Goal: Improve Geographic Diversity

Strategy:
- Recruitment
- Retention

KPIs:
- Define Targets
- Measure Progress

Costs:
- Implementation
- Future Value

Situation  Solution  Analysis  Action  Impact  Risk & Financial
The GILD Program
Targets & Impact

PROGRAM GOALS

40% Diversity in 4 years
10% Improvement

Management Trainee Retention to 70%
50% Improvement

Field-to-Corporate

Situation | Solution | Analysis | Action | Impact | Risk & Financial
## Decision Analysis

<table>
<thead>
<tr>
<th>GILD</th>
<th>Acquire HR Consulting Firm</th>
<th>Acquire more Diverse Business</th>
<th>Internal Revamp</th>
</tr>
</thead>
</table>

### Attractiveness

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weak</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strong</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Situation

- **Importance**
  - GILD: Acquire HR Consulting Firm
  - Acquire more Diverse Business
  - Internal Revamp

### Solution

- **Cost**
  - Medium

### Analysis

- **Cultural Fit**
  - Medium

- **Strategic Fit**
  - High

- **Addresses Issues**
  - High

- **Potential Impact**
  - High

### Action

- **Total**
  - 13

### Impact

- **Risk & Financial**
Implementation

5 Year Rollout Cycle

<table>
<thead>
<tr>
<th>Preparation</th>
<th>Now</th>
<th>Q1 2014</th>
<th>Q2 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify talent markets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish business school program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organize process implementation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identify &amp; Attract</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Milestones

<table>
<thead>
<tr>
<th>Program</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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<tbody>
<tr>
<td>Intensive English</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company Immersion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Begin Business School</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop Impact Plans</td>
<td></td>
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</table>

<table>
<thead>
<tr>
<th>Repatriation</th>
<th>Q1 2017</th>
<th>Q3 2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Begin local management program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement community impact projects</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evaluations</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Roadmap

- Analysis – Why?
- Action – How?
- Impact – So what?
Recruit Best Talent

Improve Retention

Groom Future Managers

Multiplier Effect
- Employee-Manager Relationship
- Cultural Similarity
Key Performance Indicators

- **Retention**: 90% Program Retention
- **Community Impact in Emerging Markets**: 85% Impact Plan Completion Rate
- **Participant Performance**: 80% of Participants are “High Performing”
Costs and Benefits

**Costs**

- Preparation: 5%
- Program: 38%
- Repatriation - Other: 9%
- Repatriation - Investment: 48%

- **Total Costs:** $42 million

**Direct Savings**

- Program Retention
- Multiplier Effect

- **Direct Savings:** $18 million

**Intangible Benefits**

**Situation**

**Solution**

**Analysis**

**Action**

**Impact**

**Risk & Financial**

5% 38% 9%
Risks & Mitigations

Competitors

Voluntary Attrition

Culture Clash

Best Industry Training Resources

Competitors don’t have same opportunities

Bringing participants to Denmark

Situation  Solution  Analysis  Action  Impact  Risk & Financial
## Appendix

<table>
<thead>
<tr>
<th>Financial</th>
<th>Implementation</th>
<th>Impacts</th>
<th>Strategy</th>
<th>Risks</th>
<th>Company</th>
<th>Hofstede</th>
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<tbody>
<tr>
<td>Total Cost</td>
<td>Mentorship Program</td>
<td>Diversity</td>
<td>Feasibility</td>
<td>SWOT</td>
<td>Maersk Leadership Poll</td>
<td>Brazil</td>
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<td>Preparation</td>
<td>Candidate Selection</td>
<td>Empowerment</td>
<td>Scope &amp; Results</td>
<td>PEST (EL)</td>
<td>Principles - Diversity</td>
<td>Mexico</td>
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<td>Costs</td>
<td></td>
<td>Flow Chart</td>
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<td>Principles - Diversity</td>
<td>Mexico</td>
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<tr>
<td>Program Costs</td>
<td>Country Selection</td>
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<td>Acquire HR Firm</td>
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<td>China</td>
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<td>Acceptance</td>
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<td>Cultural Exchange</td>
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<td>Acceptance</td>
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<td>Principles - Social Benefits</td>
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<td>Costs</td>
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<td>Factors</td>
<td>Culture Clash</td>
<td></td>
<td>Turnover Competition</td>
<td>Nigeria</td>
</tr>
<tr>
<td>Direct Savings</td>
<td></td>
<td>Factors</td>
<td></td>
<td></td>
<td>Culture Clash</td>
<td>Nigeria</td>
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<tr>
<td>Intangible</td>
<td>Retention over 4 Years</td>
<td>Internal Revamp</td>
<td>Culture Clash</td>
<td></td>
<td>Turnover Competition</td>
<td>Turkey</td>
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<td>Benefits</td>
<td></td>
<td></td>
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<td>Community Involvement</td>
<td>Turkey</td>
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<td>Competitor Analysis</td>
<td>Peru</td>
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<td>Benefits</td>
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<td>Diversity Activities 2012</td>
<td>Malaysia</td>
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<td>Direct Savings</td>
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<td>Core Businesses</td>
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<td></td>
<td>Investor Considerations</td>
<td>India</td>
</tr>
</tbody>
</table>
Goals

