<table>
<thead>
<tr>
<th>ITEM</th>
<th>MAIN CATEGORIES</th>
<th>FREQUENTLY ASKED QUESTIONS</th>
<th>LAST UPDATE</th>
<th>CSR &amp; A SHORTCUT</th>
<th>STANDARD REPLY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CSR REPORTING</td>
<td>Does CMA publish a CSR Report ?</td>
<td>23-10-18</td>
<td>Yes</td>
<td>CMA CSGM produces an annual Corporate Sustainability report on a voluntary basis since 2013. This document is part of the Board documentation and is verified by an external independent and competent third party. FULL DOCUMENT IS AVAILABLE ON THE CORPORATE WEBSITE in the CSR section. It is a French regulatory obligation as of 2019. Share the link to CMA CSGM CSR videos on Youtube: <a href="https://www.youtube.com/watch?v=e45k9ub7r70">https://www.youtube.com/watch?v=e45k9ub7r70</a></td>
</tr>
<tr>
<td>3</td>
<td>CSR REPORTING</td>
<td>Is the CSR policy of the company shared internally ?</td>
<td>23-10-18</td>
<td>Yes</td>
<td>Internal CSR communication: we regularly communicate to the employees through: - the CMA CSGM international weekly newsletter - the CMA CSGM CSR Internal Website - Meetings &amp; conferences about CSR</td>
</tr>
<tr>
<td>4</td>
<td>CSR REPORTING</td>
<td>What are our CSR main objectives/strategy ?</td>
<td>13-10-18</td>
<td>Yes</td>
<td>CMA CSGM Environmental Sustainability Strategy relies on 3 main axis: - Energy Climate and Air emissions - Ocean Preservation - Innovation and sustainable solutions These strategic axes are cascaded into annual objectives and actions, and referring to environment specifically, 3 major objectives are: reducing by 50% CO2 emissions from 2015 to 2025; developing eco-solutions and services, complying with major international regulations (Ballast Water, Ship dismantling, CO2, Sulfur cap...), which will reduce significantly shipping environmental impacts. In 2017, Rodolphe Saade, CEO of CMA CSGM Group made the bold decision to equip our future 22,000 TCEU vessels with a technology firmly focused on the protection of the environment. By choosing LNG, CMA CSGM confirms its ambition to be the leading force in the industry in environmental protection by being a pioneer in innovative and eco responsible technologies. On the fleet side, we will pursue our energy efficiency programs, (ex: hull cleaning strategies, eco-technologies development...), on the inland side by developing low carbon and alternatives to road transport (ex: modal shift/short sea, rail and barges development...).</td>
</tr>
<tr>
<td>5</td>
<td>CSR REPORTING</td>
<td>What is the mission of the CSR team ?</td>
<td>13-10-18</td>
<td>Yes</td>
<td>We have a CSR approach &amp; a CSR and Environment Department that reports directly to the Executive Management. The Executive Management define the CSR strategy to be implemented by the CSR &amp; Environment Department: defining objectives &amp; actions plan in linked to this strategy. CSR objectives &amp; actions are stretched among all our entities &amp; subsidiaries worldwide: head office, agencies, subsidiaries etc. The CSR &amp; Environment Department are in daily contact with CSR network worldwide.</td>
</tr>
<tr>
<td>6</td>
<td>CSR REPORTING</td>
<td>What is the importance of CSR in the organisation ?  Is top Management involved?</td>
<td>13-10-18</td>
<td>Yes</td>
<td>Sustainability is a component of the Group CSR strategy: - Sustainability vision and agenda is under the direct reponsibility of CMA CSGM Executive Management - Sustainability is part of the Board mandatory topics as per the French applicable regulation - According to the nature and importance of some sustainability topics, Top Management is involved in the key orientations, objectives and achievements/performance reviews. Once a year, the Executive Committee and/or Management Committee is dedicated to environmental Subjects. According to the nature and the importance of some environmental topics or issues, extraordinary meetings and working groups can be organized. In 2017, a specific workgroup chaired by Mr. Rodolphe Saade and Mr. Salem, respectively CEO and Executive Officer, has been set up to review all options for future newbuildings energy options: economical, technical and environmental studies that led to the decision to opt for dual fuelled LNG vessels for the next 22,000 TCEU generation. A CSR Committee meets regularly to draw up policies for the strategic axes put forward by General Management and to take the appropriate action. This Committee is composed of representatives of the Human Resources, Audit and Risks, Compliance, Finance, Communication, Marketing, Branch Network, Purchasing, Transformation and Innovation and SSE departments as well as CMA Ships and the Foundation. Meetings &amp; conference calls with regional entities are also regularly scheduled to validate local CSR objectives &amp; actions.</td>
</tr>
<tr>
<td>7</td>
<td>CSR REPORTING</td>
<td>What are our engagements towards customers ?</td>
<td>13-10-18</td>
<td>Yes</td>
<td>Customers satisfaction is a key objective for the Group. Developing strong relationships with customers and propose eco-solutions is a major axis of our sustainability policy. Regular meetings and workshops dedicated to sustainability matters are organized in a complementary way to ensure mutual alignment. Sustainability is integrated into our CRM process and tools and Sales/Commercial are regularly trained with sustainability subjects. For instance: - Clean Cargo: this working group brings together shippers and carriers around the table. Subjects discussed are linked to the environmental shipping topics, in particular about: CO2, SOx, NOx, PM10 emissions calculation methodolody standardization. CMA is a member of ICCWG since 2005. - CO2 premium service: carbon footprint analysis for customers who want to monitor their logistics related CO2 emissions per year, per trade and per transport mode, a first step towards CO2 emissions optimization - Face to face with clients: customer are welcomed in No to discuss specific concerns.</td>
</tr>
</tbody>
</table>
8 CSR REPORTING

