, we may express reasonable assurance that the information selected by the entity, presented in the appendices, and identified by the symbol √ has been prepared, in all material respects, in accordance with the Guidelines.

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, including the duty of care scheme or the compliance of products and services with the applicable regulations.

**Regulatory provisions and applicable professional guidance**

We performed our work described below in accordance with the provisions of Articles A. 225 1 and following of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this engagement and International Standard on Assurance Engagements 3000 (Revised)<sup>2</sup>.

**Our independence and quality control**

Our independence is defined by the provisions of Article L. 822-11-3 of the French Commercial Code and the

2 ISAE 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information



French Code of Ethics (Code de déontologie) for statutory auditors. Our firm maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with applicable legal, regulatory and ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors relating to this engagement.

**Means and resources**

Our work was carried out by a team of nine people between October 2021 and March 2022 and took a total of approximately fourteen weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted some twenty interviews with the people responsible for preparing the Statement.

**Nature and scope of our work**

We planned and performed our work to address the areas where we identified that a material misstatement of the Information was likely to arise.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion:

- We obtained 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 Statement includes each category of social and environmental information set out in article L. 225-102-1 III;
- We verified that the Statement 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 Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including

where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the 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;
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in Appendix. Concerning certain risk<sup>3</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>4</sup>.
- We verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code, within the limitations set out in the Statement;
- We obtained an understanding of 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 important, as presented in Appendix, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;

3 Local communities, Circular economy with our stakeholders, Marine and terrestrial pollution, Entrepreneurial culture and innovation, Sustainable value-added products and services, Sustainable supply chain, Competitive environment and antitrust laws.

4 CMA CGM France, Kingston Freeport Terminal Ltd., Terminal Conteneur Dakar, CMA Mundra Terminal Pvt. Ltd., CMA CGM Malaysia SDN BHD, CMA CGM Shared Service Centre India PVT LTD, CEVA Turquie, CEVA Brésil, CEVA USA, CEVA France.

- 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 and covers between 25% and 100% of the consolidated data selected for these tests;
- We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

The procedures performed in a limited assurance engagement are less in extent than for a reasonable assurance engagement performed in accordance with the professional guidance issued by the French Institute of Statutory Auditors; a higher level of assurance would have required us to carry out more extensive procedures.

**Nature and extent of additional work on the information selected by the entity and identified by the sign √**

With regard to the information selected by the entity, presented in the appendix and identified by the symbol √ in the Statement, we conducted the same work as described in the paragraph "Nature and scope of our work" above for the Information considered to be the most important, but in a more in-depth manner, in particular with regard to the number of tests.

The selected sample accounts for 100% of the information identified by the symbol √.

We believe that our work is sufficient to provide a basis for our reasonable assurance opinion on the information selected by the entity and identified by the symbol √.

Paris-La Défense, on the 4<sup>th</sup> March 2022

KPMG S.A.

Fanny Houlliot  
Partner  
Sustainability Services

Georges Maregiano  
Partner

Annexe

Qualitative information (actions and results) considered most important
Protection measures offered to employees facing a difficult situation
Safety Cargo Control (SCC) tool for the control of dangerous goods and illicit traffic
Employee skills development initiative
Actions and results regarding equality at work
Partnership, donations and sponsorships
Actions in favor of innovation and entrepreneurship
Cooperation, projects and other measures to reduce the carbon footprint
Actions in favor of the protection of biodiversity
Waste reduction schemes
Communication policy regarding the ethics alert line
Mandatory training on the fundamentals of data protection
Sustainable procurement policy and results
Customer satisfaction survey
Vigilance plan