Situation: Increase company wide geographic diversity 40%

Solution: ↑ Brand in emerging markets

Analysis: 90% Retention of Local Hires

Action: Meet future labor needs

Impact: “Risk & Financial”
Hofstede - Brazil

- Power Distance
- Individuality
- Masculinity
- Risk Aversion
- LT Orientation

Brazil in comparison with the below

<table>
<thead>
<tr>
<th>PDI</th>
<th>IDV</th>
<th>MAS</th>
<th>UAI</th>
<th>LTO</th>
</tr>
</thead>
<tbody>
<tr>
<td>69</td>
<td>74</td>
<td>49</td>
<td>76</td>
<td>65</td>
</tr>
</tbody>
</table>

- 18
- 38
- 16
- 23
- 46

Brazil (blue) vs. Denmark (red)
Hofstede - Mexico

- Power Distance
- Individuality
- Masculinity
- Risk Aversion
- LT Orientation

Mexico in comparison with the below

<table>
<thead>
<tr>
<th></th>
<th>Mexico</th>
<th>Denmark</th>
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</thead>
<tbody>
<tr>
<td>PDI</td>
<td>81</td>
<td>18</td>
</tr>
<tr>
<td>IDV</td>
<td>74</td>
<td>30</td>
</tr>
<tr>
<td>MAS</td>
<td>69</td>
<td>16</td>
</tr>
<tr>
<td>UAI</td>
<td>82</td>
<td>23</td>
</tr>
<tr>
<td>LTO</td>
<td>46</td>
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</tr>
</tbody>
</table>

[Diagram showing comparisons between Mexico and Denmark]
Hofstede - China

- Power Distance
- Individuality
- Masculinity
- Risk Aversion
- LT Orientation

China
in comparison with the below

<table>
<thead>
<tr>
<th>Power Distance (PDI)</th>
<th>80</th>
<th>18</th>
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</thead>
<tbody>
<tr>
<td>Individuality (IDV)</td>
<td>74</td>
<td>20</td>
</tr>
<tr>
<td>Masculinity (MAS)</td>
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<td>16</td>
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<tr>
<td>Uncertainty Avoidance (UAI)</td>
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<td>23</td>
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<tr>
<td>Long-term Orientation (LTO)</td>
<td>118</td>
<td>46</td>
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</table>

[China vs Denmark]
Hofstede - Egypt

- Power Distance
- Individuality
- Masculinity
- Risk Aversion
- LT Orientation

Egypt in comparison with the below:

<table>
<thead>
<tr>
<th></th>
<th>Egypt</th>
<th>Denmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>PDI</td>
<td>70</td>
<td>18</td>
</tr>
<tr>
<td>IDV</td>
<td>74</td>
<td>25</td>
</tr>
<tr>
<td>MAS</td>
<td>45</td>
<td>16</td>
</tr>
<tr>
<td>UAI</td>
<td>80</td>
<td>23</td>
</tr>
<tr>
<td>LTO</td>
<td>46</td>
<td></td>
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</tbody>
</table>
Hofstede - Nigeria