CSR Performance Benchmark

ISO certifications:
- 100% of the CMA CGM-owned fleet obtained triple ISO 9001, ISO 14001 and OHSAS 18001 certification.
- Certifications ISO 14001 - ISO 9001 - OHSAS 18001
- 60% of Terminals subjected to the CMA CGM HQ SSTS Terminals policy have achieved ISO 14001 and/or OHSAS 18001 certification. In 2017, 12 ISO 14001 and OHSAS 18001 certifications were received for all terminals in the scope.

Awards:
- Escoláis – In 2018, for the 4th year in a row, the Group received the Golder level. CMA CGM is the highest performing 1% of companies in terms of CSR according to the extra-financial rating agency Escoláis.

Memberships in organizations focused on Environmental Sustainability: Clean-Cargo, World Shipping Council, Escoláis, Armateurs de France, Clean Cargo, World Shipping Council, Ecovadis, Armateurs de France.

9 CSR REPORTING

CSR Performance Benchmark

23-10-18

External benchmark: As far as possible, yes based on public announcement and communications from our peers, however, maturity, reliability, transparency and comparability between companies are key factors and limitations in a benchmark process. Benchmarks are done on a continuous process. This continuous monitoring allows us to understand short, mid, and long-term trends, so as to foster strategic decision-making.

10 ETHICS

Does CMA CGM have an Ethics and compliance policy?

24-10-18

Our ethics principles are publicly available online in our CSR Report page 10 to 13 (link to report in item 1 of this document). To visit Ethics and Compliance intranet site and upload below documents: click here.
- Code of Ethics
- Third Party Code of Conduct
- Anti-corruption policy
- Gifts & Hospitality Policy (which also governs Marketing Events, Sponsorships, Charitable Contributions and issuance of letter of invitation [媒合])
- Conflict of Interest Policy
- Third Parties Management Procedure
- Process for the Engagement and Retention of Lobbyists
- Ethics Hotline Policy
- Non Retaliation Policy
- Competition Law Policy

11 ETHICS

Are employees trained in ethics/compliance?

24-10-18

The Ethics & Compliance Division offers guidance for all the Group’s employees. Intranet familiarisation on fair business practices and E-learning modules on European competition law and economic sanctions are compulsory for Group employees. The economic sanctions modules were updated in late 2015 and are completed by campus based courses taught at the Head office Academy.

12 ETHICS

Does CMA CGM have a risk management process?

24-05-18

CMA CGM has a dedicated Risk management department.

The CSR and Environment Department, in the frame of the CSR comitee, is a major contributor to the Group risk map, that is updated quarterly and presented to the Executive Management.

Risk Management processes include CSR-related risks, which are considered critical as operational Group’s risks.

The CSR and Environment Department & the Risk Department identify potential CSR risks in each of our CSR areas, and have implemented actions to avoid and/or prevent issues. For instance:
- Value Chain / Business Ethics: compliance with the Anti-corruption, economic sanctions regulations, personal data collection,
- Social: modern slavery, prevention of psycho-social risks
- Safety / Security: security policy is to avoid any accidents that may result in injury or loss of life, either to shore-based or seagoing employees, or major damage, either to vessels, goods or the environment, by establishing a set of procedures that are regularly evaluated and reviewed in an integrated management system (IMS).
- Environment: risk related to climate-change, pollution and release, accidental discharge at sea, containers lost at sea, biodiversity impact.

13 ETHICS

Was the CMA CGM group involved in any Environment, Health & Safety violations within the last 3 years?

24-10-18

No open Environment, Health & Safety violations with fine has been received in the last 3 years (Nov. 2020)

Latest Economic sanctions related litigation proceedings: CMA CGM’s affiliate in the U.S., CMA CGM (America) LLC, settled allegations of violations of several American sanctions program with the OFAC in 2011. The OFAC fine imposed on CMA CGM (America) LLC marks the start of CMA CGM Compliance program to ensure compliance of the Group’s activities with all applicable sanctions regimes, including but not limited to the U.S., UK and EU sanctions.

