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Reporting on "Charter for more women in management" - 2012

In becoming signatories to "Charter for more women in management", enterprises commit to reporting on their activities at least every other year. The below reporting form contains questions pertaining to problem areas which the Danish Department for Gender Equality considers relevant to cover in the reporting.

The questions revolve around the seven commitments in "Charter for more women in management" which the joining enterprises have made in signing the charter.

Name of enterprise:

A.P. Moller – Maersk

Contact person:

Deniz Kirdar

Person from the reporting enterprise authorised to approve the reporting:

Date: 10.05.2012

Signature: Maria Pejter

Position: Head of Group Talent
Management

Commitment 1: Preparing a strategy or plan to achieve the goal of "more women in management" or of "sustaining an equal gender balance" and introducing initiatives to achieve this.

Question 1

Has the enterprise prepared (in writing) a strategy/plan to achieve the goal of "more women in management"?

Yes:

No:

If yes, has the strategy/plan been approved/adopted by the enterprise's top management?

Yes:

No:

Commitment 2: Developing targets/target figures for women in management; for the proportion of women at selected management levels (and a time-span within which targets are to be realised); or for the proportion of women in talent pools or pipeline.

Question 2

Has the enterprise set targets/target figures for women in management positions?

Yes: x	No:
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If yes to Question 2, please elaborate under 2.A. to 2.D. below:

2.A. Describe the target figures which the enterprise has set for women in management positions:

The targets are to have female representation of 20% at general manager level, 15% at director level and 10% at vice president level by the end of 2014.

2.B. Describe the actions/activities which the enterprise has initiated for the purpose of achieving the set targets:

Below are the list of actions/activities that we undertake in areas of recruitment, development & retention:

Recruitment:

In 2010, guidelines on alternative ways to implement gender neutral language into our daily work and on writing appealing and gender neutral job ads were implemented in Denmark Headquarters. Both guidelines are available on diversity & inclusion intranet page toolbox section and were further shared with HR professionals.

Further, Business Unit HR professionals communicated to the headhunters they are working with that they'd like to receive diverse candidate lists both in terms of gender and other differences.

In addition, Business Unit HR Professionals are provided with a diversity clause to use in the job ads they post: "As a performance-oriented company, we strive to always recruit the best person for the job - regardless of gender, age, nationality, sexual orientation or religious beliefs. We are proud of our diversity and see it as a genuine source of strength" in order attract a diverse candidate pool.

Retention and development:

The A.P. Moller Maersk Group reduced working hours from 39 to 37 hours per week and at the same time removed the clause on fixed working hours from standard contract and implemented flexibility for all employees employed by Maersk (Re-deriet A.P.Møller A/S) in Denmark effective beginning 2010. This initiative was not only directed for women but for all employees who would like to use flexibility. Both leader and employees are provided guidelines on what flexibility means and alternative ways to utilize same.



Since 2010, career break guidelines are available for both employees and leaders in order to ease the process especially for employees going on and returning from maternity and paternity leave and also for other kinds of leave (e.g. sabbatical)

Since 2009, at Group level and Business Unit levels annual talent reviews are conducted by the leaders. The talent in leadership positions are assessed in terms of their performance and with regard to the positions they fill in. In addition since 2011, the pipeline for the leadership positions are reviewed in terms of how diverse the pipeline is, specifically focusing on gender and nationality. In the reviews, the development areas and actions are discussed to strengthen the talent pipeline. The pipeline diversity reviews in the talent review sessions created higher awareness among our leader as they concretely see the low number of diverse talent coming up from the organization to fill in the top positions in the future. It also provided transparency on where the high performing talent is and how their skills can be utilized. E.g. most females in senior positions are in support functions (communications, human resources, finance)

The Women's Leadership Network was established in the latter part of 2009 by request. The aim is to strengthen the interaction between women across business units, make female role models more visible and create greater transparency around career opportunities within the Group. The network currently has 190 members mostly from primary target group of General Manager level and above and also has some more junior members. With the help of the network members expand their internal network, share their own experiences and learn from others, spar with women at different career levels and get insight into business units and opportunities across the APMM Group. The network hosts quarterly events organized and sponsored by Diversity & Inclusion Manager. The quarterly events aim to provide development opportunities, inspiring role models and stories, exposure to senior leaders in the organization and information on company initiatives and best practices.

Strategies for Success, targeted self-leadership training for women, was designed and piloted twice in Copenhagen in 2011. The pilots were offered via APMM's internal Learning Management System for women across Maersk who want to build confidence, maximise career potential and improve basic interpersonal skills to enhance performance. The program included a 1-day workshop and a 90 minute follow-up webinar. 47 women at manager, general manager and director level from various Business Units participated in the pilots. 84% of the participants agreed or strongly agreed that the program was comprehensive and worthwhile. Many participants stated the session increased their self-awareness and confidence, brought clarity on what they are good at, hence should continue doing and what they need to do differently in order to achieve their career aspirations. We have incorporated improvements based on the feedback and programs will be implemented globally during the second half of 2012.

2011 marked the first time presence of APMM in Women's International Networking (W.I.N) Conference in October. W.I.N. is an independent global women's leadership organization and has held W.I.N. Conference for the past 13 years gathering over 1000 people (mostly women) each year from 70 countries. The conference is a three day learning event with plenary sessions, workshops, coaching and networking in order to inspire and develop the participants with a threefold focus: 1. current events & trends in the world 2. work & careers 3. leadership & personal growth. Please click the link to find out more on W.I.N. : <http://www.winconference.net/eng> 2011 was APMM's first participation and we sponsored 4 high performing women



nominated by different business units to attend. The feedback from W.I.N. participants was extremely positive stating that the W.I.N. Conference was very inspirational. There were opportunities to network, share best practice, meet various role models, gain new tools and time for reflection. W.I.N is a great platform to develop and reward our top female talent and make a public statement that as a company we are committed to increasing women in leadership. We have confirmed our sponsorship for the 2012 conference and will also sponsor 15-20 high performing women to participate in the Conference.

