

# 2022 CSR REPORT

NON-FINANCIAL PERFORMANCE REPORT



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# Contents



In Part I we present the Group, its activities and its business model. Then we describe the work carried out internally and the discussions held with our stakeholders to identify the challenges we face. Our Sustainable Development strategy and the associated action plans are defined on the basis of these elements.

In Part II, we focus on our most significant Sustainable Development actions and discuss them in relation to the 12 priorities we have set for ourselves. These priorities, which are allocated among three pillars, structure our strategy.

In Part III, we provide a summary of our reporting and performance indicators, as well as the conclusions of the organisation tasked with verifying that the Sustainable Development information is compliant and reliable.

## 01

### STRATEGY

08	Key data of the Group
10	Our business model
12	Description of the Group's activities and brands
14	Materiality matrix
16	Non-financial risks
18	CSR governance
20	CSR strategy action plan
22	On the way to Net Zero 2050
	Summaries of the pillars
24	Acting for people
26	Acting for the planet
28	Acting for fair trade

## 02

### ACTIONS AND COMMITMENTS

#### ACTING FOR PEOPLE

34	1. Protecting employees
46	2. Promoting education and training
54	3. Commitment to diversity and inclusion
58	4. Supporting local communities
68	5. Ensuring respect for human rights throughout the value chain

#### ACTING FOR THE PLANET

72	6. Fighting climate change
96	7. Improving air quality
100	8. Protecting marine and terrestrial biodiversity
108	9. Promoting a circular economy

#### ACTING FOR FAIR TRADE

116	10. Acting ethically and with integrity
122	11. Offering our customers innovative and sustainable solutions
132	12. Ensuring a sustainable supply chain

## 03

### APPENDICES

140	Indicators
146	Methodology
152	Third Party organisation's report
159	Glossary



**"To be useful is our responsibility ;  
it is also the key to our sustainability."**

## A message from the Chairman

In 2022, we had an outstanding year and created meaningful value for the economy, the environment and society. Nearly 90% of our profits were reinvested in our Group to enable us to grow, to ensure we remain resilient, to accelerate our energy transition but also to make a positive contribution.

On the environmental front, we continued to renew our fleet and modernise our ships. Since 2020, over 10 billion dollars have been spent on these efforts and, as a result, by 2027 we will have a fleet of over 100 ships powered by lower-carbon intensity fuels. To accelerate our move towards decarbonising the full range of our activities and to assist the transition of our sector, last year we created a Fund for Energies with a five-year endowment of 1.5 billion euros.

A group like ours also has a duty to provide assistance to the most vulnerable populations. Last year once again, our Foundation was exemplary: it enabled the delivery of nearly 10 million meals and the transport of 8,000 tonnes of humanitarian aid to 34 countries around the world, and helped tens of thousands of children in need. In addition, several large-scale humanitarian operations were organised in conjunction with the French Ministry for Foreign Affairs to assist the Ukrainian population affected by the ongoing war.

Finally, we have chosen to show our appreciation to our staff for their outstanding job in 2022 by rewarding them with over 700 million dollars in bonus and pay rise.

The Group has never before shared its value to that extent, for the benefit of all stakeholders.

To be useful is our responsibility ; it is also the key to our sustainability.

In 2023, you can count on CMA CGM Group to continue to reconcile economic, social and environmental performance.

**RODOLPHE SAADÉ,**  
Chairman and Chief Executive Officer

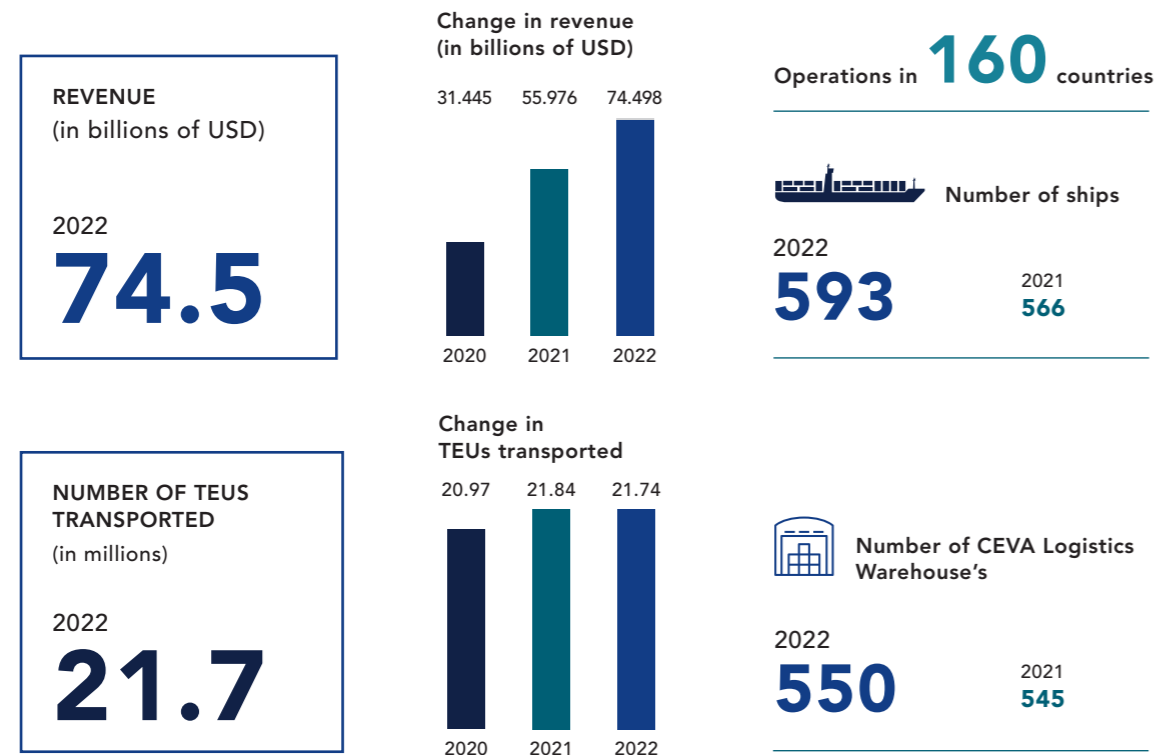


# STRATEGY

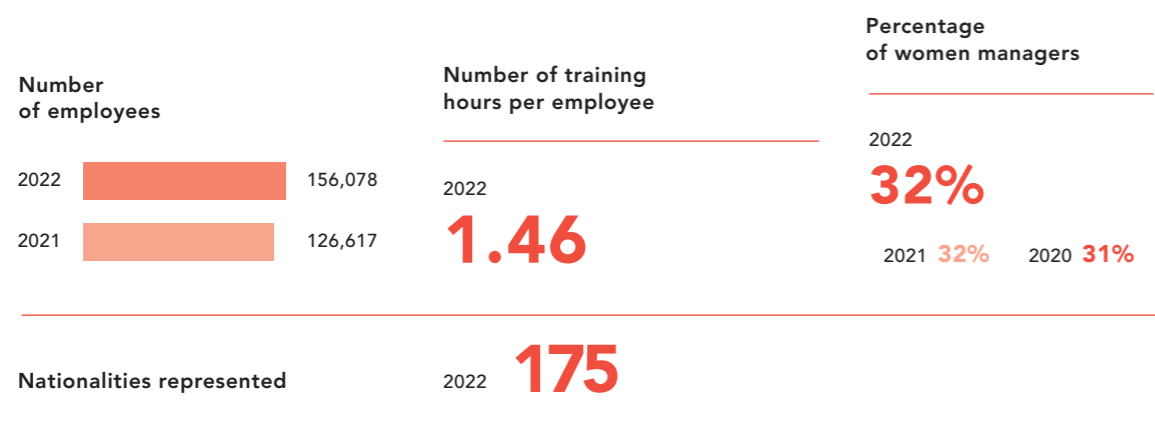


# Key data of the Group

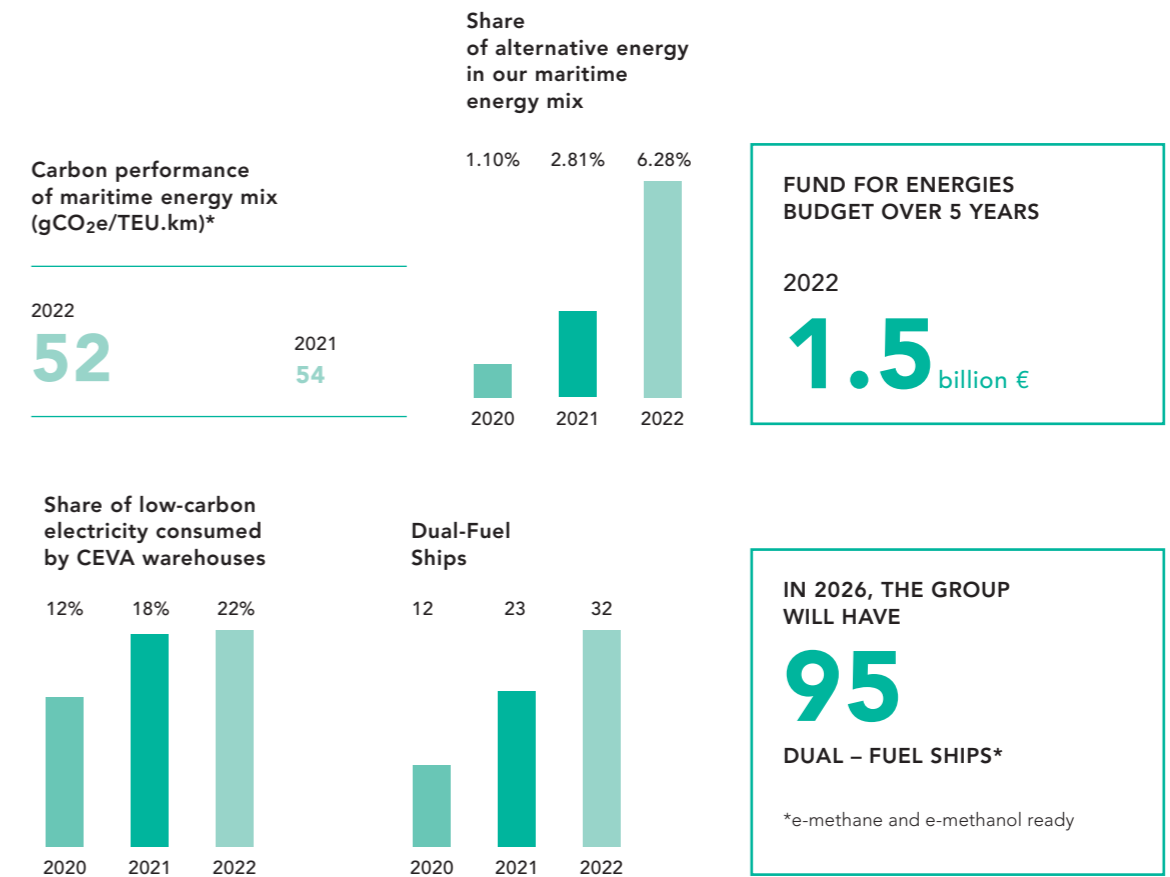
## Business



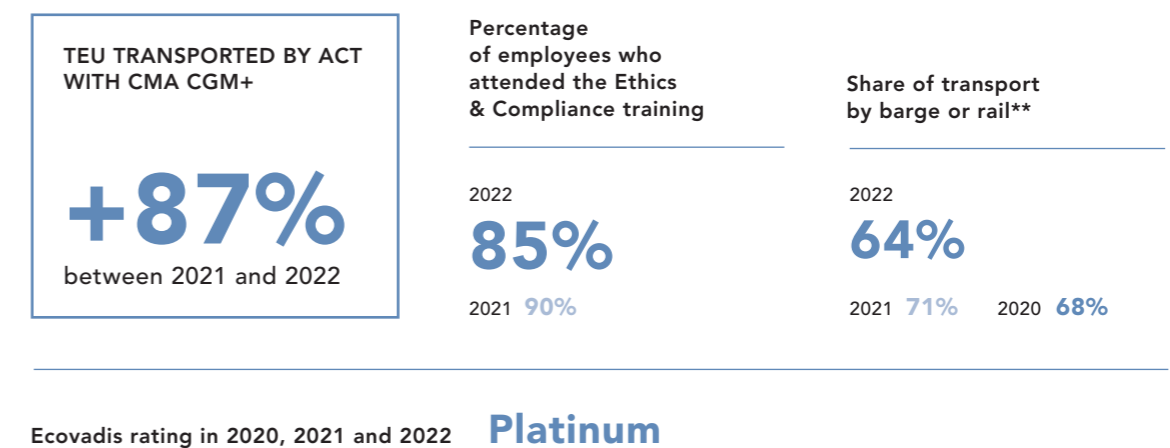
## Acting for people



## Acting for the planet



## Acting for fair trade



\*On a Tank To Wake (TTW) basis (see precision in the methodology)  
\*\*The scope changed between 2021 and 2022 (see precision in the methodology)

# Our business model

## 5 strategic priorities

BETTER WAYS

PROMOTING THE DEVELOPMENT OF MARITIME TRANSPORT

DESIGNING LOGISTICS SOLUTIONS

ACCELERATING INNOVATION AND DIGITALIZATION

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

SUPPORTING OUR EMPLOYEES WHO ARE AT THE HEART OF THE COMPANY'S DEVELOPMENT

## Our strengths & resources

### PRESENCE THROUGHOUT THE LOGISTICS CHAIN

**21.7 million** TEU transported by CMA CGM  
**19.88 millions** TEU transported by CEVA Logistics  
**19.78 ktonnes** of air cargo transported by CC Air Cargo  
**333** shipping lines  
**3.186 millions** operated fleet capacity in TEU

### FLEET AND INFRASTRUCTURE

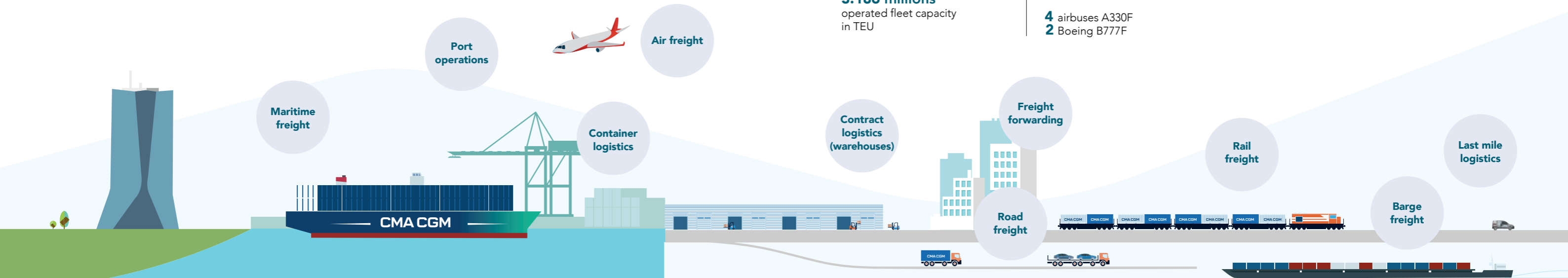
**593** operated vessels of which **233** owned vessels  
**50** terminals  
**58** depots  
**5.039** million TEU container fleet  
**550** logistics warehouses  
**435** ports of call  
**4** airbuses A330F  
**2** Boeing B777F

### HUMAN CAPITAL

**87,714\*** employees including **6,586** seafarers and **115** pilots  
**39** average age of employees  
**35%** women  
**USD 6,526 million** total payroll

### INTELLECTUAL CAPITAL AND INNOVATION

ZEBOX  
 CMA CGM Foundation  
 Tangram  
 Le Phare  
 Le Carburateur  
**872,254** hours of training  
**57,509** hours Training hours on CSR topics \*\*



## OUR VALUE CREATION

### FOR OUR CUSTOMERS

- Worldwide coverage
- End-to-end service
- Transparent information
- Single point of contact
- Combined solutions
- Differentiated services

**219,270**  
CO<sub>2</sub>e emissions reduced for clients thanks to ACT with CMA CGM+ offer

**29,974** TEU  
for NGOs

### FOR OUR EMPLOYEES

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

**0.72**  
LTIFR for maritime activities

**96.5%**  
of Group employees having access to primary health care

**3.56**  
LTIFR CEVA Logistics

**7.27**  
LTIFR Terminals and Deposit (CCIS)

### FOR THE PLANET

- Decarbonisation roadmap
- Improving air quality
- Actions for biodiversity
- R&D and innovation

**-50%**  
CO<sub>2</sub> emissions per TEU-km vs. 2008

**22%**  
low carbon electricity in warehouses

**6.28%**  
of alternative fuels bunkered in our ships

**32**  
dual-fuel vessels with a capacity of **468,000** TEU

### FOR LOCAL COMMUNITIES

- Actions of the Foundation
- Skills-based volunteer work
- Local actions
- Companies assisted by Le Phare and Zebox

**926**  
TEUs representing 8,000 tonnes of good transported for Containers of Hope operation

**130**  
companies and associations supported by the Group

**94%**  
of countries with at least one local action

\*The reported workforce does not include CEVA Logistics temporary contracts

\*\*Except for crewing, pilots and CEVA Logistics

# Description of the Group's activities and brands

## CMA CGM GROUP

CMA CGM Group, lead by Rodolphe Saadé, is a global leader in maritime transport and logistics. It has operations in 160 countries and is headquartered in Marseille.

### MARITIME FREIGHT

Maritime transport of containerised goods



### PORT OPERATIONS

Goods handling at port terminals and transfers between the maritime mode of transport and pre- or post-shipment inland carriage.



### AIR FREIGHT

Transport of goods by air



### RAIL/BARGE FREIGHT

Transport of goods by rail or barge

### ROAD FREIGHT

Transport of goods and finished vehicles by road



### CONTAINER LOGISTICS

Network of container depots, storage and maintenance of empty containers



### CONTRACT LOGISTICS (WAREHOUSES)

Management and handling of warehoused goods



### FREIGHT FORWARDING

Multimodal freight transport for third parties



### LAST MILE LOGISTICS

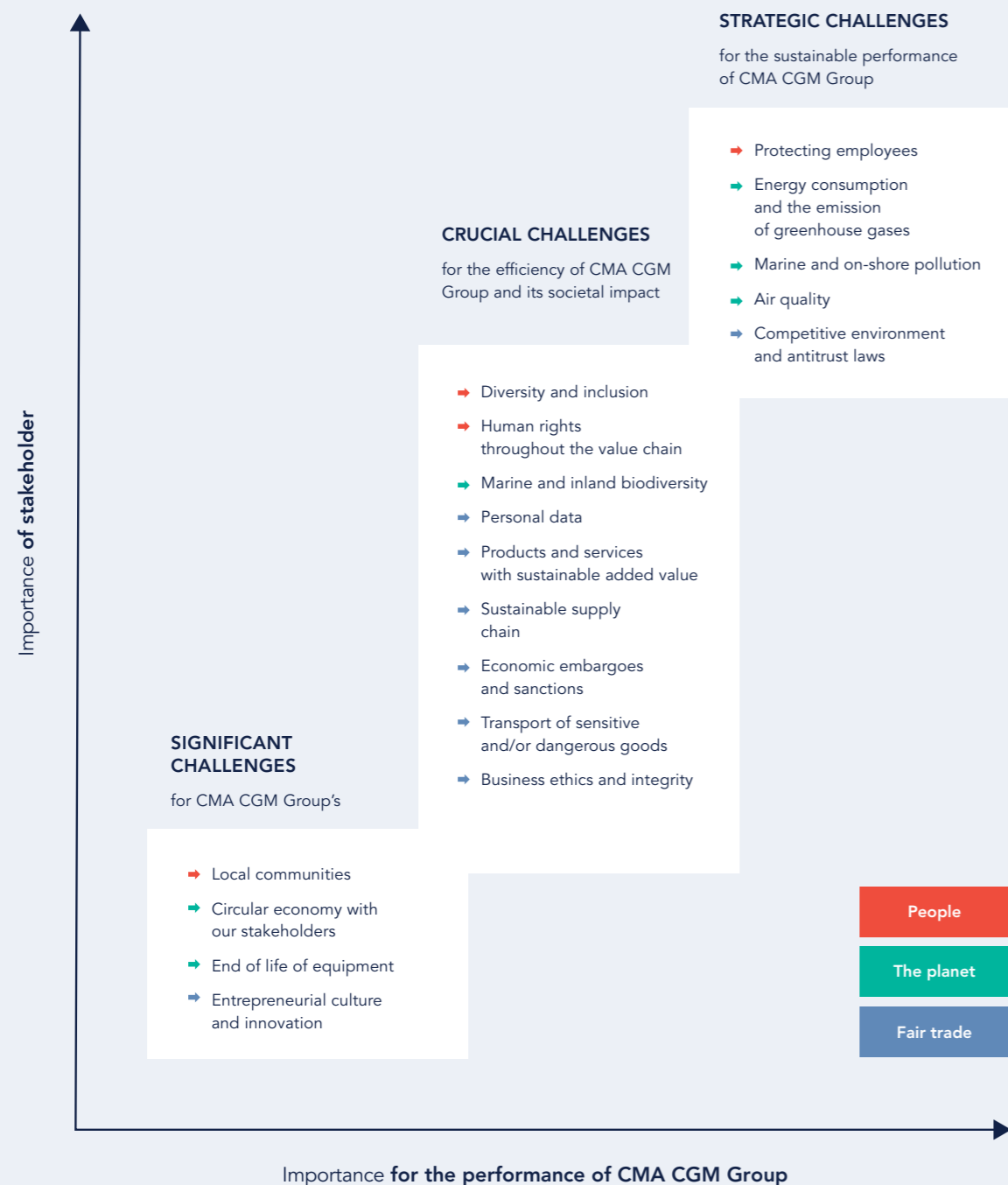
Delivery of goods to individual end customers, at their homes or at a drop-off point. Most frequently in an urban environment using light transport equipment (bicycles, utility vehicles).



# Materiality matrix

## Materiality

In 2021, CMA CGM Group solicited expert assistance in structuring its Corporate Social Responsibility (CSR) process, taking into account the expectations of its stakeholders. Senior Management and the members of the Executive Committee validated and positioned the issues according to their importance in relation to the Group's activities and locations.



Based on these issues, 12 areas have been selected as focuses for our actions

ACTING FOR PEOPLE	ACTING FOR THE PLANET	ACTING FOR FAIR TRADE
<ul style="list-style-type: none"> <li>01. Protecting employees (employee caring, including health and safety, support, social protection)</li> <li>02. Promoting education and training</li> <li>03. Commitment to diversity and inclusion</li> <li>04. Supporting local communities</li> <li>05. Ensuring respect for human rights throughout the value chain</li> </ul>	<ul style="list-style-type: none"> <li>06. Fighting climate change by limiting our energy consumption and reducing our greenhouse gas emissions</li> <li>07. Improving air quality, by reducing equipment emissions</li> <li>08. Protecting marine and terrestrial biodiversity by combating pollution and preserving ecosystems</li> <li>09. Promoting a circular economy within our operations (waste, recycling), for our equipment (eco-design, end-of-life) and with our partners (channels)</li> </ul>	<ul style="list-style-type: none"> <li>10. Acting ethically and with integrity, and ensuring the compliance of business practices and operations (business attitude, including business ethics, economic sanctions, competition, personal data, security of goods, sensitive goods transported, duty of care)</li> <li>11. Offering our customers innovative and sustainable solutions</li> <li>12. Ensuring a sustainable supply chain by limiting environmental and social impacts</li> </ul>

## Our approach with our stakeholders

CMA CGM Group's CSR strategy is based on a collaborative approach. It is a key aspect of a common journey undertaken with all stakeholders, in which everyone has a role to play.

CMA CGM Group conducts a dialogue throughout the year on its CSR issues and goals, in particular with the following stakeholders:

- **employees and employee representatives:** regular information on CSR actions through various internal communication channels (intranet, breaking news, webinars), local initiatives of the global CSR network, annual commitment campaign;
- **customers:** "customer bureau" dedicated to CSR, CSR sessions frequently held during business reviews with major customers in order to discern their expectations;
- **suppliers:** CSR sessions during business reviews with key suppliers, who are essential participants in the Group's global transition to a more sustainable model;
- **investors and financial and non-financial rating agencies:** regular meetings held to present the Group's CSR strategy, questionnaires completed;
- **partners:** participation in meetings of professional networks or with partners;
- **academic world:** contribution to academic chairs;
- **NGOs and non-profit organisations:** bilateral dialogue or scientific collaboration with NGOs interested in the Group's CSR priorities, media watch.

# Non-financial risks

In 2022, CMA CGM Group consolidated its CSR risk assessment: a detailed map covering the full spectrum of the Group's activities was produced in conjunction with all relevant managers, which was presented to the RCAI Committee (Risk, Compliance, Audit & Inspection) and approved by the Group Executive Committee.

The top-down approach used by the CSR teams, with the methodological support of the Group Risk Management department, identified and assessed 17 CSR risks. Seven of these risks are considered to be priorities and are therefore monitored at Executive Committee level. Two of these seven risks, highlighted in bold below, are included in the Group's mapping of major risks.

#### The following are the priority CSR risks:

- Failure to achieve carbon neutrality by 2050
- Adapting the Group's activities to biodiversity and climate change issues
- **Failure to meet stated environmental objectives, including no major pollution and no containers lost at sea**
- **Ensuring security, protecting health, improving safety and preventing all fatal accidents**
- Diversity and inclusion: compliance with local laws
- Meeting customers' CSR expectations
- Deploying and maintaining an effective dialogue with stakeholders

The risks related to ethics and compliance issues are also priorities and are closely monitored by the Group, as described in Chapter 10 of this document.

#### In addition, this work has highlighted:

- a worldwide trend towards regulatory developments impacting the full range of CSR issues (environmental, social and ethical aspects);
- increasing media and NGO attention to these issues;
- the major challenge that the massive decarbonisation of transport and logistics represents for CMA CGM Group and its partners.

In accordance with the method deployed by the Group, the mapping of the seven priority CSR risks is monitored and updated at least twice a year by the CSR Department, which is tasked with managing this risk exposure. For each risk, one or more "risk managers" are chosen from among the Executive Committee members to report on the implementation of control measures and to monitor the action plans established to limit and/or remedy the risk.

A concordance table that cross-references issues monitored and CSR risks ensures that all of the Group's CSR issues are adequately covered. We verify that the CSR action plans address the major risks identified in the strategy pillars and in this document. Control plans have been established for all risks identified.

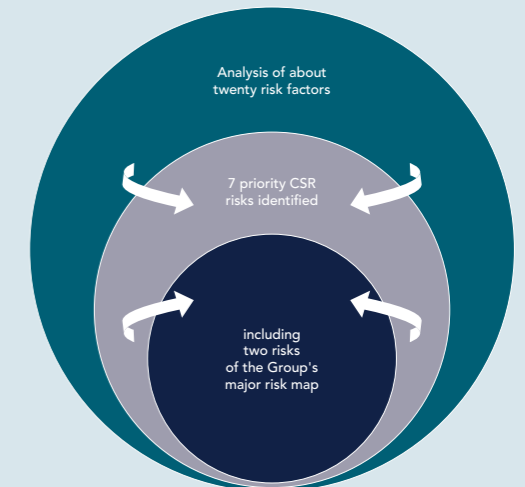
## METHODOLOGY

The Group's Risk Management team structure, deploy and coordinate the risk mapping and management tools. The method for assessing net risks (current residual risks), as well as the 12-months risk level projection, is based on a Group assessment grid with two axes:

- the severity of impacts;
- the probability of occurrence.

For corporate governance purpose, a complete presentation of this work is made, at least quarterly, at meetings of the following committees:

- the Operational Risk Committee;
- the RCAI (Risk, Compliance, Audit & Inspection) Committee; and
- the Audit and Accounts Committee (a committee of the Board of Directors).



# CSR governance

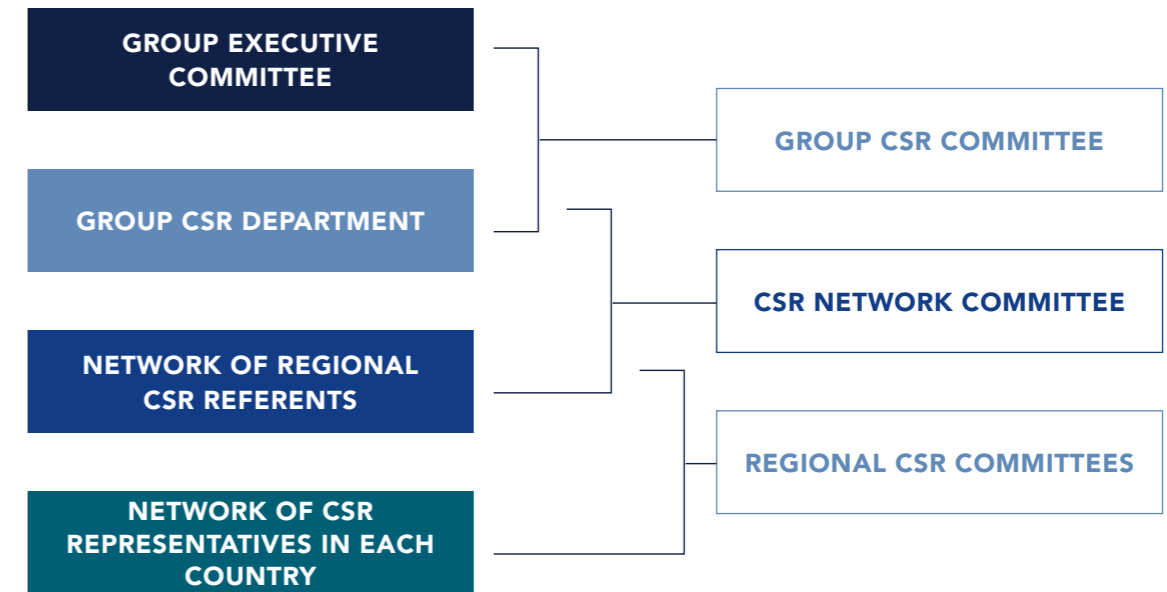
CMA CGM Group's CSR governance is conducted jointly by the Group CSR Committee and the Group CSR Department, and CSR issues are integrated into the strategic thinking of the Group's Board of Directors. A network of regional and local CSR officers ensures optimal deployment of the Group's CSR strategy within each entity and develops local initiatives in the 160 countries where the Group does business.

The Group CSR Committee, which is chaired by Rodolphe Saadé and coordinated by the Group CSR Department, was created in 2021. This committee meets once a month. It involves the Group Executive Committee members most concerned by CSR issues. It is the main forum for defining and monitoring the Group's strategy, actions, partnerships and key CSR performance indicators to ensure that the Group's CSR objectives are met.



*"The development of CMA CGM Group integrates a sustainable growth model. We are fully mobilized to transforming our sector towards a model that is more environmentally friendly and more respectful of people, and we work each day with all our employees and partners to achieve this goal. In 2022, we further accelerated our commitment to the energy transition, and social and societal impact has been a constant guide for our decisions. Our identity is reflected in our long-term vision and our day-to-day actions: as a family-owned, socially committed, responsible and innovative Group. More than goods, we transport values."*

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



The Group CSR Department ensures that the entities properly implement the strategy and action plans at Group level. It guides and advises management and operational staff on the implementation of roadmaps for each business line and for each country or region. It monitors and measures progress achieved on the 12 priorities. It reports on the Group's CSR performance to the CSR Committee and ensures compliance with regulatory requirements and developments. Within CEVA Logistics, a dedicated CSR team addresses the specific challenges of the subsidiary, in accordance with the Group's CSR strategy.

Regional CSR officers translate CSR policies into pragmatic action plans and make CSR operational within the Group's culture. They also work with local stakeholders and identify key local opportunities. They demonstrate and promote the Group's CSR commitment. To carry out these various tasks, they receive the support of CSR delegates in each country.

These regional CSR officers report monthly to the Group CSR Department, in particular at CSR Network Committee meetings.