- Power Distance
- Individuality
- Masculinity
- Risk Aversion
- LT Orientation

Nigeria in comparison with the below

<table>
<thead>
<tr>
<th></th>
<th>PDI</th>
<th>IDV</th>
<th>MAS</th>
<th>UAI</th>
<th>LTO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nigeria</td>
<td>80</td>
<td>30</td>
<td>60</td>
<td>55</td>
<td>16</td>
</tr>
<tr>
<td>Denmark</td>
<td>18</td>
<td>74</td>
<td>16</td>
<td>23</td>
<td>46</td>
</tr>
</tbody>
</table>

Nigeria vs. Denmark
Hofstede - Turkey

- Power Distance
- Individuality
- Masculinity
- Risk Aversion
- LT Orientation

Turkey in comparison with the below:

- PDI: Turkey 66, Denmark 18
- IDV: Turkey 74, Denmark 37
- MAS: Turkey 45, Denmark 16
- UAI: Turkey 85, Denmark 23
- LTO: Turkey 46, Denmark
Hofstede - Peru

- Power Distance
- Individuality
- Masculinity
- Risk Aversion
- LT Orientation

Peru in comparison with the below

<table>
<thead>
<tr>
<th></th>
<th>Peru</th>
<th>Denmark</th>
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<tbody>
<tr>
<td>PDI</td>
<td>64</td>
<td>18</td>
</tr>
<tr>
<td>IDV</td>
<td>74</td>
<td>16</td>
</tr>
<tr>
<td>MAS</td>
<td>42</td>
<td>16</td>
</tr>
<tr>
<td>UAI</td>
<td>87</td>
<td>23</td>
</tr>
<tr>
<td>LTO</td>
<td>46</td>
<td></td>
</tr>
</tbody>
</table>
Hofstede - Malaysia

- Power Distance
- Individuality
- Masculinity
- Risk Aversion
- LT Orientation

Malaysia
in comparison with the below

- PDI: 18 (Malaysia), 26 (Denmark)
- IDV: 74 (Malaysia), 50 (Denmark)
- MAS: 16 (Malaysia), 36 (Denmark)
- UAI: 23 (Malaysia), 46 (Denmark)

Malaysia
Denmark
Hofstede - India

- Power Distance
- Individuality
- Masculinity
- Risk Aversion
- LT Orientation

India
in comparison with the below

<table>
<thead>
<tr>
<th></th>
<th>India</th>
<th>Denmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>PDI</td>
<td>18</td>
<td>48</td>
</tr>
<tr>
<td>IDV</td>
<td>77</td>
<td>74</td>
</tr>
<tr>
<td>MAS</td>
<td>56</td>
<td>16</td>
</tr>
<tr>
<td>UAI</td>
<td>40</td>
<td>23</td>
</tr>
<tr>
<td>LTO</td>
<td>61</td>
<td>46</td>
</tr>
</tbody>
</table>
Empowerment 1

Develop Idea → Participants Opt-In → Elect Director → Implement

$5 Million Budget
Empowerment 2

Citizenship
Director

Engagement
Manager

Engagement
Manager

Engagement
Manager

Community
Partner

Community
Partner

Community
Partner

Maersk

Local
TC Rollout

Target Emerging Markets

Situation
Solution
Analysis
Action
Impact
Risk & Financial
Total Costs

Total Annual Cost

- Prep
- Program
- Repatriation - Other
- Repatriation - Investment

<table>
<thead>
<tr>
<th>Total Annual Cost</th>
<th>$41,920,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of 2013 Profits</td>
<td>2%</td>
</tr>
</tbody>
</table>
## Preparation Costs

<table>
<thead>
<tr>
<th>Description</th>
<th>Per Unit</th>
<th>Units</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR Consultant to Design Recruitment Process</td>
<td>$200</td>
<td>5000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Recruitment Officer</td>
<td>$39,000</td>
<td>10</td>
<td>$390,000</td>
</tr>
<tr>
<td>Admin (Visa, flight, etc.)</td>
<td>$3,000</td>
<td>200</td>
<td>$600,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>$1,990,000</strong></td>
</tr>
</tbody>
</table>

Source: Careerbliss, Forbes
# Program Costs

<table>
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<tr>
<th></th>
<th>Per Unit</th>
<th>Units</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copenhagen Business School Tuition</td>
<td>$33,750</td>
<td>200</td>
<td>$6,750,000</td>
</tr>
<tr>
<td>Homestay Costs</td>
<td>$10,800</td>
<td>200</td>
<td>$2,160,000</td>
</tr>
<tr>
<td>Student Stipend</td>
<td>$35,000</td>
<td>200</td>
<td>$7,000,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>$15,910,000</strong></td>
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</tbody>
</table>