/// Russian Federation: In 2012, the Russian Antimonopoly Service (FAS) brought a claim against CMA CGM for alleged anti-competitive behavior in the European container shipping market. CMA CGM and COMANAV are accused of violating Article 101 of the Treaty on the Functioning of the European Union by engaging in concerted practices that resulted in the exchange of sensitive information between the two companies. On 11 August 2016, the Court of Justice of the European Union found that CMA CGM and COMANAV had engaged in illegal concerted practices that had an anti-competitive effect.

/// India: On 15 March 2016 CMA CGM lodged an appeal against the FAS decision. The appeal was heard by the Delhi High Court on 7 November 2016, where the Court upheld the FAS decision and dismissed the appeal.

/// Spain: CMA CGM and COMANAV were fined €13,834,519 in 2013 after being found guilty of violating Article 101 of the Treaty on the Functioning of the European Union by engaging in concerted practices that resulted in the exchange of sensitive information between the two companies.

/// United States: CMA CGM was fined $1,142,750 in 2013 by the US Department of Justice for violating the US sanctions program.

/// Environmental violations: CMA CGM has not received any environmental violations with fine in the last 3 years.
14 ETHICS

Does CMA CGM have its own Code of Ethics?

The Code of ethics is the Group's reference document for ethics and compliance. It was created to clearly communicate the principles and rules every one must follow while conducting their business.

More specifically, the Group pledges to obey applicable regulations. There is a special manual on this for all the Group's employees. It works together on sustainability and subject to the Head of Office.

As such, all the Group's employees are encouraged to use any means to report any violation of the Code of ethics, compliance manuals, applicable procedures and regulations to general management, their direct managers, the Group Ethics & Compliance Division and/or so through any other existing channel

2018

In 2017, the Compliance Department has been consolidated with a formation of a Chief Compliance Officer:

- An alarming session on the Code of Ethics is compulsory for all collaborators
- Moreover, Collaborators must sign the Code of Ethics at the same moment that they sign their contract [see item 2]
- A whistleblowing procedure is already implemented for collaborators (& others stakeholders: clients, subcontractors...) on all subjects related to the Group but in 2018 this process will be heightened & extended.
- An internal dashboard on these topics has been implemented, and will be communicated internally & externally in accordance with the Directeur de Vigilance’s French Law & Sapin II Law

15 ETHICS

How is Compliance guaranteed within CMA CGM ?

CMA CGM has a Compliance Management System in place including: Tone at the top, management oversight, a complete compliance program and compliance audit. The Compliance Department is responsible for the development of the Compliance Program. The Internal Audit and Risk Prevention Department also appoint dedicated resources to the fight against corruption. This department is notably in charge of establishing and updating the mapping of corruption risks and monitoring progress in the implementation of the fight against corruption through the 8 components provided for by the Sapin II law.

The Group’s internal and external communication departments devote a significant proportion of their time to communicating the Group’s anti-corruption compliance policies and procedures both within the Group and to our external partners in the most straightforward way. In addition, the Group is accompanied by external consultants to the implementation and deployment of the system. Finally, the Group has invested in various tools, solutions and applications (e-learning, EthicsPoint Navex system) essential to the implementation of a modern and effective anti-corruption system.

COMPLIANCE MANAGER:

At the request of the Chief Executive Officer, CMA CGM Group has strengthened its human resources dedicated to the fight against corruption over the past year. A Group Compliance Manager, a French and American national with external compliance experience, was recruited in April 2017 to head the Group’s legal and regulatory compliance function. An anti-corruption compliance manager who reports to the Group Compliance Manager was recruited in January 2018. This team complies an internal anti-corruption team of 3 full-time staff. This team relies on a network of compliance correspondents located in the regions, notably in North America (correspondent located in Norfolk, VA) Asia (Singapore), Latin America (Rio de Janeiro) and Australia (Melbourne).

16 ETHICS

Does CMA CGM comply with French SAPIN II law?

CMA CGM has developed a full program in order to comply with the French Sapin II laws, in particular through its 8 pillars:

1) A code of conduct: this must define acts considered to constitute corruption. It has been released in August 2018, following consultation if the employee representatives. CMA CGM had already a Code of Ethics, that has been updated in March 2018 with a new Tone at the Top from our CEO.

2) An internal warning system: where employees can report breaches of the code of conduct. A new Ethics Hotline has been implemented hosted by Nowes Global. Its launch is pending the final labor requirements especially in France and the Group already launched in five countries: USA, Canada, Singapore, New Zealand, South Africa. Launch in the rest of the world is expected in September 2018.

