

MAERSK

POST 

3 / OCTOBER 2013

"Avocados are more profitable than the other things I grow," Joseph Githii says. Githii is one of the thousands of small-scale farmers powering Kenya's booming avocado exports. Local entrepreneurship and reefer technology play key roles in the phenomenon.

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FROM KENYA WITH AVOCADOS

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You must have
a high D

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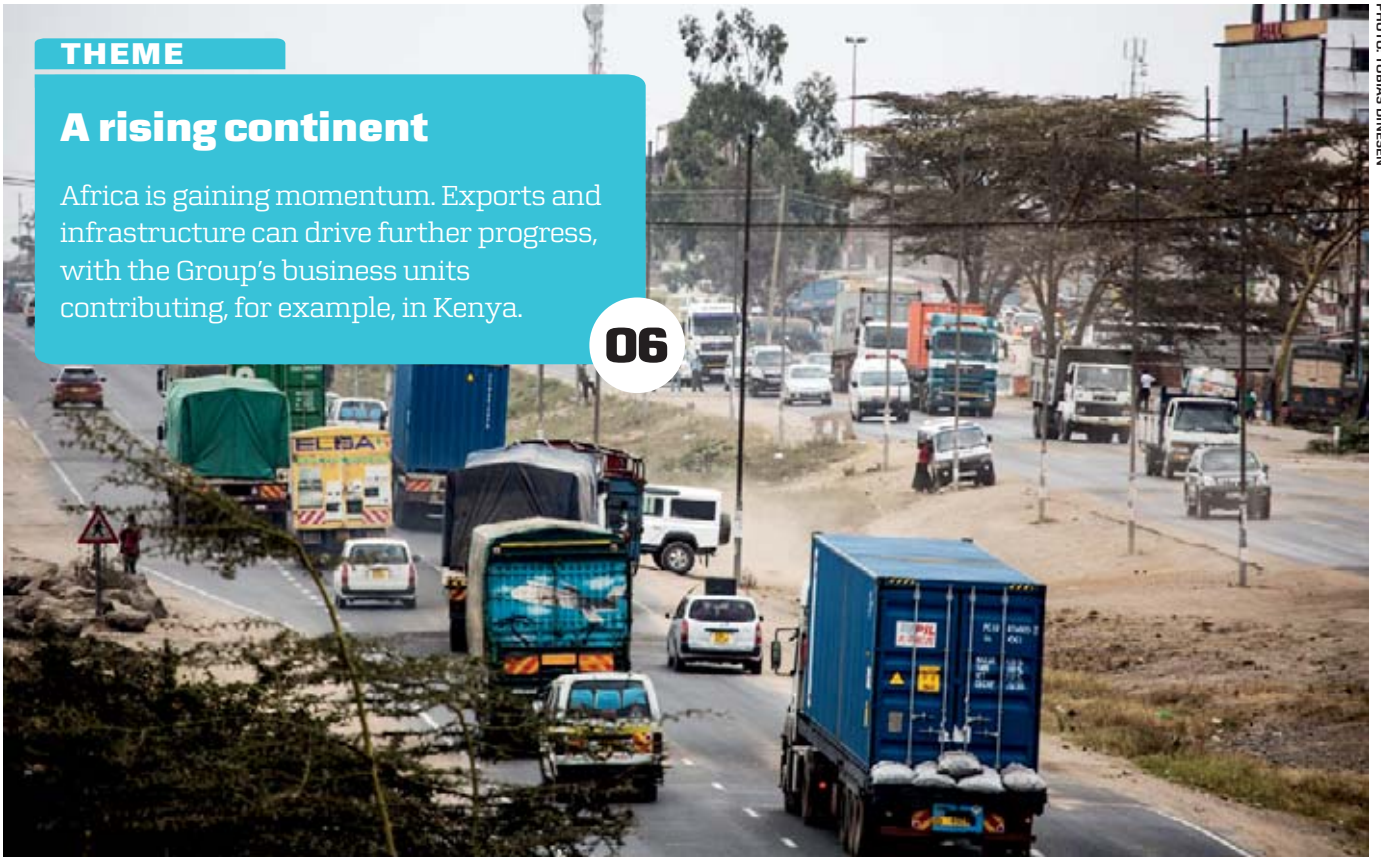
Foot on the gas
in the North Sea

THEME

A rising continent

Africa is gaining momentum. Exports and infrastructure can drive further progress, with the Group's business units contributing, for example, in Kenya.

06



PERSONALITY MATTERS

The Maersk Group assesses all job candidates on their personality to help predict how compatible the applicant is with a particular job. "I think we could be even more aware that applicants' performance will be higher when the task at hand suits the respective employee's personality," says Mette Lind Fürstnow, Senior Reservoir Engineer in Maersk Oil.



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AUSTRALIAN GRAIN

A technically simple solution from Maersk Line has the potential to reduce a costly problem for Australia's grain export industry.



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OIL CITY OF EUROPE



The global recession never made it to Aberdeen, Scotland's third most populous city and the 'Oil Capital of Europe'. Five Maersk Business Units are present in Aberdeen and they are doing very well.

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One Group – many opportunities

As part of our strategy, we have set ambitious targets for each of our businesses and we have ensured that each business is responsible for delivering on its targets as if it were a stand-alone business. This has created clarity and supported our drive towards better performance. Almost all of our businesses are improving, and as a Group, we are progressing according to our strategy. We have strengthened our financial flexibility and we can continue to execute on our ambitious growth plans as communicated to the market on our recent Capital Markets Day.

“These significant advantages enable our businesses to do more and do better than if they were not part of the Group”

The clarity is important. It enables us to assess business performance, identify problems as well as success factors more precisely, and to delegate authority. It supports the accountability of business management, and the increased transparency gives the market a better insight into our businesses.

At the same time, we must make sure that we see and utilise the numerous benefits of being part of the Group. First of all by sharing a name which opens doors to business around the world because customers, partners and authorities know it and recognise what it stands for. Our businesses also have



Nils S. Andersen, Group CEO

access to a large and unique pool of skilled, experienced employees with shared values. Our global presence and access to large scale customers and partners give opportunities which our businesses would be unable to achieve on their own. And the Group's financial flexibility and ability to invest during times of crisis are other significant advantages enabling our businesses to do more and do better than if they were not part of the Group. We can and will utilise these advantages even more in coming years in order to win against competition and continue to execute on our strategy.

Nils S. Andersen, Group CEO

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Small business units flex muscles

FIVE CORE BUSINESSES | The Maersk Group will establish a fifth core business unit which comprises Maersk Supply Service, SVITZER, Maersk Tankers and Damco. This reflects the success of the businesses, creating an environment for them to develop and reach their full potential.

BY ANDERS ROSENDAHL

➤ Maersk Line, Maersk Oil, APM Terminals and Maersk Drilling turned into the focal points in 2011 when the Maersk Group unveiled its strategy to build four world-class businesses.

Fast-forward two years, and these four core businesses are well on their way to reaching their targets. This has prompted the Group to advance the next level of core shipping businesses, Maersk Tankers, Damco, SVITZER and Maersk Supply Service, to create a new, fifth core business unit labelled "Services & Other Shipping".

"These businesses all have significant potential and we will ensure that they receive the necessary focus to realise exciting long-term developments," says Group CEO Nils S. Andersen.

The ambition is to accelerate growth and reach a profit target of USD 500 million by 2016.

"We will increase investments in Maersk Supply Service and keep investments in Maersk Tankers low, until the market prospects turn. Both SVITZER and Damco will continue to execute on their development strategies," Andersen explains.

NEW CEO

The CEOs of the four businesses will continue in their current positions and will report to a new business unit CEO, who will report directly to the Group CEO. The main focus of the new CEO and the team will be to develop and drive performance towards the USD 500 million target.

"We will go through a systematic process to find the right person for the job and the plan is to implement the new structure by 1 January 2014. Until then, the businesses are in excellent hands," says Nils S. Andersen. ✪

"We will increase investments in Maersk Supply Service and keep investments in Maersk Tankers low, until the market prospects turn. Both SVITZER and Damco will continue to execute on their development strategies," says Group CEO Nils S. Andersen.



The fifth core business unit

Maersk Supply Service is a provider of global offshore marine services, including rig moving and anchor handling.

Revenue: USD 877 million
Result: USD 132 million (2012)



Svitzer is involved in towage, salvage and other offshore support and is represented in more than 100 ports.

Revenue: USD 897 million
Result: USD 9 million (2012)



Maersk Tankers owns and operates a large fleet of crude oil carriers, product tankers and gas carriers.

Revenue: USD 1,256 million
Result: loss of USD 312 million (2012)



Damco is a global logistics company that manages and serves some of the most advanced supply chains in the world.

Revenue: USD 3,272 million
Result: USD 55 million (2012)



PHOTO: THORBjørn HANSEN



Ane Mærsk Mc-Kinney Uggla had the honour of naming the first Triple-E vessel Mærsk Mc-Kinney Møller.

“I WISH YOU GODSPEED”

NAMING CEREMONY | The first Triple-E vessel was named in June in South Korea and the second Triple-E vessel was named in September in Copenhagen.

BY FLEMMING J. MIKKELSEN AND JOHN CHURCHILL

> “I name you Mærsk Mc-Kinney Møller.”

At an official naming ceremony held in Okpo in June, South Korea, Ane Mærsk Mc-Kinney Uggla had the honour of naming the first Triple-E vessel. Today it bears the name of the late Mærsk Mc-Kinney Møller, who passed away on April 2012 at the age of 98.

Nearly a month ago the vessel finished its first tour to Northern Europe.

At the ceremony, Ane Mærsk Mc-Kinney Uggla, the youngest daughter of Mærsk Mc-Kinney Møller, gave the vessel her blessing.

“As you sail the waters of the world, may your journeys be smooth and your tasks successful. May you bring happiness to your crew, may you be a safe haven for all who board you and may you bring pride and prosperity to all. I wish you Godspeed.”

The Mærsk Mc-Kinney Møller is the largest ship in the world, and along with the other 19 Triple-E vessels on order from DSME, sets new standards in the container industry, not just for size but also in energy efficiency and environmental performance. With unique design features for slower speeds and maximum efficiency, this vessel will emit 50 per cent less CO₂ per container moved than the current average on the Asia-Europe route.

At an official naming ceremony held in Copenhagen 25. September, the second Triple-E vessel was named Majestic Mærsk by Her Royal Highness, The Crown Princess of Denmark.

The 20 Triple-E vessels will be phased in gradually over the next couple of years on the existing route between Asia and Northern Europe (AE10). ✦

300,000 global candidates to choose from

The 300,000 mark for those registered in the global candidate pool has now been passed. This is a positive sign of Maersk’s increasing resourcefulness in building a database of talent to choose from.

Candidate registration in Maersk has been climbing steadily since the launch of the new myHR eRecruitment system in May last year, news that is much welcomed by the business units.

“On an average day more than 400 people apply for jobs with the Maersk Group, and we have hired more than 6,000 candidates through the myHR system since its launch. Combined with the fact that we have managed to build a database of more than 300,000 individuals, we’re simply expanding our reach day by day,” says Head of HR IT Mikael V. Rasmussen in a comment to the HR analytics.

“You have to be bad to be good”

The main takeaway for the participants in the Group’s leadership programme at Harvard Business School in August may come as a surprise to most.