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

Each year, the Group reassesses its membership in various professional groups and industry networks and, in particular, ensures that their objectives are consistent with the Group's values and are in line with its CSR strategy.

The Group supports ambitious climate legislation, such as the European Commission's Fit-for-55 regulatory package, which aims to reduce net greenhouse gas emissions by 2030 by at least 55% below 1990 levels. It includes the FuelEU maritime regulation, which aims to regulate greenhouse gas reductions and extend the European Union Emissions Trading Scheme to maritime transport.

The Group also encourages the International Maritime Organization (IMO) to strengthen its objectives and associated measures to decarbonise maritime transport.

# CSR strategy action plan

**In connection with its process to structure its actions, the CSR teams have been strengthened in order to define trajectories, priorities, quantified objectives and action plans, and to coordinate and provide support for projects.**

CSR projects are monitored using performance and impact indicators that reflect ambitious objectives in line with the Group's 12 priorities. The objectives are presented throughout this document in the chapters focusing on each priority.

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.

These indicators include performance indicators (17 for CMA CGM and 13 for CEVA) which have been defined and are evaluated each quarter, and which are then presented to the Group CSR Committee and the Audit Committee of the Board of Directors. In the event of discrepancies between the objectives set and the progress made in achieving them, specific action plans are put in place.

The members of the CSR Committee, together with their teams, are responsible for achieving the CSR performance objectives.

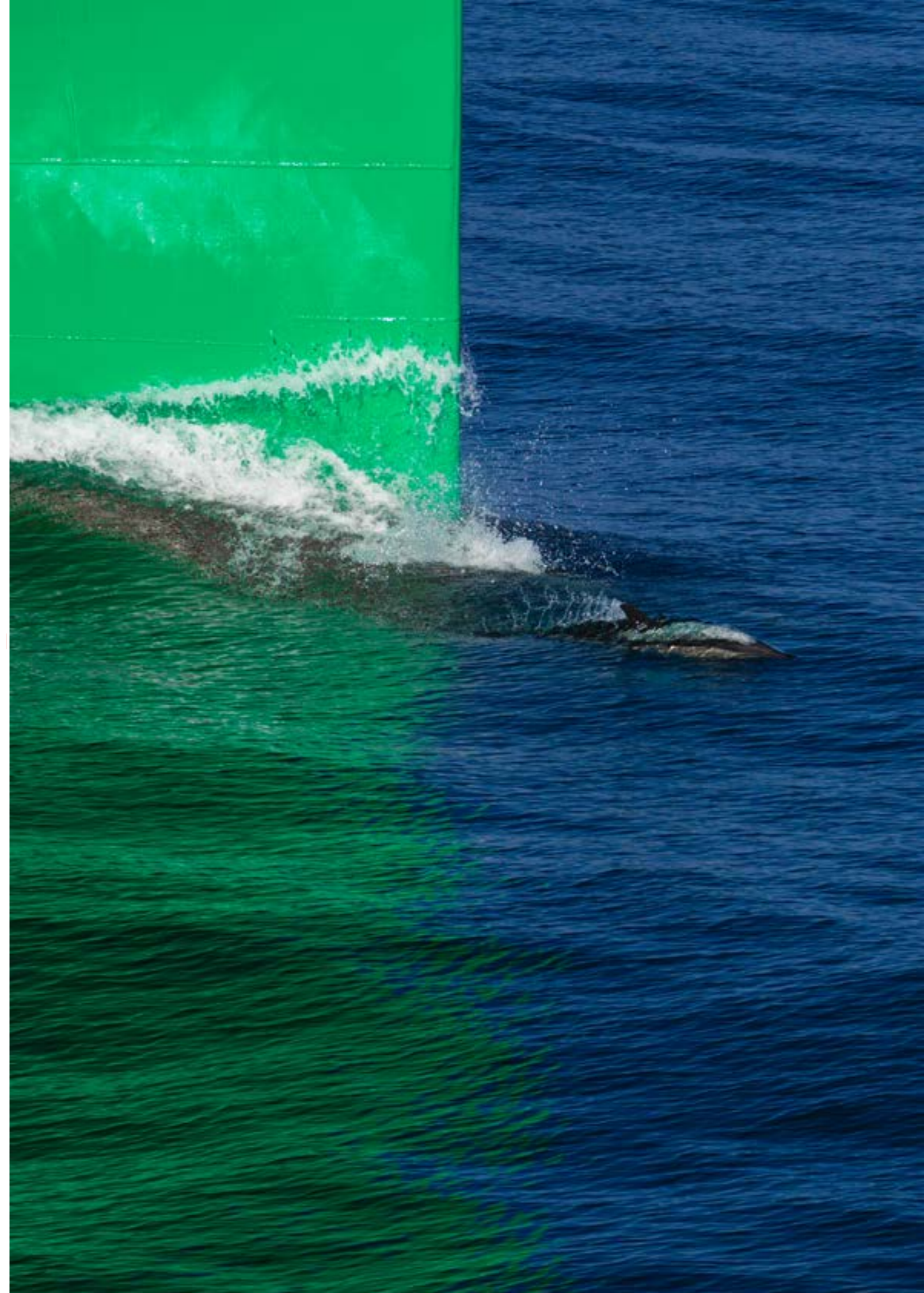
All of these actions are regularly reported to the Board of Directors.

In 2022, the Group adopted a digital reporting tool called SAVE (Sustainability Analytics for Vision and Empowerment). SAVE offers a more robust process for collecting and consolidating our non-financial data while enabling us to coordinate our CSR strategy through Group objectives and action plans.



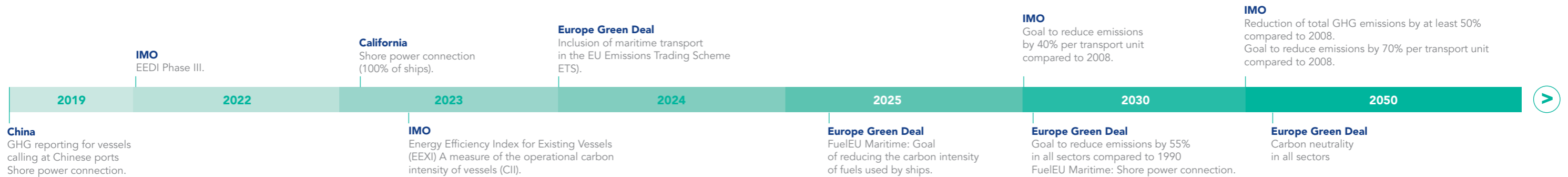
*"2022 has been a year of significant achievements, with structured, high-impact long-term actions. They demonstrate the ambition of CMA CGM Group, as partner of choice in the maritime transport of containers and logistics sectors, in the area of social and environmental responsibilities, for our stakeholders. The Group prioritises its strategy around the three pillars of Acting for People, Acting for the Planet and Acting for Fair Trade, and set up action plans whose implementation is monitored through key performance indicators."*

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



# On the way to NET ZERO 2050

The international regulatory context supports the transformation of the transport



To achieve its goal of being Net Zero by 2050 in all its activities, CMA CGM Group draws on existing solutions, innovation and a collaborative approach to improve its energy efficiency and develop the use and availability of alternative energies.

	MARITIME	PORT TERMINALS	CC AIR CARGO	CEVA	SUPPORT FUNCTIONS
<b>IMPROVEMENT OF ASSETS *</b>	<p><b>ORDERS:</b> 77 LNG and 6 methanol ships on order, powered by bio and synthetic versions of these fuels, cold ironing system</p> <p><b>SHIP RETROFITS:</b> improvement of engines, propellers, bow bulbs, windbreaks, etc. (up to 8% reduction in CO<sub>2</sub>)</p> <p><b>R&amp;D:</b> carbon capture systems, wind power assistance, vessel concepts (alternative fuels), optimization algorithm batteries, etc.</p> <p><b>PARTNERSHIPS:</b> Energy Observer 2, Neoline, Sea Orbiter</p>	<p><b>INSTALLATION</b> of photovoltaic panels to produce <b>decarbonised electric power</b></p> <p><b>INSTALLATION of shore power connection systems</b></p>	<p><b>PURCHASE OF 4 AIRBUS A350FS</b>, best performing aircraft on the market</p> <p><b>SPECIFIC COATINGS</b> for cabins under study</p>	<p><b>INSTALLATION OF LED LIGHTING</b> in 100% of warehouses</p> <p><b>INSTALLATION of 1.8 million sqm of photovoltaic panels</b> on warehouse roofs</p> <p><b>FLEET</b> electrification plan</p>	<p><b>MOBILITY:</b> renewal of the ExCom fleet (hybrid or electric), co-financing of electric bicycles</p> <p><b>IT:</b> Replacement of energy-intensive equipment and extending the lifespan of eligible equipment</p> <p><b>BUILDINGS:</b> use of LED lighting</p>
<b>OPTIMISATION OF OPERATIONS</b>	<p><b>FLEET CENTERS :</b> 3 fleet centres to optimise journeys, navigation speed and fuel consumption of the fleet</p> <p><b>SMART SHIP:</b> programme for collecting operational data using sensors installed on ships (up to 10% reduction in CO<sub>2</sub>)</p> <p><b>MODAL SHIFT</b> to train &amp; barge</p>	<p><b>SMART TERMINAL:</b> programme for collecting operational data from terminals using sensors installed on equipment (IoT)</p> <p><b>JUST IN TIME:</b> studies of digital solution to optimise the arrival of ships according to the availability of port operations (up to 7% reduction in CO<sub>2</sub>)</p>	<p><b>PILOT PRACTICES:</b> optimal altitude, managing air conditioning, etc.</p> <p><b>PARTNERSHIP WITH AIR FRANCE-KLM</b></p>	<p>CO<sub>2</sub> emissions <b>MEASUREMENT SERVICE</b> for customers (freight) being launched</p> <p><b>SWITCH TO GREEN ELECTRICITY CONTRACTS</b> for our warehouses</p>	<p><b>BUILDINGS:</b> reduced heating and cooling</p> <p><b>MOBILITY:</b> carpooling partnerships, change in travel policy to encourage rail use</p> <p><b>IT:</b> rationalisation of IT uses</p>
<b>GENERALISED USE OF LOW-CARBON FUELS</b>	<p><b>BIO-/E-LNG:</b> contribution to the development of industrial-scale production of bio/e-methane - Salamandre projects (up to 87% reduction in CO<sub>2</sub>)</p> <p><b>BIO/E-METHANOL:</b> contribution to the creation of a bio/e-methanol production chain (up to 95% reduction in CO<sub>2</sub>)</p> <p><b>R&amp;D ENERGY:</b> studies of -carbon compounds applicable to maritime transport (hydrogen, ammonia, etc.)</p> <p><b>ACT WITH CMA CGM+:</b> lanche of a range of low carbone services for customers</p>	<p><b>STUDIES OF DECARBONISED FUELS</b> (biodiesel, green electricity or green hydrogen) for equipment under study: cranes, forklifts, trucks</p>	<p><b>SAF:</b> development of Sustainable Aviation Fuel</p>	<p><b>DEVELOPMENT OF HYDROGEN TRUCKS</b> in Europe in partnership with the Supply Chain 4 Good Community through a collection of zero-emission truck purchase intentions</p> <p><b>USE OF BIOFUEL (HVO)</b> for our UK truck fleet</p> <p>SAF pilot project for air freight offer for our customers (LNG or biofuel)</p>	<p><b>100% RENEWABLE ELECTRICITY</b> for our headquarters by 2023</p>

\*Assets\* define the physical assets owned or operated by the Group

EVERS: Innovation, Collaboration & Advocacy  
In-house R&D / FUND FOR ENERGIES / ZEBOX / TANGRAM / COALITION / Green Corridors

**ON THE WAY TO NET ZERO 2050**

## Acting for people

At CMA CGM, we see our employees as a driving force and we do our utmost to ensure their safety and provide them with the best possible working conditions. Through our active training and mobility policies, and by promoting diversity and well-being in the workplace, we endeavour to create the best conditions for our employees' professional and personal development. Finally, our logistical expertise and corporate resources are placed at the service of local communities around the world. The Group is also particularly attentive to compliance with its vigilance plan, in order to guarantee respect for human rights throughout its value chain.

### Direct contribution



### Indirect contribution



### PROTECTING EMPLOYEES

Health and safety are top priorities for CMA CGM Group, which relies on robust safety systems, certifications and monitoring tools, and which deploys a safety culture that involves all stakeholders.

#### Flagship programmes and actions:

- **Crisis unit** providing responsive interaction with ship captains in case of danger
- Onshore and offshore prevention approaches focusing on training and **risk management**
- Action plans on **quality of life** and **well-being** on board ships
- Awareness-raising and training campaign aimed at relevant stakeholders to ensure safety at partner shipyards (new construction, modification and modernisation of ships)

### COMMITMENT TO DIVERSITY AND INCLUSION

Persuaded that the diversity of its employees is its main asset, CMA CGM Group continues to put its commitments into practice, with a particular focus on promoting gender equality, cultural diversity and equal opportunities, and ensuring a fair and inclusive work environment.

#### Flagship programmes and actions:

- Inclusion training in all of the Group's leadership support programmes
- Two key performance indicators monitored at the highest level
- Nearly **50 actions** in **45 countries** carried out to mark the International Women's Rights Day on 8 March

### PROMOTING EDUCATION AND TRAINING

CMA CGM Group is committed to involving its employees in its transformation. The Group takes in account collaborator's opinion through an engagement survey and shares its strategy with them. CMA CGM is also committed to supporting each person to develop their skills: employees, managers, apprentices, corporate volunteers, etc.

#### Flagship programmes and actions:

- The CMA CGM Academy offers high-quality training, accessible to all, including **537 virtual classroom** courses
- Structuring of leadership programs at group level for First, Middle and Top management in order to support the leaders of today and tomorrow
- **A key expertise database** shared by CMA CGM and CEVA Logistics enables harmonised career management
- **Creation of Tangram**, a collaborative site that focuses on two major challenges: developing skills and accelerating innovation
- **My Daily Impact** commitment platform, which raises awareness and promotes individual and concrete climate actions
- Launch of **My Climate School**, in partnership with AXA Climate, to raise employee awareness of environmental issues and integrate climate aspects into all business lines

### ENSURING RESPECT FOR HUMAN RIGHTS THROUGHOUT THE VALUE CHAIN

The Group continuously strengthens its vigilance plan and acts to advance each of the five priorities: **risk mapping, regular risk assessment procedures, actions implemented, alert mechanism, and monitoring measures and their effectiveness.** CMA CGM endeavours to guarantee the respect for human rights and fundamental freedoms, the health and safety of people, and the environment in all its activities and those of its subcontractors and suppliers.

### SUPPORTING LOCAL COMMUNITIES

CMA CGM Group contributes to the social and economic development of the countries where it does business. The initiatives, tailored as closely as possible to the needs of the local areas and communities, maximise the Group's local impact, particularly in emergency situations: the war in Ukraine, the economic crisis in Lebanon, extreme weather events. The CMA CGM Foundation also continues its work providing humanitarian aid and advancing its commitment to education for all.

#### Local impact initiatives:

- Over **500 initiatives** carried out in over **129 countries** in 2022
- **To provide local anchoring**, these actions follow the Group's strategy and also respond to emergency situations caused by exceptional events

### FLAGSHIP ACTIONS OF THE FOUNDATION:

Nearly 400 projects supported, and several tens of thousands of children helped since the Foundation was created in 2005.

2 areas of action: education for all and emergency humanitarian aid.

Some examples of projects in 2022:

- Exceptional mobilisation for Ukraine with the realisation of 3 large-scale operations for the transport of over 2,000 tons
- Ambitious new partnerships to combat food insecurity
- Construction of a primary school in Côte d'Ivoire to provide schooling for 200 children
- Participation in 4 structuring educational project in France and Lebanon to fight against school dropout
- Le Phare social incubator: support for a second class of 10 projects in Marseille and the West Indies
- Involvement of employees through skills sponsorship and solidarity actions

## Acting for the planet

Each day, CMA CGM Group acts to transform its activities and the transport and logistics sector to make them more environmentally friendly and to contribute to the fight against climate change. The Group is also committed to the preservation of marine and terrestrial biodiversity, through its internal action plans but also by taking part in international initiatives and creating strategic partnerships with different organisations

### Direct contribution



### Indirect contribution



### FIGHTING CLIMATE CHANGE

The Group shares a major challenge with all players in the sector of transportation and logistic : reducing its carbon footprint and contributing to the fight against climate change. The Group is committed to being Net Zero Carbon by 2050 in all its activities - maritime, land and air, the performance in TEU.km has already improved by almost 50% between 2008 and 2022.

#### Flagship programmes and actions:

- State-of-the-art ships, vehicles and aircraft for **greater energy efficiency**
- Exploration and development of new energies:
  - o liquefied natural gas, biomethane, synthetic methane (e-methane) and biodiesel for maritime transport
  - o natural gas, biofuels, hydrogen, electricity for inland transport
- **Optimisation of operations:** SmartShips programme, 3 fleets centers (Marseille, Miami et Singapour)
- Investment in energy efficiency and renewable energy production at land sites CEVA Logistics (warehouses) where **the percentage of low carbon electricity is already 22%**
- Creation of the **Fund for energies**, with a budget of €1.5 billion over five years, to finance the industrial-scale production of low-carbon energies, the development of low-emission solutions and to stimulate the energy transition

### IMPROVING AIR QUALITY

CMA CGM Group endeavours to reduce pollutant emissions from fuel combustion: sulphur oxides (SOx), nitrogen oxides (NOx) and fine particles (FPs). Air quality is a major public health issue and a priority for seafarers, terminal workers and the inhabitants of port cities.

#### Flagship programmes and actions:

- Use of cleaner fuels, such as LNG and low sulphur fuel oil, in accordance with the International Convention for the Prevention of Marine Pollution from Ships (MARPOL) drafted by the International Maritime Organization (IMO)
- Expansion of the use of electricity
  - o **Over 66 ships adapted to set up a shore power connection systems**
  - o Progressive electrification of the light vehicle fleet
  - o Progressive electrification of CEVA Logistics' truck fleet

### PROMOTING A CIRCULAR ECONOMY

CMA CGM Group is committed to adopting circular economy practices and aims to lead the shipping and logistics sector in adopting more desirable practices: reducing resource wastage and waste generation in its operations, both at sea and on land.

#### Flagship programmes and actions:

- **Stopping the maritime transport of plastic waste**, a new commitment of the Group in 2022
- Treatment and reuse of wastewater in land-based depots
- Partnerships to tackle plastic waste:
  - o Plastic Odyssey, a 30-country expedition to promote plastic waste recycling
  - o Plastic Flamingo, a project to open a dedicated recycling channel for single-use plastic bags
- Innovation at CEVA Logistics to limit packaging waste and improve its recyclability

### PROTECTING MARINE AND TERRESTRIAL BIODIVERSITY

CMA CGM's actions for the planet include its actions and collaborations with international scientific organisations in favour of marine and terrestrial biodiversity. The Group's commitment focuses on four priorities: measuring its impact, reducing its negative effects as much as possible, protecting ecosystems, and helping to restore ecosystems in danger.

#### Flagship programmes and actions:

- **Green Marine Europe** certification in 2022
- Signature in 2022 of the **UN Principles for a Sustainable Ocean**
- Creation of five coral nurseries in partnership with three NGOs as part of the Reef Recovery Programme which aims to restore coral reefs
- Framework agreement entered into with **IFREMER** (French Research Institute for Exploitation of the Sea) to help preserve marine ecosystems
- Efforts to prevent and control illegal trade of endangered wildlife species, including through a partnership with the **WWF**
- Suspension of certain exports, such as timber from Gambia, which contribute to deforestation in West Africa
- Funding for two acoustic monitoring buoys in partnership with the Woods Hole Oceanographic Institution (WHOI) to increase right whale detection efforts off the coasts of Norfolk, Virginia and Savannah, Georgia



## Acting for fair trade

CMA CGM promotes fair international trade and strives to involve its partners and stakeholders in its efforts to ensure that its activities are conducted with integrity, in an ethical and compliant manner. In addition, the Group is expanding its maritime transport and logistics offer to better assist its customers in decarbonising their shipments. In order to ensure a sustainable supply chain, CMA CGM applies its Code of Ethics, its Anti-Bribery Code and specific policies, in particular with respect to conflicts of interest.

### Direct contribution



### Indirect contribution

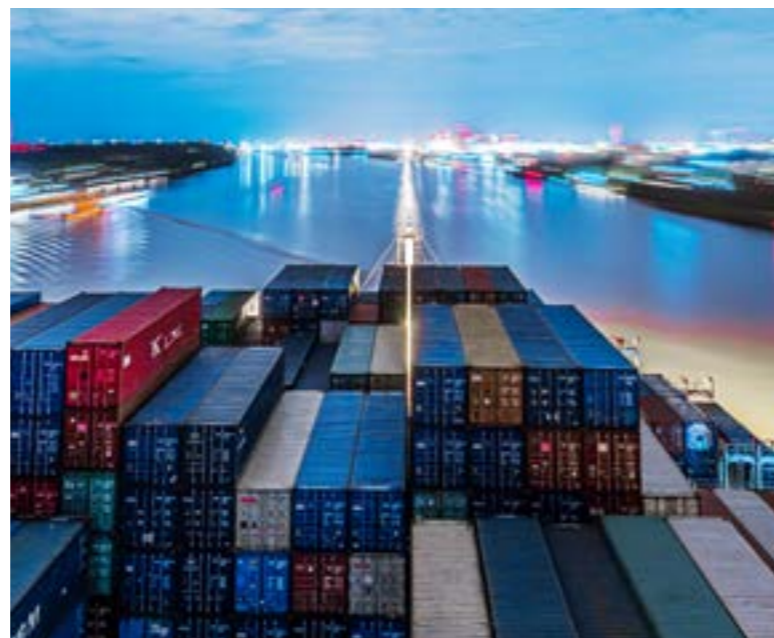


### ACTING ETHICALLY AND WITH INTEGRITY

The Group, which operates at the heart of international trade, sets itself the goal to be a reference in fair international trade. Its voluntary and proactive approach is a key factor in its relationship of trust with all partners and stakeholders. CMA CGM's goal is to ensure that the principles of ethics, integrity and compliance are applied to all its activities. The Management teams and the networks of specialised officers in these matters implement a culture of exemplary behaviour based on a set of policies that are communicated to all employees through numerous training courses.

#### Flagship programmes and actions:

- Secure **whistleblower system** available to employees and third parties 24/7 in multiple languages
- Targeted programmes on **fighting bribery** and influence peddling, compliance with the competition laws, compliance with economic sanctions, data management, preventing illicit trafficking and tax transparency



### OFFERING OUR CUSTOMERS INNOVATIVE AND SUSTAINABLE SOLUTIONS

The Group assists its 70,000 customers with their energy transition through innovative and low-carbon freight transport solutions. The new services offered by CMA CGM and CEVA Logistics make it possible to measure the carbon footprint of shipments and to reduce it by using alternative energies, carbon offsets and solutions developed by partner start-ups.

#### Flagship programmes and actions:

- Global survey of our customers to track a key indicator of the likelihood that they would recommend the company (the Net Promoter Score)
- CMA CGM+ offer of over 45 value-added products and services
- Act With CMA CGM offer and Green Ocean Offer (CEVA Logistics) to **decarbonise shipments**. This programme has resulted in a reduction of 219,270 tonnes of CO<sub>2</sub> in 2022
- Working with digital suppliers on responsible commitments (use of renewable energy)
- In 2022, **130 companies and organisations** were supported or financed by the Group, nearly 60% of these entities have activities related to the 3 CSR pillars of the Group



### ENSURING A SUSTAINABLE SUPPLY CHAIN

Group and its stakeholders are exposed, as well as to generate a positive impact on its value chain. CMA CGM Group implements a responsible procurement process that meets the expectations of its customers and of third parties. It is based on a Third Party Code of Conduct and a responsible purchasing policy: The Way to Buy. The Group is rolling out its responsible procurement process by strengthening its supplier assessment and monitoring system, which covers financial aspects, bribery, economic sanctions and CSR.

#### Flagship programmes and actions:

- Training in responsible procurement practices for the entire purchasing community
- Raising awareness of all purchasing stakeholders about the importance of developing and maintaining balanced and long-term relationships between the Group and its suppliers
- Supplier data digitisation project
- Work with the digital suppliers around responsible involvements (use of renewable energy)

## An award-winning strategy

In 2022, CMA CGM Group received numerous awards and certifications for the quality and reliability of its services, its customer relations, its operational excellence (maritime transport and logistics), its dynamism in the field of innovation and its actions in favour of sustainable development.



### HAPPY TRAINEES CERTIFICATION

November 2022

CMA CGM France

Rewards companies based in France and hosting more than 100 trainees/year for the quality of their welcome and the development of their future talents.

### GENDER BALANCE INDEX

92/100

2022

CMA CGM France

### GENDER BALANCE INDEX

84/100

2022

CEVA Logistics Headquarter

### BEST COMPANIES TO WORK FOR IN ASIA

2022

CMA CGM Asia

### BEST COMPAGNY TO WORK FOR

December 2022

CC China

### CHINA HEALTHIEST WORKPLACE AWARD

2022

CMA CGM GBS Chongqing

Rewards employers who provide the healthiest working environment and conditions for the health and well-being of their employees

### HAPPY CANDIDATES 2023

3<sup>RD</sup> PLACE

Groupe CMA CGM

awards the companies with more than 1500 employees with the best candidate experience based on a satisfaction survey.

HappyIndex®Candidates

### INNOVATION AWARD PORT AND MARITIME LOGISTICS CATEGORY IN CHINA

2022

CMA CGM GROUP

### ECOVADIS

PLATINUM TOP 1%

CMA CGM GROUP

### VIGEO EIRIS SCORE ROBUST

October 2021

CMA CGM GROUP

### CUSTOMER SATISFACTION AWARD IN CHINA

December 2022

CMA CGM GROUP

### CDP RATING B

December 2022

CMA CGM GROUP

### STEVIE AWARD

Gold and Silver in the category Achievement in Competencies and Skill Development or Management

CEVA Logistics Turkey

### BRANDON HALL GROUP

2 Gold medals for "Leadership Development" and "Learning and Development" programmes

Awards for the development of our employees' skills

CEVA Logistics Turkey

### ASIA CORPORATE EXCELLENCE & SUSTAINABILITY

Green Innovation Award 2022 for energy reduction technologies

CEVA Logistics Singapore



# ACTIONS AND COMMITMENTS

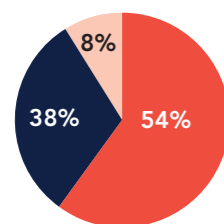
## Acting for people

# 1. Protecting employees

Health and safety are top priorities for CMA CGM Group. The Group's policy is to protect the health, safety, security and well-being of its employees. This policy is based on robust safety measures and the deployment of a safety culture improvement programme which focuses on prevention through training and awareness-raising for each employee. For the health and well-being of its employees, CMA CGM also implements quality of life action plans. Finally, the safety of operations is overseen at the highest level and ensured by the emergency management system, external audits and certifications, the monitoring and analysis of incidents, and the control of hazardous substances.

### > OBJECTIVES:

- Preventing all accidents that may result in injury or loss of life of any members of staff, as well as any significant damage to the Group's facilities and goods or the environment
- Avoiding all fatal accidents
- Reducing by 40% the number of accidents at sea resulting in more than one day of medical leave in 2025 (compared to 2019)
- In terminals and depots, reducing by 10% the frequency rate of workplace accidents in 2023 (compared to 2022)
- For CEVA, reducing the frequency rate of workplace accidents by one third in 2025 (compared to 2021)



As of 31 December 2022, the Group had 87,714\* employees, including 6,586 seafarers and 115 pilots. In 2022, new hires totalled 29,886 and there were 24,317 departures.

■ CEVA ■ CMA CGM ■ seafarers and pilots.

\*The reported workforce does not include temporary CEVA Logistics contracts and new acquisitions.



"Everyone should be involved in safety matters, and this is particularly true on board our ships, at terminals, and in our depots. We have implemented the tools and procedures necessary to ensure everyone's safety. Nevertheless, it is essential to consider our individual actions and to recognise everyday situations that, if not properly handled, may lead to accidents. The "Leadership on Safety & Security" training course provided to the entire Group is an important step towards achieving safety excellence."

**FRANCK MAGARIAN,**  
Senior Vice-President Operations, QHSE, Ports & Terminals Purchasing

## Safeguarding the safety of employees



### SAFETY CULTURE IN MARITIME ACTIVITIES

Health and safety risk management is a continuous improvement process. It involves all actors on a day-to-day basis, from Management to seafarers and operational staff, under the guidance of the Accident Prevention Committee (APC). This committee is responsible for providing feedback on accident investigations and developing prevention strategies to improve safety levels.

In conducting its maritime business, CMA CGM follows the most stringent accident prevention standards (e.g.: Oil Companies International Marine Forum Marine Injury Reporting Guidelines). The methods used to collect information and classify and report accidents on board vessels permits measuring the effectiveness of the systems in place, facilitates comparison of safety performance with other shipping companies, and enables coordinating practices and policies with the aim of reducing the frequency of seafarer injuries.

**In order to reduce the risk of accidents, CMA CGM deploys a "Safety Improvement Plan" for its maritime operations:**

01. Individual assessment of officers' level of awareness of safety at work.
02. Training in safety culture for shore-based staff involved in maritime activities and shipboard top management, by recognised industrial safety players (Leadership in Safety).
03. On board safety training by working on behaviours using digital tools available on each seafarer's phones or tablets (SAYFR).
04. Training of shipboard management to reduce the risk of accidents by helping the crew to anticipate and react to events.
05. Training of maritime staff in onboard firefighting.
06. Increasing awareness of safety issues by sharing actual situations on a weekly basis (Weekly SSE Focus)

- 2021
- 2022
- > Objectives

#### Workplace accident frequency rate

##### Maritime

- 1.15
- 0.72
- > -40% in 2025

##### Terminals

- 7.14
- 6.53
- > -10% in 2023

##### Depots - CCIS

- 9.05
- 13.83

##### CEVA Logistics

- 4.18
- 3.56
- > - 1/3 by 2025

Each year, CMA CGM conducts a prevention campaign for seafarers on the various means of preventing onboard accidents. This campaign, called "Safety Barriers", familiarises staff with physical protective features, such as alarms and safety devices on equipment, intangible protective features, as well as procedures, work permits, behavioural reflexes, the right to withdraw in the event of serious and imminent danger, and methods for reporting identified risks.

After onboard firefighting training courses, the training companies prepare assignment reports containing proposals for improvements in equipment, documentation, organisation, training, etc. These reports are analysed and form the basis for improvement action plans that are regularly reviewed and monitored.

CMA CGM continuously renews its safety awareness resources for seafarers. In connection with its process for sharing feedback about onboard events, the Group uses tools such as comic books to reach less experienced crew members.

Safety management is integrated into TOUCH, our fleet management tool. The record of daily operations aboard vessels is used to share feedback on a weekly basis about accidents that have occurred and actions and practices to be encouraged. In order to harmonise and improve health and safety practices, the risk analysis and incident reporting tool was simplified and digitalised in 2022.

In 2022, the Group launched its "Heading to Safety" safety awareness campaign, which focuses on the 12 golden behavioural rules for maximising safety in partner shipyards: wearing personal protective equipment, risk analysis, prevention attitudes and good practices, and the use of tools.

- 2021
- 2022
- > Objectives

**Workplace accident severity rate**

**Maritime**

- 0.21
- 0.14

**Terminals**

- 0.28
- 0.30

**CEVA Logistics**

- 0.10
- 0.09



**SUPPORT FOR EMERGENCY DECISION-MAKING**

The Fleet Centre monitors, in real time, all movements of the worldwide fleet of vessels operated by CMA CGM. A 20-screen panoramic display has been installed which provides the team with features such as live monitoring of ship manoeuvres. This enables the crisis unit adjacent to the control room to interact via videoconference with the ships' commanders for faster and more efficient decision-making.