3) Risk mapping: aims to identify, analyse and prioritize risks of a company’s exposure to corruption. This risk mapping has been elaborated by the Risk Management department and is subject to a continuous follow-up.

4) Third parties due diligence processes: A process has been implemented to make third parties assessment and is already in place for the key transactions (VIMA, Co-contracting, agency, resellers, etc). An additional process is developed by the procurement department in collaboration with E&Y. A KYC process is under development for CMA CGM customers (more than 3.1 million). The company is accompanied by external consultants ensuring that to track and monitor all ongoing transactions.

5) Internal or external accounting controls to ensure that books, records and accounts are not being used to conceal acts of corruption. The Financial Department is in charge of this process.

6) Staff training for those with the highest risk of exposure to corruption. CMA CGM has developed several trainings (e-learning and on site) in 2018. This training targets for employees on CSR subjects or they are giving training contents to “educate” our buyers and internal customers to the need of considering CSR aspects as a risk.

7) Disciplinary systems for employees who violate the code of conduct. This was already mentioned in the Code of Ethics and the “Reglement interne”.

8) Internal controls and assessments of established programs. This will be held by the Audit Department.

17 ETHICS

Is CMA CGM fighting against Modern Slavery?

Yes. Question is addressed in CMA CGM code of ethics (see item 14)

18 ETHICS

Does CMA CGM evaluate CSR engagement of its partners?

The Compliance Department is working with internationally recognized law firms, such as E&Y, Wilkie Farr & Gallagher LLP, August & Debouzy, to help it in developing a best-in-class Compliance Program and in evaluating it. In addition, CMA CGM Group Procurement is currently working in partnership with EcoVadis an external company specialized in CSR evaluation worldwide. For instance, they are sending surveys to suppliers to rate them on CSR subjects or they are giving training contents to “educate” our buyers and internal customers to the need of considering CSR aspects as a risk.

In 2017, the blue box initiative has been created to report/report any innovative practices, including environmental and sustainability ones. Many suggestions have been raised and taken into account in our global strategy where applicable. Besides, any person who wants to provide new ideas can use our generic address: hs.environment@cma-cgm.

19 WORKFORCE SOCIAL

How does CMA CGM motivate/involve its staff in the development of the company?

Newsmakers are going through an integration process including environmental sustainability topics. CMA CGM academy provides and is continuously developing sustainability trainings. Our internal / external communication plans include also sustainability.

The Group has created an in-house university in order to guarantee quality training, to ensure the transmission of values and methods and to manage the vast number of different branches of activities and skills of the shipping industry.

CMA CGM academy provides and is continuously developing sustainability trainings to all employees. Trainings are both voluntary and mandatory. It depends on subjects.

New joiners (internships, part-time and full-time employees) are going through an integration process including environmental sustainability topics. This integration process is a day or a half-day integration meeting and additional trainings.

20 WORKFORCE SOCIAL

Is there a sustainability culture within the Group ?

Diversity plays a key role in supporting the Group’s strategy. CMA CGM Group strives to give everyone the same advancement opportunities within the organization. The Code of Ethics clearly defines the Group’s commitment to diversity and equal opportunities. We derive our integrity by respecting and protecting the fundamental rights and freedoms as instituted in the Universal Declaration of Human Rights. Through this declaration, the Group has committed to eliminating any discrimination of any kind based on nationality, class, race, disability, gender, age, religion and political views. More broadly, the Group anti-discrimination policy is based on the principles of freedom of opinion, job placement and retention for disabled employees, and job equality as per the bargaining agreement. As such, several projects have been implemented and there is constant dialogue between the staff representative bodies and management in order to more fully address areas in which the employment environment climate and the atmosphere at work in general may be improved.

The Group creates the “Diversity for Better Performance” Committee. The Committee’s role is to make diversity a source of performance for the Group, and it is structured around 4 areas of work:

- Inter-cultural: to improve understanding of the culture of the different foreign partners and thus encourage exchanges
- Inter-generational: to develop knowledge and the transfer of skills between the different generations
- Gender equality: to homogenize the Group’s image and reduce the status gap between men and women
- Disability: to promote and facilitate the work of disabled collaborators.

21 WORKFORCE SOCIAL

Does CMA CGM have a Diversity / anti-Discrimination HR policy?

The Group is committed to diversity and equal opportunities. It derives its integrity from respecting and protecting the fundamental rights and freedoms as established in the Universal Declaration of Human Rights. Through this declaration, the Group has committed to eliminating any discrimination of any kind based on nationality, class, race, disability, gender, age, religion and political views. More broadly, the Group anti-discrimination policy is based on the principles of freedom of opinion, job placement and retention for disabled employees, and job equality as per the bargaining agreement. As such, several projects have been implemented and there is constant dialogue between the staff representative bodies and management in order to more fully address areas in which the employment environment climate and the atmosphere at work in general may be improved.
Numerous measures are taken to ensure that employees have an appropriate work-life balance. A gender equality agreement providing for 100% maternity leave for women, as well as the provision of 12 weeks' special leave to accommodate 18 children of employees within a private crisis or the payment of a “child allowance” to the establishment committee, the introduction of personalised working hours for full-time staff (variable shifts) at all metropolitan shore-based offices, etc.