Source: SMU, CBS, University of Copenhagen
# Repatriation Costs

<table>
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<th>Per Unit</th>
<th>Units</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Impact Program Staff</td>
<td>$46,000</td>
<td>30</td>
<td>$1,380,000</td>
</tr>
<tr>
<td>4 Weeks of Volunteer</td>
<td>$6,600</td>
<td>200</td>
<td>$1,320,000</td>
</tr>
<tr>
<td>Pay</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteer Matching</td>
<td>$6,600</td>
<td>200</td>
<td>$1,320,000</td>
</tr>
<tr>
<td>Impact Investment</td>
<td>$2,000,000</td>
<td>10</td>
<td>$20,000,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>$24,020,000</strong></td>
</tr>
</tbody>
</table>
# Direct Savings

<table>
<thead>
<tr>
<th></th>
<th>Average Salary</th>
<th>Cost of Turnover</th>
<th>Turnover Reduction</th>
<th>Turnover Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Per GILD Participant</td>
<td>$84,000</td>
<td>150%</td>
<td>70%</td>
<td>$88,200</td>
</tr>
</tbody>
</table>

**$17,640,000**

Source: Glassdoor
Intangible Benefits

- Recruiting Top Talent
- Passion and Loyalty
- Increased Diversity
- Reduce Group Think
- Groom Regional Managers
- Multiplier Effect
- Brand Image

1-5% Growth in Maersk Brand Value in Emerging Markets

$30-152 million
Diversity

Current

- Danish
- Foreign

In 4 Years

- GILD - 800
- Local Hires – 10,800
- Danish Hires – 1,800
Decision Factors

Feasibility

Cost
- Implementation
- Ongoing/Program
- Future Costs

Cultural Fit
- Company Values & Beliefs
- Danish Culture/Hofsted
- Pushback
- Needs, Diversity of Operations

Strategic Fit
- Sustainability Plan
- Growth Targets
- Regional Development
- Triple Bottom Line
Decision Factors

Scope & Results

Address Issues

- Increase Diversity, Short and Long Term
- Increase retention for new recruits
- Promote exchange of ideas (culture)

Potential Impact

- Increase in diversity
- Impact on retention
- Internal benefits Quantitative, Qualitative
- External Benefits, Community, Sustainability
Acquire more diverse business

**Pros**
- Experience with acquisitions
- Increase market share
- Large impact, fast

**Cons**
- Expensive
- Potential for culture clash
- Acquire problems, debts
- Lack of Integration
- Doesn’t address need for cultural change
Acquire HR Firm

**Pros**
- Functional Expertise
- Global network, local presence & experience
- Expand Business Model, Increase Market Share

**Cons**
- Expensive
- Unfamiliar with company culture
- Unlikely to match all markets
- Not aligned with core competencies
# Internal Revamp

## Pros

- Less expensive
- Address internal problems/goals
- Long term process improvement

## Cons

- Less effective at addressing key goals (diversity)
- Tried and Failed
- Not a core competency
- NOT ENOUGH

Measures can and should be implemented, however the implementation of this sort of solution would not address the scope of the problem as effectively [as our proposed strategy].
70% find that “Leadership in my company is genuinely committed to attracting, developing, and keeping a diverse workforce”
Principles

We are a global company and we aim to reflect the communities in which we operate, as well as attract talent from the broadest pool possible.
We base our diversity and inclusion work on the principles that diversity benefits business results, that we will treat every employee with respect and dignity and that we will not tolerate discrimination or harassment of any kind.
Principles

When a company enters a community, it creates jobs and pays taxes, but also provides a wide range of indirect benefits.
A recent study of APM Terminals’ operations at Apapa, in Nigeria, shows that 72% of the company’s 2009 turnover was channeled back into society.
Community Benefit

Our group has a long tradition of community involvement that is highly decentralised and primarily carried out by our business units close to the communities themselves.