“You have to be bad to be good.” Those were the words from Professor Frances X. Frei at one of the lectures at World Class Leadership Programme at Harvard Business School. This was probably the point which most clearly has stuck with the Group’s top 150 leaders who participate in the programme.

Frei’s point is that if you want to be good at everything you do, you will spend too many resources and not be great at anything, just end up with ‘exhausted mediocrity’. Instead, you have to deliberately choose what to be great at – and just as importantly: what you choose to be “bad” at.

First step to a new future

12 young Angolans have the opportunity of a lifetime to change their life. Chosen among almost 1000 applicants they have embarked on an eventful four year journey towards a career as a fully certified and skilled officer in one of Maersk Supply Service’s many vessels operating off shore Angola. A country which after more than 27 years of civil war is experiencing rapid growth within the oil and gas industry.

Maersk Supply Service goes all the way when entering education of local people in Angola. The 12 candidates have started on a comprehensive Cadet Programme, starting with six months intensive English courses in South Africa, then change between sea time and university education pursuing the desirable positions as officer at sea.



Scan to watch a video here.

COMMERCIAL SWEEPING OVER

A RISING CONTINENT | Africa is gaining momentum. Exports and infrastructure can drive further progress, with the Group's business units contributing, for example, in Kenya.

THEME | EAST AFRICA MEANS BUSINESS

In the last decades of the past millennium, Africa saw a negative development with declining production and purchasing power. Then, its fortunes changed and gross domestic product (GDP) per person has risen every year since 2000. Africa is turning around and picking up the pace.

VITALITY ER AFRICA

PHOTO: TOBIAS DISEN

BY ANDERS ROSENDAHL

> New commercial vitality is sweeping over Africa. The likes of Angola, Uganda and Kenya have become regulars on lists of the world's "fastest-growing" and the notion that Africa is on the brink of long-term, sustainable growth has moved from far-fetched to quite conceivable.

The key to further development, experts agree in unison, is boosting exports to finance infrastructure investments. In Nairobi, Maersk Line's Managing Director for East Africa, Steve Felder, nods in agreement.

ONE PORT, 200 MILLION PEOPLE

"We have all the right ingredients for growth. The key is to invest in infrastructure and technology

ahead of the curve instead of catching up, and that is exactly what we did with reefers that have made exports of fresh produce by sea a viable option," he says.

Kenya is widely recognised as East Africa's economic powerhouse. Growth expectations for 2013 are at 6% – and even greater growth is in reach. However, as the World Bank notes in a recent economic update, Kenya, in order to grow beyond 5%, "needs to enhance the contribution of exports as an engine of growth."

CONTINUED ON THE FOLLOWING PAGE





Kenya also houses East Africa's busiest container terminal, the Port of Mombasa, which is the origin of a transport corridor transiting through Kenya to Uganda, Rwanda and the new state of South Sudan, linking some 200 million people – similar to the size of the population of Brazil – to the global markets.

A total of 45% of Mombasa's throughput (899,000 TEU in 2012) moves on to hinterland countries, with the majority of the remaining 55% destined for Nairobi, primarily by truck, on the heavily congested and often gridlocked 500-km long Mombasa-Nairobi Road. Kenyan authorities project that the corridor needs to double its transport capacity while reducing the time and cost of moving goods by 2020.

RAIL ON THE RISE

In order to succeed, the amount of cargo transported by rail, currently 3%, must increase. With the opening of a new and state-of-the-art container freight station, Great Lakes, close to the Port of Mombasa, APM Terminals is determined to be part of the solution. The idea is to move cargo from the port to the facility, do the paperwork and then move the containers into the county by rail.

"That is a strategic investment for us and it plays well against the national priority to have rail play a bigger role in terms of trade and moving cargo," says Jesper

"We see ourselves providing a value product that will see us growing rail as the primary mode of transit cargo, taking cargo away from the road and improving efficiency of the flow of cargo along the entire corridor"

JESPER HARRING BOLL, CLUSTER DIRECTOR FOR SOUTHERN AND EASTERN AFRICA

Harring Boll, Cluster Director for Southern and Eastern Africa at APM Terminals.

"We see ourselves providing a value product that will see us growing rail as the primary mode of transit cargo, taking cargo away from the road and improving efficiency of the flow of cargo along the entire corridor."

And this is needed. Today it costs a Ugandan importer USD 2,000 to move a container from Shanghai to Mombasa; moving that same container along the corridor from Mombasa to Kampala, the importer has to factor in additional costs of USD 4,500. *

THE NORTHERN CORRIDOR



Kenya houses East Africa's busiest container terminal, the Port of Mombasa, which is the origin of a transport corridor transiting through Kenya to Uganda, Rwanda and the new state of South Sudan, linking some 200 million people to the global markets.



PHOTO: TOBIAS DINESEN

Kenya

BY ANDERS ROSENDAHL

> "Apart from avocados, I grow bananas, maize and coffee. You must diversify."

Joseph Githii walks slowly, taking his time when giving the grand tour of his farm. Located just outside the small town of Kanjuku, 70 km from Nairobi, the 2.8-hectare property – which the man modestly calls his garden – forms an intricate system in which crops rotate, protect-



's avocado sets sail

SMALL FRUIT, BIG IMPACT | Avocado exports from Kenya are booming, benefiting the country and small-scale farmers. Local entrepreneurship and reefer technology play key roles in this impressive development.

ing the red soil and constantly making way for in-demand produce. In recent years, avocado trees have become more frequent.

"Avocados are more profitable than the other things I grow in my garden," he says and stops at an avocado tree. One of his grandsons climbs it and picks a fruit for him.

The tree will continue to grow fruit throughout the season, with the total yield reaching as many as 5,000 avocados. What began 20 years ago as a hobby and two trees has now turned into more than ten trees and a steady stream of income.

"I put my children and grandchildren through school with the money from avocados. They have been a very good thing

for me. I can hardly express how good," he says.

EUROPE IN SIGHT

Kenya's avocado was not always this appreciated. The introduction of Maersk

CONTINUED ON THE FOLLOWING PAGE [>](#)



Line's Star Care reefer container four years ago, however, fundamentally changed its fate. Before, the Middle East was the end of the line. Now, Europe, where the fruit would sell for roughly triple the price, was within reach.

According to Beth Wanjiku Ihomba, a Maersk Line sales executive, the industry players were excited yet sceptical at the outlook.

"To win them over, I encouraged them to ship one container to Europe," Beth Wanjiku Ihomba recalls.

"Anyone could put a pallet in the container. We sealed it and carried it to Europe on a no-cure-no-pay basis. Our promise was that if the fruit went bad, no one would pay a cent."

Around 15-20 exporters went along, and a container was shipped to Belgium. It arrived, was opened and the buyers liked what they saw. The fruit sold at premium rates. A second trial was shipped to Rotterdam, under the same terms and with the same result. The exporters and farmers were convinced.

"From then on it was good times for all in the industry," says Beth Wanjiku Ihomba.

FROM TREE TO REEFER

At present, brokers come to Joseph Githii's



PHOTO: TOBIAS DINESEN

THREE KENYAN EXPORTERS:

A trust business

Peter Kinyua, owner and director at Servicoff, a Damco customer that exports 100 containers of coffee each year. The coffee is mainly shipped to Europe, where Servicoff has big markets in the UK, Sweden and Switzerland via Antwerp in Belgium.

"I prepare the coffee, and Damco brings the containers. They collect the coffee and they leave with it. At that point, I stop looking after the coffee. I assume they will take it to port and my customer will receive it. That is why we call this a trust business."



Scan to watch a video here.



PHOTO: TOBIAS DINESEN

Fruit to Europe

Peter Nderu, partner and director at Keitt Exporters, a Maersk Line customer that exports avocados, mangos and vegetables. He exports as many as five reefer containers with avocados during the peak season between March and December.

"Before we could only take fruit where the transit was less than ten days. With Maersk Line containers we can take fruit to Europe in 25 days, some up to 40 days to Russia."



Scan to watch a video here.



PHOTO: TOBIAS DINESEN



“My garden is like my friend, my best friend. It is also my helper,” says Joseph Githii, a farmer in Kanjuku, Kenya, pictured here with his grandson. In recent years he has been planting more avocado trees on his farm.

farm. They buy his avocados and take them away on the bed of a pick-up truck. Repeat that process a hundred times and volumes are large enough for exporters to enter the value chain.

“We process the fruit on our packing line. That means washing, waxing and packing into boxes, palletising, pre-cooling and then packing into reefers. Three days after the avocado is picked, we have it on the reefer. It is a quick process dealing with perishables,” says Peter Nderu, a director and partner at Keitt Exports in Nairobi.

The majority of the fruit is from small-scale farmers like Joseph Githii. It is peak season and during the week of Maersk Post’s visit, Peter Nderu seals five reefers, each carrying 100,000 avocados. Trucks drive the reefers 500 km to the Port of Mombasa, and then vessels take them on to the consumers in the Middle East and Europe.

“The world market has opened up to us thanks to Maersk Line’s reefers. Ten days used to be the limit. Now we can carry the fruit for 25 days to Europe, and even 40 days to Russia. Without those reefers

we would be doing something else,” Peter Nderu says.

ROOM FOR MORE

Within the next ten years, new avocado fields are expected to more than double Kenya’s current production of avocados, and small-scale farmers will be the main driver:

This development is nothing new to Beth Wanjiku Ihomba at Maersk Line. After introducing the Star Care reefer, her visits to farmers and exporters by the hundreds have seen Maersk Line taking the lion’s share of the market.

“We want to be first wherever avocados are grown. We tie up everything with the exporters, we partner with farmers, and we help with the technology. What we realised is when you begin with someone when they are just starting up, they stay with you forever,” Ihomba says.

June saw another milestone, as she arranged the first five reefers with avocados from Moshi in northern Tanzania. The buyers in Europe were delighted with the fruit.

“If Tanzania comes on board, we would be doing two seasons, and believe me, we could easily more than double our volumes and hit 2,000 reefers,” Beth Wanjiku Ihomba says.

PASSING IT ON

While Joseph Githii is preparing for the next visit from the broker, he also has the next generation in view, passing on the skills:

“One of my daughters saw what I was doing, and she took two seedlings. She planted them, and now she makes money. Her three daughters are in secondary school,” he says.

He examines the quality of the avocado in his hand. In a few weeks it might be on the shelf of a greengrocer in the Netherlands. ✪

On-time delivery of our shipments

Rudolf Isinga, group administration manager at New Wide Garments Kenya, a Maersk Line customer that imports textiles from China and exports garments to the US. Depending on the season, New Wide Garments imports up to 120 containers of textiles and exports 90 containers of garments each month.

“The American market is so dynamic. If you experience a delay in shipping the finished goods, they will consider air lifting, which is more than ten times the value of sea freight. We like working with a reliable shipping line, which can cut the transit times so that we have on-time delivery of our shipments.”



Scan to watch a video here.



PHOTO: ANDERS ROSENDAHL

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“It is my baby”

FILLING THE REEFER | Beth Wanjiku Ihomba’s story is about more than shipping. It is about providing opportunity.

BY ANDERS ROSENDAHL

July is busy for Beth Wanjiku Ihomba. Avocados are in peak season, in high demand and leaving Kenya by the millions in her reefers. This season is set to beat last year’s record volumes of 875 reefers, with ease.

