



Global Warming: Opportunities and Challenges for Careers in Business

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A.P. Moller – Maersk Group

Conglomerate listed on the Danish stock exchange involved in:

- Shipping activities
- Shipbuilding
- Oil exploration
- Offshore drilling
- Offshore production
- Retail
- Banking
- Other

A.P. Moller – Maersk Group Environmental Policy

The A.P. Moller – Maersk Group is committed to the protection of the environment and places high priority on environmental considerations in managing its business.

We will honor these commitments by:

- *Minimising the environmental impact of our business through constant care – careful usage of resources, optimisation of operations and handling of waste streams.*
- *Striving continuously for improvement in our environmental performance and pollution prevention across all our activities. This involves source reduction efforts, environmental awareness and the application of environmental friendly technologies.*



Drivers influencing company approach until now:

- Customers
- Cost
- Regulators

Maritime industry exempted from international greenhouse gas emission reduction requirements (ref. Kyoto Protocol)

Impact and action to date:

- Cost effective measures and investments
- Environmental Management System
 - Internal measurements (base line) and awareness
 - Publications and communication
 - Certification (ISO 14001)
- Adherence to increasing legislation



Future opportunities:

- Drive for building a competitive advantage through:
 - Lower emission > lower consumption > reduced costs
 - Image among customers – branding
 - Barrier to entry?
- Paradigm shift in applied technology
- Adding pressure towards suppliers

Future threats:

- Significant investments required
- Drive for building a positive image in a by default CO2 generating industry in general
- Attracting high potentials in a “less” attractive industry



Impacts on careers:

- More complex business environment to navigate
 - Documentation
 - Commercial driver which needs management
- Fantastic opportunities in the field of technology
 - Emission reducing measures
 - Wind power
 - Enzymes
 - ...
- Complexity equals business opportunities!