

# MEMO

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**To:** The Board of Directors

**From:** Susana Elvira

**Date:** December 2023

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**Ref:**

Diversity Policy for A.P. Møller – Mærsk A/S

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## Diversity, Equity and Inclusion Policy

### Background

A.P. Møller - Mærsk A/S is subject to the Danish Company's Act section 139c 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, equity & inclusion, therefore this policy outlines A.P. Møller-Maersk's approach to gender diversity and to diversity as a whole. Additionally, with the introduction of new legislation in Denmark per 2023 and more to come during future years, A.P. Møller - Mærsk A/S has defined target figures for the underrepresented gender at CEO-2 level.

### 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 through the Embassy model. This means that A.P. Møller - Maersk's global approach to diversity, equity & 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
- 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 on human rights.

### Our approach

Diversity, Equity & Inclusion (DE&I) are key levers to our success. A.P. Møller - Maersk is a global business with over 100,000 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, equity & inclusion is a lever to our success internally and externally.
3. Our customers are selecting their partners based on the creation of an inclusive and welcoming environment while our products and services offered require resonating with diverse backgrounds and experiences.

4. Being able to work with diverse suppliers fosters a higher degree of innovation and contributes to the economic development of underrepresented communities, while also enhancing the overall resilience and competitiveness of our customers' supply chain.

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 Diversity, Equity & Inclusion intranet site:

1. **Engaging our employees in Diversity, Equity & Inclusion** – providing opportunities through learning journeys, employee networks and communications to enable our colleagues to shape and drive the Diversity, Equity & Inclusion agenda.
2. **Capability Building** – ensuring our employees have the knowledge and know-how to drive Diversity, Equity & Inclusion at Maersk in everything they do
3. **Activation and Leader led agenda** – clear plans and expectations towards our leaders are key to driving change. Leaders take the ownership that accountability sits with them.
4. **Equity in our People Practices** – continuously improving on processes to ensure equity in everything we do
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 supported by a dedicated operating model.

## What are we doing?

### Engaging our employees in Diversity, Equity & Inclusion

Our global employee networks focus on Diversity, Equity & Inclusion and regularly connecting with the networks the Diversity, Equity & Inclusion Team ensure alignment to our global ambition and offer support and advice where needed, all with the purpose to strengthen the Diversity, Equity & Inclusion agenda.

Our colleagues are organized through various networks like in RISE in Technology, Power Women Network in HQ, Maersk Inclusion for Excellence and Pride@maersk globally and we support employees in initiating networks where they see a need. In 2023, we launched the new policy around Diverse Abilities to support this specific under-represented group even stronger. An annual global Diversity, Equity & Inclusion week is held engaging employees and leaders in key areas of Diversity, Equity & Inclusion such as "Respect", "Understanding Bias" and inclusive leadership etc. This provides colleagues with an opportunity to connect on Diversity, Equity & Inclusion 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 strengthened our efforts around

- 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 Diversity, Equity & Inclusion" to "Understanding gender diversity"
- Learning journeys on Allyship, Respect, Mental Health and well-being, Psychological Safety, Flexible working, LGBTQ inclusion and more available on our Diversity, Equity & Inclusion intranet site.

Our most important change catalyst is the Inclusive leadership journey offered to all leaders in the company to dive into specific areas of Diversity, Equity & Inclusion, focusing on what people leaders can do to build a more inclusive environment through the 6 traits of inclusive leadership.

### **Leader led agenda**

Diversity, Equity & Inclusion is built into our leadership competencies, we expect that our leaders to have a high level of competency in "Valuing Diversity, Equity and specifically Inclusion" 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 Diversity, Equity & Inclusion ambitions in their respective business areas.

### **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 therefore will apply the condition that all our short lists will be gender balanced, as this will allow us to drive better representation forward. We have specific training available to hiring managers, helping them to break down the recruitment process to ensure equity and to eliminate bias.

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

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

With the global adoption of the Maternity leave Policy, we ensure 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 for a period of 6 months.

### **Targeted Programs (Internally and Externally)**

Our women's development programs provide women's talent with tools and support in career planning, personal development, sustainable performance, and leadership. In 2023, we have launched a new Women in Leadership Program that supports women to further progress in their career. In addition, we run a virtual network of alumni for all participants to create that community where sharing news, views, tips and knowledge as well as monthly webinars on career and leadership topics strengthens performance and progression of all attendants.

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.
- A.P. Moller - Maersk recently joined a new ThinkTank initiative where leading global companies based in Denmark are coming together to drive progression around Diversity, Equity & Inclusion in Denmark and beyond.

### **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 and current performance stands at 92%

- In 2023 we set new global Diversity in Teams targets to be reached by 2025 and the focus will be strengthened around the progression through gender and nationalities.

We will continue to invest in the 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.

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Approved by the Board of Directors on 13 Dec 2023.