Logistics Emergency Teams
## Diversity & inclusion activities in 2012

<table>
<thead>
<tr>
<th>Priority 1: Support leaders in leading diverse teams</th>
<th>Diversity and inclusion modules were included in our leadership development programmes.</th>
<th>A diversity and inclusion dimension was added in our employee engagement survey.</th>
<th>A diversity and inclusion e-learning course was launched for all employees. More than 1,000 are enrolled within the first two months of the launch.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Priority 2: Develop and enable female talent</td>
<td>Sponsorship of the Women’s International Networking (WIN) conference, and 26 of our leaders participated.</td>
<td>A Strategies for Success Programme for middle level female managers was launched globally with sessions in Singapore, Mumbai, Copenhagen and Panama with 96 participants. An IMD Strategies for Leadership Programme is offered for senior female managers for their preparations for top roles and board positions.</td>
<td>Senior management exposure through talent reviews.</td>
</tr>
<tr>
<td>Priority 3: Develop and enable growth market talent</td>
<td>HR councils have been initiated in five growth markets, to secure local transparency of talent and collaboration to build synergy and scale.</td>
<td>We sponsored 13 seats at the global conference, One Young World, which focuses on inspiring and empowering young leaders.</td>
<td>Senior management exposure through talent reviews.</td>
</tr>
</tbody>
</table>
Core Businesses

Maersk Line
Self-funded
EBIT 5%-points > peers
Grow with market
2014

Maersk Oil
400,000 boe pd
ROIC at least 10%
during rebuild
2020

APM Terminals
USD 1bn NOPAT
Global leader
2016

Maersk Drilling
USD 1bn NOPAT
Significant position in
ultra-harsh, ultra-deep
2018

Services & Other Shipping
USD 0.5bn NOPAT
Self-funded
2016
## Investor Considerations

### Well diversified and balanced portfolio
- Diversification across a broad range of businesses with focus on: Maersk Line, Maersk Oil, APM Terminals, Maersk Drilling and Services & Other Shipping

### World-class operator and market leader
- Amongst the world’s top independent oil and gas companies – geographically well-diversified
- The world’s largest container operator with a modern and efficient container fleet
- World’s 3rd largest and only truly global container terminal operator serving 60+ shipping companies
- Top player in niche drilling markets
- Market leading in high-end offshore supply service
- Operating the world’s largest product tanker fleet
- World’s largest tug operation through Svitzer
- Generations of experience has created ‘best-in-class’ efficiency and expertise

### Balanced operating cash flow
- Strong historic cash flow
- Natural hedge oil production vs. bunkers
- Balanced composition of business and geographical risks

### Conservative financial profile
- Strong financial profile with low leverage and proven cash generation ability
- Conservative dividend policy
- Assigned BBB+ and Baa1 (both stable) from S&P and Moody’s

### History of performance
- More than 100 years history of strong performance and growth throughout the cycle

### Stable ownership
- Family trusts controlling the group have a long term view on the business
Retention

90% Program Retention

Program

200 Participants

Recruited on Yearly Basis

Timeline

4 Years

Targets

90% Retention in GILD Program
Retention Factors

- Clear Expectations
- Freedom to Share Ideas
- Perception of Equity
- Frequent Feedback

Quality of Management
## Retention Over 4 Years

<table>
<thead>
<tr>
<th></th>
<th>Number of Hires</th>
<th>Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GILD Program</strong></td>
<td>800</td>
<td>90%</td>
</tr>
<tr>
<td><strong>Hires in Growth Markets</strong></td>
<td>12,600 x 80% = 10,080</td>
<td>90%</td>
</tr>
<tr>
<td><strong>Total Local Hires</strong></td>
<td>10,880</td>
<td>90%</td>
</tr>
</tbody>
</table>
Community Impact

85% Impact Plan Completion Rate

- Schedule: Max Timeline: 1 Year
- Budget: Max Budget: $5 Million
- Stated Goals: Goals defined during GUILD Training
Participant Performance

80% of Participants are “High Performing”

Position Classification

Performance

Action Plan

Primarily Middle-Tier: “Impactful”

People Strategy Sessions Ratings

Areas for Growth
Follow-through
SWOT Analysis

Strengths
- Market share
- Strong global brand

Weaknesses
- Turnover rate
- Homogenous culture

Opportunities
- Enhance diversity
- Emerging markets

Threats
- Hiring by competitors
- Fluctuations in Demand
PEST(EL)

- **Legal**
  - Immigration Issues

- **Environmental**
  - Physical Environment in Emerging Markets

- **Economic**
  - Emerging Markets

- **Political**
  - Labor Laws
  - Political Instability

- **Technological**
  - Innovation

- **Social**
  - Cultural Differences
Mentorship Program

Copenhagen

Repatriation

Continuous 1:1 mentorship relationship
Quality of Maersk Training

Proven Leadership

Maersk is an innovative leader in training and development of skills used in maritime, energy, and container transportation.