We also support ICEDR Female Talent Research on rising female stars and two of our high performing female employees have been interviewed as part of the research. The ICEDR research will be published in fall 2012.

2.C. Describe the status of the enterprise's efforts (how close is the enterprise to achieving the set targets?):

The current percentage of women at General Manager level in Denmark is 19.4% which not only exceeds our 2011 target of 18% but also means that we have almost reached our 2014 target of 20% two years ahead of time. Globally, our figures are slightly higher with 20% females in general manager level. This means we are steadily building the female pipeline to take more senior roles in the organisation and will continue to focus on this.

We however still need to see these talents move into more senior positions (8,2% females currently hold Director positions globally, an increase of 1,2% compared to the 2009 baseline). We've seen a slight decrease in the Danish numbers regarding director level (from 9% to 7%) and this can be explained by cross country assignments of female managers. We currently have 4% female Vice Presidents.

2.D. Possible explanations for not being able to achieve targets/or only being able to achieve targets to a certain extent:

Please refer to the explanations described in Question 2.C

Commitment 3: Introducing a staff policy which addresses and promotes equal career opportunities for men and women.

Question 3

Does the enterprise's staff policy address and promote equal career opportunities for men and women?

Yes:

No:

If yes, describe the section in the staff policy addressing equal opportunities:

Equal Employment Opportunity Policy:



Maersk provides equal employment opportunities to all employees and applicants, and complies with all employment laws and regulations.

Maersk has made accommodation for special needs (such as disabled lifts, access to toilets and parking close to entrances) in the employment of qualified individuals with disabilities, and will continue to do so.

Each employee has the duty to ensure that there is no discrimination within Maersk in any aspect of employment (hiring, transfer, promotion, compensation, termination, etc.) on the basis of race, religion, gender, national origin, age, marital status, current or previous military status, colour, sexual orientation or any other status.

An employee who believes that he or she has been discriminated against in any of the terms or conditions of employment, or has experienced job-related harassment based on race, religion, gender, national origin, age, marital status, colour, sexual orientation or any other status, should advise management and/or the HR department of the incident immediately.

Commitment 4: Ensuring that hiring procedures and recruitment in general contribute to also putting focus on female management talents so that both male and female candidates are considered in connection with internal and external recruitment.

Question 4

Has the enterprise included a section on equal opportunities in its recruitment policy or in other relevant recruitment-specific documents?

Yes: x	No:
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Commitment 5: Determining a minimum number of female candidates for management positions if making use of headhunters in the recruitment process.

Question 5

Does the enterprise make use of headhunters when looking to fill management positions?

Yes: x	No:
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If yes, does the enterprise determine a minimum number of female candidates when looking to fill management positions?

Yes:	No: x
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Commitment 6: Creating a framework for female employees' career development, comprising e.g. networks, mentoring schemes or other concrete initiatives.

Question 6



Has the enterprise introduced initiatives for the purpose of enhancing female employees' career development?

Yes: No:

If yes, describe the initiatives:

Please refer to the initiatives described in Question 2.B

Commitment 7: Sharing experience and results of the efforts made on the basis of the charter, e.g. by contributing to the Danish Department for Gender Equality's Internet topic site on women in management positions.

Question 7

Has the enterprise introduced initiatives to enhance knowledge/experience sharing with other enterprises regarding its charter-related activities?

Yes: No:

If yes, describe the initiatives:

We make our diversity & inclusion efforts public via our annual sustainability report and also share our work in the field via other internal & external publications. Examples of these can be found in Maersk Post (internal magazine) August 2011 issue, Personalechefen magazine October 2011 issue, Jyllands-Posten 28. December 2011, erhverv & Økonomi, page 12 & Jyllands-Posten JP Human Resource Magazine April 2012 issue. We are nominated for MIA award by the Danish Institute for Human Rights; the award process aims to share best practices with other companies in Denmark.

Additional remarks on the enterprise's efforts to achieve the goal of "more women in management":

Gender diversity has a positive effect on Engagement

A recent study of the employee engagement scores of 4,428 Maersk teams, made up of 28,234 employees, has found that teams with greater gender diversity have higher levels of engagement and higher levels of manager effectiveness. External and internal research has shown that higher employee engagement is linked to higher performance and better customer satisfaction. Similarly, gender-balanced teams are proven to lead to better financial results and better retention of staff.

In the study, the engagement score for highly gender diverse teams (defined as 50-69% same gender) was 6% higher than teams with no diversity and managerial effectiveness was also 6% higher in the highly gender diverse teams.

The findings reflected that while 40% of the teams in A.P.

Moller - Maersk have no diversity, i.e. consist of same gender members, only 16% of the teams were highly gender diverse. 28% of teams have moderate diversity and 16% have low diversity. This means that we are reaping the benefits of gender di-



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verse teams in part of the organization and there is a huge potential to tap into diversifying the remaining 40% of the teams. The same study was replicated only looking at top teams (i.e. teams headed by an executive) and the same results were found.

Having completed this form, please send it via e-mail doelt@lige.dk to Senior Adviser Dorte Eltard from the Danish Department for Gender Equality no later than on 15 May 2012.

Furthermore, please note that the form and the answers contained herein will be made publicly available on the Danish Department for Gender Equality's website.