With the pulsating traffic of Mombasa Road rushing by outside the Nairobi office, her eyes light up as she explains how she became involved in shipping, then reefers, and the difference she sees the business make for her customers and their communities. Beginnings, however, were modest.

FROM ROT TO ROTTERDAM

“Transporting avocados 500 km to Mombasa was a challenge. The fruit went in open pick-ups and half of it would be rotten on arrival. Today the same fruit easily goes 20-24 days to Rotterdam in Europe,” she says, summing up the giant-stride development she has witnessed and taken part in for 18 years in East African shipping.

Beth Wanjiku Ihomba heads Maersk Line’s East African reefer sales as a sales executive. Knowing the containers inside out, she is famous for taking care of virtually any problem that truck drivers run into on the road, walking them through each step on the phone. And the knowledge is not merely a practical means of roadside

assistance – it is also the key to selling reefers.

“With reefers, we sell more than the sea product. It is also about the equipment and the technology. Our customers are in the business of buying and selling fruit, so we have to explain and sell the technology to them.”

Ultimately, it is about trust.

NO CURE, NO PAY

“We make a promise to exporters and farmers, and we make it work. Confidence is built when their buyers are happy with the product. But it takes time and dedication, and from the time the reefer is filled until it arrives at the destination, it is my baby,” she says.

When Maersk Line introduced the Star Care reefer, the Kenyan avocado market was turned upside down. Exports and profits were set to skyrocket, if the farmers and exporters were to take the technology to heart. They did, thanks to Ihomba’s no-cure-no-pay trials, and Maersk Line’s volumes increased four-fold. Today, all forecasts point to continued growth. Ihomba’s next big break could be bringing some of Kenya’s 280 container-a-week flower industry, currently transported by air, into reefers and onto vessels.

“I only planned to be in shipping for a few years, but every day brings something new, and here I am. It is a great journey,” Beth Wanjiku Ihomba says.



East Africa

CONTAINERISATION | Of the 120,000 tonnes of flowers exported from Kenya every year to North-West Europe, none of them go by sea. A Dutch flower association, with an eye on cost and carbon emissions, wants to change that and is focusing its efforts on the most prized flower – the rose.

BY JOHN CHURCHILL

➤ Roses come in more than 150 varieties and are a multi-billion-dollar global industry. Unfortunately for both the shipping and flower industries, very few of them are able to travel very far in a shipping container. Instead, they travel by air.

But that is about to change. The Dutch association of flower wholesalers, VGB, has made it a goal to turn 40% of annual flower volumes from Kenya to North-West Europe into sea freight, a conversion which amounts to 4,800 containers of flowers each year.

And to prove that it can be done without a doubt, the project – called GreenCHAINge – is focusing on the flower industry’s most prized (and fragile) product, the rose. The first trial shipment left Mombasa termi-

PHOTO: ANDERS ROSENDAHL



“With reefers, we sell more than the sea product,” Beth Wanjiku Ihomba says.



Scan the code to see Beth Wanjiku Ihomba explain how Maersk Line can reach avocado exports of 2,000 FFE per season.



The 'GreenCHAINge' project

The rose project is a collaboration between VGB, the University of Wageningen's Food & Biobased Research Centre and the Kenyan Flower Council, with support from the Dutch government.

Together, over a period of more than a year, researchers have subjected more than 30 rose varieties to extensive tests involving varying temperature and humidity conditions over long stretches of time. Ultimately, 12 were selected for their resilience in the container and 'vase life' performance after exposure to ambient air.

Currently, four of the varieties are being shipped in small batches inside containers carried by Maersk Line from Mombasa, Kenya to Antwerp, Belgium where they are then trucked to Holland. Trial containers will continue through September and October.

The stated goal of VGB is to convert 40% of total flower volumes from Kenya from air to sea freight.

"Under the right conditions, we know for a fact that the quality of roses shipped in a reefer container should be better than air freight," says Peter Wedell-Neergaard in Maersk Line's centre reefer department.

"We just need to prove it."

's elusive flower business



So far, so good: Roses after a 27 day journey from Mombasa to Antwerp.

nal in Kenya on 1 August and arrived in Antwerp, Belgium, on 27 August.

"There were some problems on the shipping and logistics side and we will work on those with Maersk Line and the other partners for the next shipment. But the roses look great so far. They must last another two weeks or so to replicate a real supply chain, but it's a good start," says Robert van Willegen, VGB project manager of GreenCHAINge.

LOWERING THE RISK

"The cost savings of container shipping are 40-50% compared to air freight. The reduction in CO₂ emissions is of course

very large," says Anton Bril, Manager of Trade Services for VGB, which represents 294 companies and more than 65% of the Dutch wholesale flower trade.

"But at this point, the risks are also much greater. And that's the challenge we have to overcome," says Bril.

One container of roses is worth USD 80-100,000, according to Bril. So even if a small amount of damage occurs to the cargo, real losses can quickly overrun on-paper savings.

"We want to make it much less risky to ship certain roses from East Africa to North-West Europe so those cost and carbon savings can be counted on, not just prayed for," says Bril.

The rose is just one factor in the trials; the other factor is the shipping line.

"Many roses do fine on 15-20-day voyages from South America. But over 25-26 days, we are reaching the end of most roses' tolerance even if conditions are right. It leaves very little room for errors and delays," says Bril.

"We are very much dependent on the schedule integrity of the shipping line and also availability of the people in charge, throughout the supply chain in case of issues."

According to Bril, the official goal is 40% of total annual volumes by 2020.

"But if price and the margin of risk come to an acceptable range before that time, it could be much sooner than that," says Bril.

Shipping lines that have seen very little of the rose trade would welcome 4,800 containers of profitable new business, says Jens Joedal Andersen, portfolio manager in Maersk Line's reefer department.

182,000 TONNES

Annual CO₂ savings if 40% of airfreight converted to sea

"Maersk has been working with the flower industry for years. And while we are only providing transport for VGB and its partners in this project, we've been an active party to research in the past and we understand the challenges of shipping flowers, particularly roses over longer voyages," says Andersen.

"It is of course a big opportunity for us to prove to everyone in the flower industry that they can count on us with their most prized product," he adds. 🌹



“Oh, you must have a

CALCULATE THE ODDS FOR SUCCESS | Maersk assesses all candidates on their personality to help predict how compatible the applicant is with a particular job. Learn about the four basic personality traits and hear how the CEO of Maersk Drilling sees business value in the assessment tool.

BY CHRISTINE DRUD VON HAFFNER

➤ Maybe you’ve heard people say, “Oh, you must have a high D...” But what does that actually stand for?

And why has the company assessed your personality?

Maersk Post has asked Maersk Group HR for the story on the Group’s use of personality assessments, in which Maersk

has more than 40 years’ experience when it comes to hiring employees.

“Our personalities affect how we think, feel, behave and relate to others. Because of this, accurately assessing an applicant’s personality can help predict how the person will perform as an employee,” explains Group HR’s Lead on Assessment Tools, Mikkel Madvig, when asked about the reasoning behind the assessments.

He stresses that the assessments only help to calculate the odds for success in the hiring – nothing is predetermined, and other factors should always be taken into account when evaluating whether a candidate is suited for the job.

“Personality assessments are just one out of a number of variables such as education, skills, knowledge, experience and cognitive ability. We find that the personality



PHOTO: PETER ELMHOLT

“Our personalities affect how we think, feel, behave and relate to others. Because of this, accurately assessing an applicant’s personality can help predict how the person will perform as an employee,” explains Maersk Group HR’s Lead on Assessment Tools, Mikkel Madvig.

Behind the letters

The Predictive Index (PI) is an assessment tool to help assess key aspects of the applicant’s personality – focusing on the following four basic personality traits, also called ‘the Self profile’.

- **Dominance (Factor A)**
E.g. assertive, competitive, independent (vs agreeable, consensus-driven, compromising)
- **Extroversion (Factor B)**
E.g. sociable, confident, persuasive (vs reserved, introverted, serious)
- **Patience (Factor C)**
E.g. calm, pleasant, easy-going (vs impatient, demanding, urgent)
- **Formality (Factor D)**
E.g. conscientiousness, conventional, compliant (vs flexible, casual, uninhibited)

What is the Predictive Index (PI)?

- The personality assessment tool, commonly known as the PI, is an online tool that is integrated in MyHR and used throughout the Maersk Group.
- The PI is available in more than 50 languages, and saves time and money through its electronic administration.
- The PI is separate from the PLI that assesses the candidates’ logical skills.
- The PI provides 86 adjectives for the applicant to describe how they think others expect them to act, and provides the same 86 adjectives for the applicant to describe how they see themselves.
- A PI score must only be analysed by a certified Maersk employee.

high D...”

assessment tool can explain approximately 10% of your job performance, but this really depends on the nature of the job,” Madvig says.

ONE CUT DOES NOT SUIT ALL

It’s a common myth that Maersk is on the lookout for the same personality type for all positions. However, with the wide range of job functions offered by the Group,





a variety of personality traits are sought after:

"Personality can help predict how compatible an applicant will be with a particular job. It might be a plus to have an employee with high-level experience working in sales, whereas this person would thrive less in a job sailing for weeks on end. When combined with common sense, our tools can help predict this," Madvig says.

SETTING UP YOUR TEAM

When operating globally, the assessments work as standardisation tools that help to treat applicants more equally. Another aspect that should not be overlooked is team composition. A skilled manager can lean

on the assessment tool in order to set up the most ideal team.

Claus V. Hemmingsen, member of the Executive Board and CEO of Maersk Drilling, has made use of the personality assessment tool throughout his 30-plus years with the Group.

"I have had the opportunity to use these assessment tools through many years in leadership roles of great variety. One thing I have come to personally treasure is the usefulness and the proven validity of the Group's tools – they provide great assistance to any leader," Claus V. Hemmingsen says, and gives some examples on how the tools add value.

"The tools are not only useful when

one evaluates the candidate against the specific job requirements, but also when the leader is asked to compose his or her teams. Here the personality assessment can assist the leader to comprise diverse teams with supplementary personalities," Hemmingsen concludes. ❖

Link: For more information please see the training materials on the assessment tools in the Learning Management System, available for all employees online.

Which role?

As employees working with Maersk Oil, what is the role of personality, if any?



PHOTO: PETER ELMHOUT

PERFORMANCE WILL BE HIGHER

"If you look at a team and you sense who is performing well, it's the people who hold roles that are well suited to their character. A person like myself, who is more extroverted, performs best when involved in the overall project objectives and in being a part of driving the project forward. I'm not at my best if I'm asked to sit alone modelling in a corner all day, every day. On the contrary, you have more introverted people who are dedicated to and enjoy performing detailed quality assurance of large data sets, and here other personality traits need to come into play. The above are considerations that I believe are beginning to be used more in our planning in Maersk Oil, but I think we could be even more aware that applicants' performance will be higher when the task at hand suits the respective employee's personality."

METTE LIND FÜRSTNOW
SENIOR RESERVOIR ENGINEER
CORPORATE PRODUCTION DEVELOPMENT
MAERSK OIL



PHOTO: MAERSK OIL

SOCIAL SKILLS ARE CRUCIAL

"I believe that those who are generally successful are team players who are curious and always have a desire to improve, both in terms of technical capability and their team performance. That is to say, those who are able to engage and lift spirits. A person's social skills are crucial, especially now that we are expanding and becoming increasingly multicultural. You have to be able to reflect and adapt; for instance, how do I best collaborate with people coming from Turkey, Malawi or Malaysia?"