Apart from emergency situation, travel should be planned in advance. Seagoing employees also need fair warning of ship departures so they can make family arrangements as expressed by the employees. Working conditions are also used as inputs of the meetings of the Health and Safety Committees involving Employee Representative Bodies and Management representatives.

In 2017, the actions taken to improve quality of life at work focused principally on improving employee monitoring.

For example, a support process for those returning from long-term absences has been introduced in the form of various appointments between the human resources department, the manager and, where necessary, the occupational psychologist.

---

**22 WORKFORCE SOCIAL**

*What are the working conditions at CMA CGM?*

---

**23 ENVIRONMENT**

*How does CMA CGM monitor its overall environmental performance?*

---

**24 ENVIRONMENT**

*Does CMA CGM have a CO2 reduction target?*

---

**25 ENVIRONMENT**

*What is a brief environmental training within CMA CGM?*

---

**26 ENVIRONMENT**

*How does CMA CGM monitors and reports its CO2 emissions?*

---

**27 ENVIRONMENT**

*What is CMA CGM strategy to fight climate change?*

---

**28 ENVIRONMENT**

*How does CMA CGM work on fuel savings?*
29 \textbf{ENVIRONMENT} \hspace{1cm} How will CMA CGM cope with IMO 2020 sulfur cap? \hspace{1cm} 16-10-18

**Focus: 2020 Global 0.5% Sulfur cap**

The current global sulfur cap on bunker fuel: 3.5%  
As from January 1st, 2020, stricter regulation will be enforced: new global sulfur limit of 0.5%. This requirement comes in addition to the 0.1% sulfur limit in the SEA zones.  
Fuel supply chain to be reconfigured to comply with the new IMO regulation (several compliance options)  
Bunker expenses expected to rise up. However, industry is not able yet to make realistic assumptions about extra costs 

CMA CGM Strategy:  
- CPP 60 CMA CGM vessels will be equipped with scrubber systems (1 ship deliveries in 2018 to evaluate and monitor the system in operating conditions)  
- CMA CGM signed in Oct. 2016 and Feb 2017 2 MOU with ENGIE and TOTAL in a view to anticipate and secure low sulfur fuel supply (0.1% sulfur max). In case of unavailability, CMA CGM will burn Marine Diesel Oil to insure full compliance  
- The group confirmed in October 2017 the purchase of 80 22 000 teus vessels equipped with LNG propulsion emitting 0% sulfur.  
  
share the SULFUR CAP video on youtube: https://www.youtube.com/watch?v=iv3hDa5rhw

30 \textbf{ENVIRONMENT} \hspace{1cm} Why did CMA CGM choose LNG for its future container ships? \hspace{1cm} 18-10-18

**Focus: LNG => of Innovations and New initiatives**

We decided to invest in LNG Propulsion: technological breakthrough for the protection of the environment  
The result of a 7 years R&D project in cooperation with shipyards, engine makers, ports etc...  
A technology that will apply on 25,000 TEUs containerships for the first time in the history of the shipping industry  
LNG engine by CMA CGM implies a limited number of changes in vessels design:  
- Dual fuel solution for propulsor and auxiliary engines  
- Tanks capacity: 18 000 m3  

Benefits of Liquified Natural Gas:  
- Up to 25% less CO2  
- 99% sulphur emissions  
- 99% particulate matters  
- 85% nitrogen oxides emissions  

share the LNG video on youtube: https://www.youtube.com/watch?v=Otb4eMrUCC

31 \textbf{ENVIRONMENT} \hspace{1cm} How does CMA CGM place environment at the heart of its daily life \hspace{1cm} 16-10-18

We can demonstrate how we undertake waste segregation on board (dispose of toner cartridges, batteries, electrical items, etc.) and where (double sided printing, the use of scrap paper and paper recyling in HQ...).  
We promote employee awareness, energy saving policies, reduce waste.  
We support homeworking to minimize travel and encourage visioconference whenever possible within the group.  
We are able to demonstrate how our processes/daily activities reduce environmental impact.  
We do try to minimize company travels.  
We selected external suppliers via our Responsible purchasing policy (office and ships under direct CMA CGM management)

32 \textbf{ENVIRONMENT} \hspace{1cm} What is CMA CGM Ship Recycling / Dismantling policy? \hspace{1cm} 16-10-18