**SAFETY CULTURE FOR TERMINAL, INLAND AND LOGISTICS ACTIVITIES**

The risk mapping of shore-based, logistics and terminal activities has identified 10 Critical Risk Standards (CRS): natural disasters, fires and explosions, collisions, cargo handling, falls from heights, the environment, ships and inland transport, maintenance/energy, security, occupational health and safety.

Each site applies a management approach to these 10 critical risks, is covered by a prevention and control method, and is equipped with the necessary tools to prepare an action plan adapted to local, regulatory, environmental and operational specificities. An incident reporting and analysis mobile application provides the transparency and responsiveness required when a risk materialises. The sites establish a safety culture and raise awareness among their employees through a dedicated safety talks called the "Toolbox Meeting".

The weekly safety report shares good practices and the analysis of significant events in order to improve the safety culture. A monthly report includes safety initiatives, as well as environmental initiatives, site performance updates and accident reports, thus providing an overview of the achievements of the terminals and shore-based sites to further the continuous improvement process.

In 2022, the Group extended to site managers and safety officers its "Leadership in Safety" training course, which was given last year to onboard officers. The "Leadership in Safety" training was rolled out in 2022 to HSE managers and directors of terminal and inland sites.

**SAFETY CULTURE AT CEVA LOGISTICS**

CEVA Logistics' health and safety policy is deployed at all levels of the company, and all employees are committed to actively contribute to achieving its objectives. **CEVA Logistics has built its safety management culture around three levels of responsibility:**

- **site level:** operational control and risk management;
- **regional level:** facilitation and technical support;
- **global level:** definition of strategy and objectives, systems management and support for certification.

All new employees and subcontractors receive safety training. Sites with over 10 employees have Health, Safety and Environment Committees. Site managers conduct a safety inspection of their sites each month. Workplace accidents, illnesses and incidents are systematically investigated, the cause is identified and corrective action is taken to avoid any recurrence.

CEVA Logistics is currently digitising the monitoring of workplace safety using the Intelex solution. This tool will make it possible to target more precisely the sites identified as the most accident-prone with dedicated action plans and to better control major risks. Initially deployed in the United Kingdom, starting in 2023, Intelex will be progressively extended to the other countries in which the Group does business.

### IN SLOVAKIA, GEFCO AUTOMATES STOCK-TAKING USING DRONES

GEFCO deploys drones to check stocks at its warehouse in Trnava, Slovakia. Originally, the drones covered one third of the floor area of the warehouse for an automotive customer, but this successful experiment has now been extended to the entire warehouse. Deploying these drones met two needs: ensuring the safety of employees and speeding up the performance of this task. These drones will replace the handling work of staff who used to perform stock-taking using forklifts; they will control inventory in the entire warehouse annually and conduct monthly checks in designated.

### SAFETY CULTURE AT AIR CARGO

CMA CGM Air Cargo provides training for its employees enabling them to become more comfortable in their jobs and to develop their skills. This training is also a tool for extending the safety culture in operations on a day-to-day basis.

#### AIR CREWS

When hired, each pilot undergoes regulatory ground training. Simulator sessions are also held to confirm the pilot's level of proficiency. The pilot will then operate flight segments under an instructor's supervision.

Subsequently, as their career progresses, periodic checks are carried out every six months.

B-777 and A-330 aircraft type rating conversion courses are also provided for pilots who lack these ratings when hired.



#### GROUND STAFF

Air cargo has an Operation Control Centre (OCC) with a 24/7 team that supervises flights in real time.

When hired, shift supervisors (who coordinate operations) and flight dispatchers are trained to ensure proper shift performance and implementation of operations: flight preparation, weather, flight execution.

The correct application of the procedures is regularly checked by the internal compliance teams and to complement this, quality controls are carried out internally to ensure the correct functioning and respect of the procedures.

The Maintenance Coordination Centre (MCC) teams, which supervise all aircraft maintenance operations, also take 777 type rating qualifying courses to gain a better understanding of the aircraft.

Training was also provided to obtain airport authorisations for relevant employees.

## Ensuring the security of employees, property and activities

The Group Security Department ensures the security of staff, goods and activities worldwide, on land, at sea and in the air. It adopts preventive measures, develops security analyses, procedures and measures, and provides day-to-day support, particularly in emergencies.

#### On land, the Group is deploying an approach to prevent and manage three types of major risks:

- security risks due to factors such as geopolitics and crime;
- health risks, such as pandemics or medical evacuations;
- natural and industrial hazards, such as earthquakes, cyclones, tornadoes, typhoons and floods.

#### At sea, the Group's security approach is designed to prevent two major risks:

- piracy and terrorism at sea;
- trafficking: drugs, weapons, counterfeit goods, illegal cigarettes.

Finally, the Group ensures the security of its employees on business trips. CMA CGM and CEVA Logistics have set up a dedicated platform for the Group's business travellers. It assists travellers in preparing their trips and facilitates rapid intervention by the Group's Central Security Division in the event of an emergency (security event, natural disaster, etc.). In addition, an e-learning programme dedicated to travel security has been developed and distributed to the entire Group. It discusses the full range of good practices to follow before and during a trip abroad.

## Ensuring the health and well-being of our employees at work

#### SOCIAL DIALOGUE GROUP POLICY

In accordance with the conventions of the International Labour Organization (ILO) and the principles set out in its ethical charter, the Group is committed to respecting the right to organise and the rules of association in the various countries in which it does business. CMA CGM Group supports a harmonious, respectful and constructive social dialogue in all its labour-management bodies in accordance with applicable local rules. Social dialogue is an essential component of the life of the company. A major element is keeping employees informed. Strategy, economics, finance, and social and organisational issues are discussed in the various bodies in which staff representatives and Management participate.

#### SOCIAL DIALOGUE IN FRANCE CMA CGM

In accordance with applicable laws, in 2022, the employee representative bodies (Works Council, Workplace Health, Safety and Security Committee and Employee Representatives) were merged into a single body: the Social and Economic Committee (SEC).

In addition to the SECs set up in each establishment, a Group Committee and a Central Social and Economic Committee (CSEC) have been created in France, along with the Health, Safety and Working Conditions Committees (CSSCT) and various labour-management committees that focus on specific labour-management dialogue issues.

A regular dialogue is held between staff representatives and Management.

In France, an agreement on trade union rights and social dialogue was negotiated and signed by all representative trade unions in 2022, as well as an agreement on the addition of five green funds to the Group Savings Plan, and another on mandatory annual negotiations for 2023.

### CMA CGM SOCIAL DIALOGUE UNITED STATES

Internationally, social dialogue takes place according to local specificities. For example, in the United States, CMA CGM has signed 10 collective agreements, covering over 20,000 dockworkers, office workers and seafarers who work in areas such as handling, terminals, maintenance and repair, as well as shipping-related activities in various ports in the United States.

In September, APL reached an agreement with the unions of the Seafarers International Union, Pacific Division (SIU/SUP/MFOW) that work on the nine US-flagged vessels in our fleet. The company worked with its union partners and engaged in productive negotiations that maintained job security, improved pension and health benefits, and granted wage increases. All unions ratified these agreements, which came into force on 1 October 2022 and will continue until 30 September 2024.

Further negotiations are ongoing, and will probably continue until 2023.

### MARITIME SOCIAL DIALOGUE

In France, the representatives and social partners are convened quarterly or for extraordinary meetings in the event of an emergency. A specific committee within the SEC focuses on health, safety and working conditions. It reports on safety performance indicators and the regulatory watch on employment issues, and presents actions taken by CMA CGM to improve the working conditions of seafarers.

The social partners are also given the right to make onboard ship visits and report problems encountered by seafarers. The social dialogue framework allows for free discussion with Management.

The social partners are members of the Quality of Life Aboard Committee. It meets periodically to discuss the progress of actions.

The work undertaken with the social partners concerning French seafarers serves as a basis for our teams to disseminate good practices and actions internationally.

### A COMPETITIVE REMUNERATION POLICY

**To attract, retain and motivate its employees, the Group has a remuneration policy that focuses on four priorities:**

- internal fairness
- external competitiveness
- remuneration of performance
- the care and protection of our employees

CMA CGM Group conducts a global process that evaluates and aims to harmonise the Group's salary policies and structures, as well as its health and medical, personal protection and pension insurance plans. For example, to ensure that each employee is remunerated with a fair wage, CMA CGM Group conducts annual external remuneration surveys in over 45 countries. Our annual remuneration review process is also conducted globally to ensure that remuneration in each country is managed fairly and consistently with our global principles.

Our philosophy is to care for and protect our employees. We are also committed to ensuring that each employee has access to a comprehensive benefits package, including an adequate level of personal protection and medical expenses cover. To achieve this goal and improve our offerings, we rely on our network of HR professionals and, since 1 December 2018, have been assisted by an international broker, who now covers 80 countries, to negotiate policies or policy renewals for the Group (death/permanent disability and healthcare insurance).

### PERSONAL PROTECTION AND HEALTH COVER

CMA CGM Group demonstrates and reaffirms its commitment to providing a level of health and personal protection cover for all Group employees that is in line with market practice within its business sector, and that takes into account local and regional specificities, as well as our minimum base cover requirements.

For example, CMA CGM and CEVA Logistics ensure that all their employees have access to reimbursements of medical expenses, either through the government social security system or through the health cover offered by the company.

In addition, CMA CGM and CEVA Logistics employees are covered by a personal protection plan, which enables them to protect their families against the financial consequences in the event of the employee's death.

### TELEWORKING

In 2022, our international subsidiaries continued to apply the right to telework two days a week following a collective agreement reached at the head office. CMA CGM has supported this development: maintaining connections between employees, paying attention to the proper use of digital tools, training in hybrid working methods, and assisting managers in managing remote teams.

### HEALTH AND WELL-BEING AT WORK

CMA CGM supports its employees in their managerial practices, in particular through stress management workshops.

A psychological assistance system provides employees with one psychologist in Marseille and a telephone hotline.

At the Group's head office in Marseille, employees have access to a break room and a fitness room that offers a wide range of activities: yoga, dance, meditation and indoor sports sessions of varying intensity.

In North America, a 360-degree programme offers support to employees: general well-being, physical fitness, mental health, financial management. Employees have access to a mental wellness app (Headspace) and wellness leave.

At the CEVA Logistics head office in Marseille, a "flex-office" tool has also been set up. This tool distributes employees on open-space platforms and ensures closer collaboration between teams since the end of the lockdown periods. Soundproof booths have been installed on the platforms to provide greater confidentiality.

■ 2021

■ 2022

> Objectives

#### Access to health cover for our employees\*

CMA CGM

98%

CEVA Logistics

95%

#### Turnover rate\*\*

32%

\*The indicator name has been changed between 2021 and 2022 to include employees with access to primary health care (see methodology for details).

\*\*The scope covers CMA CGM sedentary and CEVA excluding acquisitions in 2022. The data is impacted by fixed-term contracts in the logistics business (see precisions in methodology, the calculation formula is detailed).

## WELL-BEING ABOARD

The Group complies with the Maritime Labour Convention, which enshrines fundamental rights, such as the elimination of discrimination and respect for employees. In its Code of Ethics, the Group guarantees the rights of each employee and undertakes to prohibit discrimination of any kind, whether based on social or national origin, race, gender, sexual orientation, age, political opinions, religious beliefs or any other grounds. The Group therefore opposes all types of psychological, physical and sexual harassment and promotes gender equality.

### The teams on board ships are offered:

- counselling, available in several languages
- contact with the occupational psychologist
- the right to contact a Psychosocial Risk officer on board (for French seafarers)
- access to the system in place for filing complaints, which is managed by the Group's expert services

The Group's formal complaints management procedure regularly monitors and analyses complaints. Teams at the head office provide regular follow-up and ensure remediation and prevention. Complaints are tracked by nationality and by category of complaint, and their status is updated in each report.

The Group is particularly committed to providing support for seafarers through improved management of on-board periods, workload analysis, exchanges between shore staff and seafarers, and monitoring and alert procedures focusing on the handling of psychosocial risks.

A self-assessment of human rights on board was carried out this year to provide a global picture of the working conditions of on-board teams. The Group took part in the "Responsible Shipping Dialogue" discussions launched at the end of 2021 by the international organisations RightShip, Institute for Human Rights and Business and Sustainable Shipping Initiative, together with other industry players. In connection with its health and safety policy, the Group initiated an independent survey of crews onboard to assess well-being and reduce psychosocial risks on board. To improve the quality of life and well-being on board, a 10-point action plan has been adopted. Several departments and crews onboard representatives are working together to implement the action plan.



- 01. Monitoring of performance indicators on quality of life at work:** on the basis of a five-year barometer, several social indicators are tracked and complaints are monitored;
- 02. Physical activity:** standardisation of sports equipment on board ships;
- 03. Sound Insulation :** improved sound insulation and bedding quality;
- 04. Nutrition:** standardisation and improved quality of kitchen equipment;
- 05. Addiction:** deployment of a stop-smoking programme that provides coaching and dedicated resources;

- 06. Support:** raising awareness of the existence of support for psychosocial disorders, creation of a dedicated help line, awareness raising videos, etc.;
- 07. Support:** raising awareness of the existence of support for psychosocial disorders, creation of a dedicated help line, awareness raising videos, etc.;
- 08. Administrative management;**
- 09. Culture:** promoting cultural development
- 10. "Well-being" equipment:** inclusion of well-being facilities on board new ships.

## Ensuring the safety of operations

### OPERATIONAL SAFETY PROGRAMMES

The Group has a robust and effective safety programme, which is coordinated by the senior management of the organisation and at all levels: Management, employees and stakeholders.

In 2022, CMA CGM's safety priority is to centralise the management of emergency situations to ensure appropriate action and immediate responsiveness adapted to each situation. This approach is aligned with the Group's risk mapping.

CMA Ships carries out internal audits and has appointed an outside organisation to carry out external Quality-Health-Safety-Environment (QHSE) audits of its ships, which are standardised on the basis of a list of audit points. In addition to these audits, CMA Ships assesses the condition of each vessel on a weekly basis and reports the results to Management.

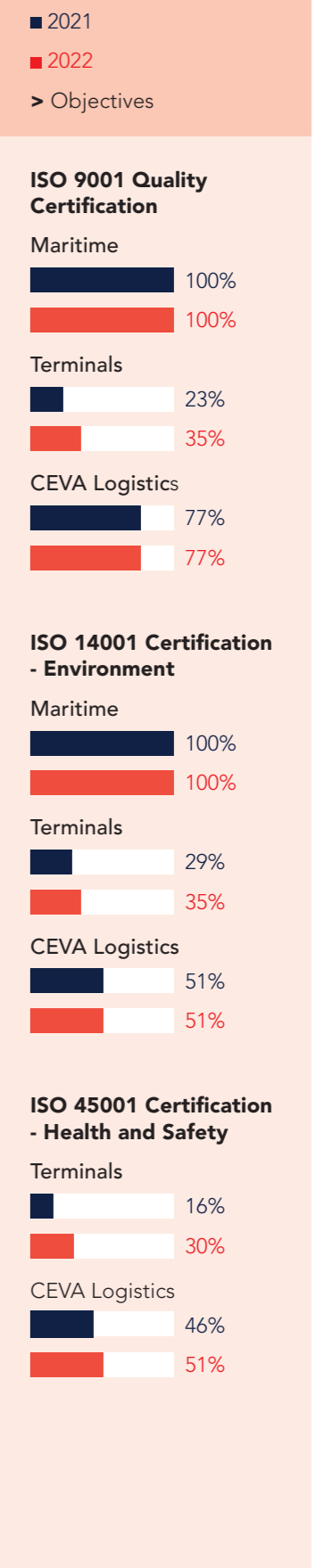
CEVA Logistics' safety management system is built on a standard approach that aims for excellence while allowing for a certain flexibility. The health and safety reference framework is designed to guide the HSE network towards convergence on a base that meets the requirements of the ISO 45001 standard, which certifies occupational health and safety practices. This "base" will then be supplemented in accordance with local contexts.

### INTERNATIONAL CERTIFICATIONS

Adopting international standards enables the Group to operate more efficiently, to make its processes more reliable and to deliver high-quality service. In particular, the Group deploys certifications for its management systems: ISO 9001 for quality, ISO 14001 for the environment, and ISO 45001 for occupational health and safety.

CEVA Logistics also implements sector-specific standards based on a modular approach that meets needs on a case-by-case basis: ISO 27001 standards for information security, EN 9100 for aeronautics, GxP Pharma and ISO 13485 for medical devices, IATF/TS 16949 for the automotive industry and ISO 50001 for energy management

In 2021, CEVA Logistics was the first company in the world to receive the IATA CEIV certification for the transport of lithium batteries for its Amsterdam and Hong Kong sites. In 2022, CEVA Logistics extended this expertise to five other stations: Frankfurt, Incheon, Shanghai (PVG), Singapore and Tokyo. As a result, the global network is prepared to transport and store lithium batteries, whether for the automotive, healthcare or technology industries.



## MONITORING OF INCIDENTS

CMA CGM has set up incident investigation procedures that are subject to continuous improvement. They cover: behavioural analysis, feedback, training, e-learning, best practice and awareness campaigns

CMA CGM monitors incidents, i.e. events that impact the health and safety of people and equipment or that have environmental or financial impacts.

We sadly report that three fatal accidents occurred in 2022. As a responsible company and employer, we owe a duty to analyse the causes of these incidents in order to eliminate risk factors and behaviours:

- In early November, a CMA Ships employee died in Thailand during the installation of a crane on board;
- In late November, a CMA Ships employee in Morocco died on a vessel during port operations;
- In December, a CEVA employee died of injuries sustained in November from an explosion at a client site in Dubai.

**Each of these incidents was investigated on site and in detail, and plans to improve protective measures were disseminated and implemented within the teams:**

- **Procedures:** Strengthening equipment inspection and safety procedures (including marking risk areas);
- **Communication:** Alerts issued to check all potentially dangerous situations at all sites concerned, specific communication on safety conditions and applicable procedures, and increased focus on ensuring proper transmission of safety procedures, particularly in the event of staff turnover;
- **Actions:** Psychological support, sites with similar conditions identified, action plans jointly developed with employees at the site in order to implement the most appropriate measures.

## RESCUE OPERATIONS

The entire maritime industry works together to save lives. It may be necessary, at any time, to divert ships to come to the aid of a vessel in distress.

International search and rescue (SAR) organisations investigate and organise concerted assistance to persons in distress or imminent danger. Shipping companies are regularly called upon to assist in the rescue of life at sea by the Maritime Rescue Coordination Centre (MRCC). In addition, CMA CGM Group is a member of Automated Mutual Assistance Vessel Rescue (AMVER), a worldwide voluntary reporting system sponsored by the United States Coast Guard (USCG).

**In 2022, CMA CGM vessels carried out 12 rescue operations at sea.**

■ 2021

■ 2022

> Objectives

### Major incidents\*

#### Maritime

■ 4

■ 5

> Objective: 0

#### Terminals

■ 3

■ 0

> Objective: 0

#### Depots – CCIS

■ 3

■ 0

> Objective: 0

### Rescue operations

■ 7

■ 12

> Objective: 0

### Number of Group fatal accidents

■ 1

■ 3

> Objective: 0

\*View the methodological note which details the types of incidents taken into account

## CONTROL AND MANAGEMENT OF HAZARDOUS MATERIALS

CMA CGM Group transports a wide variety of cargoes, some of which may present a risk during shipment. A specialised team inspects, analyses and acts to prevent these risks. CMA CGM also has a specialised application for handling dangerous goods. It is tied into the global reservation system and incorporates international regulatory requirements, thus enabling verification of the declaration and handling of goods.

In addition, CMA CGM makes every effort to prevent the illegal transport of goods, in accordance with the law and its code of ethics. The Group uses a system capable of detecting hazardous materials that have not been declared as such (Safety Cargo Control or SCC).

In compliance with local and international laws and regulations, CEVA Logistics' hazardous materials policy governs the acceptance, handling, storage and transportation of dangerous goods.

Training is a key component of CEVA Logistics' approach to dealing with hazardous materials. Employees who are exposed to dangerous goods receive specific training. In addition, all cargo handling sites must have at least two International Air Transport Association (IATA) certificates and two members of staff who have received the International Maritime Dangerous Goods (IMDG) training.



Acting for people

# 2. Promoting education and training

CMA CGM Group is committed to involving its employees in its transformation, sharing its strategy with them and listening to them through an engagement survey. To accelerate the professional development of each employee, CMA CGM and CEVA Logistics operate a harmonised career management system. The Group is also committed to supporting each person to develop their skills: employees, managers, apprentices, etc.

**> OBJECTIVES:**

- 3 days of training per employee per year in 2023.



*"2022 was another exceptional year for CMA CGM Group, in terms of results and growth."*

*As a Human Resources team, our priority is to be at the service of our now 150,000 employees worldwide. They are at the heart of the Group's success and, through their commitment, hold the key to our transformation. It will be thanks to them that the Group will be able to successfully meet the challenges our businesses face, at a time when the key issues of innovation, cybersecurity, green energy and more responsible transport are on everyone's mind.*

*In 2022, we continued to roll out a common HR policy for our divisions Shipping, Logistics and Air Cargo by deploying a common talent management and development process backed by the same digital platform.*

*These policies will be continued in 2023, with the same watchword: 'Increasing our attractiveness and the development and retention of our employees and talents' through an ambitious roadmap that will continue to bring out the full potential of our employees and contribute to their professional development."*

**PAUL HAERI,**  
Senior Vice-President Group Human Resources

## Engaging employees in the Group's growth and transformation

### FIRST ENGAGEMENT SURVEY: WE LISTEN & ACT

The Group appointed an external company to conduct its first anonymous engagement survey of 70,000 employees (CMA CGM and CEVA\*). "VoiceYourOpinion" had a Group-wide response rate of 84%. The Group obtained an engagement rate of 73, a very satisfactory score for a first survey compared to the benchmark for our business sector. The results of the Group were shared with all employees.

**At Group level, three strengths points were reported:**

- **Challenging the status quo:** employees feel free to challenge the way things are done.
- **Take Action:** employees feel confident that actions will be taken as a result of the survey.
- **Responsibility:** employees feel responsible for the work they perform.

**Three opportunities for improvement emerged from the survey:**

- **Communication:** employees recognise the efforts and improvement made for greater communication, but they consider that communication is essentially top down and would like to feel greater proximity to top management.
- **Equal Opportunity:** employees expressed the need for greater transparency in career management and more clarity about the tools available to enable them to be more proactive.
- **Belonging:** employees expressed a strong sense of belonging at the local entity level, but less so at Group level.

The Group has prepared a two-year action plan, which has been shared with all employees. It aims to set up and coordinate initiatives on the improvement opportunities at all levels of the organisation.

- 2021
- 2022
- > Objectives

**Training**

Number of days of training per year and per employee

- 1.55
- 1.46
- > 3 days by 2023

eLearning: total number of hours

- 328,169
- 295,027

In-person training total number of hours

- 459,819
- 577,232

Number of training hours on CSR topics\*\*

- 57,509
- > 1 day by 2023

\*\*Excluded CEVA Logistics, seafarers and pilots

\*For its part, CEVA has been conducting engagement surveys since 2019.

## SHARING THE GROUP'S STRATEGY AND TRANSFORMATION

The Group is committed to engaging its employees by communicating and sharing information on strategic, economic, financial, corporate and organisational matters and about social and sustainable development issues. **This communication is regularly and transparently provided through:**

- the Group's website;
- the intranet and videos posted by managers;
- the weekly news flash (articles, interviews, videos, etc.) and the CEVA Monday Catch Up;
- CEVA Logistics' in-house monthly magazine "The Chain"
- in-house webinars in which our CEO discusses the Group's strategy and ambitions;
- internal memoranda.

CMA CGM Group has created an immersive escape game played in teams for new hires. This game, which has already been tested in China, India, the United States, Singapore, Lebanon and France, enables players to discover the Group, its history, its values, its organisation and its businesses. A digital version is being created to provide all employees with the opportunity to access this training.

**CEVA, CMA CGM Group's leading subsidiary, made three major acquisitions this year ( Ingram Micro CLS, GEFCO, Colis Privé) and has set up a specific integration programme for these new employees:**

- a tool for welcoming new employees at the local level;
- a visit by Rodolphe Saadé, Chairman and CEO, to the headquarters of these new acquisitions;
- organisation of change management and facilitation on transformation projects, team building and creativity.



## Accelerating employee development

### HARMONISATION OF CAREER MANAGEMENT PRACTICES AND TOOLS

In 2022, CMA CGM and CEVA Logistics harmonised their career management processes, and extended them to the recently acquired entities (Ingram Micro CLS, GEFCO, Colis Privé). This process identifies talents, proposes development goals, and provides access to training programmes and global mobility opportunities.

As a further step, CMA CGM merged the human resources information systems of CMA CGM and CEVA Logistics. The new platform (MyHR) groups the new HR processes, such as talent reviews and performance reviews. It is gradually being expanded to the Group's new companies.

### DEPLOYMENT OF THE KEY SKILLS DATABASE

To support the transformation and performance of all divisions of the Group, CMA CGM has developed a database of 56 key skills. The key skills database has been integrated into all development tools and programmes and is used for the assessment and development of employees. Each employee will be able to refer to it when our new performance process is deployed in early 2023, and use it to become aware, in a transparent manner, of the skills to be developed in order to progress within the Group.

## LEADERSHIP AND EXPERTS PROGRAMMES AT GROUP LEVEL

The Group continues the structuring of its leadership programmes. They are essential for preparing and equipping the leaders of today and tomorrow to carry out the transformation and support the strong growth of the Group. **They are broken down by management level:**

- **"Expand" programme** for top management, in partnership with the IESE Business School;
- **"Excelerate" programme** for middle management, which was opened to the whole Group in 2022 and had 36 participants this year;
- **"Explore" programme** for first-level management, which is under development and will be completely digital and use an innovative and disruptive approach.

## SUPPORT FOR GENERAL MANAGERS

The General Manager School (GM School) assists CMA CGM's Agency Managers to develop their business and leadership skills and their careers. It was redesigned last year to introduce the concept of key skills and, in 2022, was opened to branch, warehouse and terminal managers. Spread over two months, the programme offers virtual and in-person learning, as well as meetings, workshops and a self-assessment debriefed by certified in-house professionals, which enable managers to understand their strengths and points to develop. CMA CGM has developed a complementary course to assist General Managers in dealing with the specific challenges of their activities, including a CSR module. It will be made available in 2023.

**With this programme, the Group aims to:**

- improve management practices to maximise the performance of the Group's entities;
- increase business alignment by exposing managers to ComEx members and top management;
- strengthen the CMA CGM network and form an internal community.

This year, the third promotion of the GM School was composed of 24 participants, of which 25% were women and 76% were non-French (20 different nationalities).

In addition, in 2022, CMA CGM continued to deploy an individual skills and motivation assessment tool, an e-coaching programme using the Moovone platform for the Group's local managers, and various solutions to accelerate the career development of our employees, including the creation of a project team on mobility issues expected in 2023.

## THE CMA CGM ACADEMY OFFERS TRAINING FOR ALL

The CMA CGM Academy offers consequential and qualitative training. It is available to all employees CMA CGM and offers solutions adapted to each individual. All in-person training offered is now also available in virtual classrooms. Some training courses are also offered as e-learning.

The Group offers over 537 virtual classroom courses, such as "Assertiveness & Communication", "Change for Managers", "Introduction to Supply Chain Activities", "Our Company's Values" and "The Customer Experience".

In 2022, CMA CGM continued to digitalise its training system and to make it more international. This new training management tool, which is already available in CMA CGM Group, will soon be deployed within CEVA Logistics. Guide Me, a contextual help solution, will also be directly integrated into some of the Group's flagship tools.

## TRAINING FOR MARITIME TRANSPORT JOBS

In-house trainers provide training in the jobs specific to the Group's maritime transport business: sales representatives, ship managers, etc. One of the Academy's priorities is to coordinate a community of in-house trainers. This covers recruitment, training, coaching and the creation of peer-to-peer discussion periods focused on sharing experiences, strengthening commitment and increasing skills. An internal recruitment event, "Trainers Wanted", was organised at the head office this year.

### C BOX FACILITATION KITS AVAILABLE TO ALL TEAMS

The Group has created facilitation kits designed to help teams stimulate their collective intelligence, strengthen their cohesion and solve specific problems. These kits, called C-Boxes, assist teams to organise workshops independently. Nine C-Boxes are already available: Team, Change, Creativity, Diversity, Feedback, Welcome Back, Sustainability, Better Ways and Digital.

To promote this solution, the CMA CGM Academy organised two "C-Box Days" at the head office. Over a hundred employees expressed an interest and will be assisted in facilitating one or more workshops independently.

In 2022, the Group provided 872,259 hours of training (CMA CGM + CEVA Logistics). The target for training is 3 days of training per employee per year in 2022. The target was achieved within CMA CGM with 3,65 days of training per person. At CEVA Logistics, employees receive an average of 0,77 days of training per year.

### TRAINING FOR MARITIME AND SHORE-BASED EMPLOYEES

The safety of seafarers requires specific and adapted training. In addition to regulatory and mandatory training, the Group has a matrix of additional specific training, some of which is required prior to crew members' first boarding.

An integration day, in line with the CMA CGM Academy integration programme, is held for new seafarers, and will be extended to all seafarers in the near future.

CMA CGM has trained its seafarers in the use of SAYFR, a digital security awareness solution with over 5,000 users, which includes two modules: SAYFR WE2D, which can be used at the individual level to simulate real-life situations and behaviours, and SAYFR Team for team activities. SAYFR focuses on behaviours and sharing good practices, and aims to make every incident a starting point for strategic thinking.

The Group is in the process of rolling out internationally a one-day training course covering on-board psychosocial risks. French seafarers who have taken this training course will supplement it with two days of additional training to become psychosocial risk reference persons in order to provide support to teams aboard vessels.

Since 2021, the Group has been providing "Leadership in Safety" training for QHSE managers in the maritime business and senior on-board officers. In 2022, this training was deployed to the QHSE managers of shore-based activities and the managers of the shore-based sites (terminals and depots).

The operation of ships powered by liquefied natural gas (LNG) requires crews to acquire new skills. Under international regulations, seafarers on board ships subject to the IGF international safety code must receive mandatory training in order to embark on such ships. Depending on their rank, seafarers must complete the training and hold a basic or advanced certificate. Over 1,500 seafarers have been trained at the basic level and over 600 at the advanced level. Exceeding the requirements of international regulations, the Group has set up additional training courses which have been taken by over 300 seafarers.

Ongoing training of seafarers is also provided by the Seagull OLP platform, which offers regularly updated training (e-learning). This platform also supports the Competence Management System (CMS), which forms an integral part of the crew members' career management.



### ENCOURAGE THE DEVELOPMENT OF YOUNG TALENT

The Group pays particular attention to young talent and coordinates a community of 150 interns and work-placement staff in France.

Each year, the Group hires over 50% of its interns and apprentices during their final year of study. They are seen as a talent pool and an investment in the future.

CMA CGM's main objective is to maintain diversity in recruitment. The Group hires candidates with international profiles (34%) and a variety of educational backgrounds: 57% of them have graduated from business schools, 18% from engineering schools and 25% from political studies institutes or universities.

Since 2022, the CMA CGM Academy trains tutors of interns and work-placement staff to familiarise them with their supervisory and training role.

All identified talents undergo a specific development programme: training in leadership, coaching, mentoring and internal sponsoring. CMA CGM updates its succession plans annually.

For the seventh year in a row, CMA CGM Group has been awarded the Happy Index® Trainees certification, which rewards the quality of internships and work-placement contracts. Around 90% of respondents would recommend the Group for an internship or work placement.

### TRAINING APPRENTICES IN AVIATION AND MARITIME TRADES

The Group also continued the TAMM air and sea freight transport programme in France.

This training is designed for young Master's graduates who wish to develop expertise in the transport and logistics field.

This one-year programme confers the Air or Maritime Freight Transport Organiser certificate, which is registered in the National Roster of Professional Certifications, as well as an internal certificate. More than three quarters of the graduates of the first two classes were hired by the Group.

