

Dec 2021

Diversity and Inclusion Policy for A.P. Møller Mærsk A/S

Background

A.P. Møller - Mærsk A/S is subject to the Danish Company's Act section 139c and has adopted a policy in order to increase the underrepresented gender for management levels in A.P. Møller - Maersk companies. A.P. Møller-Maersk takes a holistic view of diversity and inclusion, therefore this policy outlines A.P. Møller-Maersk's approach to gender diversity and to diversity as a whole.

Scope

This policy applies to all employees across the A.P. Møller - Maersk group.

Introduction

Diversity at A.P. Møller - Maersk is about difference. Difference in (and not limited to) gender, physical ability, sexual orientation, nationality, gender identity, race, religion, age or education, industry background. A number of these differences are protected in our countries of operation through law, however there are many countries where the local laws do not cover these important areas. To ensure our employees enjoy a respectful workplace we adopt a global and consistent approach for all of our countries of operation

A.P. Møller - Maersk's global approach to diversity and inclusion is grounded in:

- Our Values - Respecting each other, Embracing diversity, Creating the right culture for employees to thrive
- Our commitment to the UN Global Compact
- [Our commitment to respect human rights according to the UN Guiding Principles on Business and Human Rights](#)
- Our global framework of labour relations policies that form part of our internal governance framework and apply to our employees globally
- Our Environmental, Social and Governance (ESG) Framework and targets

A.P. Møller - Maersk does not tolerate discrimination, harassment or bullying of employees in any country of operation. This is written into our internal governance rules, through our Business Code of Conduct and in our commitment to the UN Global Compact and the UN Guiding Principles on Business and Human Rights.

Our approach

Diversity and inclusion (D&I) are key levers to our success. A.P. Møller - Maersk is a global business with over 70,000 employees, operating in over 130 countries.

Diversity is part of our business and essential to our future success.

1. Being able to attract and retain diverse talent globally and from across different industries is key to delivering on our strategy.
2. Our ESG strategy elevates diversity and inclusion as a priority and we have clear ambitions to be best in class as we know that diversity and inclusion is a lever to our success internally and externally.

We operate in a traditionally male dominated and global industry. Therefore, our focus is on increasing gender and different nationality representation at the management levels of our organisation and building a culture of inclusion for all colleagues.

We have 6 pillars to help us drive our ambitions, the pillars and progress against our targets are available to employees on our internal D&I intranet site:

1. **Engaging our employees in D&I** – providing opportunities through employee networks and communications to enable our colleagues to shape and drive the D&I agenda.
2. **Capability Building** – ensuring our colleagues have the knowledge and know-how to drive D&I at Maersk
3. **Leader led agenda** – clear expectations that our leaders are key to driving change. Leaders who understand that accountability sits with them.
4. **Equity in our People Practices** – continuously improving on processes to ensure equity
5. **Targeted Programs** – Targeted programs developed to support the attraction of, investment in and enablement of under-represented diverse groups
6. **Targets** – clear and measurable targets to measure progress and hold us accountable.

What are we doing?

Engaging our employees in D&I

Our global employee networks focus on D&I, regularly connecting with the networks the D&I Team ensure alignment to our global ambition and offer support and advice where needed.

For women we have our Technology RISE network and we support employees in initiating networks where they see a need. An annual global D&I week is held engaging employees and leaders in key areas of D&I such as “Respect”, “Understanding Bias” etc. This provides colleagues with an opportunity to connect on D&I and for A.P. Moller Maersk to share progress and future ambitions.

Capability Building

At a basic level we ensure our employees understand the company's stand on discrimination, bullying and harassment. Mandatory training on our internal governance rules covers our Business Code of Conduct, and a “Help and Support” guide is available for our employees on what to do if they witness or experience any kind of discrimination or harassment, this includes an independent “Whistleblower” system that employees can use anonymously and an Ombuds office that reports directly into our CEO..