As you may know, CMA CGM has one of the most modern and young fleet within the sector, so is a logistical way, ships are predominantly sold on the second-hand market a long time before they reach their end of life. However, when it comes about ship-breaking issues, the Group’s position is to urge the adoption and ratification of the Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships.  
Faithful to his environmental commitments, CMA CGM has already taken proactive actions to promote better hazard management enhancing health, safety and environment in the dismantling process in line with the Hong Kong Convention. Among other, since 2007, all our new building vessels are equipped with an approved inventory of Hazardous Materials (Green Passport) strengthening what dismantling issues are identified and addressed within our organization.  
In shipyard selection process, when operationally feasible, CMA CGM is considering recycling shipyards committed to safety and environment with E&S management systems certified or similar to ISO 14001 or OSHAS 18001 standards.

33 \textbf{ENVIRONMENT} \hspace{1cm} Does CMA CGM have a solid waste sorting policy onboard its ship? \hspace{1cm} 16-10-18

In respect of solid waste, the Group has launched an innovative, ecological and exemplary approach that goes beyond the requirements of the MARPOL regulation: the “Green Ship” Programme. All of the Group’s owned ships now participate in this programme.  
This initiative revolves around four key points:  

1. Selective sorting of all waste  
2. The removal of incinerators in favour of new generation compactors, eliminating the emission of polluting gases  
3. The formal prohibition of throwing any waste overboard (excluding food)  
4. Optimizing the recycling of waste on land  

The quantity of waste produced is continuously monitored and reported and specific training is carried out both on board and on-land.  
All owned vessels are currently committed to this programme. On average in 2017, vessels produced less than 10m3 of waste per month.  
The programme also allows for exchange on “good practices” or “difficulties encountered” with the vessels.  
Ports that collect waste for recycling are listed by the type of waste they collect (ink cartridges, plastic, etc.), while certain other ports are not recommended. The aim is to draw up a central map of ports that provide the best selective sorting process.

34 \textbf{ENVIRONMENT} \hspace{1cm} What measures does CMA CGM take to protect Biodiversity? \hspace{1cm} 16-10-18

The Water Ballast Management Convention adopted by the IMO in February 2004 was ratified in 2016 and entered into force on 8 September 2017.  
CMA CGM pre-empted the entry into force of this convention by equipping as many new vessels as possible with a ballast water treatment system. This discharges water into the sea that is completely free from any living organism that may impact marine biodiversity. In parallel, the US has also introduced local regulations on the treatment of ballast water. It has approved six ballast water treatment systems that comply with US regulations, which are more stringent than international regulations. The Group’s ships are equipped with approved systems and will be required to treat their ballast water using one of these systems before discharging it into US waters.  
The Group has devised a schedule for installing these systems on its owned fleet, in accordance with the requirements of the international convention and American regulations. 85 Group ships are already equipped. In addition to the ballast water treatment system, the owned fleet is equipped with a number of technologies to limit its impact on biodiversity.  
The “Fast Oil Recovery System”, a pollution management technology, is a simple, reliable and safe system that recovers hydrocarbons in the hold without needing to penetrate the ship’s hull in the event of the ship being grounded. 45 vessels are equipped with this technology.  

Until 2010, the fuel on container ships was generally stored in the hulls of vessels, protected by a single seal.  
Since the MARPOL 2012 rule entered into force (“2010), double seals have been used. The installation of a second wall around fuel tanks prevents the risk of marine pollution in the event of a collision or if vessel’s hull is punctured.  
Additional tanks allow bidge water, machine water and grey water to be treated. In addition, the deck equipment is fully electric to avoid any pollutions of hydraulic fluid.  
In parallel, several programmes have been introduced in the United States and Canada for the protection of marine cetaceans. On the East Coast of the United States and Canada, CMA CGM vessels are required to reduce their speed to a maximum of 10 knots in certain areas recognized as breeding grounds for marine cetaceans.  
Also, on the West Coast, CMA CGM has voluntarily committed to the “Green Flag” speed reduction programme that was introduced in the sanctuary near the Santa Barbara Islands. The port of Long Beach rewarded CMA CGM for dropping the speeds of its container ships at both:  
- 40 nautical miles from the port  
- 20 nautical miles from the port.  
Furthermore, with the help of the Fleet Navigation Centre, the Group monitors the areas where lower speeds are recommended. Whenever possible, the Group strives to lower its speeds and thus limit the risk of collision in these cetacean protection sanctuaries.  

https://www.youtube.com/watch?v=Otb4eMrUCC
35 ENVIRONMENT

What is the position of CMA CGM towards innovation?

Investments in energy efficiency, ROF on future energies, carbon reports are an on-going and continuous improvement process.

You can find additional information in the attached file named: "CMA CGM Environment ROF 2015".