HENRIK TIRSGAARD
LEAD GEOLOGIST
CORPORATE PETROLEUM ENGINEERING
MAERSK OIL

MAPPING MAERSK'S GLOBAL WORKFORCE



HR | Maersk now has one uniform HR system for 62,000 employees – and still counting. See where you fit in on the world map, and learn from the Head of Group HR why it's important for the Group to further build its diversity.

BY CHRISTINE DRUD VON HAFFNER

> A total of 62,000 employees across ten business units connected in one global system.

These are the sheer figures of Maersk's biggest HR IT implementation in history, an implementation that is also the biggest in Danish history. Large chunks of personnel administration, organisational data and recruitment solutions in all of its ten business units across the globe are now gathered into one system, namely the SAP system known as myHR.

"We now have a uniform system in place that allows us to handle our workforce planning much more effectively," says Mikael V. Rasmussen, Head of HR IT, who was heading the people@maersk project team that handled the actual implementation.

ENCOURAGED TO ADD EMPLOYEES

At present it is not obligatory for Business Units to add all employees into the system, and currently more than 40% still need to be registered.

"Like early voting estimates, percentage figures could change, especially as offshore and blue collar employees are still lacking in the system. We therefore highly encourage our recruiters and HR employees globally to lean on the SAP system, allowing us to have even stronger data as we move forward," says Mikael V. Rasmussen.

GROWING BEYOND HOMOGENEITY

Looking at the world map, the Head of Group HR welcomes the internationalisation of the Group and would like to see this grow even more.

"It's important that we continue to build our diversity if we are



PHOTO: PETER ELMHOLT

"It's important that we continue to build our diversity if we are to achieve our ambition of becoming a true international powerhouse," Lucien Alziari, says, Head of Group HR.

to achieve our ambition of becoming a true international powerhouse," Lucien Alziari says, and elaborates:

"A greater breadth of profiles – nationality, gender and professional experience – is a critical part of our ability to win in the future." ✦

One system

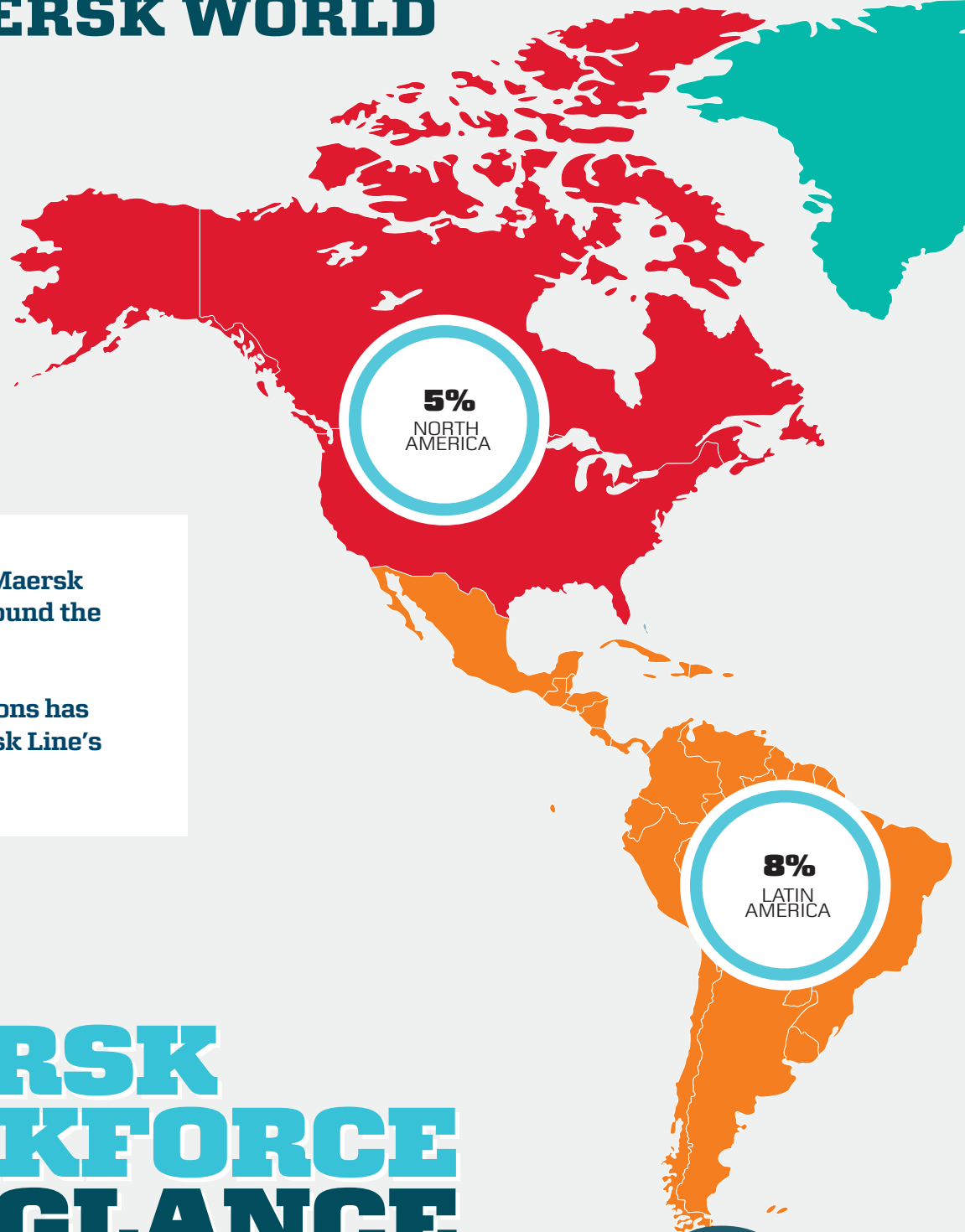
- The Group's current total headcount is 152,000 employees. Calculated in Full-Time Equivalent (FTE), the Maersk Group has 121,000 employees.
- As a result of implementation, 90 HR IT systems have been integrated into one, and this was officially finalised in April 2013.

See where you fit in on the global spread

The myHR system makes it possible to provide a percentage overview of Maersk's global workforce. Explore the poster on pages 18 and 19.



THE MAERSK WORLD



- An overview of the Maersk Group workforce around the world.
- Classification of regions has been based on Maersk Line's definition of regions.

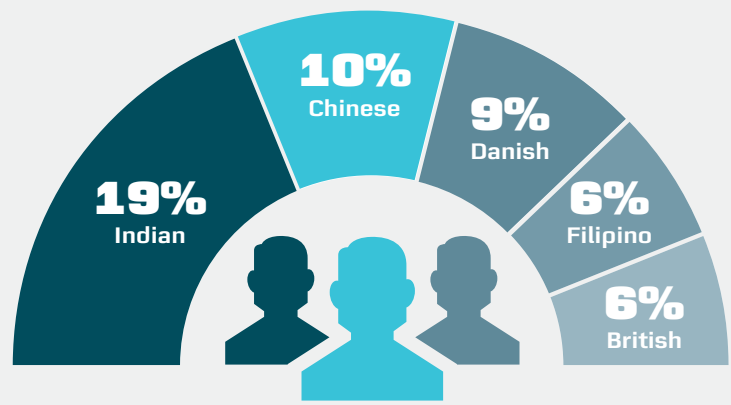
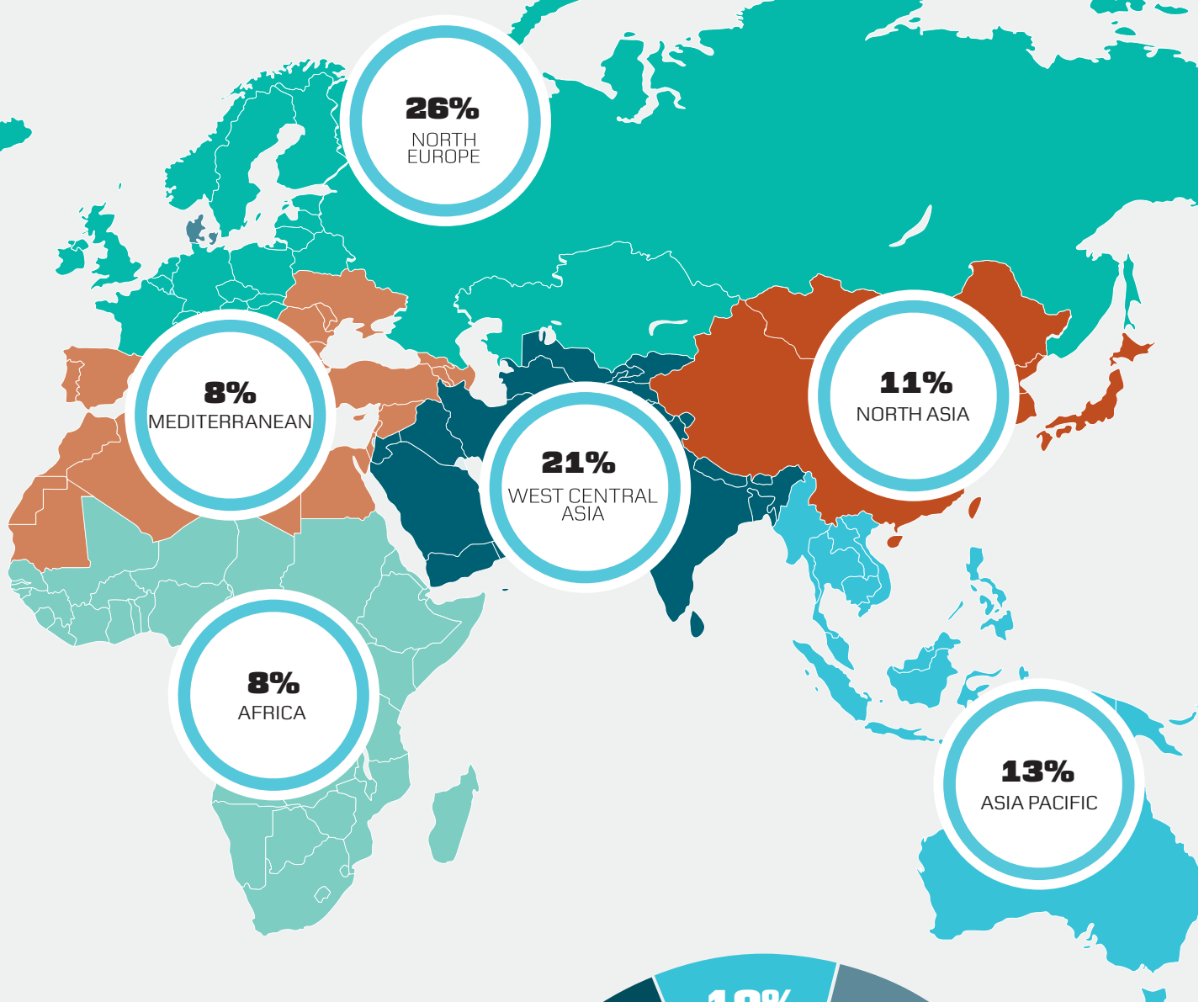
MAERSK WORKFORCE AT A GLANCE

Facts about employees
in the Maersk Group

Data contains all active Maersk Group employees (including contractors and temporary employees) registered in the myHR SAP system, which currently counts around 62,000 employees. It is optional for the business units to register blue collar workers and seafarers; therefore the data in myHR will only include a small portion of these categories. Likewise, the date of birth is not required for contractors which may influence the age percentage stated. Dansk Supermarked Group employees are not registered in myHR and therefore are not accounted for in the percentage spread. DSG is however included in the Group employee total, which is calculated in Full-Time Equivalent (FTE).