### OPENING OUR WORLD TO INTERNATIONAL CORPORATE VOLUNTEERS

The Group's International Corporate Volunteer programme hosts around 60 young graduates in France each year.

This programme is a springboard for young graduates, both on the external market and within CMA CGM: 60% of corporate volunteers are hired at the end of the programme. This programme, which is already established within CMA CGM, was extended to CEVA Logistics in 2022.

■ 2021

■ 2022

> Objectives

#### Number of young talents

#### International Corporate Volunteers

■ 50

■ 63

#### Apprentices

■ 23

■ 13

## TANGRAM, the new training and innovation centre for the sustainable transport and logistics of tomorrow.



CMA CGM Group has established TANGRAM, a new centre of excellence open to all parties who wish to collaborate to create the sustainable transport and logistics of tomorrow. Its goal is to make a pivotal contribution to the transport and logistics sectors in response to the major challenges facing the world today (environmental, societal, geopolitical, etc.). **It is based on two interconnected priorities, training and innovation, and aims to respond to seven major challenges:**

- Decarbonisation and preserving biodiversity by researching and developing sustainable mobility solutions based on renewable energy.
- Digitalisation and technological innovation to anticipate the future by developing new solutions: autonomous vehicles, robotics, metaverse, smart data, AI and new ways to grow businesses.
- Exploiting the potential of the space industry to optimise existing means of transport by creating orbital logistics projects.
- Changes in consumption patterns to adapt to changes in society and consumption habits in order to be more in tune with the needs and expectations of the Group's customers.
- Geopolitical developments to closely monitor geopolitical tensions and anticipate the impact of a new global balance on logistics flows.

- Logistics in crisis situations to define and adapt the role of logistics in the event of a crisis and to adjust flows during natural disasters or wars.
- Transforming the world of work to adapt to its changes and create an inclusive, egalitarian and diverse environment.

TANGRAM is a catalyst designed to create a rich ecosystem and develop synergies between experts in all areas: CMA CGM Group employees, start-ups, customers and partners, major companies, research centres, universities, competitors, etc.

The project is already active through "Powered by TANGRAM" training courses, university chairs and partnerships with start-ups that offer technologies such as disruptive mobility. In January 2024, a new venue will host all these projects at a prestigious location at La Pointe Rouge in Marseille.

### HEC CHAIR

CMA CGM commits to endowing a "Sustainability and Supply Chain Analytics" Chair at HEC Paris. This Chair, which will be headed by a professor from the business school and will be coordinated by TANGRAM, will develop knowledge on supply chain sustainability based on analyses of the Group's operational data. Over the next three years, the Chair will hold workshops and conferences and will publish articles on a regular basis. This Chair also includes a recruitment component overseen by Human Resources, which will enable HEC students to learn more about our Group and potentially join it.

## Raising awareness and engaging employees in the Group's environmental challenges

### MY DAILY IMPACT

In 2022, the Group launched MyDailyImpact, a platform acting concrete to raise employees' climate awareness, offer them training and propose challenges in order to reduce their individual impact.

Each challenge raises funds for organisations involved in environmental conservation.

The Group has engaged two impact start-ups to implement this project : WeNow, a start-up that raises awareness and provides training on climate issues, and Mão Boa, which specialises in employee mobilisation and which was incubated in ZEBOX, the Group's start-up incubator.



### A CSR TRAINING PLAN ADAPTED TO THE GROUP'S BUSINESSES

The objective of setting up a CSR training plan is to raise awareness and train employees in CSR in order to prepare them for the evolutions that climate change will bring to their jobs. This will also help to meet certain regulatory requirements. The factors identified in the risk map, combined with the needs relevant to CSR issues pinpointed during a review of the situation, contributed to the construction of the Group's CSR training plan. This plan is based on the three priorities of the Group's CSR strategy.

**This year, CMA CGM launched My Climate School, the cornerstone of this new training plan. In partnership with AXA Climate, this programme includes two types of modules.**

- The "Understanding" modules present the scientific fundamentals of global warming, its impact on biodiversity, and the need to think about it systemically.
- The "Action" modules deal with the impact of the climate transition on the company's activities: carbon footprint, climate strategy, circular economy, etc. and how to integrate the climate into the various business lines.

Eight modules are available for the Group's IT, legal, finance, marketing and communication, responsible purchasing, human resources, risk management, and corporate services functions.

Acting for people

# 3. Commitment to diversity and inclusion

Convinced that these issues are everyone's business, CMA CGM Group continues its actions to advance its commitment to diversity and inclusion. The Group promotes its talents without discrimination and, in particular, strives to achieve gender balance in its workforce. Inclusion is a topic in all of the Group's leadership programmes and is the subject of training in various formats. In 2022, various countries used the opportunity of international days to stress the importance of gender balance.

## > OBJECTIVES:

- 30% women in the Top 200 by 2025 and 61% non-French nationals in the Top 200 by 2023
- Continue to raise awareness among management teams and all employees.
- Systematically include diversity aspects in the Group's human resources programmes and tools and, in particular, each year during the People Review\*.
- Conduct an internal and external communication campaign to promote women's careers within the Group and in its business sectors.

35% of employees are women. Our employees hold over 175 nationalities and are from 160 countries. The average age of our employees is 39. The average length of service with the Group is 6 years.

## Raising awareness and training

All of CMA CGM's leadership programmes incorporate inclusion modules. In 2022, the Group continued its awareness-raising efforts of diversity and inclusion issues. The Group has updated its e-learning courses with more attractive, shorter and more interactive formats: preventing discrimination and promoting diversity; preventing harassment; ethics and compliance. The eLearning offer has also been enhanced with training and videos to raise awareness of unconscious bias.

This training, which is intended for recruiters and managers, will help to select candidates based on objective criteria and thus promote diversity. Finally, a training and awareness-raising kit (C-Box Diversity) is now available in digital format. It teaches how to detect possible forms of discrimination and to plan actions within the teams to promote diversity.

\*The People Review is a review of teams/colleagues that offers a unique forum for managers and top management to exchange views on the potential and career development prospects of employees who have been identified as key for the company, and to put in place action plans (training, etc.).

## Commitment to gender balance

### IN FRANCE: GENDER EQUALITY INDEX

The gender equality index assesses the differences in pay between women and men using several indicators: the pay gap, the gap in pay rises and promotions, pay rises after maternity leave, and the percentage of women among the 10 highest earners.

**In 2022, CEVA Logistics' head office had a score of 84/100 and CMA CGM had a score of 92/100 for France. CMA CGM index scored 8 points more in 2022, thanks to the criterias on the gap salary analysis.**

In 2021, CEVA Logistics' head office had a score of 79/100 and CMA CGM had a score of 84/100 for France.

### WORLDWIDE ACTIONS FOR PARITY

Nearly 50 actions in 45 countries carried out to mark the International Women's Rights Day on 8 March. In Spain and Italy, two top women athletes, including an Olympic medallist, shared their stories.

In North America, Morocco and Belgium, gender balance awareness-raising workshops were held on international women's, human and family rights days.

In the United Kingdom and Ireland, the entities created and rolled out a diversity and inclusion toolbox and a programme to inspire women to become future leaders: "Empowering women to lead". They also launched the Girls Network project, which provides a mentoring programme for young women in local communities. The mentoring sessions are facilitated by female employees of the Group and continue for at least a year.

### CMA CGM is a partner of the Women's Forum



CMA CGM partnered with women forum, which organised his 17<sup>th</sup> edition. Tanya Saadé Zeenny, Executive Vice-President of the Group, participated in a round table on skills and education in the race for humanity. She paid tribute to the women of the Group and to all those who were present beside her. Christine Cabau, Vice-President Assets and Operations, participated in the round table on sustainability: "Concrete Targets for Sustainable Corporate Action". Several women from the group who are active in various leadership programmes were also present: Claire Martin, CSR Vice-President, Isabelle Thizy, Vice-President Finance and Transverse Projects and Marketa Pospechova, Chief of Staff.

■ 2021  
■ 2022  
> Objectives

**Women in management as a percentage**

Women in management  
 32%  
 32%

Women in the Top 200  
 11.5%

> 20% women in the Top 200 by 2023  
> 30% women in the Top 200 by 2025

**Women on the Board of Directors**

42%  
 42%

> 2023: 42%

## Taking disability into account in the company

CMA CGM Group is committed to providing support to people who need specific assistance during their career.

At the head office in Marseille, identifying people with disabilities is usually the task of the Occupational Medicine Department. When informed, the Group acts by proposing individual measures to modify, adapt or transform the workstation, thereby keeping the persons concerned in employment.

Measures include adapting workstations (footrests, telephone headsets, ergonomic chairs, special computer equipment, etc.), providing an assigned parking space and granting two extra days of leave for employees with a disabled child.

Several actions have been implemented to take the process further, such as:

- the creation of a dedicated page on the Group's intranet (objectives, definition of disability, process, key contacts);
- the appointment of a disability reference person within the company;
- the creation of a dedicated email address to promote discussion on the subject.

## Promoting inclusion

CEVA Logistics is committed to hiring 4,000 employees who have difficulty accessing the job market by 2025.

Among the flagship projects within the CEVA group, its subsidiary GEFCO supports two youth employment non-profit organisations by providing financial assistance and encouraging its employees to become involved in their activities. GEFCO is a partner of Institut de l'Engagement, a non-profit organisation that helps young people formulate their future plans after a period of volunteer work. Employees contributed their expertise and assisted in selecting the candidates. The subsidiary is also involved with the Nos Quartiers ont du Talent (NQT) non-profit organisation, which assists young graduates with three years of higher education with their career projects.

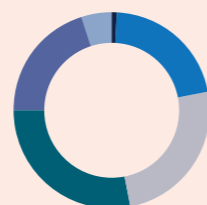
- 2021
- 2022
- > Objectives

### Cultural diversity - Percentage of non-French nationals in the Top 200



> 61% in the Top 200 in 2023

### Intergenerational ties - Distribution of staff by age group



- under 20: ■ 0.34%
- 20 to 29: ■ 24.52%
- 30 to 39: ■ 31.50%
- 40 to 49: ■ 24.29%
- 50 to 59: ■ 14.5%
- 60 and over: ■ 4.77%

### Cultural diversity - Distribution of the workforce by geographical area



- Europe/France: ■ 31.1%
- Africa/Middle East: ■ 11.8%
- Americas: ■ 24.5%
- Asia/Oceania: ■ 32.5%



## Acting for people

# 4. Supporting local communities

CMA CGM Group contributes to the social and economic development of the communities in which it does business through the work of its Foundation and through initiatives that have a significant social and environmental impact, involving its employees whenever possible. The initiatives are closely tailored to the needs of local areas and communities, and maximise the Group's local impact. Solidarity is expressed in particular in emergency situations: the war in Ukraine, the economic crisis in Lebanon, extreme weather events. The CMA CGM Foundation also continues to provide humanitarian aid and to advance its commitment to education for all: transporting humanitarian supplies with Containers of Hope, food collections, building a school in Côte d'Ivoire, equipping schools in Lebanon, and skills-based volunteer work, in particular with Le Phare, a social incubator.

### > OBJECTIVES:

- 100% of countries will have carried out at least one local action with a direct impact on local communities and/or areas to contribute to the socio-economic development of the countries in which the Group does business through solidarity actions organised by our CSR officers around the world and involving our employees.
- Humanitarian aid and access to education for all through the work of the CMA CGM Foundation.

## Raising awareness through action: our teams' commitments in favour of the environment

CMA CGM employees are committed to the environment on a day-to-day basis, and organise and participate in regular clean-up events, such as World Environment Day on 5 June or World Cleanup Day. At the most recent World Cleanup Day in 2022, nearly 4,300 employees took part in digital and physical clean-ups in 104 countries. Over 42 tonnes of waste were collected.

In Egypt, on that world day, the Group joined forces with the social entrepreneurship organisation Bassita to collect waste on an island in the Nile. The local community on the island was then involved in upcycling the waste into hats, bags and cases. CMA CGM's Egypt office donated 30 bags to a local orphanage.

On World Environment Day, the human resources teams at CEVA Logistics' offices and warehouses in India raised awareness among employees and their families about ecology and plastic waste management issues. Several activities were proposed, such as writing articles or creating posters on the subject.

In Belgium, to promote green mobility, employees were asked to travel as many kilometres as possible using alternatives to cars. These total kilometres were then converted into CO<sub>2</sub> at the end of the month in order to provide a clear picture of the concrete impact of these actions on the environment.

On World Bicycle Day on 3 June, all employees were invited to take part in a programme of events to promote the importance of this simple, affordable and environmentally friendly means of sustainable transport. In Senegal and Liberia, many employees travelled to work by bike. In Singapore, the Philippines, Bangladesh and Vietnam, the Group's employees mobilised to collectively cover over 2,584 kilometres.

At the head office, a Bike Forum was held at lunchtime, which included repair sessions organised with an external service provider, and at which representatives of the city were present, as well as several stakeholders in the Marseille bicycle community. In the United States, a donation of bicycles and tricycles to children in need was organised, as well as a fundraising event to support research into multiple sclerosis and cancer.

■ 2021

■ 2022

> Objectives

### Local actions

Countries that have launched at least one local initiative



> 100% local initiatives by 2023

More than 500 initiatives were carried out in 2022 with the support of our employees in more than 129 countries. This mobilisation for the benefit of local communities and territories took different forms to respond pragmatically to local needs and specificities.



## Local initiatives

### 1. DONATION OF RECYCLED SCHOOL BAGS IN BENIN

CMA CGM Benin organised a donation of 100 school bags made from plastic waste collected in our offices and other sites, and which were manufactured by the NGO Tamee. This action enabled the NGO Tamee, with funding from CMA CGM, to help workers design and produce these recycled school bags. CMA CGM then distributed them, along with some school supplies, to underprivileged schoolchildren.

### 5. DONATION OF COMPUTER HARDWARE IN MALAYSIA

In Malaysia, our staff volunteers distributed over 40 units of IT equipment such as used laptops, desktops, LCD displays and printers which the company donated, benefitting more than 620 students from low income backgrounds. The students also had fun and games with our staff who shared a nice meal with them.

In 2022, eight other actions were carried out in India, Uganda, Nigeria, Ghana, China, Mexico and Morocco.

### 2. IN ETHIOPIA: SUSTAINABLE COFFEE INITIATIVE

CMA CGM Ethiopia launched an innovative project last year to promote the sustainable development of the coffee industry in the Jimma region. The project, entitled "Sustainable Coffee Farming", was funded equally by CMA CGM and its export customers.

It helps producers implement sustainable farming practices and enables the import of high-quality coffee, Ethiopia's flagship commodity, while providing support to local communities.

### 6. MISSION TO SEAFARERS

This year, 188 volunteers from our Asia Pacific staff took part in the fundraising event organised by Mission to Seafarers. Nearly \$800,000 was donated by all companies to this charity that provides support to merchant crews around the world.

### 3. BUILDING HOUSES IN AN INDIGENOUS VILLAGE IN BRAZIL

CMA CGM and its subsidiary Mercosul Line provided support to the NGO TETO Brasil, which manufactures kit houses for the poorest favelas. The Group financed the construction of two houses for families in an indigenous village in Sao Paulo. A team of Group employees also travelled to the site for two days to participate in the construction work.

### 7. PHILANTHROPICAL ACTIONS OF EMPLOYEES IN AUSTRALIA

ANL Australia's VolunTEU programme provides all employees in Oceania with the opportunity to engage with local NGOs to support their causes and events. When their engagement proposals have been validated by the CSR team at the head office, employees can get involved in projects and events.

### 4. INSTALLATION OF SOLAR STREET LIGHTS IN MALAYSIA

In Kuala Lumpur, Malaysia, CMA CGM worked with the local NGO Global Peace Foundation to provide 11 solar-powered street lights to the indigenous Orang Asli people in three villages in Pahang.

### 8. BICYCLE DONATION IN USA

CMA CGM America donated 185 bikes to children from Norfolk, Virginia Beach and Chesapeake (Virginia), in conjunction with the Hampton Roads Salvation Army. A dozen employees formed a bike procession and accompanied the container containing the bikes from CMA CGM's Norfolk office to the Salvation Army's Kroc Center, about 5 km away, where the donation took place.

## Emergency aid and solidarity

### 9. SOLIDARITY IN THE FACE OF COLD WEATHER IN MOROCCO

Following the cold snap that paralysed Morocco during the winter of 2021-2022, CMA CGM mobilised to help 150 families in the village of Tanalahlou in the Azilal province, 150 km east of Marrakech. More than five tonnes of food, blankets and basic necessities were distributed.

### 10. IN EGYPT: CEVA LOGISTICS AND CMA CGM JOIN FORCES TO SEND HUMANITARIAN AID TO LEBANON

CEVA Logistics and CMA CGM in Egypt worked with the Red Cross and the Egyptian authorities to send medical supplies, food and clothing to Lebanon.

### 11. AID FOR VICTIMS

of the floods in Malaysia Through the Port Klang Authority, CMA CGM donated essential items and food to communities affected by the devastating floods.

### 12. DONATIONS AFTER TYPHOON NORU IN THE PHILIPPINES

Typhoon Noru left many people in the Philippines homeless and taking refuge in evacuation centres. CMA CGM and its staff mobilised to help at least 100 affected families by donating essential items and food through the Red Cross.

### 13. IN CHINA: CEVA LOGISTICS TRANSPORTS SOLAR MODULES TO THE PHILIPPINES

JinkoSolar, a leading Chinese solar technology company and strategic partner of CMA CGM, donated two containers of solar modules to the Philippine Red Cross. These renewable energy technologies restored power to local communities after the passage of Typhoon Rai. CMA CGM supported this initiative by transporting the modules free of charge.

### 14. IN ITALY: HUMANITARIAN MOBILISATION OF CEVA LOGISTICS EMPLOYEES

In Italy, CEVA Logistics employees can donate hours of holiday leave to support humanitarian projects. Some employees took advantage of this time to organise humanitarian fundraising events. The Group also provided individual support to employees involved in solidarity actions, in particular those who travelled to the Ukrainian border, in collaboration with NGOs.

### 15. IN UKRAINE: CEVA LOGISTICS' TEAMS AT THE SERVICE OF HUMANITARIAN AID

On the different continents, CEVA Logistics teams mobilised to provide assistance to the Ukrainian population: psychological and financial support, donations of essential necessities, etc.

For example, CEVA Logistics' team in Pakistan partnered with the US Agency for International Development (USAID) to deliver relief items to Ukraine.

CEVA Logistics teams in the Benelux organised the transport of medical items, fundraising through sports activities, and solidarity sales and collections in conjunction with specialised NGOs. The Group's sites hosted and assisted Ukrainian truck drivers, and assisted employees with families in areas impacted by the war.

In Eastern Europe and Germany, CEVA Logistics issued a memo to all staff to encourage individual donations to NGOs. The Group has provided storage, handling and distribution facilities for humanitarian supplies. Staff organised activities to sponsor fundraising. On the ground, the teams provided humanitarian aid and psychological support to refugees who arrived in Poland and helped transport refugees to their relatives in Poland.

## Actions in Marseille

### 16. COLIS PRIVÉ COMBATS ENERGY INSECURITY IN MARSEILLE

Colis Privé, which joined CMA CGM Group in 2022, became a sponsor of GERES (an NGO specialised in climate solidarity). For 45 years, this non-profit organisation has carried out climate solidarity actions to improve people's living conditions and combat the effects of climate change. Colis Privé will, in particular, support an inclusive energy transition project in underprivileged neighbourhoods in Marseille. The objective is to assist 100 poor households by mobilising local actors and promoting access to work.

### 17. CREATION OF THE CMA CGM CHAIR IN HEALTH AT AIX-MARSEILLE UNIVERSITY

In 2022, CMA CGM and Aix-Marseille University (AMU) created the first university chair in the region dedicated to health. It is intended to support the University's research and training activities on major public health issues, in particular neurology and oncology. It will also support research projects and investments to improve patient care and quality of life. By creating this chair, the Group continues its commitment to the development and influence of Marseille and its region.

### 18. IMPROVEMENT OF THE MARINE ECOSYSTEM

In 2022, the CMA CGM Group renewed its support to Ecocean, a pioneering company in the creation of artificial habitats for young fish, thus contributing to the development of the CASCIOMAR PROJECT. This project, conducted in close collaboration with the professional fishermen of Cassis, La Ciotat and Marseille, aims to accelerate the resilience of the marine ecosystem and more specifically to reboost coastal fish stocks.



## Acting for people

# The CMA CGM Foundation

The Foundation is an independent body with its own Board of Directors chaired by Tanya Saadé Zeenny. Since its creation in 2005 it has supported nearly 400 projects.

Its priority is to promote education for all and equal opportunities to enable every child and young person to find their place in the world of tomorrow. It is particularly committed to supporting educational projects with an innovative approach to promote the inclusion of young people and combat school dropouts.

It also acts in humanitarian crises requiring an emergency response. To do so, it mobilises the maritime and logistical expertise and industrial resources of CMA CGM Group to transport humanitarian supplies around the world through its humanitarian transport programme Containers of Hope, in partnership with NGOs and international organisations.



*"The social responsibility and human values of our Group are reflected in the CMA CGM Foundation's commitment to vulnerable populations and future generations. In a world that experienced many profound crises in 2022, we continued and accelerated the development of our actions. This is reflected by the ever-increasing mobilisation of CMA CGM's logistical expertise and industrial resources for humanitarian aid purposes, as well as by new fundamental partnerships to support leading associations and essential educational projects."*

**TANYA SAADÉ ZEENNY,**

Executive Officer, CMA CGM Group and President, CMA CGM Foundation

## Humanitarian aid

### CONTAINERS OF HOPE: TRANSPORT OF HUMANITARIAN SUPPLIES

Since 2012, the CMA CGM Foundation has operated a humanitarian transport programme. Containers of Hope enables NGOs and international organisations to transport humanitarian supplies free of charge on board CMA CGM Group vessels.

This programme is carried out in partnership with UNICEF, Doctors Without Borders (MSF), Action Against Hunger, the French Red Cross, the International Committee of the Red Cross, and the Crisis and Support Centre (CDCS) of the French Ministry for European and Foreign Affairs. In 10 years, over 20,000 tonnes of humanitarian supplies have been delivered to 51 countries.



### FIGHTING FOOD INSECURITY

#### IN FRANCE

In response to increased poverty in France, in July 2022 the Foundation entered into a partnership with Banques Alimentaires, a charity that operates local food banks, and Restos du Cœur, a charity that sets up soup kitchens, to finance the distribution of 2 million meals in mainland France and in the French overseas territories.

In December 2022, an additional partnership was signed with the Bouches-du-Rhône branch of Secours Populaire, a solidarity-based charity, to support the distribution of children's snacks and fresh produce to 15,000 families in connection with the Green Santa Claus operation.

#### IN LEBANON

In the face of an unprecedented crisis in Lebanon that has made it increasingly difficult for a growing number of Lebanese families to feed themselves, 140,000 hot meals were distributed during the holiday season in partnership with six local associations and community kitchens.

### EMERGENCY FOOD AID IN AFRICA

In the face of a severe deterioration in the food security situation in several African countries due to historic droughts, armed conflict and rising world food prices, exceptional support was provided to finance the distribution of 8 million sachets of therapeutic food through the nutrition programmes of UNICEF in Somalia, Action Against Hunger in the Democratic Republic of Congo and Doctors Without Borders in Nigeria.

### AN EXCEPTIONAL MOBILISATION FOR UKRAINE

The CMA CGM Foundation participated in the international solidarity movement to help the Ukrainian civilian population through three large-scale operations to transport emergency aid by air, land and sea, in partnership with the crisis and support centre of the Ministry for European and Foreign Affairs and the French Red Cross.

In March 2022, a CMA CGM AIR CARGO cargo plane was made available to transport 55 tonnes of emergency supplies to Poland.

In July 2022, 60 trucks were mobilised through CEVA Logistics to transport 900,000 emergency kits to Ukraine.

In September 2022, a CMA CGM Group vessel was made available to transport over 1,000 tonnes of humanitarian aid to Romania.

## Education

### IN CÔTE D'IVOIRE: CONSTRUCTION OF A SCHOOL IN PARTNERSHIP WITH THE MAGIC SYSTEM FOUNDATION

The Magic System Foundation promotes the well-being of the Ivorian population through social actions in the fields of education, health, the environment and culture. In 2022, the CMA CGM Foundation provided financial support for the construction of a primary school in Port-Bouët, near Abidjan. It also donated four containers that, after being converted, now house a library and a faculty room. Two hundred children in grades 1 to 5 will be enrolled in the school.

### IN LEBANON: SCHOOL SUPPLIES PROVIDED AND SOLAR PANELS INSTALLED IN SCHOOLS

The Foundation distributed school kits to 9,500 students from disadvantaged families in 40 schools throughout Lebanon.

The Foundation also financed the installation of solar panels in 10 schools to enable the schools to save funds and become energy self-sufficient in a context of rising energy costs and frequent power cuts.

### IN FRANCE: TEACHING YOUNG PEOPLE IN MARSEILLE TO SWIM

For the second consecutive year, the Foundation provided financial support for the "One Step Toward the Sea" programme run by the Marseille Capitale de la Mer non-profit organisation, which offers 150 children in Marseille, between the ages of 6 and 14, the opportunity to learn to swim in the pools of the Cercle des Nageurs de Marseille, a French swimming club.

### TRAINING FOR SOLAR ENERGY JOBS

The Foundation supported the creation of NRSud, the Energy Production School of the South, which is based in Marseille, and which is the first school in France to train young people between the ages of 15 and 18 for jobs in the solar energy sector. It will train solar electricians and cross-functional renewable energy technicians. These are jobs of the future, which are essential to meet the challenge of the ecological transition, and at the same time promote access to work for young people.

### LE PHARE, THE SOCIAL INCUBATOR

Le Phare, which was created in September 2021, is a social incubator that provides support, free of charge, to entrepreneurs who are developing projects with a high social impact in the areas of education and promoting access to work.

These project developers are assisted by CMA CGM employees, who offer their expertise according to their needs (project management, marketing, communication, accounting, legal, human resources, etc.).

They also have access five days a week to a co-working space set at the Epopée site, an educational innovation hub in the heart of the northern districts of Marseille.

A second cohort began working at Le Phare in September 2022. Seven projects were chosen by a jury: À l'Unisson pour le Futur, Live Love, Mayoo, Meet My Mama, Meet Your School, Nanaba and Solidarités International.

To round off this second cohort in Marseille, Le Phare will also host successful applicants from Guadeloupe and Martinique. They will take part in the programme in the new facilities of ZEBOX Caribbean, CMA CGM's incubator and accelerator for innovative start-ups that recently opened its doors in Pointe-à-Pitre.

## Employee involvement in the Foundation's activities

The Foundation uses skills-based volunteer work to reinforce the impact of its actions and to support its partner non-profit organisations.

In 2022, all CMA CGM employees who volunteered were given the opportunity to commit five days of their working time.

In total, within the framework of skills sponsorship, 33 employees participated and contributed their expertise to the entrepreneurs working in the Le Phare incubator, 29 volunteered with the Foundation's partner non-profit organisations with educational missions in Marseille and, 59 were mobilised during the national food bank collection

Solidarity missions are also organised during employees' personal time in France and Lebanon to combat food insecurity: 142 employees mobilised for solidarity actions in Lebanon and, in late November, 72 employees participated in the Banques Alimentaires' national collection for food banks in supermarkets and warehouses in Marseille, Dunkirk, Le Havre, Guadeloupe, Martinique and Reunion.

In addition, the Foundation's projects frequently draw on employees' expertise: coordination of exceptional operations, Containers of Hope, etc. Several dozen employees provide support for the Foundation's team throughout the year.



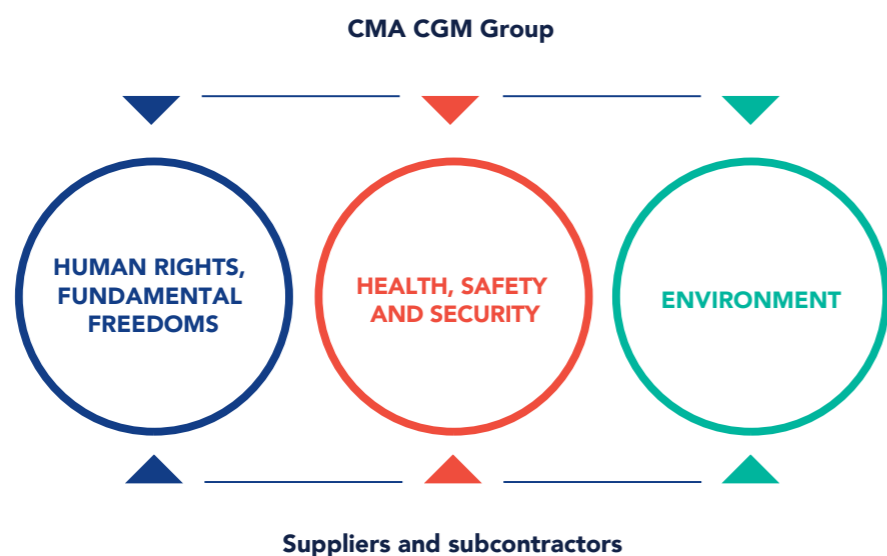
Acting for people

# 5. Ensuring respect for human rights throughout the value chain

Adopted in March 2017, the French Duty of Vigilance Act introduced a new legal framework that requires companies within its scope, such as CMA CGM Group, to publish a vigilance plan and report on the actions implemented in accordance with this plan. Going beyond the obligations imposed by the law, our goal is to establish a vigilance plan that is consistent with our ethical and social commitments.

This chapter provides an overview of CMA CGM Group’s 2022 Vigilance Plan, which is available on the Group’s corporate website, and by clicking [here](#).

## Vigilance Plan



In 2022, CMA CGM Group continued to expand and reinforce the application of this law within the Group, across its businesses and in its subsidiaries. The progress made in 2022 is evaluated on the basis on the five measures required by the law:

### 01. RISK MAPPING

Risks of serious human rights, health and safety, and environmental violations are taken into account each time the Group maps its risks or revises its risk map. Each risk map is monitored and updated regularly. Each risk is identified by the relevant department, and one or more risk managers are tasked with implementing corrective action or control plans.

### 02. ASSESSMENT PROCEDURES

In 2022, for the third consecutive year, the Group was awarded the ECOVADIS "Platinum" medal, rewarding its CSR commitment and duty of vigilance actions. To maintain this status, the Group has obtained various international certifications (ISO 9001, ISO 14001 and ISO 45001), accelerated the evaluation of its suppliers and strengthened supplier risk management through the Group's Accelerate programme.



### 03. SUITABLE ACTIONS

In 2022, several initiatives were launched to protect fundamental freedoms, fight against all forms of discrimination and improve working conditions, particularly in the context of the Russian-Ukrainian crisis. Strong positions have been adopted and solutions have been deployed to protect the planet and reduce global warming and the impact on biodiversity.

### 05. MONITORING THE IMPLEMENTED MEASURES

A set of indicators has been deployed to monitor the implementation of all measures adopted by the Group. These indicators are monitored and overseen by the relevant Managements and teams.

### 04. WHISTLEBLOWING SYSTEM

All employees and stakeholders of the Group are encouraged to report, in good faith, any breach of the Code of Ethics, using a secure dedicated [hotline](#) accessible 24/7.

# People

## Our collaborations and partnerships

We are partners in initiatives that bring together key 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.



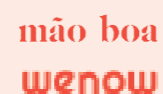
### CARGO INCIDENT NOTIFICATION SYSTEM

This platform for exchanges between the largest shipping companies enables to quickly share security and safety issues relating to goods transported in containers.



### THE INTERCOMPANY EXPATRIATION CENTRE

A unique forum for exchanging and sharing best practices on international mobility strategies and policies of major European groups with an international scope.



### "MY CMA CGM GROUP DAILY IMPACT" PROGRAMME

In connection with 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 with expertise in climate change, that is recommended on the UN website and that has been BCorp-certified since 2017.