E.R. Offshore
"Through the theory and very realistic simulator exercises on one of the best courses I have ever been on."

Trusted The World Over

Maersk is the go-to provider for training the world over. Sought out by even their competitors.

ExxonMobil Canada Ltd.
"Maersk Training’s efforts to provide advanced training to the seafarers assigned to support customer’s operations is a key contribution to ExxonMobil’s success."

Cutting Edge Methods

Hands on learning experience that utilizes virtual training, on board, and at-sea training environments.
Acceptance

Acceptable Plans for use of “giving back” Funds

- **Education**
  - Supplies and Infrastructure

- **Water**
  - Accessibility and Sanitation

- **Local Business**
  - Grants and support for local business
Criteria for “Give Back” Plans

Required Characteristics

Benefit to Society
• Benefits widely accessible

Achievable
• Plan must be completed within one year

Measureable
• Plan must be measureable throughout project’s life
Rapid influx of diverse cultures always has the potential to create conflict.

- Immersion Program
  - Introduce Danish and Maersk Culture
  - Create reciprocal cultural exchange
  - Smooth the transition for all parties

- Host Family

- Corporate Culture
  - Introduce Danish and Maersk Culture
  - Create reciprocal cultural exchange
  - Smooth the transition for all parties
# Voluntary Attrition

## Employee

<table>
<thead>
<tr>
<th>Competition (Salary)</th>
<th>Maersk</th>
<th>CMA-CGM</th>
<th>Hapag-Lloyd</th>
<th>MSC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>$86,000</td>
<td>$78,000</td>
<td>$60,000</td>
<td>$75,000</td>
</tr>
</tbody>
</table>

## Resources

<table>
<thead>
<tr>
<th>Profits (2012; In millions)</th>
<th>Maersk</th>
<th>CMA-CGM</th>
<th>Hapag-Lloyd</th>
<th>MSC</th>
</tr>
</thead>
<tbody>
<tr>
<td>$4,038</td>
<td>$361</td>
<td>$344</td>
<td>$340</td>
<td></td>
</tr>
</tbody>
</table>

Salary Info:
- Hoover.com
- Glassdoor.com
- Salary-quest.com
## Competitor Analysis

<table>
<thead>
<tr>
<th></th>
<th>Maersk</th>
<th>MSC</th>
<th>CMA CGM Group</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Market Share</strong></td>
<td>15%</td>
<td>13%</td>
<td>8%</td>
</tr>
<tr>
<td><strong>Operations</strong></td>
<td>130 countries</td>
<td>270 ports</td>
<td>150 countries</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>117,000</td>
<td>30,000</td>
<td>18,000</td>
</tr>
</tbody>
</table>
Candidate Selection

- Students at Training Centers
- Local High School/College Applicants
- Academic Performance
- Invitation to Apply
- Peer and Evaluator Recommendations
- Dedication to Community (50% of application)
Why These Countries?

High Value Developing Market → Local Worker Requirement → Proximity to other training schools → Existence of Maersk Infrastructure → Source Participants
Cultural Exchange

Maersk Corporate

Mentorship Program

Maersk Ambassadors

Growth Markets

Maersk Ambassadors
Evaluation

**3 Tiered, 10-point, Evaluation System**

- **Ground up evaluation**
  - Surveys given to workers in the areas managers are assigned

- **2 way exchange**
  - Employees are asked to rate the effectiveness

- **Evaluation of completion of duties**
  - Direct supervisors provide a detailed analysis of productivity and effectiveness
Utilizing a similar final grade system to the PSS, we allow for comparability while differentiating the program from existing systems. This mitigates the “resentment” effect that might occur as a result of the addition of this program.