In 2017, Rodolphe Saade, CEO of CMA CGM Group made the bold decision to equip our future 22,000 TEU vessels with a technology firmly focused on the protection of the environment. By choosing LNG, CMA CGM confirms its ambition to be the leading force in the industry in environmental protection by being a pioneer in innovative and eco-responsible technologies. It will reduce to almost 0% NOx and up to -25% CO2 emissions, while reducing noise by 50%.

On the fleet side, we will pursue our energy efficiency programs, (ex: hull cleaning strategies, eco-technologies development,..) on the inland side by developing low carbon and alternatives to road transport only or ex : modal shift (short sea, rail and barges development,..).

To a certain extent, we are trying to always innovate and especially regarding energy efficiency of our fleet, but also on containers (lighter, alternative materials,..) and carbon services (calculator, personalized reports,..), alternatives modes of transport to trucks - barge or rail. . .

36 SAFETY SECURITY HEALTH

Does CMA CGM have a full documented Health and Safety policy?

We have a Company (HSE) policy. A dedicated Accident Prevention Committee is responsible for continuously improving safety performance, setting targets, review performance.

The health and safety of the Group’s employees is a priority. Certain activities and business lines present significant risks, particularly on board, but also terminal and warehousing operations.

The objective of the CMA-CGM Group’s safety policy is to avoid any accidents that may result in injury or death, either to shore-based or seagoing-employees, or major damage, either to vessels, goods or the environment, by establishing a set of procedures that are regularly evaluated and reviewed in an integrated management system (IMS).

A dedicated SDE Department (Safety, Security, Environment) is involved in both analysing and preventing risks, and in auditing and implementing technical and organisational procedures in accordance with prevailing regulations. This department carries out internal annual audits on board vessels and on land, in order to check that CMA CGM’s security policy is being properly applied. This same department is tasked with coordinating operations in a major crisis.

The assessment of risks associated with safety and working conditions is central to the Group’s preventive approach. It comprises an ongoing improvement process in which all employees, from Management to seagoing and operational employees, are involved on a daily basis.

As required by applicable regulations, all risks are identified, assessed and are the subject of annual prevention plans at the various maritime, land-based and shore-based entities. These prevention plans cover varied topics such as individual protective equipment, chemical risks, psychosocial risks, addictions and noise risks. Investigations are systematically conducted into workplace accidents and work stoppages of more than 24 hours and/or near misses that are considered to be serious, in order to analyse the causes and implement appropriate corrective and preventive actions.

37 SAFETY SECURITY HEALTH

Are employees daily informed and trained about safety rules within CMA CGM organization?

An Integrated Management system index is shared with employees covering all safety situations and procedures related to safety. In addition, leaflets on board benefit from a specific training program to ensure they maintain their knowledge and competencies, as well as regular seminars and on board trainings.

Every quarter, feedback on on-board incidents (accidents, near misses and inspections) is compiled and discussed by owned fleets. This allows sailors to benefit from others’ experiences and better anticipate risks.

In 2017, actions to develop the safety culture with the teams were strengthened. A third safety campaign for all crews was rolled out. The subject, this time, was Individual Protection Equipment, prevention for on-board dockers a satisfaction questionnaire on safety on board vessels.

Training and awareness-raising are crucial aspects of prevention. These comprise mandatory business line training sessions, on-shore, on-board, workshop and tool familiarisation sessions, and a catalogue of distance training sessions for seagoing employees, specific training courses for first and second officers, as well as a programme of regular exercises and navigation simulators. Seminars were held at the head office for officers of all the Group’s fleets. Participants discussed various operational topics and on-board safety (analyses of reported incidents, safety management, etc.).

The Group is also an active member of the CSSF (Container Ships Safety Forum). Launched in 2014, this is an inter-company network that seeks to improve safety performance and container transport management practice.

We make a special focus on “near miss” which is an untimely incident that could have caused damage, injury or death, but was narrowly avoided. Near misses must be studied and recorded, and experiences must be shared to reduce the likelihood of similar incidents occurring.

Most workplace accidents are preceded by near misses that should serve as a warning. In 2017, CMA Ships recorded an increase of 91% compared to 2016.

38 SAFETY SECURITY HEALTH

Does CMA CGM hold HSE statistics? What are the KPIs?

Key safety indicators are: Number of fatalities, Number of injury, Lost Time Injury, Lost Time Injury Frequency, Severity Rate, Subcontractors number of injury etc...

Reporting: Safety issues are collected on a daily basis: a report is done and filled in the database to be included in a weekly report and a monthly dashboard

Data are verified externally on annual basis by external independent third parties.

This information is considered as highly confidential and figures are not communicated to customers in writing. However, they are available for on-site consultation upon specific request.

39 SUSTAINABLE PROCUREMENT

Does CMA CGM have a sustainable procurement policy?