### AXA CLIMATE

The Axa Climate School was launched in 2019 with the mission of acting as a committed climate insurer serving major companies in the private sector, national governments and regional public sector organisations.



### BANQUES ALIMENTAIRES

This non-profit organisation combats poverty and food insecurity on the basis of a number of principles: free services, sharing, donations, preventing food waste, volunteer work and corporate philanthropy.



### RESTOS DU CŒUR

This non-profit organisation supports and assists people in need, including by providing free meals.



### FONDATION MAGIC SYSTEM

The Foundation promotes the well-being of the Ivorian population through social actions in the fields of education, health, the environment and culture.



### BEIT EL BARAKA

This Lebanese NGO endeavours to provide access to food, decent housing, medical services and education to populations in need.



### SECOURS POPULAIRE

The association has been acting since 1945 for access to essential resources and services for people in precarious situations.

Several partners in the humanitarian transport operation **Containers of Hope**: UNICEF, Comité International de la Croix-Rouge, Médecins Sans Frontières, Action contre la Faim, Croix-Rouge française et Centre de crise et de soutien du Ministère des Affaires Etrangères

## Acting for the planet

# 6. Fighting climate change

CMA CGM Group is committed to the energy transition in logistics and in maritime, inland and air transport, and has set itself a Net Zero Carbon target by 2050. CMA CGM's goal is to become a leader in carbon-free transport solutions. To achieve this objective, the Group's efforts are based on three decarbonisation levers:

- 1<sup>st</sup> decarbonisation lever: state-of-the-art ships, vehicles and aircraft to optimise energy consumption;
- 2<sup>nd</sup> decarbonisation lever: new energies:
  - o liquefied natural gas, biomethane, synthetic methane, e-methane and biodiesel for maritime transport
  - o natural gas, biofuels, hydrogen, electricity for inland transport
  - o the use of low-carbon energy in our warehouses;
- 3<sup>rd</sup> decarbonisation lever: Operational excellence on a day-to-day basis.

The Group also invests in research and development (R&D) to develop the clean solutions of the future.

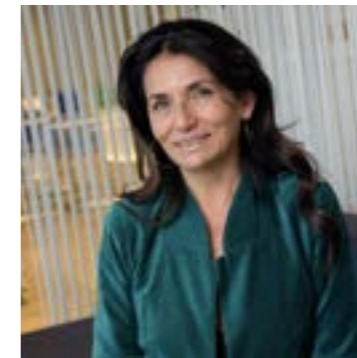
### > OBJECTIVES:

- Net Zero by 2050
- 100% low-carbon electricity for CEVA Logistics warehouses by 2025
- 1,000 electric trucks and vans for CEVA Logistics by 2025
- 1.8 million sqm of photovoltaic panels installed on CEVA Logistics warehouses by 2025
- 95 dual fuel ships by 2026

## The Group's climate challenges

The Group devotes the necessary resources to implement a genuine decarbonisation strategy and, in particular, has set up a cross-functional team that brings together the full range of expertise needed to define the pathway to be followed.

As a global logistics player, CMA CGM Group provides maritime, road, air, barge and rail transport services. Maritime transport is the mode of transport with the lowest CO<sub>2</sub> emissions when calculated per tonne transported. However, by volume, it is the principal source of the Group's emissions.



*"In 2022, we continued to make progress in adopting new greener fuels to power our ships. After having pioneered the use of liquefied gas-powered ships in recent years, we ordered 18 new bio-methanol-powered ships, thus acquiring the opportunity to tap into a diversity of low carbon footprint energy sources over the next several decades. By 2026-2027, more than 100 CMA CGM ships will be able to operate on fuels that are over 65% lower in carbon content (biogas and biomethanol), and we will continue our work to encourage the production of these solutions.*

*In addition to gas and biomethanol and their decarbonised derivatives, we are continuing our R&D work with our technical and energy suppliers on the compounds of tomorrow, which may include ammonia and green hydrogen. At this point in time, no avenue to accelerate the decarbonisation of maritime transport can be overlooked. We will continue to support research and innovation at all stages, from energy production methods to the design of our ships and their operational efficiency through digital connectivity."*

**CABAU WOEHREL CHRISTINE,**  
Executive Vice-President Assets and Operations

- 2021
- 2022
- > Objectives

### Maritime Activities

Emissions reduction in intensity since 2008 (gCO<sub>2</sub>/TEU-km)\*\*



CO<sub>2</sub>e emissions from consumption of the maritime fleet in millions of tonnes ✓\*

■ 30.57 (25.80 on a TTW basis)\*\*

■ 30.11 (25.39 on a TTW basis)\*\*

CO<sub>2</sub>e performance of maritime activity in gCO<sub>2</sub>e/TEU-km ✓\*

■ 63.9 (53.9 on a TTW basis)\*\*

■ 61.4 (51.8 on a TTW basis)\*\*

Indirect reduction CO<sub>2</sub>e emissions from the purchase of biomethane under guarantees of origin in tonnes

■ 59,070

■ 118,535

Scope 3 CO<sub>2</sub>e emissions in millions tonnes\*\*\*

■ 10.5

■ 9.9

### Air transport

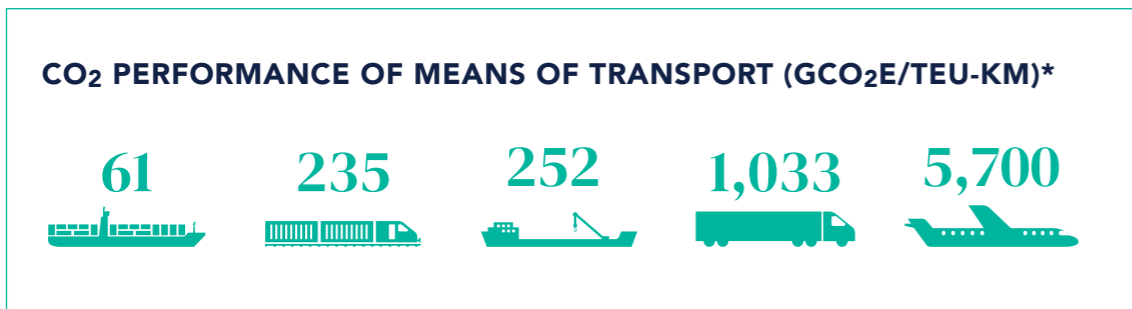
Scope 1 CO<sub>2</sub> emissions of CC Air Cargo in millions tonnes

■ 0.097

\*On a Well To Wake basis - WTW (see precisions in methodology)

\*\*On a Tank To Wake basis - TTW (see precisions in methodology).

\*\*\*See details in the methodology concerning the items taken into account



### CMA CGM: DECARBONISING MARITIME TRANSPORT

In 2022, we continued to make progress in adopting new fuels to power our ships. After having pioneered the use of liquefied gas-powered ships in recent years, we ordered 18 new bio-methanol-powered ships, thus providing ourselves with a variety of low carbon footprint energy sources over the next several decades. Although several compounds have gained prominence (CH<sub>4</sub>, CH<sub>3</sub>OH, H<sub>2</sub>, NH<sub>3</sub>), none of them yet stands out as the must-have solution for decarbonising tomorrow's transport. We intend to continue to support innovation at all stages, from energy production to the design of the ships. For this reason, CMA CGM has launched a Fund for Energies, which will provide financing for solutions to achieve the ambitious goal of carbon neutrality by 2050 that we have set ourselves.

### CEVA LOGISTICS: DECARBONISING SHORE-BASED LOGISTICS

CEVA Logistics is a freight forwarder. Therefore, the company has few assets and relies on numerous carriers to transport its customers' goods by sea, air, road and rail. CEVA Logistics is also an expert in contract logistics and operates several hundred warehouses, most of which are leased. Despite this asset light model, CEVA, as a major company in the logistics sector, has a responsibility to decarbonise its activities, not only by taking actions concerning its own assets, but also by encouraging its suppliers and subcontractors to invest in the technologies of tomorrow.

## The Group's CO<sub>2</sub> emissions\*\*

### SHARED CARBON REPORTING METHODS

CMA CGM uses the GHG Protocol Standard, a benchmark method developed by the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI). The Group applies the protocol to the different scopes (1, 2 and 3) and breaks down the various categories and subparts of Scope 3. This standard is also used in the Group's responses to the Carbon Disclosure Project (CDP) and ECOVADIS questionnaires.

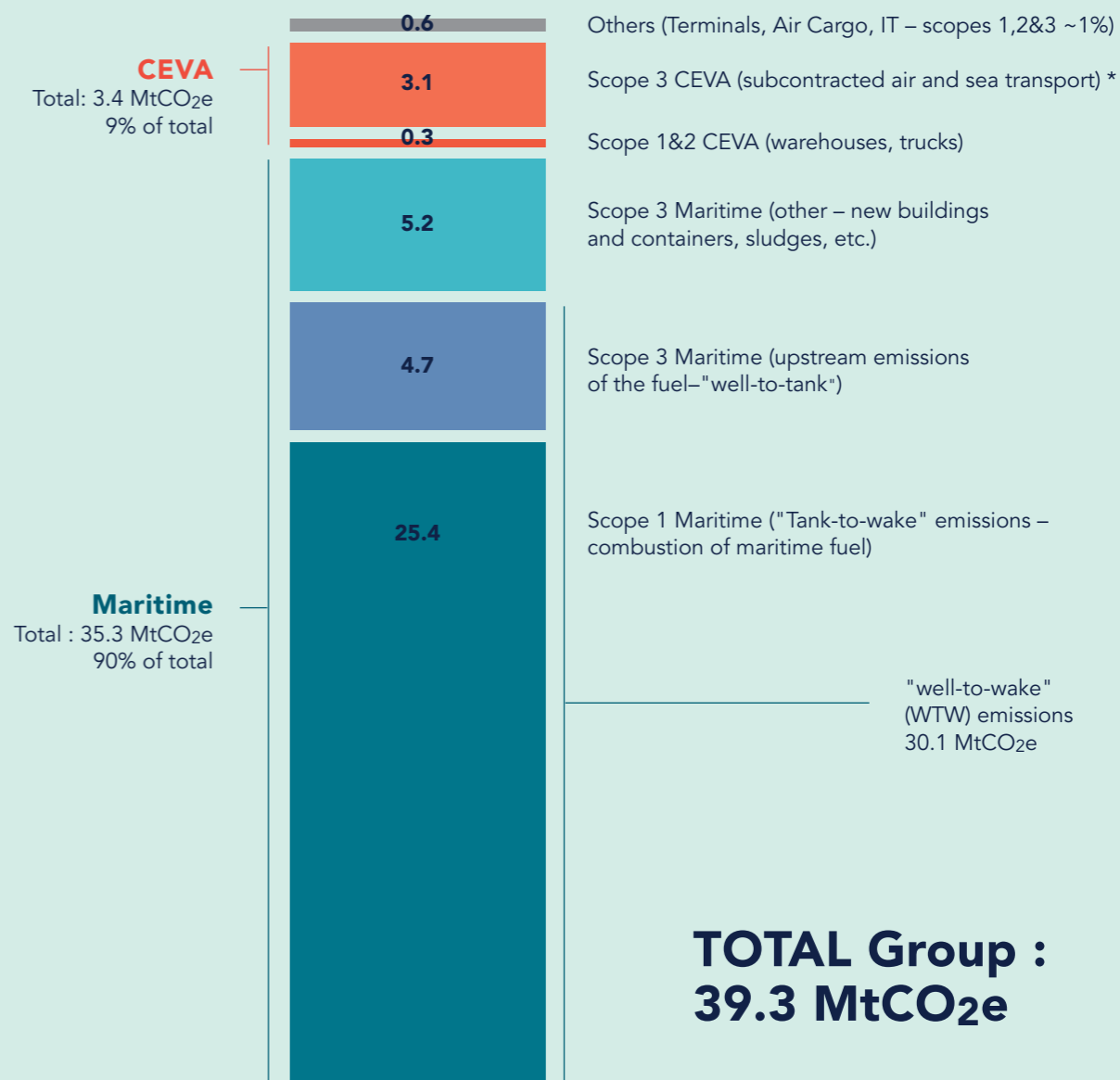
The Group also participates in the working group launched by the Science-Based Targets initiative (SBTi\*\*\*) to develop sector-based trajectories for the maritime sector, which brings together several maritime companies.

In addition, the Group is a member of the Smart Freight Centre (SFC) and the Clean Cargo Working Group (CCWG), which establish additional rules and recommendations for reporting on logistics and maritime transport activities. CMA CGM is also a contributor to the working groups tasked with defining climate reporting frameworks by the Smart Freight Centre for freight transport and by the Federation of European Private Port Operators (FEPORT) for port terminals.

\*These data are based on averages by type of transport carried out by the Global Logistics Emissions Council (GLEC), with the exception of maritime transport, for which the Group's operational data have been used (GLEC is a working group of the Smart Freight Center responsible for defining a harmonised calculation methodology in the transport and logistics sector).

\*\*CO<sub>2</sub> equivalent

\*\*\*SBTi standard: CO<sub>2</sub> eq. Scope 1 emissions + upstream emissions from fuel consumption.



#### Scope 1 : direct emissions from combustion of fuel

>96% of our scope 1 emissions come from maritime fuel

#### Scope 2 : emissions of purchased heat and electricity

#### Scope 3 : indirect emissions associated to the Group activities (34% of the total)

- upstream emission of the fuel ("well-to-tank")
- subcontracted transport
- new buildings and containers
- business travels and commuting
- IT
- wastes
- etc.

\*These emissions exclude transport subcontracted to CMA CGM, which is already included in Scope 1 Maritime

# Analysis of our CO<sub>2</sub> emissions

## CMA CGM'S CO<sub>2</sub> EMISSIONS FROM MARITIME ACTIVITIES

In 2022, CMA CGM's vessel fleet emitted 30.1 million tonnes of CO<sub>2</sub>e (WTW), a reduction of 460kt of CO<sub>2</sub>e and of 1.5% compared with 2021. The optimisation of operations and ships, the "decongestion" of ports worldwide and CMA CGM Group's purchase of over 60,000 tonnes of biofuels (biodiesel) enabled it to reduce WTW emissions from its maritime activities. At the same time, operational performance on a TTW basis improved slightly, from 54g CO<sub>2</sub>e/TEU-km in 2021 to 52 in 2022. Taking into account upstream fuel emissions (WTW), this operational performance also improved by almost 4%, falling from 64g CO<sub>2</sub>e/TEU-km in 2021 to 61.4 in 2022, in particular due to the purchase of biofuels and the new LNG vessels that began service in 2022.

## CEVA LOGISTICS' CO<sub>2</sub> EMISSIONS

Since 2020, CEVA Logistics has measured the energy consumption of its warehouses and its own truck fleet, and has improved its reporting. In 2022, Scope 1 and 2 CO<sub>2</sub> emissions totalled 93 ktonnes CO<sub>2</sub> eq for its warehouses and 189 ktonnes CO<sub>2</sub> eq for its truck fleet.

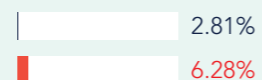
In addition, starting this year, CEVA Logistics has calculated its Scope 3 emissions from subcontracted sea and air transport. These account for the majority of CEVA's direct and indirect emissions and total 3,296 ktonnes CO<sub>2</sub> eq.



- 2021
- 2022
- > Objectives

### Maritime Activity

Share of alternative fuels in the energy mix of maritime activities\* √



Number of dual-fuel\*\* ships

- 23
- 32

> By 2026, the Group will have 95 dual-fuel vessels.

Rated capacity of dual-fuel ships

- 335,656 TEU
- 468,000 TEU

### CEVA Logistics

Scope 3 emissions CO<sub>2</sub> in millions tonnes\*\*\*

- 3.296

CO<sub>2</sub> emissions from warehouse energy consumption in ktonnes

- 94.3
- 92.9

CO<sub>2</sub> emissions from fuel consumption of the truck fleet in ktonnes

- 179
- 189

\*The quantities of biomethane in origin guarantee's not bunkered in ships represent 7.2% of alternative fuels.

\*\*E-methane and E-methanol ready

\*\*\*This figure includes part of maritime transport subcontracted to CMA CGM, representing 206kt



## Fund for Energies: €1.5 billion for the energy transition

In September 2022, Rodolphe Saadé announced the creation of the Fund for Energies with a USD 1.5 billion budget over 5 years to accelerate the Group's energy transition towards its 2050 Net Zero target. The CMA CGM Fund for Energies invests in the industrial production of new energies and in low-emission mobility solutions for all the Group's activities: maritime, inland and air transport, port and logistics activities, and offices. It is endowed with significant financial resources to accelerate the Group's energy transition in all its components.



Rodolphe Saadé, Chairman and CEO of CMA CGM Group, stated:

*"This Fund will enable us to make significant investments in innovative projects in order to decarbonise our activities. We are equipping ourselves to accelerate our energy transition and that of the entire transport and logistics industry."*

This new cross-functional and independent business unit, attached to the Assets and Operations Department, covers all of the Group's divisions. This structure is supported by a dedicated governance and investment committee.

The fund is structured on the basis of four priorities and the CSR department monitors the 4<sup>th</sup> pillar.

### PILLAR 1: Supporting the development and production of renewable energies

The Fund is intended to accelerate the emergence of industrial production units for alternative fuels (biodiesel, biomethane, e-methane, decarbonatedmethanol, etc.) by developing partnerships but also co-investments in production units.

### 2<sup>ND</sup> PILLAR: Accelerating the decarbonisation of port terminals, warehouses and land vehicle fleets

The Group operates warehouses, depots and terminals and aims to make them energy self-sufficient through the production of low-carbon energy: wind, solar, biomass and hydrogen by 2025.

### 3<sup>RD</sup> PILLAR: Supporting, testing and launching projects at the cutting edge of innovation

CMA CGM is involved in the development of projects, prototypes and experiments. In particular, the development team is working to optimise the design and propulsion of large container ships to reduce their energy consumption.

### 4<sup>TH</sup> PILLAR: Reducing fuel consumption and increasing the energy efficiency of the working methods and mobility of CMA CGM Group employees

The energy management plan for the office building fleet will reduce consumption through investments in insulation, automation and energy upgrades. It will also diversify the energy mix. CMA CGM encourages its employees to use soft mobility.

## Projects initiated by the Energy Fund in 2022

### TITAN PROJECT

#PILLAR 1  
Production of liquefied biomethane

CMA CGM is partnering with Titan, an independent supplier of LNG and liquefied low carbon gas, to build the world's largest biomethane liquefaction plant and produce low-emission marine fuel.



### SALAMANDRE PROJECT

#PILLAR 1  
Production of second generation biomethane

CMA CGM and ENGIE are jointly investing in the first industrial and commercial unit that will produce biomethane from solid biomass waste, the so-called second generation for the shipping industry.



### NEOLINE PROJECT

#PILLAR 3  
Exploring wind propulsion

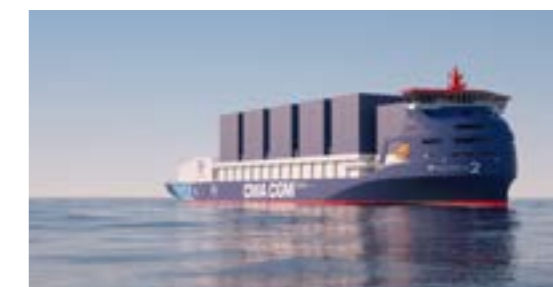
CMA CGM is contributing to the construction of the first wind propulsion cargo ship: the Neoliner, on which work began in January 2023, and which is expected to enter into service in 2025 between the Atlantic coasts of Europe and North America.



### ENERGY OBSERVER PROJECT 2

#PILLAR 3  
Exploring hydrogen propulsion

CMA CGM and Energy Observer are working together on the development of a liquid hydrogen powered container ship dedicated to the CMA CGM group's short lines.



### EARTHWAKE PROJECT

#PILLAR 2  
Development of a fuel produced from recycled plastic waste

CMA CGM supports the start-up Earthwake and its Chrysalis system for converting plastic waste into low-carbon fuel. Tests are underway to enable the use of a mixture in our port handling equipment.



## 4<sup>th</sup> pillar of the Fund for Energies

### EGREEN: REDUCING THE DIGITAL CARBON FOOTPRINT AND HELPING TO DECARBONISE THE GROUP



In March 2022, CMA CGM launched the eGreen programme with two objectives:

- Reducing the Group's digital carbon footprint by making its IT systems and tools more environmentally friendly (Green IT).
- Helping the Group decarbonise its businesses by up to 15% using information technology and digital solutions (IT for Green).

This multi-year programme involves all the Group's subsidiaries. The first 10 initiatives launched in 2022 cover issues such as:

- defining the strategy and roadmap for 2023-2025;
- raising employee awareness of responsible digital use by adopting a charter of good practices;
- extending the life cycle of IT equipment;
- adding a "digitally responsible" decision-making criterion for IT projects.

### ENERGY USE REDUCTION PLAN

CMA CGM Group has set up an energy use reduction, energy efficiency and mobility plan to reduce the energy consumption of its offices in France and internationally by 10% by 2 years. This plan also includes an employee awareness-raising and training component focusing on eco-actions that can be applied on a day-to-day basis.

To achieve this objective, the Group has adopted an action plan with four priorities:

<p><b>Reduce energy consumption in buildings</b></p> <ul style="list-style-type: none"> <li>Reduce heating and air conditioning temperatures</li> <li>Expand the use of LED equipment</li> <li>Reduce water consumption</li> <li>Strengthen the waste collection program</li> </ul>	<p><b>Promote soft mobility solutions</b></p> <ul style="list-style-type: none"> <li>Encourage the use of bicycles</li> <li>Favour the train for short journeys</li> <li>Encourage carpooling</li> <li>Promote eco-driving</li> <li>Renew the car fleet towards electric/hybrid vehicles</li> </ul>	<p><b>Optimize digital uses</b></p> <ul style="list-style-type: none"> <li>Reduce energy consumption in data centers</li> <li>Delay renewal of current equipment and replace the very high-consuming ones</li> <li>Turn off equipment when not in use</li> </ul>	<p><b>Mobilize together</b></p> <ul style="list-style-type: none"> <li>Apply eco-gestures with My Daily Impact</li> <li>Learn more on the Climate School</li> <li>Sign up for EcoWatt alerts to react in times of energy tension</li> </ul>
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In 2022, CEVA Logistics also launched a worldwide energy efficiency plan that aims to strengthen actions to achieve the goal of reducing energy consumption by 20% per sqm by 2025. It focuses on preventing the risk of business interruption in the event of power cuts, energy use reduction actions, optimisation systems and employee awareness-raising.

## Research and development efforts to decarbonise CMA CGM and the maritime transport industry



Responding to the challenges of climate change and mitigating its risks, anticipating regulations, and helping customers to reduce their CO<sub>2</sub> emissions will require sustained research and development efforts.

Dedicated to the goal of decarbonising by 2050, CMA CGM's new research and development department is leading the Group's technological innovation in a global and cross-functional manner, with respect to both assets and operations. It

designs energy transition solutions across the entire supply chain: vessels, terminals, operations and pre- or post-shipment inland carriage.

Its roadmap is implemented by 40 employees: naval engineers, engine specialists, energy specialists, data scientists, terminal experts, etc. The projects also involve CMA CGM's strategic industrial and academic partners, as well as start-ups hosted by the Group's incubator, ZEBOX.

The research and development work on decarbonisation focuses on five priorities:

#### 01. New energies and new ship concepts

- Qualification of production processes for less emissive fuels such as bio/e-methane, bio/e-methanol, or biofuel. Research on alternative fuels in the medium and long term.
- Studying the conversion of existing ship engines to use alternative fuels.
- Vessel designs incorporating multiple propulsion technologies.
- Providing support for the study of sail propulsion solutions carried out by the Marseille start-up Syroco, incubated by ZEBOX.

#### 02. Decarbonisation technologies

- Fortifying technical decarbonisation tools and adapting solutions to large container ships.
- Developing breakthrough technologies that increase energy efficiency and reduce fuel consumption and emissions of vessels.
- Carbon capture from exhaust gases to reduce greenhouse gas emissions.

#### 03. Optimisation of vessel fleet operations

- Developing algorithms using artificial intelligence for carbon optimisation of the global ship network, at all levels: fleet planning, ship routing, load optimisation, etc.

#### 04. Decarbonisation of terminals

- Optimising terminal operations using IoT and data analysis ("Smart Terminal" project).
- Reducing the GHG emissions of all our terminals applying low-carbon energy supply solutions and an equipment renewal plan integrating energy efficient solutions ("Green Terminal" project).

In connection with this project, CMA CGM conducted an energy audit of its terminals and depots. This comprehensive assessment served as the basis for the decarbonisation roadmap, which takes into account the geographical, energy and economic specificities of the various terminals and on-shore depots.

#### 05. Risk analysis

- Regular mapping of short- and long-term energy transition risks in terms of assets, fuels, regulation, trade due to the complexity and cost of implementing low-emission technologies, access to low-emission fuels, potential speed reduction, increased indirect costs due to the integration of the maritime sector into carbon quota systems, etc.
- development of a simulation tool for decarbonisation scenarios.

## International coalition for tomorrow's energies



In 2020, Rodolphe Saadé created an international coalition to develop the energies of tomorrow for transport and logistics. This coalition aims to increase and pool investments to reduce the carbon footprint of transport and logistics across the value chain.

The objective is to promote the use of new energies, strengthen R&D in the transport sector and promote cross-sector cooperation to determine future CO<sub>2</sub> reduction standards.

The 18-member team is assisted by 100 energy transition experts. They studied a number of new topics in 2022, including accelerating the electrification of last-mile delivery and developing e-fuel production synergies.

**The coalition is conducting 12 concrete projects to accelerate the energy transition for all modes of transport. Publications, studies and projects launched in 2022 include:**

- **accelerating** the use of hydrogen trucks in European corridors;
- zero-emission **solutions** by deploying shipboard carbon capture;
- a life cycle **analysis** of e-fuels for maritime transport, such as green ammonia, hydrogen, e-methanol and e-methane, in order to determine the full environmental impact based on actual operational data;
- **converting** port terminals into green hubs, connecting them and accelerating intermodal shift to barge and rail transport, in partnership with the French Maritime Cluster;
- **assessing** the potential for using 100% Sustainable Aviation Fuel (SAF);
- **contribution** to the methodological work of the Global Logistics Emissions Council (GLEC) in conjunction with the Smart Freight Centre, an international non-profit organisation that aims to reduce greenhouse gas emissions from freight transport.

## INTERNAL CARBON PRICE

An internal carbon price is a tool that enables companies to factor the costs of greenhouse gas emissions into their business or investment decisions.

For a family-owned group like CMA CGM, which is firmly focused on the long term, adopting an internal carbon price was a natural step to managing climate change risks and achieving our sustainability objectives.

A dedicated cross-business line committee worked in 2022 on the scope and value of carbon pricing within CMA CGM, based on an analysis of the Group's emissions and best practices in the area.

As a result, the Group decided to incorporate an internal carbon price into our key business and investment decisions, in order to direct our efforts towards cleaner and more sustainable energy.

## Involvement in Green Shipping Corridors

A Green Shipping Corridor is a maritime route between two ports where all maritime transport operations are low or zero carbon. It offers the opportunity to accelerate progress towards decarbonising the maritime sector through the voluntary and collaborative participation of all stakeholders in the value chain: ports, terminals, carriers, shippers, energy providers, institutions. It also aims to encourage the emergence of new business models, business opportunities and socio-economic benefits, while reducing the impact of maritime transport on climate change and improving air quality. These green corridors are the result of the signature of the *Clydebank Declaration for Green Shipping Corridors* at the COP26 in 2021. Twenty-four States, including France, Japan, Singapore and the United States, committed to establishing six maritime green corridors by 2025.

For example, the Group participates in the Shanghai-Los Angeles green corridor project that was launched by the ports of Los Angeles and Shanghai and the C40 Cities Climate Leadership Group. The project aims to promote by 2030:

the gradual introduction of ships using low-, ultra-low and zero-carbon fuels;

the development of best management practices to help reduce emissions and improve efficiency of all ships using this corridor;

the reduction of emissions from port operations, in particular through electrification;

improved air quality in the ports of Shanghai and Los Angeles and adjacent communities.

The Group is also a partner in the initiative between the Maritime and Port Authority of Singapore and the Port Authority of Rotterdam to establish the longest green and digital corridor. This will encourage low-or zero-carbon shipping between the two ports. Other projects involving the Group are also under consideration.

## EXAMPLES OF PARTICIPATION IN SECTORAL INITIATIVES

CEVA is a member of the Sustainable Air Freight Alliance (SAFA), a collaborative initiative including maritime transport, air cargo and freight forwarding companies that are committed to measuring and reducing their CO<sub>2</sub> emissions and that advocate responsible transport.

CEVA has also joined United Airlines' Eco-Skies Alliance, a programme that brings together leading global companies that work with the airline to achieve more sustainable aviation.

## 1<sup>st</sup> decarbonisation lever: optimisation of the fleet and infrastructure

### CMA CGM: EVOLUTION OF THE MARITIME FLEET

The Group has undertaken numerous actions to reduce its fuel consumption and therefore its GHG emissions: monitoring consumption, renewing its fleet, modifications (retrofits), such as technical improvements in propulsion, hydrodynamics, aerodynamics (installation of wind deflectors), scrubbers and cold ironing\*.



"The CMA CGM Marco Polo is equipped with a new wind deflector installed on its bow. This new equipment improves the ship's aerodynamics and should reduce fuel consumption by 2%."

#### - Ship orders to diversify and decarbonise the energy mix

By 2026, 77 "e-methane ready" ships, with a capacity between 2,000 and 23,000 TEU, will be added to the Group's fleet. Along with 18 methanol-powered vessels, they will diversify the energy mix of the CMA CGM fleet.

#### - An optimised and regularly renewed owned fleet

CMA CGM has a department tasked with optimising the design and propulsion of new ships ordered.

In order to have a young fleet, the Group has a regular fleet renewal policy.

#### - Less CO<sub>2</sub> thanks to state-of-the-art ships

The Group continuously improves the performance of its own fleet to generate fuel savings and reduce its carbon impact. Innovations optimise the hydrodynamics

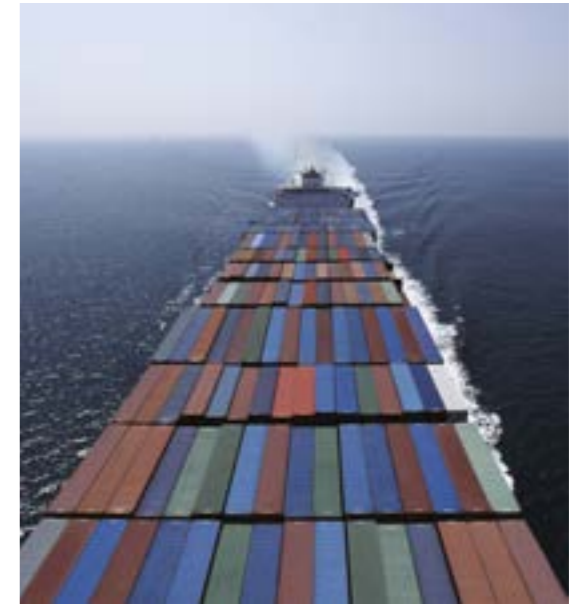
and aerodynamics of ships at the speeds at which they travel: **modification of bow bulbs and propellers, water flow straightening nozzles installed upstream of the propeller, wind deflectors installed on the foreward casing, etc.** When the CO<sub>2</sub> gains have been confirmed, these optimisations are extended to a larger number of vessels, added either from the design stage or during regular dry-dock maintenance operations.

In addition, the Group is constantly on the lookout for new technical solutions: disruptive hull designs, state-of-the-art aerodynamic superstructures, and e-fuel ready engines. All these innovations make it possible to exceed International Maritime Organization (IMO) criteria, in particular the Energy Efficiency Design Index (EEDI) for new ships.