37
YEARS OLD



121,000
EMPLOYEES
IN
OVER

**MOST COMMONLY
HIRED
NATIONALITY**



130
COUNTRIES

**CULTURALLY DIVERSE
WITH MORE THAN 160
DIFFERENT NATIONALITIES**

Growth markets:

“We’ve come far”

NEW BUSINESS | A joint proposal to one of the world’s leading mining companies is one of the ways that four Maersk companies are trying to win new business as part of the Maersk Group’s continued growth market focus. Stakeholder relations are also improving by giving top-level attention to a number of countries, but we have to keep working on business development to succeed, says CEO Claus V. Hemmingsen.

BY RASMUS NORD JØRGENSEN

➤ For more than two years, the Maersk Group has had a particular focus on collaboration, stakeholder relations and creating more business opportunities in the ‘Growth Markets’ – countries like Russia, Indonesia, Nigeria and Brazil. The question is: have we achieved our goals and how will the focus continue?

One example of collaboration between business units is in Africa, where APM Terminals, Maersk Line and DAMCO have decided to team up to land some of the big mining contracts.

“We have made a proposal to Rio Tinto (mining company, Ed.) for example, and they were very happy to see the strength that we could muster as a team behind our solution,” says DAMCO’s regional manager for Africa, Steffen Schiottz-Christensen. That said, it will be around six months before their first proposals have a chance to materialise into signed projects.

The distribution of tasks is that APM Terminals will manage the port, which the mining companies normally build to ship out their minerals and receive equipment in, DAMCO will be the one-point entry, visibility and management of the supply chain, customs clearance as well as both trucking and shipping; APM Terminals I/S will handle the trucking and transport of minerals from the mine site and incoming equipment and materials and Maersk Line will handle the outbound transport of minerals in containers and inbound transport of supplies and equipment.

POSITIVE SIDE EFFECT

In practice, the business units have set up a ‘Mining Council’ in South Africa, and a positive side effect is the other talks that the executives end up having on other business issues, according to Schiottz-Christensen.



PHOTO: MAERSK DRILLING

CEO of Maersk Drilling Claus V. Hemmingsen: “We keep working on business development together, and opportunities will come up.”

A priority on growth markets

Growth markets were a Group priority in 2012, and the ‘M-15 initiative’ which grew out of that priority has continued since then. A total of 15 countries have been given special focus, including through CEO ‘sponsorships’, business development workshops and HR initiatives to strengthen recruitment.

THE CURRENT 15 COUNTRIES ARE:

- China / Russia / India / Bangladesh
- Morocco / Peru / Angola / Nigeria
- Mexico / Vietnam / Indonesia
- Turkey / Brazil / Colombia / Egypt

More Maersk Ambassadors

Maersk is adding representatives who can focus on point for high-level stakeholder relations. The most recent addition is Julian Bevis, who is the former managing director of Maersk Line New Zealand, and who will be the company representative in India as well as some of the surrounding countries. Julian Bevis, South Asia
Clint Eisenhauer, North America
Jens Eskelund, China
Carsten Folbaek, Latin America
Lars Reno Jakobsen, Sub-Saharan Africa
René Piil Pedersen, Singapore



Maersk business units have set up a 'Mining Council' in South Africa and a positive side effect is the other talks that the executives end up having on other business issues.

When it comes to the end goal – making money for the business units – the Mining Council has made a decision up front.

"We have deliberately decided to wait for a discussion on how to share the profit until after we have actually landed the contracts," Schiottz-Christensen says. This is because they have seen collaborations within Maersk that break down before they even get started, due to disagreements over how to share the potential profit.

In 2008, the country manager position, which headed up all Maersk business units in a given country, was removed because the top management wanted to gain clearer focus for each business unit. However, the lack of a single high-level entry point to the Maersk organisation in each country can be a disadvantage when it comes to engaging with high-level stakeholders.

One of the actions to alleviate this weakness was to appoint Lars Reno Jakobsen as a sort of 'Maersk ambassador' in Africa. Since early 2012, Jakobsen has met with literally dozens of presidents and

ministers, and he thinks that the initiative came just in time to rekindle the strong relationship Maersk has with major stakeholders.

"There are still good relationships left, but as people move to new positions or political stakeholders move on or are elected to other areas, relationships will crumble," he says.

But looking at all the activities happening in Africa, he is still optimistic and calls for patience and continued participation in improving stakeholder relations.

"It is great to have our CEOs visiting countries, and providing that extra clout to bring us the high-level meetings, but ultimately it is the local business leaders who have to make things happen," he says.

A CEO PERSPECTIVE

"We've come far," says CEO of Maersk Drilling Claus V. Hemmingsen, who is the CEO sponsor of Brazil, Colombia and Egypt.

The focus has resulted in a significant increase in collaboration within Maersk,

with regular meetings between local managing directors in many countries; a joint focus on HR and recruitment in several locations; increased brand awareness and more exposure towards presidents, senior officials and other important stakeholders, according to Hemmingsen.

"I also think it is important that we don't see this focus as something with a specific deadline and a fixed final goal. Collaboration, and seeing yourself also as a representative for the entire Maersk Group and not just one business unit, should be an important consideration for all employees. It is relevant in all countries, and it is something we should all keep working on," he says.

The target to have more joint business development is still an aspect where Maersk has room for improvement, but as Hemmingsen told the Brazilian group of business leaders in mid-August:

"We keep working on business development together, and opportunities will come up." ❄

Relieving the pressure on

AUSTRALIAN GRAIN



PHOTO: GRAINCORP

INNOVATION | A technically simple solution from Maersk Line has the potential to reduce a costly problem for Australia's grain export industry and also lessen the impact of trade imbalances on export industries in other countries.

BY JOHN CHURCHILL

➤ In Australia, grain is big business. And since 2007 and the deregulation of the wheat market, the role of containers in the business has been steadily rising from just 500,000 metric tonnes shipped in containers then to 2.7 million last year.

But the steadily rising demand for containers and the efficiencies they provide have recently been met with a shortage of supply for the world's seventh largest wheat exporter. It is a costly problem for exporters, as well as the shipping lines that serve them.

"Australia is an import nation and most of what comes in is relatively light cargo in 40 ft containers," says Andrew Cumming, Operations Manager for Maersk Line Australia.

"Unfortunately for grain and some other export products, we need 20 ft containers. And not just any 20 ft container, but 'food grade' ones that pass Australia's food export regulations," he says. "And we simply don't have enough."

THE LAMINATOR

Working together with Australia's Department of Agriculture,

Forestry and Fisheries (DAFF), Maersk Line Australia has developed a workaround to the problem – a clear laminate film, quick and easy to apply to old beat-up containers that can earn them the "food quality" stamp of approval from DAFF.

The laminating machine resembles a 2-metre-high roll of kitchen plastic wrap. In less than 30 minutes, a single person can push it around a container, covering the entire interior of a 20 ft container with a strong transparent laminate.

Currently only 50% of the one million 20-ft containers that are available for Australian exporters pass the 'food grade' test. With the laminating machine, Cumming sees the percentage of 'food grade' containers rising to 90%, an increase equivalent to an additional 400,000 containers.

"When we can't provide a container when a customer needs it they have to arrange expensive alternate transportation and sometimes accept lost production or sales opportunities. Besides the immediate costs they incur, it hurts their earnings potential and competitiveness against other export countries," says Gerard Morrison, Sales Director, Maersk Line Australia.

"With lamination, we can dramatically reduce those situations.

RAIN



A limited supply of 'food quality' containers is hurting the competitiveness of Australia's grain exporters. A simple machine – The Laminator – is about to change that.



Scan to watch a video of 'The Laminator' in action.

"Maersk Line still needs high quality containers, so in lower cost countries it still makes more sense to repair the containers when they pass through than to laminate them," says Cumming.

"But in countries with higher labour and material costs where container upgrades are expensive, the laminator will allow us to improve our supply to customers without passing on nearly the same level of costs."

WORKING WITH CUSTOMERS

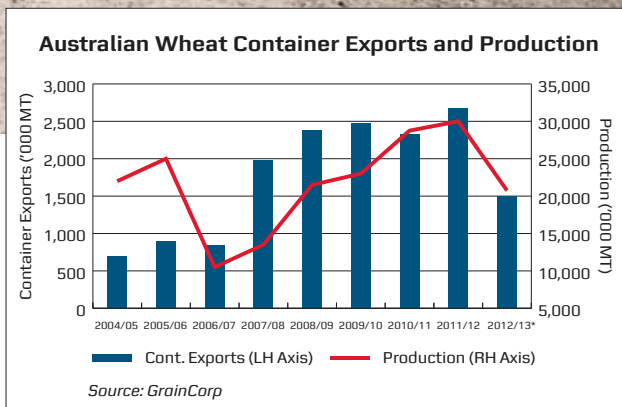
Initial trials and tests of the product as well as feedback from customers have been overwhelmingly positive thus far.

"Improvements to container supply will help our company and the rest of the Australian grain industry maintain competitiveness in the overseas containerised grain trade, increasing the sustainability of grain exports for Australia," says Nathalie Dufils, Container Manager for GrainCorp, a Sydney-based agribusiness that ships more than 15,000 containers a year of different grains.

"Maersk Line's container lamination will push greater efficiency in containers, reducing the bottlenecks during peak seasons which will give us more confidence in executing larger parcels," says Dufils.

Of course, the laminator will not completely solve the root problem. To further improve container supply, Cumming and his team are working with their counterparts in China and South-East Asia to increase the number of 'young' 20 ft containers being sent to Australia.

They are also discussing with Australian grain exporters how they can do their part to improve the situation, including more frequent use of 40 ft containers and packing solutions that avoid the need for 'food quality' containers. *



They will be able to take control of their supply chain with a steadier and more reliable supply of these food quality containers," says Morrison.

PORTABLE SOLUTION

Stephen Davis, Director of Equipment Operations for Maersk Line in the United States, says the laminator has similar potential there. The US is another import-heavy country that is also a significant exporter of grain.

"Every year we send thousands of older containers back to Asia, empty. Just from Chicago to Los Angeles is a USD 700 cost. With the laminator, we could 'upgrade' that container and fill it with grain bound for Africa or China, for example, avoiding the empty positioning cost," says Davis.

France and Italy are two more countries that are considering the machine.

Containerising wheat

As the world's seventh largest exporter of wheat, Australia exports 75% of its total wheat production overseas each year, primarily to South-East and North-East Asia.

Whereas a break-bulk vessel can carry 40,000-50,000 tonnes of wheat, a single shipping container can carry 20 tonnes. In general, this allows exporters flexibility in terms of scale and market testing, or selection either for new customers or better pricing.

"For smaller buyers, for instance with flour millers in Vietnam or Malaysia, containers provide the opportunity to scale their purchase to their needs and minimise the need for financing with more careful control of inventory," says Gerard Morrison, Sales Director, Maersk Line Australia.



“Nothing beats the feeling of leaving the yard”

LIFE-CHANGING MOMENT |

The first Triple-E captain, Jes Meinertz, tells the story of being selected captain as Mærsk Mc-Kinney Møller embarked on its maiden voyage from Asia to Europe.