In addition, we have:

- On-line “Beating Bias” program. This important tool helps increase understanding bias in our decisions.
- Working across cultures portal to help our colleagues understand and leverage cultural differences
- On-line tools and resources covering topics from “Introduction to D&I” to “Understanding gender diversity”
- Webinars on Allyship, Respect, Mental Health, Psychological Safety, Flexible working, LGBTQ inclusion and more available on our D&I intranet site.
- Workshops are held with leaders and groups on demand to dive into specific areas of D&I, particularly focusing on what people leaders can do to build a more inclusive environment.

Over the next 2 years we will booster our capability offering, particularly targeting people managers and senior leaders in driving real and sustainable change in our D&I agenda.

Leader led agenda

D&I is built into our leadership competencies, we expect that our leaders to have a high level of competency in “Valuing Diversity” and with empathy. We build this into our leadership approaches in talent management and performance management. Building upon this foundation we expect our leaders to be accountable for driving the action and behaviour required to reach our global D&I ambitions in their respective business areas.

In 2021 we introduced a global Inclusion Survey to help us to measure inclusion. The survey has provided us with a benchmark and with useful insights shared with leaders to help them understand specific diversity and inclusion opportunities in their areas. We plan to run this survey annually and will be supporting leaders in owning and driving actions in 2022 and onwards.

Equity in our People Practices

Ensuring we have equity in our people practices and policies is an ongoing ambition from employee attraction to career management and attrition. We understand that small changes in our policies and practices can make a significant difference to the many different groups of colleagues we have at A.P. Moller Maersk.

We have specific training available to hiring managers, helping them to break down the recruitment process to ensure equity and to eliminate bias.

For women we have improved is our Maternity Policy, ensuring a global minimum of 18 weeks maternity leave and a flexible return to work scheme where colleagues who have taken 18 weeks are able to return for 80% of their contracted hours on full pay.

We measure equity, particularly for gender and nationality in a number of areas including:

- Attraction
- Recruitment
- Talent management – promotions and talent pool
- Leavers

Targeted Programs (Internally and Externally)

Our women's development programs provide female talent with tools and support in career planning, personal development, sustainable performance and leadership. In addition, we run a virtual network of alumni, sharing news, views, tips and knowledge as well as monthly webinars on career and leadership topics.

We will continue to invest in existing and new programs based on identified needs highlighted by our annual Inclusion Survey and measures.

A.P. Moller – Maersk:

- Is one of the founding members of the Diversity Council, set up in Denmark to increase the number of women in leadership roles in the corporate environment. This also includes being part of the Danish "Lead the Future" campaign aimed at attracting more young women into careers in Science, Technology, Engineering & Maths (STEM) related careers.
- Is a partner of the "She Trades" initiative run by the International Trade Centre, enabling female entrepreneurs' access to the benefits of trade, aiming to connect three million women entrepreneurs to markets by 2021
- A.P. Moller - Maersk benchmarks progress through participation in the Bloomberg Gender Equality Index.
- To support LGBTQ+ inclusion progress A.P. Moller-Maersk is also a member of Workplace Pride an external organisation supporting global companies achieve their D&I ambitions.

Targets

- We measure headcount, talent reviews, promotions, attrition and performance by gender and nationality to ensure our processes are free from bias and to identify opportunities for improvement.
- We have set a 90% maternity return rate globally
- In 2021 we set new global gender targets to be reached by 2025. The targets are part of a wider Gender Action Plan (GAP) that each of our executive leadership team own for their relative areas. Distributing the targets and supporting actions to each business leader helps us drive a leader led agenda and encourages ownership at a local level.

We will continue to invest in the 6 pillars above, increasing diversity at Maersk, ensuring equity in everything we do and building a culture of inclusion to enable our colleagues to thrive. We hold ourselves accountable through our internal targets and our annual external ESG report.

Approved by the Board of Directors in December 2021.