\*Cold ironing is the technology that enables ships to be connected to shore power

### NEOLINE

The Group has also acquired a stake in NEOLINE, a project for a cargo ship using wind power for primary propulsion and designed for transatlantic routes. NEOLINE has chosen to use wind propulsion, but also relies on innovative and industrially mature technologies that ensure performance and flexibility of use. This mode of propulsion, combined with a reduction in the operating speed to 11 knots, halves the energy required to travel one nautical mile. The NEOLINE pilot line, which is open to all shippers, will offer a tailor-made 265 TEU service between the Atlantic coasts of Europe and the United States, with service to the archipelago of Saint-Pierre & Miquelon. Construction will begin in early 2023 and the ship should be commissioned in the first half of 2025.



### TERMINALS, WAREHOUSES AND DEPOTS: DECARBONISATION OF ENERGY

#### CMA CGM

CMA CGM operate a network of over 50 terminals worldwide with a wide variety of operations and equipment, but generally in a sensitive urban context. This gives us a dual responsibility, both in terms of innovation to be able to support the development of a whole range of decarbonised port equipment, and to develop our own green and decarbonised energy resources in our terminals, in order to accelerate and better control the time frame of our decarbonisation roadmap. This twofold challenge has been the guiding principle of our actions since 2022 and we will begin an ambitious action plan for a dozen priority terminals in 2023.

Various actions have been undertaken in the terminals and depots to reduce their environmental impact: photovoltaic panels if the site permits, hybrid handling equipment, reduced fuel consumption, supply of biodiesel, LED lighting, etc.

#### Decarbonisation of terminals roadmap

The Group has set up a roadmap to decarbonise terminals. An initial assessment of energy consumption and equipment was carried out. Based on this assessment, different scenarios were developed for the terminals identified as priorities. Tests are underway on the new technologies and equipment available in order to determine the best solutions to be deployed at all sites. Research and development in decarbonisation in the sector is still ongoing, and the Group is on the lookout for emerging solutions.

#### A variety of decarbonisation actions have been carried out on our sites. Below are some examples:

- At the Los Angeles terminal (FMS terminal), an experiment of hydrogen-powered container handling equipment is underway.
- Malta Freeport Terminal has installed over 25,000 sqm of photovoltaic surface: panels on the roofs of its buildings, solar car parks, solar bus shelters and electric car charging stations. This project, which is exemplary in its scale and diversity, saves more than 2,000 tonnes of CO<sub>2</sub> per year.

**CEVA LOGISTICS**

A plan to green our warehouse portfolio, based on a close cooperation with building owners and customers, is being implemented. Criteria have been added to our property and procurement policy in order to take into account : environmental standards certification of buildings (HQE, BREEAM, etc.), LED lighting, photovoltaic panels and systems for optimising and monitoring energy consumption. In 2022, CEVA Logistics opened a new warehouse in Bogota, Colombia, equipped with the latest technology : it is particularly efficient in terms of energy and, therefore, GHG emissions. This 15,000 sqm warehouse is optimised for recycling operations, covered with solar panels, and has been coated with photocatalytic paint, destroying certain organic compounds and pollutants. This site has been awarded the EDGE (Excellence in Design for Greater Efficiencies) certification. Photovoltaic panels have also been installed on the roofs of our warehouses in Malaysia, the United Arab Emirates and Peru and it will continue over the next few years.

If the installation of photovoltaic panels is not possible, new electricity contracts are converted into green electricity contracts (low-carbon energy).

Also by 2023, all warehouses (excluding GEFCO/Ingram CLS) will be equipped with LED lighting systems, thus reducing electricity consumption by 20%. In terms of renewable electricity, CEVA Logistics' ambition is to cover its total electricity consumption worldwide by 2025 using electricity from renewable or low-carbon sources, in particular photovoltaic systems and green energy supply contracts. Another example is the deployment of electric versus gas handling equipment, which result in drastic reduction in fossil fuel consumption and CO<sub>2</sub> emissions.



*"In 2022, CEVA Logistics continued its path towards decarbonisation: we have increased by 30% our surface of photovoltaic panels and 75% of the surface of our warehouses is now covered by LED lighting. In 2022, we also adopted an ambitious investment plan to acquire electric vehicles, which will be deployed in the short and medium term. Finally, we have continued to work with our suppliers in order to offer an always broader range of low-carbon alternatives to our customers."*

**FRIEDBERG MATTHIEU,**  
Chief Executive Officer CEVA Logistics

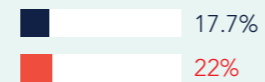
**COLIS PRIVÉ**

Colis Privé obtained its first ISO 50001 certification in 2022. This certification confirms Colis Privé's commitment to managing and reducing its energy consumption in its buildings, IT and transport. This commitment is reflected by its actions to monitor consumption and increase the reliability of measurements, as well as its actions to reduce energy consumption (relamping, alternative parcel distribution and delivery solutions, employee awareness, energy efficiency of company vehicles, etc.).

- 2021
- 2022
- > Objectives

**CEVA Logistics warehouses**

**Share of low-carbon electricity in warehouses**



> 100% in 2025

**Surface area of sites equipped with photovoltaic panels in m<sup>2</sup>**



> 1,8 millions m<sup>2</sup> in 2025

**Percentage of warehouse floor area covered by LEDs**



> 100% in 2023\*

\*Excluding GEFCO and Colis Privé

**CEVA LOGISTICS: EVOLUTION OF THE FLEET AND OF THE INFRASTRUCTURE**

**ROAD TRANSPORT**

To decarbonise the road transport it operates or subcontracts, CEVA Logistics relies heavily on technology and contributes to the evolution of infrastructures. Colis Privé and GEFCO, which joined the Group in 2022, participate to CEVA Logistics' road transport decarbonisation plan.

To maintain an efficient fleet, CEVA Logistics chooses recent models when renewing equipment, and encourages its subcontractors to do the same. Its subsidiary, GEFCO has converted its entire fleet of long-haul car carriers to the Euro VI standard\*, which imposes emission limit values for nitrogen oxides (NO<sub>x</sub>), carbon monoxide (CO), hydrocarbons (HC) and particulates.

This year, an ambitious investment plan for electric trucks was adopted. The Group is currently operating 40 electric trucks and vans and the goal is to have

a fleet of 1,000 electric vehicles by 2025. To achieve this goal, the Group meets regularly with car manufacturers to learn about current innovations and secure future supplies. Together with its customers and subcontractors, it studies the feasibility of projects, their costs and their environmental benefits: mileage and range, available charging stations, CO<sub>2</sub> performance of local electricity, etc.

**CEVA Logistics has launched pioneering initiatives on several continents:**

- seven electric trucks in Brazil;
- several electric vans and a low-emission vehicle project in Thailand;
- a successful trial of electric trucks in the United States which will lead to an order for around 50 vehicles in 2023;
- three electric vans and electric truck trials in the United Kingdom;
- an electric truck distribution test in France.

**CMA CGM AIR CARGO: AIRCRAFT PERFORMANCE**



*"By investing in the most modern and efficient aircraft, by equipping itself with the most advanced flight optimisation systems, by supporting the production of sustainable fuels, and by partnering with aircraft and engine manufacturers to advance innovation in synthetic fuels, CMA CGM Air Cargo aims at making an active contribution to the energy transition of the air freight industry. "*

**LATHELIZE GUILLAUME,**  
Executive Vice President

The Group has acquired the latest generation of aircraft: 4 Boeing B777Fs have been ordered and two are already flying since June 2022. 4 Airbus A350Fs, the most economical aircraft on the market, have also been ordered and will join the fleet from 2025. These planes have the best environmental performance in the freight sector, particularly in terms of CO<sub>2</sub> emissions.

In addition, CMA CGM has signed a strategic air freight partnership agreement with Air France-KLM. This commercial partnership will enable the two groups to pool their networks and aircraft capacities in order to optimise aircraft loading and increase efficiency.

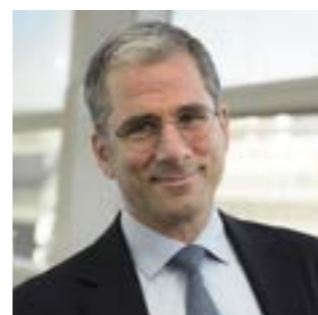
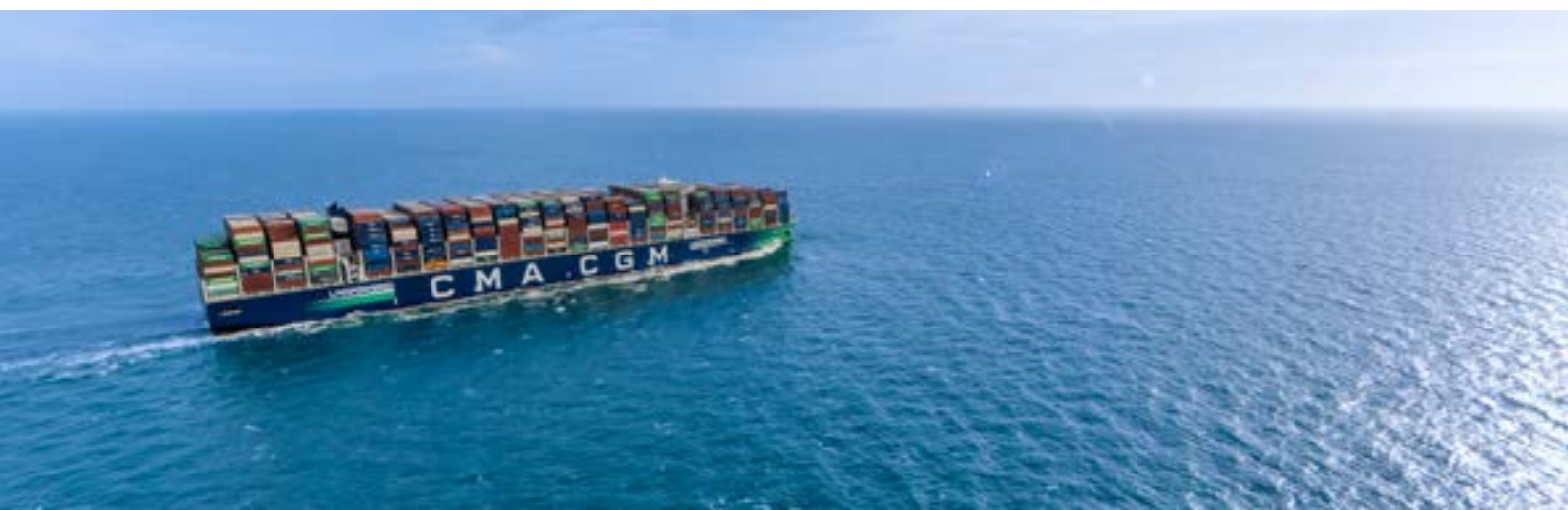


\*The Euro standard was introduced by the European Union in 1988 for heavy-duty vehicles (Euro 0 to VI standard), in order to reduce pollutant emissions from road transport. It sets increasingly stringent standards for manufacturers, which are required to put lower polluting vehicles on the market. For example, all new vehicles must now comply with the Euro VI standard.

## 2<sup>nd</sup> decarbonisation lever: fuels for tomorrow

Fuel and description	Overview	GHG reduction potential (relative to conventional fuel)	Maturity	Partnerships
<b>Liquefied Natural Gas (LNG)</b>				
<p><b>Methane (CH4) of fossil origin.</b></p>	<p>Benefit for public health and air quality protection. This solution reduces SOx emissions by 99%, NOx emissions by 92% and fine particles (FPs) by 91%.</p> <p>Mature technology ready for use in the fleet of LNG vessels, developed transport and available distribution infrastructure. High energy density.</p> <p>Technology that meets industry safety standards.</p> <p>A fossil fuel and thus only one stage in the energy transition.</p> <p>Ongoing development and studies with partners to minimise methane emissions along the LNG value chain.</p>	<p><b>Up to -20%</b></p>	<p><b>Solution in use since 2020</b>, transition initiated to biomethane, synthetic methane and e-methane</p>	<p>Several partnerships with LNG suppliers such as TotalEnergies and Shell have made it possible to set up LNG supplies as marine fuel in several major ports such as Rotterdam, Marseille and Singapore. As the leading LNG bunkering hub in France for maritime transport, Marseille's goal is to serve the entire Mediterranean and southern Europe.</p> <p>In 2022, the CMA CGM Symi was the first container ship to be bunkered in China via a ship-to-ship operation in the port of Shanghai.</p>
<b>Liquefied biomethane (LBG)</b>				
<p><b>Biomethane (CH4)</b> is a renewable gas produced from biomass such as bio-waste or agricultural waste via the biological process of anaerobic digestion. CMA CGM has chosen to source only biomethane produced from waste and residue to avoid negative externalities.</p>	<p>Compound identical to natural gas but of renewable origin, that permits using the same vessels and infrastructure as LNG.</p> <p>Technology that meets industry safety standards, mature and ready to use for the existing gas fleet. High energy density.</p> <p>Circular economy through recovering biomass waste and returning carbon and nutrients to the soil.</p> <p>CMA CGM is working with its partners on scaling up this solution, which is a major challenge, and on the associated regulations. Under the REPowerEU Plan, Europe aims to increase biomethane production tenfold by 2030, thus supporting the development of this fuel.</p>	<p><b>At least -67%</b></p>	<p><b>Solution currently in use (since 2021)</b>, and numerous projects are underway to develop it over the long term (coming months and years)</p>	<p>CMA CGM and Shell completed the first biomethane bunkering operation in December 2021 in Rotterdam and the Group has decided to support the production of 42,000 tonnes of biomethane between 2020 and 2022.</p> <p>CMA-CGM, EveRé, Elengy and TotalEnergies are carrying out a circular economy project at the Marseille Maritime Port to recover landfill gas from waste in the Marseille area and reuse it as fuel.</p> <p>CMA CGM has invested in the French company Wage Energy, which produces biomethane from landfill gas.</p> <p>CMA CGM is developing a biomethane production and liquefaction project with TITAN (a producer of liquefied biomethane in the Netherlands) to supply 7 LNG ships with biomethane.</p>
<b>Liquefied synthetic methane</b>				
<p><b>Methane (CH4)</b>, a renewable gas produced from dry industrial waste (wood, straw, cardboard, pallets, Tetra Pak<sup>®</sup>bricks, etc.) heated to high temperature (gasification).</p>	<p>Compound identical to natural gas but of renewable origin, that permits using the same vessels and infrastructure as LNG.</p> <p>Mature technology ready for use in the existing fleet of gas vessels, developed and available transport and distribution infrastructure (use of existing gas network).</p> <p>Technology that meets industry safety standards. High energy density.</p> <p>Scaling up this solution, as well as the competition for access to low-carbon hydrogen and CO<sub>2</sub> capture projects (competition with other uses), are major challenges on which CMA CGM is working with its partners and on the associated regulations.</p>	<p><b>Approximately -75%.</b></p>	<p><b>A solution for which projects will be operational by 2025-2026.</b></p>	<p>In July 2022, CMA CGM announced that it was co-investing with ENGIE in the Salamandre project in Le Havre, which will produce 11,000 tonnes of synthetic methane per year starting in 2026. It will be the first outgrowth of the partnership between ENGIE and CMA CGM, which aims to produce 200,000 tonnes of synthetic methane and low-carbon e-methane by 2030.</p>
<b>Liquefied e-methane</b>				
<p><b>Methane (CH4)</b>, a renewable gas produced from low-carbon hydrogen and captured CO<sub>2</sub>.</p>	<p>Compound identical to natural gas but of renewable origin, that permits using the same vessels and infrastructure as LNG.</p> <p>Mature technology ready for use in the existing fleet of gas vessels, developed and available transport and distribution infrastructure (use of existing gas network).</p> <p>Technology that meets industry safety standards. High energy density.</p> <p>Scaling up this solution, as well as the competition for access to low-carbon hydrogen and CO<sub>2</sub> capture projects (competition with other uses), are major challenges on which CMA CGM is working with its partners and on the associated regulations.</p>	<p><b>Approximately -85%.</b></p>	<p><b>Solution available in 2025</b> with many projects under development in the coming years.</p>	<p>CMA CGM is a partner in the Jupiter 1000 project in Fos-sur-Mer. This demonstrator coordinated by GRT Gaz will store renewable electricity as low-carbon hydrogen, then convert it into e-methane, using industrial CO<sub>2</sub> captured from the flue gases of a nearby facility.</p> <p>CMA CGM is also developing a partnership with ENGIE for this solution.</p>

Fuel and description	Overview	GHG reduction potential (relative to conventional fuel)	Maturity	Partnerships
<p><b>Biofuels: biodiesel/SAF</b></p> <p><b>Second-generation biofuels</b> produced from biomass waste and residues (e.g. used cooking oil). Fuel can be used for inland transport and aviation (SAF)</p>	<p>Solution available and usable immediately for maritime, aviation and land.</p> <p>Technology that meets industry safety standards. Circular economy through the treatment of biomass waste. Ease of operation and use due to its physical characteristics: liquid at room temperature like other currently used fuels.</p> <p>CMA CGM is working with its partners on scaling up this solution, its limited availability and the competition between the transport sectors (aviation, inland and maritime), which are major challenges, and on the associated regulations.</p> <p>Choice to use only second-generation biofuels or equivalent fuels.</p>	<p>Approximately -85%.</p>	<p><b>Solution currently in use (since 2020)</b>, and numerous projects are underway to develop and promote it in the coming months and years.</p>	<p>The coalition is working to develop processes from biomass waste to produce marine fuel oils while limiting competition for use.</p> <p>Inland transport: CMA CGM is working with its suppliers to diversify its fuel sources and include biodiesel.</p>
<p><b>Bio/e-methanol</b></p> <p><b>Methanol (CH3OH)</b> from biomass waste (biomethanol) or low-carbon hydrogen (e-methanol)</p>	<p>Technology that meets industry safety standards, mature and ready to use.</p> <p>Ease of operation and use due to its physical characteristics: liquid at room temperature like other currently used fuels.</p> <p>Circular economy through the revalorization of biomass or industrial waste.</p> <p>CMA CGM is working with its partners on scaling up this solution, as well as the competition for access to low-carbon hydrogen and CO<sub>2</sub> capture projects (competition with other uses), which are major challenges, and on the associated regulations.</p>	<p>Approximately -80%.</p>	<p><b>Solutions and projects available starting in 2025-2026</b>, programmes and partnerships under development for the coming years</p>	<p>18 methanol vessels ordered, first deliveries expected in 2026.</p> <p>CMA CGM has expanded discussions with its suppliers on large-scale industrial projects with the aim of securing the production of biomethanol and synthetic methanol generated using renewable electricity (or e-methanol).</p>
<p><b>Liquid hydrogen</b></p> <p><b>Liquefied hydrogen (H2)</b> produced using renewable electricity.</p>	<p>No carbon atoms, so no CO<sub>2</sub> emissions when burned.</p> <p>Potential solution for small ships and short distances.</p> <p>Supply chain management still faces operational and operability constraints in order to meet industry safety standards. The physical characteristics of H2 (liquefaction at -253°C and its low energy density) make its operability and use quite complex and create technical obstacles (significant loss of cargo volume).</p> <p>Its current limited availability, high cost and lack of transport and bunkering infrastructure create issues to be resolved that CMA CGM is working on.</p>	<p>Reduction potential under study</p>	<p><b>Long-term solution (on certain maritime routes)</b>, R&amp;D studies and investments in progress</p>	<p>CMA CGM is a contributor to the Hy24 hydrogen investment fund, along with many other major industrial groups and banks. This fund focuses on scaling up proven hydrogen technologies to advance decarbonisation.</p> <p>Two years ago, CMA CGM joined the Energy Observer, an initiative that explores concrete solutions to accelerate the energy transition. They are currently working on the Energy Observer 2 project that will create and test a prototype liquid hydrogen-powered container ship for use on regional lines.</p>
<p><b>Liquid ammonia</b></p> <p><b>Liquefied ammonia (NH3)</b> produced from hydrogen and nitrogen</p>	<p>No carbon atoms, so no CO<sub>2</sub> emissions when burned. However, potential emissions of N<sub>2</sub>O (a greenhouse gas with a warming effect 298 times greater than CO<sub>2</sub>) and NO<sub>x</sub> (pollutants).</p> <p>Safety constraints (human health and environment) in storage, bunkering and use. Low density, therefore important loss of cargo volume.</p> <p>Ammonia technology not yet ready and limited available for ammonia produced in a renewable way.</p>	<p>Reduction potential under study</p>	<p><b>Long-term solution, R&amp;D studies and investments in progress</b></p>	<p>R&amp;D studies underway to analyse the potential of ammonia and technical issues. Participation in the project led by ITOCHU Corporation (Japanese consortium) to collaborate with 34 companies and organisations on the use of ammonia as an alternative marine fuel. These discussions are a step towards advancing an integrated project to develop vessels that use ammonia-based fuels and to establish a global ammonia supply chain.</p>



*"The development of renewable fuels is a major strategic focus for the Group, requiring new forms of partnership with energy and industry players. These new fuels will be key to meeting our decarbonisation objectives, to comply with future environmental regulations and to meet our customers' demands. CMA CGM, with its partners, has an essential role to play in accelerating the scaling up of these productions. We are also committed to supporting the best projects and to making a long-term commitment to developing renewable fuel supply chains for our fleet."*

**FARID TRAD,**  
Vice-President bunkering & energy transition

## 3<sup>rd</sup> decarbonisation lever: decarbonisation through optimisation and pursuit of excellence in operations

### CMA CGM MARITIME BUSINESS

Operational excellence is a key lever for reducing the Group's CO<sub>2</sub> emissions. Three Fleet Centres cover all time zones and operate continuously. Their job is to assist ships, to provide them with optimised weather information in real time, and to propose the best route for their journey taking into account weather conditions. They work closely with the Operations Department, which is responsible for optimising the full range of the Group's operations.

The captains of CMA CGM's Fleet Centre are involved in the development of new technologies and functionalities. These tools are made available to captains and officers on board the Group's ships, for example, to help them navigate and make decisions in bad weather, provide assistance in crossing piracy zones and facilitate arrival in congested ports.

In 2022, the Fleet Centres worked to optimise the carbon footprint of ships' journeys by maintaining a constant speed and reducing waiting time on arrival through an "appointment" system at 10 key terminals. Obtaining berth day guarantees enabled ships to slow down by up to 14 days before arrival at the next port, thus generating energy savings and reducing greenhouse gas emissions.

**At the Fleet Centres, an "Energy Efficiency" department has been created to accurately identify the most efficient and responsible ship operating behaviours. In particular, this department focuses on:**

- fuel and additives quality to improve engine performance;
- deploying the best ships on the best trades, based not only on their carrying capacity, but also on their energy performance;
- initial monitoring of a CO<sub>2</sub> budget, coupled with the traditional budgetary exercise for the lines.

**Digital technologies are a powerful tool for addressing several major challenges in maritime transport and logistics and reducing their environmental footprint.**

- CMA CGM has partnered with the start-up Notilo, which was incubated in its ZEBOX incubator. It uses artificial intelligence to inspect ship hulls and improve hydrodynamics.
- The Group has also entered into an innovative five-year partnership with the French National Space Studies Centre (CNES) to work on connected and intelligent routing and port operations.
- All refrigerated containers in the Group's fleet are equipped with energy management software to monitor the temperature of the goods as closely as possible and avoid waste.

### CEVA LOGISTICS: OPTIMISING OPERATIONS WITH SUBCONTRACTORS

In line with its asset-right model, CEVA Logistics subcontracts a major part of its road transport activity. Therefore, CO<sub>2</sub> emissions generated are indirect. However, this activity is one of CEVA's core businesses and we are taking action to reduce its impact. For example, in their responses to invitations to tender, subcontractors are asked to describe the environmental performance of their fleets and their actions to promote sustainable development.

CEVA Logistics works to optimise flows, and thus emissions, using intelligent routing, quantity forecasting and capacity modelling software. In this way, CEVA Logistics contributes to optimising truck loads and reducing the number of deliveries.



## Regulatory issues

CMA CGM supports the government's efforts to accelerate the climate agenda. It is crucial to preserve the sector's ability to streamline international trade by following responsible criteria.

The Group encourages the adoption of ambitious standards, in Europe and worldwide, that will enable the maritime and logistics sector to do their share in the collective effort to reduce greenhouse gases.

As an international player, CMA CGM Group backs global solutions adopted by the IMO, rather than regional solutions, and encourages institutions to adopt approaches based on objectives rather than dictating predefined means.

The energy transition of the maritime sector requires assistance, particularly in terms of R&D. The revenues generated by regulatory obligations should therefore be allocated to decarbonising maritime transport.

In addition, all stakeholders must be mobilised in order to ensure the availability of the necessary quantities of low-emission fuels and their distribution in the dedicated networks.

The Group supports the revision of the IMO's greenhouse gas targets and its alignment with the voluntary Net Zero 2050 target. To comply with these initial short-term measures, CMA CGM set up a programme called "Roadmap 2023-2030". It is supported by a cross-functional team that brings together employees from various departments: energy, chartering, operations, lines, R&D, regulatory, etc. Its members have been working since 2021 on assessing the performance of each vessel and improving or replacing the least efficient vessels, in order to ensure compliance with the regulations to come in 2023.

CMA CGM supports the Green Deal objectives announced by the European Commission. However, the Group is particularly vigilant with respect to the proposed provisions of the "Fit for 55" legislative package. It must be coherent and compatible with a future international framework. It is therefore important to retain the review clauses that permit European measures to be aligned with those of the IMO.

Technological neutrality should also be ensured, as the technical solutions that will enable the maritime sector to decarbonise are still at highly variable stages of maturity. This will permit stakeholders to adapt to solutions as they become available. It is also important that the laws not penalise pioneering companies that have chosen to act quickly and have invested in more energy-efficient ships.

The overall coherence of the proposed laws and those already in force should be a priority. The interrelated nature of these laws is a source of complexity which should not become an obstacle to the effort required.

Furthermore, in view of the future obligations that will be imposed on the maritime transport industry and the associated financial penalties, it is essential to give the maritime sector the full panoply of available tools and solutions to engineer this transition successfully.

The investments needed to decarbonise the sector are huge, and transport operators therefore need time and a clear picture of the implementation schedule of the various regulations.

It is essential that alternative fuels, which are a key decarbonisation lever, and the emissions gains associated with their use, be considered on a life cycle basis and taken into account in the measures adopted.

In addition, there is a need for the actors of the maritime industry to be able to directly claim biogas-related gains by recognising guarantees of origin as a traceability mechanism or proof of compliance with regulatory obligations. This recognition is not yet formally explicit in texts under discussion which should be applicable to maritime transport (EU ETS, FuelEU Maritime). This lack of clarity should be addressed quickly in order to provide certainty to investments and accelerate biogas production without increasing infrastructure costs.

## GREEN TAXONOMY

The objective of the European Union's (EU) Green Deal is to achieve carbon neutrality by 2050. In addition to other regulatory measures, the European Green Taxonomy is a first step to promoting sustainable investment and financing. It establishes a list of economic activities the EU deems environmentally sustainable and requires companies to report the proportion of their turnover, capital expenditure and operating expenditure that is aligned with these activities.

The information disclosed will permit a more meaningful comparison of companies and will encourage public and private investment in projects that contribute to the transition to a sustainable, low-carbon economy. CMA CGM Group, which does not issue securities traded on a regulated market, will be required to comply with the taxonomy starting in financial year 2024. Nevertheless, the Group actively follows these regulatory developments and is preparing for these deadlines by making an initial inventory of its activities that come within the scope of the climate change mitigation and adaptation objectives.



Acting for the planet

# 7. Improving air quality

CMA CGM Group is committed to reducing its CO<sub>2</sub> emissions and endeavours to reduce pollutant emissions from combustion of traditional fuels: sulphur oxides (SO<sub>x</sub>), nitrogen oxides (NO<sub>x</sub>) and fine particles (FPs). Air quality is a major public health issue and a priority for seafarers, terminal workers and the inhabitants of port cities. After having adopted low-sulphur fuel oil in January 2020 in accordance with IMO regulations, CMA CGM Group remains committed to a process of constant reduction of atmospheric pollutant emissions by employing new technologies and adapting its energy mix.

## > OBJECTIVES:

- Reducing the sulphur content of fuel oils
- Developing environmentally friendly modes of propulsion
- Developing shore power connections for ships

### DECARBONISATION, A POLLUTION ABATEMENT LEVER

The decarbonisation of the Group's logistics activity and maritime, inland and air transport also reduces the pollution generated by its activities. This process is discussed in the chapter above: Fighting global warming.

The carbon-free energies to which the Group is turning to power all its equipment are less emissive: liquefied natural gas, biomethane, synthetic methane (e-methane) and biodiesel. Diversifying the energy mix also involves revamping the fleet, including acquiring vessels compatible with alternative fuels and electric land vehicles. Finally, optimising the design and efficiency of ships and steering operational excellence by limiting emissions will also reduce pollution.

## Low-emission fuels and flue gas treatment on CMA CGM vessels

The traditional fuel oil CMA CGM purchases has a maximum sulphur content of 0.5%, in accordance with the International Convention for the Prevention of Marine Pollution from Ships (MARPOL) of the International Maritime Organization (IMO).

For ship propulsion, CMA CGM is making increasing use of LNG, the industry's cutting-edge solution for preserving air quality. It reduces SO<sub>x</sub> emissions by 99%, NO<sub>x</sub> emissions by 92% and fine particles (FPs) by 91%. The Group thus goes well beyond regulatory requirements.

The Group has chosen hybrid flue gas treatment systems (scrubbers) that can be used in a closed loop. This system collects a large part of the sulphur, hydrocarbon and nitrogen oxide residues, which can then be treated in shore-based facilities. 86 vessels are equipped with hybrid scrubbers (60 owned and 26 chartered vessels), accounting for 15% of the fleet.



### ELECTRIFICATION OF MACHINERY AND VEHICLES

The Group is investing in electric handling equipment at terminals to improve air quality for local residents.

The Group is also committed to progressively electrifying its fleet of light vehicles that shuttle between terminals and depots. In addition, electrical equipment has been installed at recent terminals and terminals under construction, such as Puerto Antioquia in Colombia and Cai Mep in Vietnam.

CEVA Logistics is also investing in electric trucks to reduce the emissions of its supply chain. The company has conducted several pilot projects to electrify its truck fleet in various regions, in Asia, North America and Europe. Greater detail is provided in the chapter "Fighting climate change".

- 2021
- 2022
- > Objectives

**SO<sub>x</sub> emissions from fuel consumption of the maritime fleet in thousands of tonnes** ✓

- 74
- 71

**NO<sub>x</sub> emissions from fuel consumption of the maritime fleet in thousands of tonnes** ✓

- 590
- 575

**Fine particle emissions from fuel consumption of the maritime fleet in thousands of tonnes** ✓

- 56
- 54

**Scrubbers**

Number of hybrid scrubbers:

- 60

Percentage of owned fleet equipped with hybrid scrubbers

- 26%

## SHORE POWER CONNECTION SYSTEMS FOR CMA CGM VESSELS

By connecting to shore power (also known as "cold ironing"), container ships calling at ports can shut down their auxiliary engines, thereby greatly reducing sulphur oxide, particulate matter and nitrogen oxide emissions, thus improving air quality, as well as reducing noise pollution. All newly built ships are pre-equipped with shore power connection systems so they will be ready and able to connect to shore power when ports are equipped.

To be able to connect to shore power, a vessel must be "adapted" (retrofits to the vessel to install a connection) and "equipped" with mobile connection equipment (a container or cable reel to make the connection).

A vessel can be considered compatible with shore power connection only if it is adapted and equipped.

CMA CGM is working to retrofit its ships so they can be equipped and thus connect to shore power in ports where this is possible.

Between 2013 and 2022, 66 owned vessels were adapted for shore power connection (either retrofitted or original equipment) and 56% of vessels are fully equipped. CMA CGM has 66 mobile connection facilities. The aim is to equip all ships that are already adapted. In order to cover maintenance periods, transfers between vessels and availability in certain ports, the number of mobile equipment must exceed the number of adapted vessels.

