
To: The Board of Directors

From: Ulf Hahnemann

Date: Oct. 2019

Ref:

Amended Gender and Diversity Policy for A.P. Møller – Mærsk A/S

Gender Diversity and Inclusion Policy

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 – Mærsk companies.

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 these are not protected.

A.P. Møller - Maersk's 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 Compact and the basic human rights of our employees
- Our global framework of labour relations policies that form part of our internal governance framework and apply to our employees globally

A.P. Møller - Maersk does not tolerate discrimination, harassment or bullying of employees. This is written into our internal governance rules and in our commitment to the UN Global Compact on human rights. Both outline the underlying principles on how we conduct business with our stakeholders.

Our approach

Diversity and inclusion are key levers to our success. A.P. Møller - Maersk is a global business with over 70,000 employees, operating in over 120 countries, it is essential that we can attract from the widest talent pool. Hiring and retaining diverse employees supports the growth of innovation and encourages new ways of thinking which is vital to the future success of A.P. Møller - Maersk.

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.

What are we doing?

At a basic level we ensure our employees are aware and have the tools to ensure a discrimination and harassment free organisation. As well as our mandatory training on our internal governance rules which cover labour relations, we also provide sexual harassment awareness training and support tools. We have published "Help and Support" 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.

Our over-arching ambition is to build a culture of inclusion where all employees feel supported, valued and enabled to be their best. We focus on targeted initiatives and investments that help us to progress our ambition. In addition to the basic measures we are taking to drive diversity and inclusion we are also proactively driving change in the following areas:

Gender Diversity in Recruitment

Increasing the number of women applying to and being offered a role in Maersk is a priority.

- We have targets for recruitment, to ensure we have diversity in our shortlists and we measure the gender composition throughout the recruitment process, from applications, interviews to offer.
- As part of our employee value proposition we have built in a strong focus on attracting more females to A.P. Moller - Maersk. We are also a member of the Danish "Lead the Future" campaign which is aimed at attracting more young women into careers in Science, Technology, Engineering & Maths (STEM) related careers
- We provide an on-line training program to line managers with hiring responsibilities that provides guidance on mitigating unconscious bias from the recruitment process. With the aim to help reduce any gender bias.

Career progression for Women

We see less women from mid to senior levels in our organisation, we know that by investing in the internal female talent pipeline will enable our female talent to develop and progress at Maersk.

- We measure and monitor 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 run our own and participate in women's development programs. The programs provide female talent with tools and support in career planning, personal development, sustainable performance and leadership. .

Retaining women

Managing maternity is an essential aspect to retaining women in the workplace.

- We have a global policy that provides a minimum of 18 weeks paid maternity leave and we have a return to work program that enables women to return for 80% of their contracted hours on full pay for up to 6 months. We are committed to increasing the percentage of women returning from maternity leave and measure and monitor our progress in this area.

Building an inclusive environment is our over-arching ambition, where all employees feel supported, valued and enabled to achieve.

- To build inclusion at A.P. Moller - Maersk, we run sessions on inclusive leadership for our leaders and provide a global e-learning for all employees on "Beating Bias", which focuses on understanding inclusion and how our biases can sometimes hinder us from being inclusive.

Externally

The messages we send externally and the impact we can have to drive change beyond Maersk are important aspects of our diversity and inclusion strategy. As well as focusing on gender diversity in our employer branding we also partner with organisations to help us to learn from best practice and support gender balance initiatives.

- A.P. Moller - Maersk is one of the founding members of the Diversity Council, set up in Denmark with the sole purpose of increasing the number of women in leadership roles in the corporate environment.
- A.P. Moller - Maersk is a partner of the "She Trades" initiative run by the International Trade Centre, which enables 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.

Targets

- Targets have been set for the top 6 out of 9 job levels in our organisation for gender and nationality as these are the levels where we see a reduction in diversity. The targets are reviewed at least every 3 years. Progress against these targets is published in the annual sustainability report.

Approved by the Board of Directors on 3 October 2019.