In addition to social and environmental aspects, our Sustainable Procurement Policy addresses matters such as corruption, economic sanctions, conflicts of interests and competition matters.

CMA C&G Third Party Code of Conduct (see item 2) is sent to every supplier at tender period and has been countersigned by 310 of our biggest suppliers.

A risk management committee related to suppliers has been created in 2017: Its objective is to work on suppliers segmentation in order to draw a risk map. The RSE criteria has been approved by the committee as a major risk when it comes to suppliers. A special focus has been made on the new law “Gilets 2nd. and “Douleur de l’échafaudage”

40 SUSTAINABLE PROCUREMENT

How are buyers trained in sustainable purchase?

Memos are available to buyers to explain the Group CSR approach, the sustainable procurement approach and the EcoVadis Questionnaire.

The CSR Department trains the Group Procurement Department, detailing CMA CGM’s CSR approach & sustainable procurement on a continuous basis.

Training topics:

- what is Sustainable Procurement within the Group
- what is EcoVadis, how does it works and its purpose

Specialized trainings are proposed to buyers in specific department. For example in Chartering and IT

41 SUSTAINABLE PROCUREMENT

What is the importance of Environmental & social criteria in suppliers’ selection process?

The Procurement Group is implementing a Responsible Procurement Strategy based on:

- The Third Party Code of Conduct: all suppliers have to agree and sign this Code Of Conduct - The Code of Conduct prevents the involvement of CMA CGM regarding business ethics, social, societal & environmental areas. With this signature Suppliers & Subcontractors agreed to respect CMA CGM’s involvement.
- CMA CGM has done a Suppliers/Sub-contractors Risk Map per domain, geographical localisation... This map include environmental & social criteria.
- CMA CGM has developed: a CSR assessment with EcoVadis for a set of suppliers & has developped a Group Prequalif/Qualification questionnaire for reinforcing the suppliers screening before contracting & on a regular base.
- In 2017, CMA CGM has been awarded the EcoVadis Silver Medal, which reflect our commitment to improve our environmental and social impacts.

42 SOCIETAL

Can you quantify the societal involvement of CMA CGM?

Humanitarian Desk - 2017 - Facilitation of 10 600 humanitarian TEU thanks to the Humanitarian Desk

Investments in energy efficiency, ROF on future energies, carbon reports are an on-going and continuous improvement process.
SOCIETAL

Is CMA CGM involved in community initiatives locally?

The Group’s activities extend to 145 countries. CMA CGM is committed to human rights and participates in the social and economic development of the countries in which it operates through investments that lead to the creation of new jobs and business opportunities. Alongside its business activity, the Group carries out civic initiatives involving the provision of financial or in-kind support to NGOs and local associations through the Foundation and also employee initiatives.

For CMA CGM, local action may be a voluntary, one-off or recurrent initiative, carried out by a CMA CGM entity, involving CMA CGM employees, that has an environmental, social or societal theme and a direct impact on local communities with which the Group or its subsidiaries are associated. In 2018, the Group committed to more than 20 local community actions.

In times of crisis, the CMA CGM Group works in conjunction with governments and humanitarian organisations on a worldwide basis to provide aid to affected populations and meet their immediate basic needs. By offering their logistical expertise in transporting equipment and by collecting donations in-kind (water, food, clothes), CMA CGM teams seek to improve the situations of extremely vulnerable people and have shown their willingness to help those with the greatest needs.

The CMA CGM Corporate Foundation supports projects aimed at children. Since being established (2005), it has supported over 200 associations. Its mission is to encourage the personal development of children with disabilities, improve the daily lives of children with illnesses and promote equal opportunities for young people from disadvantaged backgrounds. Through the Containers of Hope campaign, it is facilitating humanitarian transport operations for the most vulnerable children all over the world. With new circumstances and needs, this program has been extended in 2017 by donating around one hundred containers per year on its ships to help people in conflict zones or subject to health and humanitarian risks.

You can find additional information about the CMA CGM Foundation in the following internet links:
- http://www.cma-cgm.fr/le-groupe/fondation

SOCIETAL

Does CMA CGM have a Sponsorship program?

A skills-based sponsorship program has been launched in 2018 in Marseilles HQ. With the support of its Foundation, CMA CGM puts its collaborators’ skills at the service of humanitarian associations. The Group’s mission is to encourage the personal development of children with disabilities, improve the daily lives of children with illnesses and promote equal opportunities for young people from disadvantaged backgrounds. Through the Containers of Hope campaign, it is facilitating humanitarian transport operations for the most vulnerable children all over the world. With new circumstances and needs, this program has been extended in 2017 by donating around one hundred containers per year on its ships to help people in conflict zones or subject to health and humanitarian risks.

You can find additional information about the CMA CGM Foundation in the following internet links:
- http://www.cma-cgm.fr/le-groupe/fondation