CMA CGM vessels are already connecting to shore power in California, in accordance with local law, and on a voluntary basis in various ports that offer this service, mainly in China and Europe. For example, in 2022, CMA CGM and Shanghai International Port (SIGP) signed a collaboration agreement to accelerate the use of shore power.

## REGULATORY ISSUES

On 16 December 2022, the 79<sup>th</sup> session of the Marine Environment Protection Committee of the International Maritime Organisation (IMO) confirmed to create an Emission Control Area for Sulphur Oxides and Particulate Matter (SECA) in the Mediterranean Sea which will be applicable from 2025. The creation of this area means that all ships entering the Mediterranean will be required to use fuel with a sulphur content of no more than 0.1%.

Regarding flue gas treatment systems (scrubbers), local authorities may adopt specific requirements that require the use of closed loop systems only. CMA CGM closely follows changes in local requirements to ensure its fleet remains in compliance. In addition, all vessels check local requirements with local officials before berthing or entering territorial waters, inland waters and estuaries.

■ 2021

■ 2022

> Objectives

### Shore power connection

Number of vessels (owned) adapted for shore power connection

■ 61

■ 66

Percentage of the fleet under adapted ownership for shore power\*

■ 32%

■ 28%

Number of removable connectors for shore power available

■ 66

\*The percentage has decreased between 2021 and 2022 because the number of ships in the fleet has increased. Not all of these ships are retrofitted and therefore suitable for shore power.



Acting for the planet

# 8. Protecting marine and terrestrial biodiversity

**CMA CGM Group’s commitment to marine and terrestrial biodiversity focuses on four priorities: measuring and reducing impacts, and protecting and restoring ecosystems.**

- It deploys a prevention and control process, in particular through its partnership with the WWF.
- It continues its actions to restore biodiversity: the Reef Recovery programme that rehabilitates coral reefs is one example.
- A commitment to research and innovation, as evidenced by the signature of a framework agreement with IFREMER to protect marine ecosystems.
- The Group is a signatory of the United Nations Sustainable Ocean Principles and its activities have been certified Green Marine Europe since June 2022.

**> OBJECTIVES:**

- Zero pollution at sea
- Zero containers lost

## Measuring our impacts

### COMMITMENT TO A SUSTAINABLE OCEAN WITH THE UNITED NATIONS

CMA CGM has been a member of the UN Global Compact since 2019 and signed up to the Sustainable Ocean Principles at the UN Ocean Conference in Lisbon in June 2022. The Group contributes to deploying and promoting these principles through a dedicated working group (Ocean Stewardship Coalition).



*In a spirit of transparency and continuous improvement, the Group shares its contributions in relation to the 9 principles for sustainable use of the oceans. These are indicated by a [Sustainable Ocean Principles] logo in this chapter.*

### GREEN MARINE EUROPE CERTIFICATION

In order to measure and reduce the environmental impact of its activities against a unifying benchmark framework, CMA CGM received Green Marine Europe certification in June 2022. This environmental certification for the maritime industry is a voluntary initiative of Surfrider Foundation Europe. It provides maritime transport companies with a detailed framework for measuring and reducing their environmental footprint on the basis of eight indicators: underwater noise, NOx air emissions, SOx and PM air emissions, greenhouse gas emissions, invasive species, waste management, responsible ship recycling and oily discharges.

CMA CGM Group publishes its results and also participates in working groups that focus on amendments to the indicators.

CMA CGM’s commitment to this approach is in line with its signature of the SAILS (Sustainable Actions for Innovative and Low-impact Shipping) Charter initiated by the French Ministry for the Ecological Transition.

## Reducing our impacts

### PREVENTING ACCIDENTAL DISCHARGES

To prevent accidental discharges at sea and, in particular, oil pollution from the Group’s ships or terminals, CMA CGM deploys rigorous measures: fleet maintenance, regular simulations and exercises, and an emergency management process.

In addition, 62 vessels in our fleet are equipped with a Fast Oil Recovery System (FORS). In the event of a grounding or collision, this system enables oil to be pumped out quickly and prevents pollution.

■ 2021

■ 2022

> Objectives

#### Number of major oil-related marine pollution incidents

■ 0

■ 0

> 0 maritime pollution

#### Number of containers lost at sea

■ 0

■ 69

> 0 containers lost at sea

#### Number of vessels with ballast water treatment systems – own fleet

■ 126

■ 177

## REDOUBLING OUR EFFORTS TO ACHIEVE ZERO LOST CONTAINERS

Every year around the world, containers are lost at sea due to difficult sailing conditions or rare incidents. In 2022, one of our container ships, APL VANDA, encountered an extreme weather event and lost 69 containers. We regret this accident and have increased our vigilance. We continue to deploy best practices to avoid future losses: weather watches, fleet navigation centres, weather routing and on-board container security systems. We have made "zero loss" of containers one of our priority objectives. Finally, we also participate in discussions with professional associations, such as Armateurs de France, and with the competent authorities to further reduce, collectively, the risk of losing containers at sea.

## TREATING BALLAST WATER WITHOUT CAUSING POLLUTION

Ballast tanks are essential for optimising navigation and balancing ships. To keep the ocean free of microorganisms, our ships' ballast water is sterilised by UV radiation. Banning the use of all chemical additives avoids negative impacts on local biodiversity.

## PREVENTING TRAFFICKING IN PROTECTED SPECIES

The illegal wildlife trade is a thriving business that is orchestrated by transnational organised crime groups and that takes advantage of international trade routes. It poses a major threat to biodiversity, the safety of transport chains and the international health situation.

Since 2020, CMA CGM Group has reinforced its procedures for the maritime transport of protected species, whose trade is regulated by the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). In the event of a suspicious animal or plant commodity, CMA CGM requires the customer to expressly declare whether the species is covered by CITES and, if so, to provide the required export permit. Preventive measures may include suspension of certain exports, such as timber from Gambia, which contributes to deforestation in West Africa.

Since 2022, CMA CGM has collaborated with the University of Adelaide in Australia and supports research to:

- identify the international shipping routes most at risk for wildlife trafficking;
- **improve biodiversity monitoring and protection** in the Asia-Pacific region and Oceania

To achieve these goals, both partners use innovative techniques, such as:

- **artificial intelligence** software to detect suspicious containers;
- a pilot project for **non-invasive screening** of the types of species transported, for example using air sampling equipment.

Since 2020, the CMA CGM Academy has provided all sales agents, including all new hires, with training on the illegal transport of protected species, designed in conjunction with CITES and the United Nations Office on Drugs and Crime (UNODC).

Last year, CMA CGM entered into a two-year partnership with WWF France. In particular, both partners are working to develop internal tools and procedures to combat the illegal trade in endangered wildlife species. This action is in line with efforts to raise awareness of this issue and existing solutions among stakeholders and in the maritime transport industry.

## INTEGRATING LOGISTICS SITES INTO THEIR ENVIRONMENT

Integrating logistics sites into their natural environment, in particular to reduce their impact in terms of surface sealing and visual nuisances presents a major challenge.

Consistently with CEVA Logistics' real estate policy, for all new projects, building selection criteria take into account environmental certifications, such as High Environmental Quality (HQE), Building Research Establishment Environmental Assessment Method (BREEAM) and Leadership in Energy and Environmental Design (LEED). These certifications include landscape integration aspects.

A trial was also launched at our Doncaster site in the United Kingdom to create flowering meadows around this warehouse. A large variety of insect species was observed in the meadows and the feedback from employees has been extremely positive. This initiative will be repeated and expanded in the future.

## Protecting ecosystems

### PROTECTING THE ARCTIC BY REFUSING TO USE THE NORTHERN ROUTE

The Northern Sea Route (NSR), which runs along the coast of Siberia and links Asia to Europe, is now navigable due to the effects of climate change. However, the rich, unique and largely unexplored biodiversity of the Arctic plays an essential role in regulating

ocean currents and the global climate. To preserve this fragile environment, and despite the major competitive advantage it would offer CMA CGM, no Group vessel has used this route since 2019.



### DETECTING MARINE MAMMALS [SUSTAINABLE OCEAN PRINCIPLES]

In partnership with the Woods Hole Oceanographic Institution (WHOI), in 2022, CMA CGM financed the installation of two passive acoustic whale monitoring hydrophone buoys on the east coast of the United States. Detecting whales, especially right whales, helps protect one of America's most critically endangered species during its migration.

### COMMUNICATING THE POSITION OF MARINE MAMMALS IN REAL TIME

CMA CGM uses REPCET, a collaborative system to track the position of marine mammals in real time. The Group will soon roll out a training programme to optimise the use of the system and help seafarers recognise the different types of marine mammals.



### WHALE SAFE TOOL [SUSTAINABLE OCEAN PRINCIPLES]

In partnership with the Marine Mammal Centre and the Benioff Ocean Initiative, an institute based at the University of California Santa Barbara, CMA CGM's Fleet Navigation Centre has been using since 2011 the Whale Safe tool, which detects whales and models their habitats. It automatically alerts our ships in due time and permits slowdowns to be scheduled when planning trips.



### SLOWING DOWN TO PROTECT MARINE MAMMALS [SUSTAINABLE OCEAN PRINCIPLES]

In marine mammal breeding areas off the east coast of the United States and Canada, CMA CGM vessels are required to reduce their speed to a maximum of 10 knots to prevent the risk of collision. On the west coast, near the Santa Barbara Islands, CMA CGM has made a voluntary commitment to the Green Flag speed reduction programme.

Furthermore, with the help of the CMA CGM Fleet Navigation Centre, whenever possible, the Group endeavours to reduce the speeds of its ships to reduce the risk of collision in marine mammal sanctuaries.



### MAPPING BLUE WHALE CORRIDORS BY SATELLITE, IN CONJUNCTION WITH WWF FRANCE

In order to reduce the risk of collision with marine mammals, CMA CGM supports the WWF France's study that tracks, by satellite, over 1,000 migrating whales in the area between Canada and Greenland, known as the Northern Route. The aim of this project is to map the areas where whales feed, breed, give birth and nurse their young - the famous migration superhighways called "blue corridors".

### REDUCING THE IMPACT OF NOISE FROM MARITIME TRAFFIC ON MARINE ECOSYSTEMS [SUSTAINABLE OCEAN PRINCIPLES]

In 2020, CMA CGM joined the European Life-PIAQUO consortium. This consortium, consisting of major players in the maritime industry and European research, develops and tests equipment to reduce the noise of maritime traffic and its impact on marine biodiversity.

In 2019, CMA CGM had already conducted underwater noise measurements on the CMA CGM MAGELLAN.

## Restoring sensitive ecosystems

### SUPPORTING OYSTER FARMING IN THE CHESAPEAKE BAY

CMA CGM partners with the Chesapeake Bay Foundation to raise 5.5 million juvenile oysters in order to preserve the water quality and biodiversity of the region. The Group is a member of Chesapeake Oyster Alliance, which aims to raise 10 billion new oysters by 2025.

The Chesapeake Bay in the north-eastern United States is the largest estuary in the United States. Oysters are essential to the ecosystem of the bay. They act as a natural filter by removing algae and provide habitats for crabs and fish.



### RESTORING CORAL REEFS [SUSTAINABLE OCEAN PRINCIPLES]

Since 2020, CMA CGM Group's commitment to healthy oceans has been reflected, in particular, through its Reef Recovery programme to restore coral reefs. These reefs are home to 25% of marine biodiversity and make up 0.2% of the ocean surface area.

This programme has created several coral nurseries in four regions of the world:

- in Australia along the Great Barrier Reef, in conjunction with Reef Restoration Foundation (RRF);
- in Florida, in the Molasses Reef off Key Largo, one of the most famous scuba diving sites in the United States, in conjunction with Reef Renewal Foundation International (RRFI);
- in the Philippines and Malaysia, in the Coral Triangle, in conjunction with Endangered Species International;
- in the Seychelles, in conjunction with Nature Seychelles.

Thanks to the expertise of the partner NGOs, the nurseries quickly produce mature corals that are then transplanted to the natural coral reefs.

In Australia, the Group, via its subsidiary ANL, received the support of six of its customers (Coles Supermarkets, Costa Group, Kalgin Logistics, Gilmac, Gori and Mondiale VGL) and has continued its collaboration with RRF to launch a second nursery in Moore Reef.

This coral restoration work is expected to continue in other parts of the world, including Costa Rica.



### OFFSETTING IMPACTS THROUGH REFORESTATION

In Vietnam, GEMALINK Terminal launched the "SeedtoShip" mangrove reforestation project with other industrial players. In late 2022, two hectares of mangroves and forests were planted in the Mekong Delta with the partner NGO "Manglub Vietnam". This project is part of a broader climate and biodiversity offsetting initiative.

In Senegal, CMA CGM employees participated in a mangrove planting project with the NGO Nebeday. Due to a flood, only 15,000 of the 30,000 trees could be planted. The remaining 15,000 trees will be planted by the NGO. The Group's employees fully supported this project and gained awareness of the importance of the mangrove ecosystem in Senegal.

### RESTORING FORESTS IN BRAZIL WITH THE SOS MATA ATLÂNTICA FOUNDATION AND CEVA LOGISTICS

### "ACTION FOR FORESTS" PARTNERSHIP WITH THE FRENCH NATIONAL FORESTRY AGENCY (ONF)

In response to the forest fires in the summer of 2022, the Group renewed its support for the ONF. CMA CGM, which had sponsored the ONF's "Respir" fund in 2021, pledged €3 million over the next three years to the ONF's "Action for Forests" fund. These donations will support the restoration of burnt forests, the development of innovative solutions, and studies and mechanisms for raising awareness and preventing the risk of forest fires throughout France.

### RESTORING AND INFORMING ABOUT THE CALANQUES NATIONAL PARK

The multi-year sponsorship partnership between CMA CGM Group and Calanques National Park, which was initiated in 2020, was renewed for two years in 2022. The first phase of the partnership aimed to enhance the heritage of the Calanques area by providing the public with comprehensive information about its biodiversity. In this second phase, the partnership is being extended to the rehabilitation of the Calanques semaphore station, which will then be opened to the public.

In 2022, CMA CGM employees also took part in a large-scale clean-up operation in the Calanques for World Cleanup Day.

In Latin America, CEVA Logistics is a partner of the SOS Mata Atlântica Foundation, committed to the preservation of the Forest macro-ecosystem along the Brazilian and Paraguayan coast. Through this organisation, CEVA Logistics will offset the residual carbon emissions of sites that have not met their targets by contributing to the forest restoration programme of the NGO Future Forests. The Group will participate in planting indigenous Brazilian seedlings on the Atlantic coast of Brazil, in a preservation area controlled and monitored by the SOS Mata Atlântica Foundation.

This partnership between CEVA Logistics and the SOS Mata Atlântica Foundation also raises awareness of the importance of wildlife protection in Brazil and encourages CEVA Logistics to promote innovation and creativity in its operations - from warehousing to transport, from solution design to hiring policies.



## Supporting research and innovation for a sustainable use of the ocean

### IFREMER (FRENCH RESEARCH INSTITUTE FOR EXPLOITATION OF THE SEA)

CMA CGM Group signed a three-year framework agreement with IFREMER, an institute that raises awareness of and contributes to monitoring the marine environment. This partnership aims to preserve ecosystems and improve research on the protection of marine environments in the Mediterranean and the West Indies.

CMA CGM Group will provide financial assistance and the support of its TANGRAM centre of excellence in three areas: biodiversity, innovation and decarbonisation of the maritime industry.

#### Three initial projects will be implemented from 2023:

- **in the Mediterranean**, a scientific mission will assess the status of ecological restoration in the urban area of the Port of Marseille and the impact of previous land rehabilitation projects;
- **in the French West Indies**: a research mission on the impact of brown algae (Sargassum) on marine biodiversity;
- **a feasibility study** for a marine fauna observation and data collection system on CMA CGM Group vessels.

### SUPPORTING EXPLORATION OF THE OCEANS: SEAORBITER

Through its Fund for Energies, CMA CGM supports the SeaOrbiter ocean observatory. Designed by a French architect with a passion for the oceans, this exploration vessel and floating oceanographic laboratory aims to learn more about the seas and oceans and their essential role in on-shore climate and biodiversity. CMA CGM is funding a new study to reconfigure the business model and provide technical support to SeaOrbiter.



Acting for the planet

# 9. Promoting a circular economy

In 2022, CMA CGM Group made a significant commitment: stopping the maritime transport of plastic waste. By doing so, CMA CGM takes another step to combat plastic pollution. The Group seeks to contribute to the development of a circular economy within the maritime transport and logistics industries. To this end, it offers its customers dedicated services and products. In its maritime and shore-based activities, CMA CGM is committed to using resources wisely and to reducing packaging and waste from its operations. Finally, the CMA CGM Group supports concrete actions to combat plastic waste.

## > OBJECTIVES:

- Managing the end of life of the Group's physical assets more responsibly
- Reducing waste and contributing to the development of treatment facilities
- Partnering with different actors to find innovative solutions

## Stopping the transport of plastic waste (plastic scrap ban)

At the 2022 One Ocean Summit, the Group announced that it would cease to transport plastic waste on board its ships as of 1 June 2022. With this pioneering move in the maritime transport industry, CMA CGM will no longer transport plastic waste to destinations where it cannot be sorted, recycled or recovered. Through this commitment, the Group reaffirms its intent to contribute to the protection of the oceans and biodiversity, and to develop economic exchanges that are more respectful of the integrity of all persons and of the planet.

## Providing support to customers

To reduce its environmental impact and lead the maritime transport and logistics industries towards more environmentally friendly practices, CMA CGM offers a range of services focused on the environmental impact of cargoes.

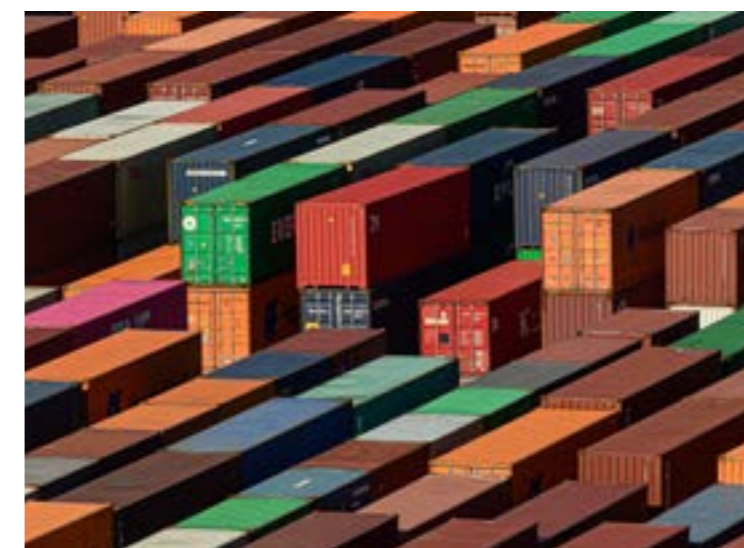
### OPTIMISING PACKAGING

CEVA Logistics helps its customers to reduce and optimise their packaging. For example, CEVA Logistics offers to reutilise used cardboard packaging in wedging systems through the use of shredders, and to compact packaging waste in order to reduce its volume and optimise its shipment to recycling centres.

In the automotive sector, CEVA Logistics offers tailor-made reusable packaging for the transport of spare parts to factories. In collaboration with its customers, CEVA Logistics also provides solutions to reduce the size of packaging (customised packaging systems) and optimise container loads.

### RECYCLING PACKAGING

This year, the Group launched a new collection service for recycling used shipping packaging in Indonesia: Easy Recycling. Customers who use Easy Recycling unpack their cargo and leave their used packaging in return containers bound for the CMA CGM depot in Cakung. At the depot, used paper and plastic packaging is collected and sorted for recycling. CMA CGM plans to extend this service to other countries. With Easy Recycling, CMA CGM is helping to establish a circular economy and preserve biodiversity by preventing packaging waste from ending up in waterways.



- 2021
- 2022
- > Objectives

#### Quantities of solid waste in m³ reported per ship

- 135
- 144

#### Oil sludge production in thousand tonnes

- 173
- 179

## Reducing the impacts of packaging and waste on resources

### GREEN SHIP: THE ENVIRONMENTAL PROGRAMME FOR SHIPS

CMA CGM is deploying an exemplary environmental programme called Green Ship on all its owned vessels. This programme goes beyond the requirements of the MARPOL international convention for the prevention of marine pollution from ships. In particular, ships monitor, update and report the quantities of waste generated, and shipboard personnel receive specific training.

### TREATMENT AND REUSE OF WASTEWATER FROM SHORE-BASED SITES

The Group has depots in various countries around the world, which are subject to specific regulations in each region. The Group endeavours to reduce the impacts of its shore-based activities.

Nine CMA CGM depots are equipped with wastewater treatment systems. In six of them, the treated water is reused to wash containers and irrigate green spaces, thus reducing the sites' water consumption and their impact on biodiversity. Five other depots are currently developing water treatment systems.

**The Group's terminals are also progressively being equipped with wastewater treatment systems, for example:**

- Kaoshiung Terminal in Taiwan has a wastewater treatment facility that treats water used to wash empty containers before it is discharged;
- the TMT Alexandria Terminal in Egypt is also studying the installation of a wastewater treatment unit with the aim of recycling wastewater for use in washing areas and to irrigate green spaces.

### SAVING WATER: REUSING RAINWATER

CEVA Logistics, although not a significant consumer of water resources, is studying ways to reduce water use. Some systems are proven and functional, such as rainwater harvesters. These are in use at the Ontigola site in Spain and the Jundiá site in Brazil. Other projects are under consideration, such as domestic water conservation measures.

### COLLECTION OF PAINT CANS FOR RECYCLING

At all depots in France (CCIS France), used paint cans are recycled via a specialised recycling channel.

### SHIP DISMANTLING

The end-of-life of ships is a major challenge for the maritime transport industry given existing dismantling practices and the materials used in the construction of ships. Pending ratification of the Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships, since 2008, the Group has inventoried hazardous materials on board its owned ships.

When a ship must be decommissioned, the Group chooses dismantling yards that are systematically audited and that comply with international and local health, safety and environmental standards. A set of requirements governs these operations, such as conducting cutting operations on impermeable surfaces and storage of hazardous waste.

No ship in the Group's fleet were decommissioned in 2021 and 2022.

### OIL SLUDGES

Before being used, the fuel oil from our ships must be centrifuged in separators located in the engine. This process generates residues: hydrocarbon sludge composed of 75% water and fuel oil, as well as particles that are approximately 25% unsuitable for machine combustion. The sludge is unloaded on land and taken in charge for reprocessing by land-based channels. A specific team at CMA CGM headquarters is in charge of monitoring the unloading of these sludges and relations with the partners in charge of unloading and treatment.

## Partnership to tackle plastic waste

### PLASTIC ODYSSEY PROMOTES RECYCLING OF PLASTIC WASTE

This year, the Group partnered with Plastic Odyssey. This association works to reduce plastic pollution in the oceans through a global network of low-tech and low-cost local initiatives and technologies specialised in plastic waste recycling and reclaiming.

In 2022, Plastic Odyssey launched a three-year expedition. The ship will call in the 30 countries most affected by plastic pollution, on three continents, South America, Africa and Asia, and will meet local entrepreneurs. Some ten technologies were installed on board the ship to demonstrate how to collect, sort, crush, melt and decompose plastic and then reuse it as fuel or in other recycled objects.

In each country, the ship will also serve as a laboratory for technological innovations developed by start-ups: water purification, cogeneration, etc.

### PLASTIC FLAMINGO, A NEW PLASTIC BAG RECYCLING LINE

Plastic Flamingo is a Manila-based social enterprise that combats marine plastic pollution. It collects and recycles plastic waste before it can reach the oceans.

In 2022, with the support of CMA CGM Group, Plastic Flamingo inaugurated a new recycling line at the Muntinlupa recycling plant dedicated to single-use plastic bags. These are one of the most significant sources of pollution in the Philippines and accumulate in the streets, sewers and, eventually, in the rivers and oceans.

The goal of the partnership between CMA CGM and Plastic Flamingo is to collect 120 tonnes of plastic waste in one year in the Greater Manila area and to recycle it. This partnership also raises awareness of the dangers of marine plastic pollution. Finally, this project has created 12 full-time jobs.



# Planet

## Our collaborations and partnerships

We are partners in initiatives that bring together key players.



### ARMATEURS DE FRANCE

This professional association includes all French maritime transport and service companies. Its role is to represent French maritime companies before national and EU authorities, the International Maritime Organization and the International Labour Organization.



### 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.

### LNG PLATFORM

This platform, which was created in May 2017, brings together numerous shipowners, ports, LNG suppliers, classification societies, engineering companies, and associations with a common objective: promoting LNG use in France and replacing tradition fuel oils for marine and inland waterway transport.



### FEDERATION OF EUROPEAN PRIVATE PORT OPERATORS (FEPORT)

This working group seeks to reduce greenhouse gas emissions from port terminals.



### SHIP RECYCLING TRANSPARENCY INITIATIVE

This online platform provides a forum for sharing information about ship recycling, based on a set of criteria previously defined with the main stakeholders in the maritime sector.



### SAILS (SUSTAINABLE ACTIONS FOR INNOVATIVE AND LOW-IMPACT SHIPPING) CHARTER

This charter, which is the work of the French Ministry of Ecological Transition, aims to encourage shipping companies to implement voluntary measures to reduce their environmental impact and encourages actions to protect biodiversity, combat global warming and cooperate with scientists.



### WWF

This two-year partnership between CMA CGM Group and WWF France intended to promote more sustainable transport and logistics focuses on three major priorities:

- the decarbonisation of maritime transport and logistics, in particular by choosing tools that reduce greenhouse gas emissions and sharing sustainability principles relating to fuels;
- combating the illegal trade in endangered wildlife species;
- preserving and conserving marine ecosystems: CMA CGM has sponsored and funded four marine ecosystem preservation and conservation projects in the Mediterranean, South Africa, the Philippines and the Arctic.



### GREEN MARINE EUROPE

This environmental certification for the maritime industry is a voluntary initiative of Surfrider Foundation Europe with the aim of defining a framework for measuring environmental footprints.



### IFREMER (FRENCH RESEARCH INSTITUTE FOR EXPLOITATION OF THE SEA)

IFREMER is a French research institute entirely dedicated to knowledge of the ocean. Through its scientific and technological research, innovations and expertise, IFREMER is a contributor to the protection and restoration of the ocean, the sustainable management of marine resources and environments, and the sharing of marine data and information. IFREMER is involved in scientific initiatives and programmes with a national, European and international scope.

### OCEAN STEWARDSHIP COALITION

The UN Global Compact has developed key recommendations for businesses and governments to take advantage of ocean-based climate solutions, particularly in four action areas: zero-emission shipping, low-carbon blue food, the exploitation of offshore renewable energy and biodiversity-based solutions.



### SUSTAINABLE OCEAN PRINCIPLES

These principles for a sustainable ocean provide a framework for responsible business practices for all industries and geographical areas. They build on and complement the ten principles of the UN Global Compact on human rights, labour, the environment and the fight against corruption.



### PLASTIC ODYSSEY

This association works to reduce plastic pollution in the oceans through its global network of plastic waste recycling and reclaiming local initiatives and technologies.



### FRENCH NATIONAL FORESTS AGENCY (ONF)

This French public institution is responsible for managing public forests (nearly 11 million hectares). It is under the supervision of the Ministry of Agriculture and Food and the Ministry of Ecological Transition and Solidarity.



### 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.



### CHESAPEAKE BAY FOUNDATION

The Chesapeake Bay Foundation (CBF) is an organisation dedicated to protecting Chesapeake Bay and to seeking effective, science-based solutions to the pollution that is degrading the bay and its rivers and streams.



### WOODS HOLE OCEANOGRAPHIC INSTITUTION (WHOI)

The Institute's mission is to advance knowledge of the ocean and its relationship to onshore systems through a sustained commitment to excellence in science, engineering and education, and to apply that knowledge to the problems facing society.



Acting for fair trade

# 10. Acting ethically and with integrity

CMA CGM ensures that the principles of ethics, integrity and compliance are applied to all its activities. The Group endeavours to be a benchmark on these issues. Its voluntary and proactive approach is a key factor in its relationship of trust with all its partners and stakeholders.

Management and the specialised teams on these issues implement a culture of exemplary behaviour based on a set of policies that are communicated to all employees through numerous training courses. In particular, the Group carries out targeted programmes on combating bribery and influence peddling, compliance with the competition laws, compliance with economic sanctions, data management, preventing illicit trafficking and tax transparency.

## > OBJECTIVES:

- Respecting applicable ethics and compliance laws
- Strengthening measures to prevent, detect and remedy behaviours which violate the Code of Ethics



"2022 was a year rich in compliance challenges, especially due to the massive expansion of economic sanctions. CMA CGM successfully met these challenges with a compliance program that is integrated into all our transactions, from bookings to strategic M&A transactions. This program will be enhanced in 2023 with a new platform dedicated to ethics and compliance that will reinforce these topics for all our employees."

**CAROLINE BOURGEON,**  
Group Ethics & Compliance Officer

## Corporate culture of exemplary behaviour and compliance

To ensure effective and robust control and risk management functions, a single department is responsible for risk management, compliance, internal audit and general inspection.

The Group has adopted framework documents, which are a reference for all employees, including the Code of Ethics, the Anti-Bribery Code and specific policies, in particular on gifts and hospitality, conflicts of interest and representation of interests.

A team of experts oversees and coordinates the ethics and compliance programme: ethics, business integrity, economic sanctions, competition law, personal data protection, and the duty of vigilance.

### EMPLOYEE TRAINING ON ETHICAL ISSUES

All Group employees receive training in the following areas:

- compliance with competition law;
- preventing bribery;
- awareness-raising on fraud;
- cybersecurity;
- preventing discrimination in the workplace;
- preventing harassment in the workplace;
- discovery of CSR issues.

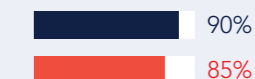
At GEFCO, which was integrated into CEVA Logistics in 2022, the e-learning campaign on preventing bribery and competition law was relaunched in May 2022 in connection with the reorganisation.

**In 2022, over 75% of the subsidiary's employees received training.**

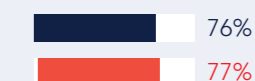
The Code of Ethics is available at: [here](#)

- 2021
- 2022
- > Objectives

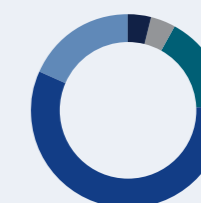
**Percentage of employees who received training on Group ethics and compliance issues\***



**Percentage of whistleblowing reports processed and closed during the year of all Group whistleblowing reports**



**Distribution by subject of alerts received on the CMA CGM ethics alert line**



- Violation of the laws or regulations: ■ 4%
- Health and safety risk: ■ 4%
- Professional conduct inappropriate or unethical business practice: ■ 16%
- Fraud, theft or financial wrongdoing: ■ 57%
- HR problem: ■ 18%

\*The decrease in the percentage between 2021 and 2022 is linked to a turnover of staff as well as a decrease in the number of mandatory training courses for CMA CGM

## SECURE WHISTLEBLOWING LINE FOR WHISTLEBLOWERS

Since 2019, the Ethics & Compliance Helpline\* has been available to all CMA CGM employees and to third parties: suppliers, subcontractors, etc. It can be contacted 24/7 in several languages. It permits whistleblowers to remain anonymous if they so wish, in accordance with applicable local law.

Furthermore, CMA CGM Group is committed to protecting persons who, in good faith, report a potential violation of the law or of internal policies from all forms of retaliation. All reporting means are covered by this non-retaliation policy: reports to supervisors, use of the whistleblowing line or any other means.

In 2022, 245 whistleblowing reports were processed and closed out of 320 received:

- 28% of whistleblowing reports concerned CMA CGM
- 72% of whistleblowing reports concerned CEVA Logistics.

In 2022, no significant violations concerning bribery, internal fraud, discrimination, child labour or forced labour were reported through the whistleblowing system.