BY NINA SKYUM-NIELSEN

➤ Although Captain Jes Meinertz has been through one spectacular port call after another during Mærsk Mc-Kinney Møller’s maiden voyage from Asia to Europe, he knows exactly what the highlight of the journey was.

“Nothing beats the feeling of leaving the yard. I vividly recall that unique rush when we moved the vessel into open waters with the distinct knowledge that now it’s really up to us. Now the vessel is truly ours and it’s the responsibility of me and the crew to make everything work. That was a defining moment for me,” says Jes Meinertz.

HE COULDN’T REFUSE

It was a life-changing moment in late 2012

when Jes Meinertz was on the receiving end of a call from Maersk Line’s Head of Ship Management, Palle Laursen.

Laursen gave Meinertz an offer he couldn’t refuse: to be the captain of the first Triple-E ship when she heads out on her maiden voyage in July 2013. Meinertz would be in charge of the vessel from mid-July to the end of August when his colleague, Niels Vestergaard Pedersen, would take over the reins and take Mærsk Mc-Kinney Møller back to Asia from Europe.

Meinertz didn’t hesitate in accepting the offer. After more than 20 years at Maersk, including the recent task of a seven-year run onboard Eleonora Maersk, he was ready to take on the challenge of a lifetime. Meinertz was to be the first captain to steer 66,000 tonnes of steel through the world waters.

“I said yes on the spot. What attracted me more than anything else was the professional challenge. It seemed to me that this would be putting my skills to the ultimate test,” Meinertz explains.

SAILING A NEW SHIP

The vessels in the Triple-E series are the largest containerships in the world. At 400 metres long, 59 metres wide, 73 metres tall

“Nothing beats the feeling of leaving the yard. I vividly recall that unique rush when we moved the vessel into open waters with the distinct knowledge that now it’s really up to us”

THE FIRST TRIPLE-E CAPTAIN,
JES MEINERTZ

and the capacity to carry 18,000 TEU containers, they break all records of size and volume. However, potentially surprising to outsiders, size is not the crucial factor for the first captain of Mærsk Mc-Kinney Møller.

“It’s the subtle technical differences that constitute the true challenge; all the components which must fit perfectly together to sail the vessel in the best possible manner,” Meinertz explains.

In order to prepare for the historic voy-

ling



Mærsk Mc-Kinney Møller in the port of Aarhus in Denmark.

JES MEINERTZ:

- ✓ 44 years old
- ✓ From Randers, Denmark
- ✓ Education: Master's Degree
- ✓ With Maersk since 1992

Triple-E captain, Jes Meinertz: "We were able to understand the feel of the vessel, the dimensions, the technical details. That way we knew her – her quirks and nuts and bolts – before we took her to sea."

age, Jes Meinertz and his colleague, Niels Vestergaard Pedersen, arrived at the DMSE yard in Okpo, South Korea two months prior to the start of the maiden voyage and went onboard the vessel every day.

"We were able to understand the feel of the vessel, the dimensions, the technical details. That way we knew her – her quirks and nuts and bolts – before we took her to sea."

A HAND-PICKED CREW

Nothing has been left to chance in putting the jigsaw puzzle of the Mærsk Mc-Kinney Møller's maiden voyage together. The hand-picking of the captains was the first step, followed by the selection of the crew members, which for the most part was dictated by the captains.

"We need people who are experienced, independent and know exactly what they are doing. In a situation like this maiden voyage where the eyes of the world are literally on us, we can't hold anybody's hand. We have to trust the crew completely," Meinertz says.

The impressive mega-vessel oozes greatness, but the traditional humble attitude that Maersk is known for is intact in the captain.

"A lot of people think I must be walking around feeling an urge to boast about my role, but I don't feel like that. I don't think this makes me special. Any one of my colleagues could do this job, that's the honest truth," Meinertz maintains. The closest he gets to acknowledging his own achievement is an admittance that being asked to be the first Triple-E captain "was a pat on the back."

TRIPLE-E, THE MEDIA STAR

Already in the early days, Meinertz realised that you certainly can't be shy when you are the captain aboard a Triple-E vessel, but still he has been surprised by the overwhelming interest that people take in Mærsk Mc-Kinney Møller. In every port where Mærsk Mc-Kinney Møller has called on the route from Asia to Europe, spectators, VIP guests and the media have been lined up to catch a glimpse of this giant of the sea.

On social media readers can follow the vessel's every move, with Jes Meinertz spearheading a blog that in words and pictures takes the readers onboard Mærsk Mc-Kinney Møller. The world certainly cares. On Facebook and Twitter the vessel and the captains are continuously

popular, with thousands of page views and comments.

Meinertz is impressed by the interest. In an emotional sign-off on the blog when he passed on the torch to Vestergaard Pedersen, Meinertz wrote to the Triple-E fans: "I would like to thank you all for following the maiden voyage. I have been truly amazed with the attention shown towards us in every port we have called. This is far beyond what I expected."

"MUCH BIGGER THAN ME"

Clearly aware that Maersk Line is known and recognised worldwide as a trust-worthy, reliable company, Meinertz has taken the role of being the shipping company's representative very seriously.

"It's important for me to represent Maersk in the best possible way," he says. "More than anything, that is what makes me proud: to be the company's man on the bridge and do a good job in telling the world about what we do in Maersk Line and what life at sea is like. That's the whole point: that this is so much bigger than me." ✳

New high-flying WIND CAREER

BUSINESS POTENTIAL | Former servicemen scoop up jobs in the rapidly growing wind sector. Maersk Training has specialised in training people who want a new career in the wind industry or those looking to gain additional skills.

BY CHRISTINE DRUD VON HAFFNER

➤ "Maersk Training is breaking new ground by working with ex forces to retrain them to work in the wind industry. As an independent A.P Moller - Maersk company, Maersk Training not only offers training to business units within the Maersk Group, but to a wide range of companies.

"Our customers are not limited to the blue Maersk world but include a multitude of companies within our target indus-

tries- namely Oil & Gas, Maritime and Wind Energy," says Vijay Rangachari, Global Business Developer in Maersk Training.

BUSINESS POTENTIAL IN MOVING INTO WIND

Vijay Rangachari sees business potential in moving into wind.

"The wind sector is growing rapidly, and is currently undergoing a number of certification changes which call for more training.

MEET THE TRAINER:

Looking for a job on Civvy Street

CAREER OPPORTUNITIES | After 22 years in the army, Jamie Isbister felt that it was time to hang up his boots and look for a job on Civvy Street. As a trainer in Maersk Training, he now assists others in doing the same.

BY CHRISTINE DRUD VON HAFFNER

Afghanistan, Bosnia, Sierra Leone and Iraq. Jamie Isbister, 41, served in the British Army for 22 years in a high number of global hotspots before he became a Senior Wind Instructor. Maersk Training Newcastle has specialised in training people who want a new career in the wind industry or those looking to gain additional skills – and a lot of them happen to be ex forces, just like their trainer.

"When I met my now wife on a visit to the North East, I knew it was time to leave the army for good. Although excited about leaving, I was a bit worried about finding a civilian job so when I found this role as an instructor at Maersk Training Newcastle, I was delighted," says Jamie Isbister who despite his many years in action calls himself a "self-confessed home bird."

According to Isbister, the wind industry provides many synergies with army life:

"A lot of people coming through are ex-military so I'm able to relate completely to their psyche and past experience – there's an instant rapport. I'm thrilled to be working at the cutting edge of such an exciting industry," Isbister says.

Maersk Training delivers accredited Wind Turbine technical courses, and Jamie Isbister finds it thrilling to help set a newcomer apart from the rest of the crowd when it comes to applying for jobs in the wind industry.

"The entire renewable sector is taking off rapidly, so it offers fantastic career opportunities. It's great to be able to help people achieve the qualifications they need to take advantage of these opportunities," Isbister says.

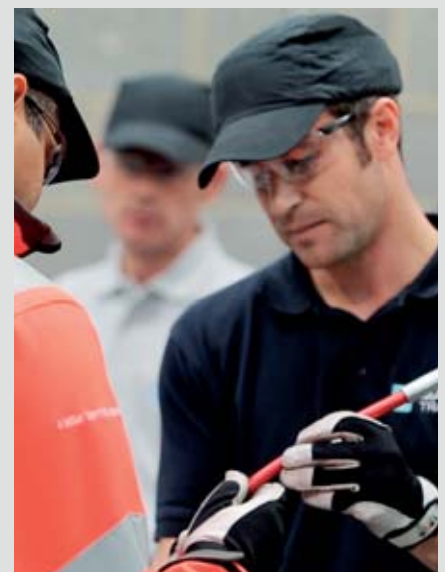


PHOTO: PAUL GLENDELL

"The entire renewable sector is taking off rapidly, so it offers fantastic career opportunities," says Jamie Isbister



"The wind sector is growing rapidly, and is currently undergoing a number of certification changes which call for more training."



MEET THE FORMER TRAINEE:

Army engineer puts skills to use in wind farm

CAREER OPPORTUNITIES | Liam Howarth can now call Europe's biggest offshore wind farm his work space. By enhancing his engineering background with a Wind Turbine Technician Course, he was able to easily transition from military life to a promising career in renewable energy.

BY ANDREA PERALTA IMSON

As part of the Royal Engineers, Liam Howarth's tour of duty included Iraq, Kosovo and Macedonia, where he built bridges, disarmed bombs and landmines together with other combat engineering tasks. But he was ready to move on: "At that time, I'd served around the world and it felt time to transfer to a new career."

Rejoining civilian life, Howarth acknowledged that opportunities for ex-service personnel are limited. "Obviously, you want relevant experience and I had been in the military since I was 17," he says.

Howarth took a job with a security firm for a while, but soon missed drawing on his technical know-how and being outdoors.

Through a recruitment event at the military camp and with the encouragement of a friend working in renewable energy,

Howarth was one of 12 military personnel who became part of the first batch trained as Wind Turbine Technicians by Maersk Training for the 3sun Group.

"This is an excellent training package delivered by instructors who are clearly experts in the field and make the learning experience engaging and enjoyable. I would highly recommend this to other ex-service men looking to take the next step after their military career," Howarth says.

After a few months on the job, Howarth is in the midst of helping to prepare turbines in the biggest offshore wind farm in Europe, the flagship Gwynt y Môr site. There are many things to look forward to, he says: the chance to work on a wind farm in another country, working outdoors and having more time to spend with his son.



Liam Howarth took a job with a security firm for a while, but soon missed drawing on his technical know-how and being outdoors.



NEWS IN BRIEF



"Thousands of men and women leave the forces every year and this provides an opportunity for some of them to put their skills and experience to good use in a new career," Stuart Cameron says.

What is really great about these courses is that we train people to be industry ready and thereby secure gainful employment by increasing their skill sets," Rangachari says.

SKILLS AND EXPERIENCE PUT TO GOOD USE

The latest developed Wind Turbine Technician transition course specialised for ex forces serves as a good example. The course comprises industry-recognised technical training covering wind turbine erection and servicing, along with all of the industry-required safety competencies.

Maersk Training in Newcastle is the first in the UK to offer these types of certified courses, and the Managing Director explains:

"Thousands of men and women leave the forces every year and this provides an opportunity for some of them to put their skills and experience to good use in a new career. People are taking advantage of the fact that they can become certified with a Global Wind Organisation (GWO) approved course in preparation for potential certification changes in the industry," Stuart Cameron says.