Key performance indicators and other quantitative results considered most important	Level of assurance
People	Limited
Total number of employees	
Share of women in management	
Number of new hires and Number of exits	
Number of training days per employee	
Share of non-French nationals among the Top 100 earners	
Share of women among the top 100 earners	
Lost Time Injury Frequency Rate	
Severity rate of accidents at work	
Number of fatal accidents	
Share of sedentary employees with an access to health cover	
Percentage of countries that have launched at least one local initiative	
Planet – Maritime Activity	Reasonable
Fuel consumption of the maritime fleet	
Share of alternative fuels in the energy mix of maritime activities	
Rated capacity of LNG powered ships	
CO <sub>2</sub> emissions from maritime fleet fuel consumption	
CO <sub>2</sub> performance of the maritime activity CO <sub>2</sub> / loaded TEU	
CO <sub>2</sub> performance of maritime activity CO <sub>2</sub> / TEU.km	
Change in maritime CO <sub>2</sub> emissions	
SOx emissions from maritime fleet fuel consumption	
NOx emissions from maritime fleet fuel consumption	
PM related to the maritime fleet fuel consumption	
Scope 3 CO <sub>2</sub> emissions	



	Dockside connection system	
	Production of oil sludge	
	Number of major maritime oil spills	Limited
	Number of containers lost at sea	
Planet – Inland Activity	Share of land transport by rail or waterway	
	Truck fuel consumption	
	CO <sub>2</sub> emissions from truck fuel consumption	
	Energy consumption of warehouses	
	CO <sub>2</sub> emissions from warehouse energy consumption	
	Share of electricity from renewable sources in warehouses	
Fair trade	Share of alerts processed and closed among all reported alerts	
	Companies financially supported by the Group	
	Share of non-French companies among the companies financially supported by the Group	
	Percentage of employees who have received training on ethics and compliance issues	Limited
	Suppliers assessed	
	Number of ACT with CMA CGM+ containers	

# Glossary

<b>ACT:</b> ASSESSING LOW-CARBON TRANSITION - Project to assess the company's carbon strategy regarding climate change	<b>JUMP:</b> JUNIOR UPWARDS MOBILITY PROGRAMME
<b>APAC:</b> ASIA PACIFIC - Region	<b>LNG:</b> LIQUEFIED NATURAL GAS
<b>BREEAM:</b> BUILDING RESEARCH ESTABLISHMENT ENVIRONMENTAL ASSESSMENT METHOD	<b>LTIFR:</b> LOSS TERMINAL INJURY FREQUENCY
<b>CDP:</b> CARBON DISCLOSURE PROJECT	<b>NGOS:</b> NON-GOVERNMENTAL ORGANISATION
<b>CITES:</b> CONVENTION ON INTERNATIONAL TRADE IN ENDANGERED SPECIES	<b>NOx:</b> NITROGEN OXIDE
<b>CNES:</b> CENTRE NATIONAL D'ÉTUDES SPATIALES (National Centre for Space Studies)	<b>OECD:</b> ORGANISATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT
<b>CO<sub>2</sub>:</b> CARBON DIOXIDE	<b>QHSSE:</b> QUALITY, HYGIENE, HEALTH, SAFETY, ENVIRONMENT
<b>CSR:</b> CORPORATE SOCIAL RESPONSIBILITY	<b>R&amp;D:</b> RESEARCH AND DEVELOPMENT
<b>EEDI:</b> ENERGY EFFICIENCY DESIGN INDEX	<b>SAILS:</b> SUSTAINABLE ACTIONS FOR INNOVATIVE AND LOW IMPACT SHIPPING
<b>EEXI:</b> ENERGY EFFICIENCY EXISTING SHIP INDEX	<b>SAF</b> SUSTAINABLE AVIATION FUEL
<b>ESG:</b> ENVIRONMENT SOCIAL AND GOVERNANCE	<b>SBTi:</b> SCIENCE-BASED TARGET INITIATIVE
<b>ESI:</b> ENVIRONMENTAL SHIP INDEX	<b>SDG:</b> SUSTAINABLE DEVELOPMENT GOALS
<b>FORS:</b> FAST OIL RECOVERY SYSTEM	<b>SOx:</b> SULPHUR OXIDE - Oxides of sulphur
<b>GES:</b> GREENHOUSE GASES	<b>TEU:</b> TWENTY-FOOT EQUIVALENT
<b>IMO:</b> INTERNATIONAL MARITIME ORGANIZATION	<b>UN:</b> UNITED NATIONS ORGANIZATION
<b>ISO:</b> INTERNATIONAL ORGANIZATION FOR STANDARDIZATION	

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