## Preventing bribery and influence peddling

CMA CGM continues to strengthen and deploy its programme to prevent, detect and combat bribery and influence peddling. This incorporates, in particular, the requirements of applicable laws, such as the US Foreign Corrupt Practices Act (FCPA), the United Kingdom Bribery Act (UKBA) and the French Sapin II Act.

The Anti-Bribery Code of Conduct set out the rules applicable to the prevention of bribery and influence peddling and the disciplinary sanctions applicable in the event of breach.

**The anti-bribery and anti-influence peddling programme covers, in particular, the following matters:**

- the commitment of the governing body and regular monitoring by the Risk, Compliance, Audit and Inspection Committee and the Audit and Accounts Committee
- verification of the proper implementation of the Anti-Bribery Code of Conduct;
- promotion of the Ethics & Compliance Helpline whistleblowing report system;
- the updated mapping of integrity risks, in particular within the scope of the Group's new activities;

- the identification, assessment, prioritisation and management of risk control plans and communicating them to top management and relevant staff;
- a compliance assessment of CMA CGM's most high-risk partners, intermediaries, suppliers and customers;
- the implementation of anti-bribery and anti-influence peddling accounting controls;
- training programmes;
- external audits of the anti-bribery compliance system.

The Group participates in joint actions with other players in the maritime industry. CMA CGM is a member of the Maritime Anti-Corruption Network (MACN), which shares tools and experience on the implementation of anti-bribery programmes in the maritime and port sector.

GEFCO launched a campaign to have the most exposed employees sign letters certifying the absence of conflicts of interest. This letter must be signed on hiring and, thereafter, every 18 months. The aim of this preventive action is to make employees more aware of this risk in their day-to-day responsibilities.



## Preventing illicit trafficking

The Group constantly reinforces the resources it devotes to combating illicit trafficking, whether in drugs, weapons, protected species or counterfeit goods. In 2022, CMA CGM further strengthened its prevention capabilities, both onboard container ships and through the various vectors involved in the Group's logistics activities.

Regular meetings with the customs authorities of the countries in which the Group operates are key steps in strengthening cooperation and fighting illicit trafficking more effectively.

New tools and procedures are constantly being developed, and the Group cooperates fully with the competent authorities in France and internationally. For example, in Indonesia, in order to combat illicit trafficking, in 2022, the Group met with customs and port authorities and representatives of the Jakarta International Container Terminal (JICT), the largest terminal in Indonesia. CMA CGM reaffirmed its commitment to combat all forms of illicit trafficking, including in drugs, weapons, protected species and counterfeit goods.

To support its commitments, the Group is a member of the Baltic and International Maritime Council (BIMCO). This association facilitates the business operations of its members by drafting standardised contracts and contractual clauses.

CMA CGM's Central Security Department also coordinates a working group within the World Shipping Council (WSC), the Custom Interface Working Group. It aims to be the voice of the maritime transport industry with respect to preventing illicit trafficking vis-à-vis policy makers and other industry groups with an interest in international transport.

\*The Ethics & Compliance Helpline is available on [here](#).

## Compliance with competition and antitrust laws

Awareness of and compliance with competition law are top priorities that CMA CGM sets for its employees.

The competition law compliance programme applies to all of the Group's operations worldwide. It focuses on six main principles: maintaining independent business strategies, avoiding anti-competitive agreements, avoiding customer allocation, avoiding abuses of dominant position, avoiding unfair competition and withdrawing from questionable discussions. The concrete achievements of this programme ensure a healthy and fair economic environment for all.

This programme is implemented by a team of dedicated in-house lawyers, with the assistance of local relays. The teams are also available to all employees to ensure that all business practices are carried out in compliance with the competition law.

Finally, training on competition and antitrust law is provided worldwide, both online and in person. In 2022, 88% of employees completed the mandatory "Competition Law" training.

## Compliance with economic sanctions

CMA CGM Group conducts all its activities in compliance with the laws on economic sanctions and embargoes applicable to it. The compliance programme includes a set of dedicated policies and procedures to economic sanctions and which apply to all employees. CMA CGM Group's approach in this area positions it as a partner of national and international authorities.

**Compliance with international sanctions is ensured by systematic application of controls at each stage of transactions. This includes analysing the following factors:**

- The goods the Group transports;
- The entities with which the Group interacts, including its suppliers;
- The containers used for countries subject to US sanctions;
- The itinerary of the ships;
- Appropriate payment procedures.

The most critical transactions are blocked automatically, whereas the most sensitive transactions are detected and reviewed using three main "lines of defence": operational staff, then specialised teams at the head office and, finally, internal audit, which has integrated the risks of economic sanctions into its regular assignments. Finally, the Group is committed

to training its employees on this issue and informing them of developments in real time, including through specific training and information memos sent to the most exposed staff. In 2022, 74.24% of employees completed the e-learning course on compliance with economic sanctions.

Due to the expansion of sanctions against Russia and Belarus, the economic sanctions compliance programme has been strengthened through a variety of measures:

- new and continuously improved controls and freezes (including automatic ones) of all transactions to comply with the various sanctions packages;
- the integration of an additional tool for in-depth analysis of the capital structures of high-risk customers and partners;
- supporting the Group's growth through continuous dialogue with the relevant authorities, including on sensitive acquisitions from entities exposed to applicable sanctions.

## Responsible data management

### DATA SECURITY/CYBERSECURITY

As a leading international shipping and logistics company, cybersecurity is a key issue for CMA CGM Group in terms of growth and trust.

Therefore, CMA CGM Group continues to strengthen and deploy its data and asset protection strategy (protection of information assets). This combines both technological investments, in order to equip ourselves with effective solutions, as well as human investments, in order to develop awareness and a cybersecurity culture within CMA CGM Group.

**In particular, this strategy is based on:**

- The incorporation of cybersecurity into the company's governance, with strong management involvement and commitment.
- The design and deployment of effective cybersecurity policies, measures and technologies against malicious actors, covering the Group's physical and logical assets, in order to ensure the continuity of operations and business, as well as the security of the company and of our employees and customers.
- The dissemination of a cybersecurity culture within the company, using tools such as training and awareness campaigns for employees.

- The development of a true global ecosystem of collaboration focused on cybersecurity issues through exchanges with other private actors and interaction with national and international communities, as well as with government institutions. CMA CGM Group is a member of the Cyber Campus in France.

### PERSONAL DATA PROTECTION

For many years, CMA CGM Group has been committed to a personal data protection policy covering its information systems and its subcontractors. CMA CGM implements organisational and technical means for its customers, suppliers, employees and third parties, and extends its compliance policy to subcontractors and subsidiaries, to ensure that European personal data protection standards are observed throughout the world.

On average, the Group takes 11 days to respond to an individual's request for deletion of personal data.

## Tax transparency

CMA CGM Group complies with applicable tax laws and pays the taxes due in each country or region where the Group does business, in accordance with the rules of law and international tax conventions.

CMA CGM is committed to building a lasting and professional relationship with the tax authorities of the various countries, in particular by respecting their procedures. Due to the complexity of the tax rules, differences in interpretation between the Group and local tax authorities may arise. In such case, the Group reserves the right to dispute any tax adjustments it considers unfounded.

The Group applies the OECD transfer pricing standards and the principles of the national laws based thereon.

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

Finally, the Group does not encourage or promote tax evasion, either by it or by its subsidiaries. Group companies located in non-cooperative states and territories are established there solely for business or operational reasons.

## Acting for fair trade

# 11. Offering our customers innovative and sustainable solutions

The CMA CGM Group innovates and designs tomorrow's freight transport solutions for over 70,000 customers worldwide. In addition to their core businesses, CMA CGM and CEVA Logistics help their customers measure the carbon impact of their shipments and contribute to their decarbonisation, through the use of alternative energies and the carbon offsetting. Finally, CMA CGM supports innovative start-ups through two incubators.

### > OBJECTIVES:

- In the case of inland transport, carrying at least 70% of goods by rail or barge by 2025
- Offering services with low environmental impact
- Offering carbon offset projects



"Reducing our environmental impact is an increasingly important part of the objectives of the Group's agencies in order to help our customers reduce their carbon footprint. New solutions will be deployed in 2023 to enable further reductions while providing greater visibility "

**AUDREY DOLHEN,**  
Vice President Global Experience Network

## Listening, innovation and transparency with respect to services and CSR

### LISTENING TO CUSTOMERS

Each year, CMA CGM conducts a global survey of its customers. This enables the Group to monitor its Net Promoter Score\*, a benchmark indicator on the likelihood that respondents would recommend it, and to identify key areas for improvement. In 2022, the questionnaire was sent to over 430,000 respondents and CMA CGM received a positive NPS.

In parallel to this survey, the Customer Satisfaction survey, which was initiated in 2019, was conducted once again this year and will be continued in 2023. It consists of two questions asked of each person who has been in contact with the customer service. 260,000 questionnaires were sent out and 13,000 responses were received. Finally, in 2022, in addition to specific training to improve the customer experience, a Customer Journey Mapping initiative was rolled out in our network of agencies. This effective and visual tool captures what customers experience when they interact with our organisation and will help improve the quality of the products and services we offer.

### CEVA LOGISTICS

Like CMA CGM, CEVA Logistics conducts an annual Net Promoter Score survey to help determine the main areas in which it can improve.

This year, 35,000 satisfaction questionnaires were sent out to customers who had contacted customer service, and 10% of them answered the question "How would you rate your experience with our teams?". This enabled CEVA Logistics to immediately act on the feedback received and to get back to its customers and implement concrete actions to meet their needs.

CEVA Logistics also has a range of tools enabling it to listen and respond to the needs of its customers on a day-to-day basis. For example, the digital solutions of the MyCeva virtual assistant help improve the level of service and listening provided to customers.

*"Through our annual GoGreen Carrier Evaluation, DHL has identified CMA CGM as a sustainability leader amongst key peers. With its holistic CSR strategy CMA CGM has established a solid foundation and is now building upon that, with a clear focus on sustainable innovation & developments, aiming to truly decarbonize maritime transport."*

**KATHRIN BROST,** Global Head of GoGreen Program, DHL Global Forwarding

### CMA CGM+: AN OFFER OF VALUE-ADDED PRODUCTS AND SERVICES

CMA CGM+ offers over 45 value-added products and services that complement the shipping and logistics offerings.

They fall into five categories.

- **"Goods protection"** guarantees, protects and secures goods transported, including the most fragile or sensitive goods;
- **"Serenity"** facilitates claims handling 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 customers' environmental footprint;
- **"Business Support"** assists customers in growing their business.

### SHARING AND TRANSPARENCY ON CSR ISSUES

At CMA CGM and CEVA Logistics, a CSR customer office is dedicated to the relationship with the Group's customers, to assisting them and to handling their questions on the three strategic priorities: People, the Planet, Fair Trade. It works closely with the sales network and CSR experts.

In particular, the teams answer customers' questions, share and explain the Group's CSR strategy, and initiate collaborative projects. These services also produce the customised CO<sub>2</sub> reports for key customers, and the CO<sub>2</sub> ratings included in tenders.

\*This indicator measures customer satisfaction by assessing the likelihood that a customer will or will not recommend a company. Possible scores range from -100 (the respondents will not recommend your company) to +100 (the respondents are promoters and will recommend your company).

## Measuring carbon impact

The Group develops software that enables its customers to obtain accurate information on their carbon emissions. CEVA Logistics and CMA CGM are active members of Clean Cargo\*, a multi-stakeholder initiative to reduce the environmental impact of maritime transport.

### CARBON EMISSION ANALYSES FOR CMA-CGM CUSTOMERS

Information on CO<sub>2</sub> emissions is available throughout the customer experience. These emissions are calculated using the Clean Cargo method.

Before making a shipment, customers can access the Eco-calculator on the eBusiness integrated management platform. The carbon footprint is also available to customers in the route search engine and in the online price quotation tool. In addition, during tenders, CMA CGM informs potential customers of the carbon footprint of each maritime route for which a commercial bid is submitted.

### CARBON EMISSION ANALYSES FOR CEVA LOGISTICS CUSTOMERS

In 2021 and 2022, CEVA Logistics developed several digital tools to measure CO<sub>2</sub> emissions for its internal and external stakeholders. Firstly, the company launched an eco-calculator available to customers, which provides an estimate of the CO<sub>2</sub> emissions associated with a given journey and mode of transport.

CEVA Logistics has also developed two tools for calculating CO<sub>2</sub> emissions after the fact, which are based on actual shipments made over a given period. The first tool is available for our Contract Lead Logistics (fourth-party logistics (4PL)) customers, for air, maritime and road transport modes. The second tool is available for our third-party logistics (3PL) customers, for air and maritime transport modes.

After shipments, the Group provides its customers with an analysis of the carbon footprint of their shipments: by mode of transport, by journey and over a given period.

As an extension of this service, CMA CGM is developing a new platform, EcoMonitor, which will be available to customers in 2023. It will be accessible online and will enable customers to ascertain the greenhouse gas emissions associated with the transport of their goods.

In 2023, the Group will also launch the "Eco-Calculator door-to-door". This new eco-calculator will provide an estimate of the carbon footprint of each mode of transport. This will enable customers to choose the least polluting mix of multimodal solutions before placing their shipping order.

**Finally, CO<sub>2</sub> has been integrated in several forms into the MyCEVA digital solution. On this new CEVA Logistics booking platform, customers have access to :**

- an ocean offer that uses alternative energies, such as liquefied natural gas (LNG) or biofuel;
- a carbon offset offer;
- CO<sub>2</sub> visibility during cotation

\*With Clean Cargo, Smart Freight Centre offers a collaborative partnership between ocean container carriers, freight forwarders and shipment owners, which focuses on monitoring and reducing greenhouse gases from shipments of containers.

Clean Cargo member companies include major ocean freight buyers, freight forwarders and ocean container carriers.



In 2022, CEVA Logistics added a new service, parcel delivery. This segment is very specific and the associated CO<sub>2</sub> measurement is complex: it can be based on estimates, actual fuel consumption or averages. Colis Privé, a new subsidiary of CEVA Logistics, has extensive expertise in this area and has worked with

two different service providers, TK Blue and 4S. Therefore, Colis Privé is able to provide each customer with the carbon impact of their parcel. Based on this expertise, Colis Privé also piloted the development of an AFNOR standard for calculating the carbon footprint of last mile logistics.

## Developing solutions to reduce or offset emissions

### SERVICE TO REDUCE OR OFFSET CARBON EMISSIONS

Since 2020, Act With CMA CGM+ has offered its customers various services to reduce and offset their greenhouse gas emissions from maritime transport.

These include:

- **"Cleaner Energy LNG"**: combined with biomethane as guarantee of origin;
- **"Cleaner Energy Biofuel "** Biodiesel (UCOME, Brown Grease\*);
- **"Positive Offset"**: Offer to offset residual emissions via carbon credits. In addition, this product allows participation in a local agroforestry project

\*UCOME (used cooking oil methyl ester): fuel made from used cooking oil  
Brown Grease: animal fat based fuel

Customers that choose Act With CMA CGM+ receive a statement showing the reduction of GHG emissions or their offsets. The reduction sections of these documents are verified by third parties.

Some CMA CGM customers communicate on CO<sub>2</sub> reductions and offsets. For example, La Banane de Guadeloupe & Martinique places a QR Code on the "La Banane Française Equitable" ribbons to indicate transport using bio-fuel.

**In 2022, Act With CMA CGM+ has reduced directly 76,297 tonnes and indirectly 142,973 tonnes of CO<sub>2</sub> emissions for CMA CGM's customers and offset 1,146,570 tonnes of CO<sub>2</sub>.**

CEVA Logistics has rolled out the Green Ocean Offer, which offers the same services as ACT with CMA CGM+. It offers services to offset and reduce CO<sub>2</sub> emissions from maritime transport through the use of alternative fuels. These are also offered on a case-by-case basis for air transport (Sustainable Aviation Fuel (SAF)) and inland transport (Hydrotreated Vegetable Oil (HVO)).

Since 2021, CEVA has offset the CO<sub>2</sub> emissions of its Ocean LCL customers, which represents approximately 20000 tonnes of CO<sub>2</sub> equivalent per year. Offset projects are carried out in partnership with PUR Projet, an association that works to preserve biodiversity in Central America.

## REUSING CONTAINERS IN THE ASIA-PACIFIC REGION

For the past two years, CMA CGM has offered its customers in the Asia-Pacific region the possibility of reloading containers and avoiding empty trips with the Container Reuse offer. A digital platform facilitates orchestrating the reuse of empty containers by various actors as close as possible to the place where they are unloaded, and avoids returning the containers to their point of origin. This optimisation of road transport planning avoids empty trips and the associated carbon emissions.

## TEUS TO TREES - CMA CGM LAUNCHES A PROGRAMME TO ENCOURAGE EARLY RETURN OF CONTAINERS

CMA CGM launched an incentive programme whose benefit is not monetary but rather consists of guaranteeing its customers that the Group will offset the emissions of containers that are quickly returned (for a seamless and fast-acting supply chain) by purchasing carbon credits.

■ 2021

■ 2022

> Objectives

### CO<sub>2</sub> emissions reduced in tonnes (ACT with CMA CGM+)

■ 76,174

■ 76,297

### CO<sub>2</sub> emissions - indirectly reduced\* in tonnes (ACT with CMA CGM+)

■ 64,889

■ 142,973

### CO<sub>2</sub> emissions - offset in tonnes (ACT with CMA CGM+)

■ 602,203

■ 1,146,570

### Total number of TEU (ACT with CMA CGM+)

■ 784,377

■ 1,463,791

\*approximately 5% of the reduction in these emissions is linked to the purchase of biomethane as a guarantee of origin

*"Responsible procurement is an integral part of Mobivia's strategy to become a positive impact business ecosystem, and our teams are committed to environmental protection. We are proud that two years ago we initiated this process to decarbonise our maritime freight with CMA CGM, using biofuel in particular, and we are determined to continue our partnership together to address these ecological issues in a sustainable manner"*

**LAURENT ATTARDO,**

Mobivia Global Purchasing and Procurement Director

## ELECTROLUX CHOOSES CMA CGM'S CLEANER ENERGY LNG FOR THE TRANSPORT OF 40,000 TEUS IN 2022.

The CMA CGM Group enables shipowners to significantly improve their environmental performance with its "ACT with CMA CGM+" offer and the largest fleet of "e-methane ready" vessels.

Electrolux chose CMA CGM to transport 40,000 TEUs of household appliances. The company, which specialises in the manufacture of household appliances, chose CMA CGM's CLEANER

ENERGY LNG solution. This low-carbon offer enables cargo to be transported on CMA CGM Group vessels equipped with dual-fuel LNG engines, combined with a share of guaranteed-origin biomethane, which provides a 25% reduction in CO<sub>2</sub> emissions throughout the value chain.

## CMA CGM OFFERS INTERMODAL BARGE OR RAIL TRANSPORT TO REDUCE CARBON EMISSIONS FROM INLAND TRANSPORT

For inland transport, the Group prioritises bulk and intermodal transport solutions to reduce its impact on the environment and endeavours to develop more sustainable, efficient and streamlined transport solutions. For the inland transport of goods, this means in particular a modal shift from road to rail or barge. In 2022, 64% of the Group's inland freight was transported by rail or barge. Despite a shortage of these services and infrastructure in certain parts of the world, CMA CGM's goal is to increase this share to 75% by 2025.

For this purpose, the Group sets up block trains: this service, which has been developed for several years, consists of chartering a full train at regular intervals to transport containers from a maritime terminal to an inland terminal. By increasing volumes, it significantly reduces CO<sub>2</sub> emissions. Block trains can transport 40 to 100 TEUs, over distances ranging from a few kilometres to several thousand. CMA CGM has developed numerous rail corridors on all continents.

In 2022, the Group developed this mode of transport in China: 8 new block trains were launched in Hunan, Sichuan, Jiangxi and Guangdong provinces, with a total capacity of 740 TEUs per week. Our customers now have a very wide choice of 58 rail corridors in northern, central and southern China, with several departures each week linked to our 110 maritime transport services for goods exports and imports.

**In France, four rail services were also introduced in 2022:**

- Marseille - Duisburg
- Fos-sur-Mer - Duisburg
- Dunkirk - Paris, for a customer request
- Dunkirk - Miramas, for a customer request

In the rest of the world, block trains were developed in Greece, Brazil, India, Malaysia and Egypt.

Whenever possible, the Group also operates road trains to reduce CO<sub>2</sub> emissions. "Roadtrains\*" have existed in Sweden since 2019. In 2022, Containership launched its first Road Train in Spain, allowing two containers to be transported with the same road tractor, thus reducing CO<sub>2</sub> emissions by 45% compared to a traditional semi-trailer.

\* This is a truck capable of hauling several trailers

### CEVA LOGISTICS AND RAIL TRANSPORT

To reduce the carbon emissions of its customers' supply chains, CEVA Logistics develops end-to-end and block train solutions (exclusively outsourced). In addition to the routes already offered (Silk Road via the Middle Corridor through Turkey, China-South Asia, Spain-Northern France, USA), the offer was extended in 2022 with a Turkey-Germany link.

Its subsidiary GEFCO also has a rail and road offer and for example, deployed a new rail-road logistics solution for Toyota Motors Europe.

**In 2022, CEVA Logistics shipped 39 049 TEUs by train\*.**

### CEVA LOGISTICS AND BARGE TRANSPORT

Whenever possible, CEVA Logistics offers its customers more environmentally friendly modes of transport. In cities with a river network, the company develops barge transport offers. In the Netherlands, it transports handling equipment from Nijmegen to Antwerp, with each barge replacing 18 trucks.

CEVA Logistics has also partnered with Absolutely and Livett's Group to organise a river delivery service on the Thames. This pilot project should eventually remove 40,000 delivery trucks from London's roads each year.

In June 2022, CEVA Logistics conducted a pilot test with its subsidiary Colis Privé to evaluate the feasibility of delivering e-commerce parcels using the Rhône and Saône rivers. These containers were also unloaded and delivered using electric bikes.



## Emergency aid transport

The Humanitarian Services Office offers customised solutions to international organisations and NGOs providing emergency aid, in order to meet their specific transport and humanitarian logistics needs and to enable them to resolve and overcome any obstacles they may encounter until final delivery of the humanitarian supplies. In 2022, the Group handled the transport of 29,974 TEUs of emergency aid.

\*Excluding GEFCO perimeter

- 2021
- 2022
- > Objectives

#### Rail/barge transfers - Share of inland transport by rail barge\*\*



> 70% by 2025

#### Transport and humanitarian organisations - Number of containers transported via the Humanitarian Services Office



\*\*The scope of reporting has been extended to all Group subsidiaries in 2022

## Supporting innovative start-ups

In 2022, Rodolphe Saadé, Chairman and CEO of the CMA CGM Group, reaffirmed the Group's strategy to support innovation. The Group has supported 130 innovative companies or organisations, 58% of which have a corporate mission aligned with the CSR challenges of the CMA CGM Group, either by acquiring equity stakes in them through CMA CGM Ventures or through the ZEBOX, Carburateur and Le Phare incubators.



### ZEBOX, CMA CGM'S INCUBATOR AND ACCELERATOR FOR TECH START-UPS

The Group has an international incubator and accelerator for tech start-ups, ZEBOX, which aims to become a global leader in innovation. **It pursues two objectives:**

- supporting the development of start-ups by helping entrepreneurs to implement their projects, accelerate their growth, recruit talent and raise funds;
- enabling large companies to benefit from the innovations of these start-ups.

#### ZEBOX focuses on two areas:

- supply chain, logistics and mobility applied to various segments, including energy; and
- industry 4.0.

The projects chosen are driven by sustainable technological innovation: artificial intelligence, blockchain, virtual or augmented reality, IoT and robotics.

Four years after its creation, ZEBOX has assisted over 100 start-ups, 20% of which are in the GreenTech sector. ZEBOX is now an international network of innovation hubs in three regions of the world: France, North America and the Caribbean. Soon, a fourth branch, ZEBOX West Africa, will open its doors in Abidjan, Côte d'Ivoire.

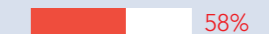
- 2021
- 2022
- > Objectives

#### Support for start-ups

Entities funded or supported by the Group



Share of entities financed or supported by the Group with a business in line with the Group's CSR challenges and objectives



**ZEBOX supports MÃO BOA, an engagement platform**

MÃO BOA is a collaborative platform that engages employees in projects with a social or environmental impact in a concrete and simple way, focusing on three priorities:

- 01. **Learning** about environmental and social issues thanks to entertaining and inspiring content;
- 02. **Acting** through concrete actions to contribute to the CSR roadmap, suggest ideas or collaborate on internal initiatives;
- 03. **Mesurer Measuring** the impact of their actions using a personalised dashboard.

- an average engagement rate of 85% on the platform
- 7,500 active and committed users in the programmes
- 90,000 actions carried out on the platform by our committed users
- 10 actions on average per month and per user are carried out
- 207 initiatives/ideas suggested by users
- 115 tonnes of CO<sub>2</sub> avoided thanks to actions taken by employees



**CMA CGM ASSISTS CARBURATEUR, AN INCUBATOR IN THE NORTHERN DISTRICTS OF MARSEILLE**

CMA CGM is a partner of Carburateur, an incubator in the northern districts of Marseille. The Group has chosen to provide financial support to five early-stage companies specialising in the maritime, transport or logistics sectors. This year, the start-up Genow, which is incubated at the Carburateur, was the winner of the "Fuel for Entrepreneurship" competition in the Transport, Logistics and Blue Economy category. Genow's objective is to develop an anti-collision system for commercial vehicles.



Acting for fair trade

# 12. Ensuring a sustainable supply chain

Creating and securing a responsible supply chain and being supported sustainably by suppliers and subcontractors is a key challenge for reducing risks for individuals, society, the economy and the environment, but also for being able to better face and manage the challenges of tomorrow.

> OBJECTIVES:

- Assessing 100% of CMA CGM Group's eligible supplier base by 2025



"We have entered in a new era in our approach towards sustainable procurement. By capitalizing on the actions undertaken over the past years, our process is now in the center of our target to foster excellence and create value with our supplier panel."

**EMMANUEL GATILLE,**  
Vice-President, Group Chief Procurement Officer

## Responsible purchasing process

For several years, CMA CGM Group has pursued a proactive Responsible Purchasing process and is committed to continuous improvement in line with the requirements of the Responsible Purchasing and Supplier Relations certification and its commitment to the principles of the UN Global Compact. This process contributes to the Group's risk management and aims to create a positive social and environmental impact on the supply chain.

### THIRD PARTY CODE OF CONDUCT

The Third Party Code of Conduct defines the minimum standards required by CMA CGM Group, including CEVA Logistics, from its partners, in particular its suppliers and their employees and subcontractors. It applies to all of CMA CGM's contractual relationships and its signature is a prerequisite for any partnership commitment.



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

### THE WAY TO BUY: THE GROUP'S RESPONSIBLE PURCHASING POLICY

To provide a framework for its purchasing practices, CMA CGM Group has drafted a reference document, The Way to Buy, which describes the fundamental principles of responsible purchasing and supplier relations. **It focuses on:**

- values, commitments and rules of conduct;
- sustainable purchasing best practices throughout the procurement process;
- the roles and responsibilities of the stakeholders in this purchasing process;
- the supplier qualification process.

This responsible purchasing policy encourages taking CSR criteria into account, in particular in invitations to tender. These criteria may relate to the CSR performance of the tenderers or to the CSR performance of the bids themselves (carbon impact, positive social impact).

■ 2021  
■ 2022  
> Objectives

**Suppliers assessed**

■ 14,594  
■ 14,884  
> 100% in 2025

### ASSESSMENT, MONITORING AND SUPPORT OF SUPPLIERS AND SUB-CONTRACTORS

In 2021, CMA CGM Group launched the **Accelerate programme**, designed to accelerate the assessment of its suppliers and fortify risk management. The assessment covers financial aspects, corruption, economic sanctions, and CSR issues. In 2022, the Group simplified its supplier evaluation process and prepared to extend it to its subsidiaries, in particular CEVA Logistics and the terminals.

**In 2022, more than 14,800 suppliers, accounting for approximately 75% of the expenditure in the maritime business, were assessed.**

In 2023, CMA CGM Group will implement a supplier risk management tool that will reinforce their assessment, coordinate corrective action plans and monitor risks throughout the relationship with the Group. The CSR assessment method is based on a hierarchy of risk levels, depending on the type of purchase and the relevant country. The Group's CSR experts have designed a risk mitigation plan to assist buyers in implementing corrective actions.

As digitalisation is a tool for reinforcing and accelerating the responsible purchasing process, CMA CGM Group has launched a vast supplier data optimisation programme. This project aims to strengthen and harmonise the supplier onboarding process and to make supplier data more reliable throughout the term of their contract.

In addition, the Group has set up a specific governance structure bringing together all stakeholders (risks, operational purchasing, CSR, finance, compliance, etc.) in order to assist buyers in implementing corrective actions, as well as to decide on continuing to do business with the suppliers most at risk.

In 2022, CMA CGM Group focused its efforts on monitoring the most at-risk suppliers and initiated on-site audits accordingly.

#### RESPONSIBLE PURCHASING AT GEFCO

Code of Ethics in terms of human rights, health and safety, business ethics and environmental responsibility. The overall process includes: supplier surveys, pre-contracting risk analysis, including specific clauses in contracts and monitoring the progress of issues through regular reviews and audits.

At the same time, GEFCO is working to provide buyers with individual incentive performance targets on responsible purchasing criteria.

## Training and awareness-raising on balanced and long-lasting supplier relationships

Three years ago, CMA CGM created the "Procurement Academy" programme to train and support its employees involved in procurement. In early 2023, new training modules will be added, including a specific training module on responsible purchasing and a Supplier Relationship Management (SRM) overview.

This programme includes a compulsory e-learning course based on our purchasing policy, The Way to Buy, that was developed in 2021 and is addressed to the entire purchasing community.

Finally, to encourage developing and maintaining balanced and long-lasting relationships with its suppliers, the Group conducted an awareness-raising campaign for the purchasing community and all stakeholders. Through this campaign, CMA CGM reiterated the importance of ethical and responsible management to treat suppliers in a fair, transparent, ethical and respectful manner.



# Fair Trade

## Our collaborations and partnerships

We are partners in initiatives that bring together key players.

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### MARITIME ANTI-CORRUPTION NETWORK

This global network of companies aims to eliminate corruption in the maritime sector and promote ethical trade that will benefit society as a whole.

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### BALTIC AND INTERNATIONAL MARITIME COUNCIL (BIMCO)

This committee works to facilitate the business operations of its members by drafting standardised contracts and contractual clauses.

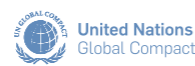
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### WORLD SHIPPING COUNCIL (WSC)

CMA CGM coordinates a working group within this association, known as the Custom Interface Working Group. This working group aims to build a sustainable, safe and secure maritime industry.

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### UN GLOBAL COMPACT

The UNGC principles are an important international instrument to guide the efforts of companies that have a key role to play in building more stable, inclusive and sustainable societies.

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### SMART FREIGHT CENTRE (SFC)

This organisation works to reduce greenhouse gas emissions from freight transport. It aims to guide the global logistics industry towards the reduction of its emissions by one billion tonnes by 2030 and to achieve zero emissions by 2050.

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### CLEAN CARGO

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

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Sustainable Air Freight Alliance

### SUSTAINABLE AIR FREIGHT ALLIANCE (SAFA) - CEVA LOGISTICS

CEVA is a member of this collaborative initiative including maritime transport, air cargo and freight forwarding companies that are committed to measuring and reducing their CO<sub>2</sub> emissions and that advocate responsible transport.

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### ECO-SKIES ALLIANCE D'UNITED AIRLINES - CEVA LOGISTICS

This programme brings together leading global companies that work with the airline to achieve more sustainable aviation.

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### GLOBAL LOGISTICS EMISSIONS COUNCIL (GLEC)

GLEC members have developed a GLEC framework that is the only globally recognised methodology for harmonised calculation and reporting of the GHG footprint of logistics in the multimodal supply chain.

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# APPENDICES