9 global training centres

Maersk Training specialises in courses for the maritime, offshore oil and gas, and offshore wind sectors. The UK training centre in Newcastle was set up in 2007, and Maersk Training currently operates a total of nine training centres in Denmark, Norway, the United Kingdom, India, Dubai, Singapore and Brazil.

Indigenous mariners to be trained on SVITZER tug

SVITZER Australia has recently donated a tugboat to prepare young Aboriginal and Torres Strait Islanders for maritime careers.

The Wandilla tug was handed over in a traditional Aboriginal smoking ceremony in Sydney's Darling Harbour.

The 30-metre vessel will help the Maritime Union of Australia deliver vocational training in cooperation with Redfern's Tribal Warrior Association.

Despite having very few resources, the programme has already prepared about 2,000 indigenous youngsters for maritime careers since its mentor programmes began in 2003.

The donated tug however is expected to help increase the nautical value of these people.

The Adelaide-built Wandilla is the Tribal Warrior's first fully dedicated training facility on water – it will equip trainees for seagoing careers by giving them sea hours during training.



PHOTO: BEN JOHNSON



MONROVIA'S TURNAROUND

NEW MARKETS | Broken after more than a decade of civil war, Liberia is a country in repair. Its capital and primary port, Monrovia, is a critical piece of the recovery. Almost three years after turning on the lights, APM Terminals' first wholly owned terminal in Africa is humming.

BY JOHN CHURCHILL

➤ Why invest in a war-torn country where more than half the population is uneducated and unemployed? It's a question Brian Fuggle is used to hearing.

"Many people don't get it, why we are here after all the country has been through. As a business and investors, we saw the beginning of something we wanted to be a part of," says Fuggle, Managing Director of APM Terminals Monrovia.

"Liberia has an elected government now and has stabilised. They have international support and economic ties with the United States, Europe and other parts of the world, and they have significant natural resources. So the potential for long-term growth is quite solid. That's why we're here," he says.

PROUD RESULT

In May, the President of Liberia, Ellen Johnson-Sirleaf, presided over the official dedication ceremony for the newly completed 600-metre quay at the Freeport of Monrovia.

Just four years earlier the Liberian government put the port's reconstruction out for bid. At that time, the vessel berth had nearly



APM Terminals expects to invest USD 120 million in the port over the course of the 25-year concession.

rotted off entirely into the water and huge holes marked where ships had collided with the quay.

Had the pier totally collapsed, "it would have caused our economy to come to a halt," President Johnson-Sirleaf said at the ceremony.

APM Terminals had three years to tear down and rebuild the vessel berths in the port. Because of its critical importance to Liberia's economy, it had to be done in stages so it could remain operational. They finished on 23 May after two years and three months, but not without some difficulty.

"We are quite proud of the way it looks and how well it is operating now. Especially because it was quite a challenging situation at the start," says Fuggle.

CAR LIGHTS AND A FENCE

Liberia's 14-year civil war ended in 2003, but it took its toll on the people and the nation, and certainly the infrastructure.





Just in time: The collapse of the port would have brought the economy "to a halt," said President Johnson-Sirleaf at the dedication ceremony. Here with APM Terminal's Brian Fuggle.

To Liberia, the Freeport of Monrovia is much more than just a port. It is the capital city, where more than 30% of 4.5 million Liberians live, and the country's main artery of trade.

Liberia imports nearly everything it needs to function – fuel, machinery, food, manufactured goods – and more than 90% of this comes in via the port.

"When the port was officially handed over to me by the Port Authority we had to ring the area with our cars so we could see each other," recalls Fuggle.

"It was a real mess. There was no power or water. The first thing we did was throw up a fence around the entire area to keep people from wandering in and out and getting hurt."

HELMETS, VESTS AND PRIDE

In the Monrovia terminal there are more than 200 employees and another 2,000 subcontractors, all of whom must adhere to APM Terminals' safety requirements. Training courses for new employees and visual reminders such as signs and safety posters keep safety on the minds of employees and visitors.

"When we started operations and even today we will get construction workers that hang on the fence. They tell us they want to work for us because of the safety culture and the gear"

BRIAN FUGGLE, MANAGING DIRECTOR OF APM TERMINALS MONROVIA.

"For everyone in the terminal, high-visibility vests and helmets are mandatory. Our employees understand the importance of it and embraced it immediately. It showed professionalism and therefore employment which they could feel proud of," says Fuggle, adding that many employees also like to wear their gear in town.

"When we started operations and even today we will get construction workers that hang on the fence. They tell us they want to work for us because of the safety culture and the gear," he says.

PROGRESS ON MANY LEVELS

The Monrovia concession requires that by 2016, 50% of senior management in the terminal must be Liberian. Today, all 200 employees are local hires and four out of nine senior managers are Liberian, not to mention the 2,000 Liberian subcontractors working in the port.

The port is profitable, says Fuggle. Like several other small ports in Africa, the absence of fixed gantry cranes in Monrovia means slower vessel unloading and loading times. Instead, productivity depends a lot on the performance of the vessels, the best of which can average 16 container moves per hour, he says.

"Landside productivity is a different story. Long-standing containers are costly for the shipping lines. Today, 50% of the volumes make it out of the gate within five days, and there are now records and proper systems in place to track the boxes," he says.

FURTHER INVESTMENTS

APM Terminals will invest another USD 22 million in the terminal over the next 18 months, bringing the total invested so far to approximately USD 50 million. Total investment in the terminal is expected to reach USD 120 million over the course of the 25-year concession.

This latest round of investment will go towards finishing the paving of the terminal and installing drainage in the port (Monrovia is one of the wettest places on Earth). It will also fund the upgrading of the Terminal Operating System, including real-time updates and GPRS container tracking.

Cargo gates will also be built and access control systems installed, as well as improved lighting and a new office for APM Terminals staff so that customers and other visitors no longer have to walk through the operational areas to reach the offices. ✦



In the community

APM Terminals has made a point of being involved in and engaging with the Liberian community since it arrived in 2010. They hold an annual youth football tournament, host an internship programme for college students in the area and have a training centre on location made from 40 shipping containers for employees and community members, teaching leadership, computer literacy, safety and more.

Perhaps the most visible project that APM Terminals is involved in is the construction of a new school (photo) for more than 100 underprivileged girls in the West Point community, one of Liberia's poorest areas.



"When I left we only had the oil majors here, now you see a huge variety of smaller businesses in the industry," explains HSE Manager in Maersk Drilling, Derek MacIver, returning to Aberdeen after 12 years abroad.

ABERDEEN: OIL IS OUR BREAD AND BUTTER

OIL CITY OF EUROPE | The Global recession never made it to Aberdeen, Scotland's third most populous city and the Oil Capital of Europe. Five Maersk Business Units are present in Aberdeen, and the Lord Provost has stated that he looks forward to supporting the sector even further and would like to develop the Oil Capital and add renewable energy to its vast experience with the oil and gas industry.

BY LISBETH NEDERGAARD

> A short walk is all it takes to realise that Aberdeen, Scotland is a thriving city. Commercial and residential building projects are popping up all around, evidence of a constant flow of employers and jobs. They come, like most everyone else, to work in the booming offshore oil and gas industry.

Aberdeen is the Oil Capital of Europe. According to the Lord Provost of Aberdeen, this is the reason for its constant growth during the years when the recession and its negative consequences slowly spread through large parts of the world.

"The oil business is the sole reason for our success and our flourishing city," says Lord Provost George Adam, "We are living in an economic bubble, which is fortunate

as the rest of the world is coming out of a global recession."

CULZEAN IS THE ENGINE

Maersk Oil is just one of the five Maersk Business Units present in Aberdeen. The company has been in the city since 2005, and the existing Maersk House will soon be expanded with a new wing capable of seating 250-280 people.





“Maersk Oil firmly believes in the productive future of the North Sea, and our brand new building, which is close to completion, will enable our UK headquarters in Aberdeen to accommodate our expanding headcount, being driven partly by new recruits for one of our most exciting projects: the Culzean field gas development project,” says Director Harry Yorston, Maersk Oil UK.

A LUCRATIVE POSITION

Aberdeen's Lord Provost is well aware that keeping the lucrative position as Oil Capital requires focus and constant efforts.

“A key element of our focus in the City is on anchoring the international supply chain in Aberdeen. To do that, we need to deliver a fully integrated transport network; maximise our intellectual capital, attracting and developing skilled people; and bring forward major developments in housing and employment land,” explains the Lord Provost.

Maersk Training is another Maersk Business Unit present in Aberdeen. The Training centre was established in 2011 and offers a comprehensive range of offshore survival, management, safety, medical and people-skills courses for the offshore sector.

“We arrived in a booming market and now have 25 employees,” explains Jacob

Aberdeen in brief

- Third largest city in Scotland
- Population: 220,000
- Nickname: Oil Capital of Europe
- Royal Burgh status since 1124
- University of Aberdeen: founded in 1495
- The Lord Provost of Aberdeen: George Adam (Labour) since 2012
- Energy Industry: supports around 40,000 jobs
- Unemployment rate: 1.7% (Scottish average: 4.9%)
- Aberdeen City and Shire represents around 9% of the national population but is responsible for 13% of economic output
- Aberdeen contains 24 of the top 100 companies in Scotland, as measured by Business Insider Magazine in 2012

SOURCES: ACSEF, THE LORD PROVOST OFFICE, WIKIPEDIA

Maersk in Aberdeen:

- Maersk FPSOs
- Maersk Drilling
- Maersk Oil
- Maersk Supply Service
- Maersk Training

Raffnsøe Petz, Global Sales and Marketing Manager, Maersk Training.

While the market surged, competition also increased.

“Most of our courses are fully booked and we continue to see growth in the market. We have a lot of people in the training centre who want to achieve the certificates and skills required in the offshore sector because of the many job opportunities,” says Jacob Raffnsøe Petz.

THE MAJOR TAX CONTRIBUTOR

Research reveals that the Aberdeen bubble is quite tangible for the overall UK budget, as the oil and gas industry contributes to one quarter of all Corporation Tax collected in the UK, handing over an amount of GBP 32 billion to the balance of payments.

Furthermore, the Aberdeen City and Shire Export Survey 2010 found that 55% of energy-sector exporters had increased their export sales over the previous two years, and 24% had increased the value of their international activity by more than 20%.

Facts and figures which have clearly spread to the people of Aberdeen, where very nice cars are increasingly common, restaurants are full and the city is placed at the top of the United Kingdom's list of Gross Value Added per capita. With a fig-



PHOTO: ABERDEEN UNIV

Aberdeen is the Oil Capital of Europe, enabling the city to not only withstand the global recession, but grow during it.



“Maersk Oil firmly believes in the productive future of the North Sea.”

HARRY YORSTON, DIRECTOR, MAERSK OIL UK.

ure of GBP 31,944 per head, the residents of Aberdeen are far above the UK average of GBP 20,357, and topped only by city bankers populating Inner London and generating GBP 62,398 per head.

NET INCREASE OF COMPANIES

Over the last ten years the number of smaller businesses related to the oil and gas industry has developed. In 2011, there was a net increase of 450 companies in the city. The vast majority are within the oil and gas sector:

“When I left we only had the oil majors here, now you see a huge variety of smaller businesses in the industry. I also think the two universities are doing a great job at attracting younger people to the industry, which also acknowledges the requirement to obtain younger staff,” explains Maersk

Drilling HSE Manager, Derek MacIver, returning to Aberdeen after 12 years abroad.

The University of Aberdeen offers an extensive portfolio of engineering and energy-related degree programmes, which are strongly supported by the industry and reflect the sector’s current and future needs.

“Enabling my children to go to university in Aberdeen was just another reason to return. Here they have so many opportunities, not least in the offshore industry,” says Derek MacIver.

There are many reasons to remain positive about the continued significance of North Sea oil and gas. Oil and Gas UK indicates that the UK Continental Shelf (UKCS) has the potential to deliver up to 24 billion more barrels of oil and gas.

The Lord Provost looks forward to supporting the sector even further and would like to develop the Oil Capital and add renewable energy to its vast experience with the oil and gas industry.

“We position Aberdeen as an energy capital because the skills, knowledge and experience accumulated over the last 40 years of oil and gas remain highly relevant and are also highly transferable to the renewable energy sector,” says Lord Provost George Adam. ✪

Lord Provost in brief

The Lord Provost of Aberdeen is the Convenor of the Aberdeen City local authority in Scotland, elected by the City Council. The Provost is equivalent in many ways to the position of Mayor and acts as Convenor of the City Council, Civic Head and Her Majesty’s Lord-Lieutenant of Aberdeen. The office in Aberdeen has ancient roots in the 13th century. The current Lord Provost is Councillor George Adam (Labour).



“We position Aberdeen as an energy capital because the skills, knowledge and experience accumulated over the last 40 years of oil and gas remain highly relevant and are also highly transferable to the renewable energy sector,” says Lord Provost George Adam.

FOOT ON THE GAS

ONE OF THE TOP FIVE PROJECTS | Maersk Oil's hugely important and technically challenging Culzean gas project on the UK Continental Shelf is successfully navigating the project maturation process and is on track to deliver first gas.

BY DANIEL CANTY

> At a spot beneath the North Sea, almost equidistant between Denmark and the UK, a giant gas field, capable of producing up to around 5% of the UK's domestic needs, awaits development.

For the team at Maersk Oil UK's Aberdeen headquarters, this is a particularly exciting opportunity.

"As well as being an important energy and revenue provider to the UK, there is no doubt that Culzean is a key component of Maersk Oil UK's contribution towards the 2020 target of 400,000 barrels of oil equivalent a day of entitlement production. With first gas expected well before the turn of the decade, there's no shortage of focus on Culzean," comments Martin Rune Pedersen, Managing Director of Maersk Oil UK.

GAS FIELD LIVES UP TO HIGH EXPECTATIONS

Culzean was one of the top five projects presented by Maersk Oil at last year's Capital Markets Day. The field will be Maersk Oil's first operated High Pressure, High Temperature (HPHT) gas development and has the UK and Copenhagen teams fully energised.

As operator of the field, and in con-

Culzean in Brief

- 2008** Culzean Field discovered
- 242 km** Distance from Aberdeen
- 49.99%** Maersk Oil's share of the Culzean project
- 280** The new building nearing completion at Maersk House in Aberdeen will have seating for an additional 250-280 people, depending on seating configuration
- 5%** Once fully operational, the Culzean field will supply the UK with approximately 5% of its natural gas requirements for a sustained plateau period
- 2019** First gas is expected in the fourth quarter of 2018 or the first quarter of 2019

junction with its stakeholder partners, JX Nippon, ENI UK and BP, the team in Aberdeen are eager to see this technically challenging high-pressure and high-temperature gas field live up to expectations.

DRILLING CHALLENGES

In Culzean, the subsurface conditions are complex, the pressure is around three times as great as an ordinary reservoir, and the temperature will be around 170 degrees Celsius, 70% hotter than normal. This combination of factors impacts the design and evaluation of the subsurface,

the wells, creates significant drilling challenges and ultimately tests the design of the surface production facilities.

"The main challenge for the team is that all the solutions typically employed to mitigate the various development risks at normal pressures and temperatures are being pushed to the limit of what the supply chain can provide in order to cope with the high pressure and high temperature environment," comments Martin Urquhart, Culzean Project Manager, Maersk Oil UK.

"It is at a very exciting point in the de-



PHOTO: MAERSK OIL

Martin Urquhart, Culzean Project Manager, Maersk Oil UK: "To take the development forward we are actively recruiting to grow the team. The fact that Culzean has a high probability of maturation success is proving very attractive to both internal and external industry professionals."



PHOTO: MAERSK OIL

Martin Rune Pedersen, Managing Director, Maersk Oil UK: "As well as being an important energy and revenue provider to the UK, there is no doubt that Culzean is a key component of the UK's contribution towards the company's 2020 target of 400,000 barrels of oil equivalent a day of entitlement production."



The drilling rigs first discovered gas in commercial quantities in 2008, confirmed in size and scope by the subsequent successful testing phase in 2010

velopment cycle where we are weighing up the options and are taking a major decision with regard to whether the infrastructure we produce Culzean from will be a tie-back to existing North Sea infrastructure or a stand-alone option, both of which have pros and cons as well as risks and opportunities," he adds.

PEOPLE POWER

The Culzean team's transition to its new permanent home at Maersk House in Aberdeen continues to build overall project momentum, explains Urquhart.

"We know we have the full support of the Corporate functions in Copenhagen, which is truly reassuring, but the planned relocation has certainly helped the teams integrate and allowed the project to establish its identity more firmly here in the UK."

"We have made a significant number of Maersk Oil colleagues members of the Culzean team, and recruited new professionals to Maersk. The additional team

members are just the start of a phased ramp up, from about 40 now to around 50 in the next stage, and depending on the contracting situation, around 100 people in the coming years," he remarks.

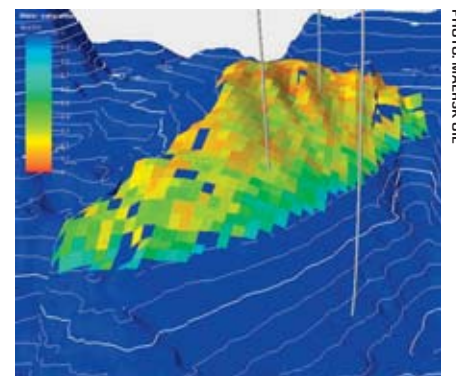
SIGNAL OF INTENT GOING FORWARD

Making such headway in the current marketplace is encouraging, and Urquhart adds:

"There is a lot of competition for good people. We can't be complacent and we must make the most of the fact that we have an exciting HPHT development to sell. We must look to build as much internal experience as possible within Maersk Oil and look to retain it."

Martin Rune concludes:

"It's a flagship project; we are adding an entire asset stream to the UK business, which in itself is a significant thing to be part of. This and other projects have led us to invest in new office facilities here in the UK to accommodate our current and future needs. In terms of our commitment



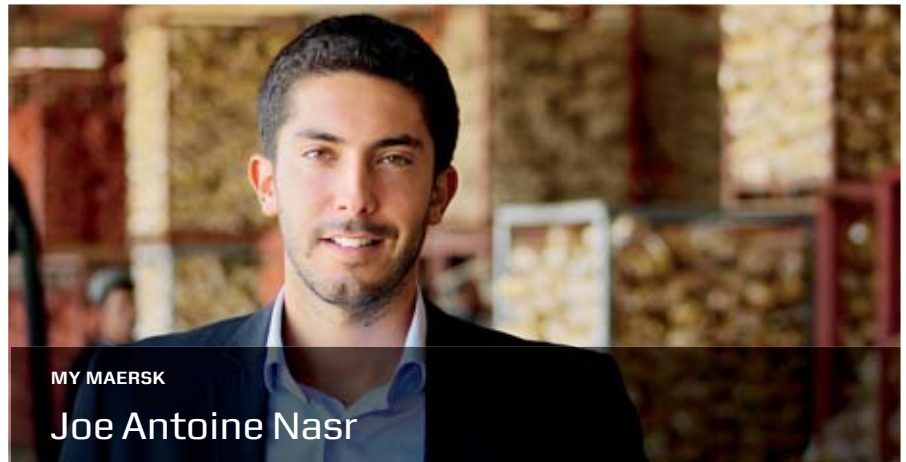
The figure shows the modelled water saturation in the upper part of the Joanne reservoir within Culzean, looking from east to west.

to the UK, it's a major signal of our intent going forward."

With the potential to produce between 200 million and 500 million cubic feet of gas per day, interest in the Culzean project will intensify as each step on its journey to commercial first gas is cleared. ❖

Breaking into Lebanon's Bekaa Valley

MY MAERSK | In the wake of Syrian unrest, Sales Executive Joe Antoine Nasr helped cautious traders in Lebanon to transition the transportation of their crops from land to sea. Despite the many benefits to the business, Nasr maintains that sound shipping is really about honouring the labour of his countrymen – perhaps the reason for his success.



MY MAERSK

Joe Antoine Nasr

BY ANDREA PERALTA IMSON

> Previously not amongst Maersk Line's roster of clients, the traders from the Bekaa Valley represent about 48% of Lebanon's agricultural produce. Being a close-knit and traditional group, they were more accustomed to having their harvest – potatoes being the most common – transported by land. That is, until Joe Antoine Nasr arrived.

Over the past five years, Nasr has helped create a demand for Maersk Line reefers in Lebanon. With the help of the Sales Team, the challenge has since evolved to meet the current demand, now 11 times higher than in 2009.

Colleague and teammate Hady Jawhar attributes Nasr's success to a unique understanding of client needs:

"Farmers and traders don't need to be overloaded with reefer specifications. They need to know when their product is going to arrive, how much it will cost and if they can afford that. Joe was really good at addressing these practicalities."

Relating to farmers and traders came

naturally for Nasr, who grew up in a family that liked organic gardening.

"My parents would plant organic, fresh produce in our house in North Lebanon," he says, "which I guess is partly why I truly wanted to get to know the traders in Bekaa and be of service to them."

IT STARTS WITH ONE

Nasr was only able to convince one trader during the first year that reefer sales were assigned to him. But word spread and from then on, the numbers kept growing.

Despite competition and Maersk Line's higher price tag, Joe and his team continue to secure the loyalty of the Bekaa Valley's traders. Nasr recalls a client's remarks after checking on the arrival of his produce:

"They actually look better after being in your reefers than when we packed them!"

Nasr's response: "Delivering it in top form was more than a blessing, it felt like all the hard work of the farmers and traders of my country had not gone in vain." *

Joe Antoine Nasr in brief

Age 27

Nationality Lebanese

Languages English, French, Arabic

Education Master's Degree in Shipping (Greenwich University, London, UK)
Master's Degree in Maritime Policy and Management (Greenwich University, London, UK)

First job Maersk Line

Interests Music, football, basketball, skiing, playing the guitar and sailing

Who should we feature in the next MyMaersk?

If you believe you have an interesting colleague who lives our values, is a stellar performer and has helped your team achieve great results, nominate them for MyMaersk by sending an email to andrea.p.imson@maersk.com



Looking back... 80 years in Tanganyika

The Tanganyika Planting Company Ltd, a sugar plantation in Tanzania, was part of the Group from 1930 to 1980. At its peak in the 1970s, more than 11,000 people lived on the plantation, which had its own hospital, schools, cinemas, churches, shops – everything to support a small society.

