

Diversity and Inclusion in Maersk Drilling

We are reinventing the drilling industry. And our people are our competitive advantage in getting there. We believe that diversity builds an organisation capable of addressing a wide range of challenges and ensures a greater variety of problem solving. To us, this is a prerequisite to winning as a business.

Diversity and Inclusion generates Value for Customers and Engagement for Our People

At Maersk Drilling, we push the boundaries of what is possible through technology, innovation and collaboration. We know that it's difficult to challenge the status quo if we are too similar, so we value and actively strive to build a diverse workforce and create an inclusive environment for our people to be able to truly thrive. For us, it's a win-win solution: For our employees to be able to utilize and explore their full potential, while adding the greatest value to customers and helping them improve their businesses.

We are Committed to Creating a Diverse and Inclusive Workplace

We believe that when we embrace differences of people and perspectives, we create stronger solutions. One of our most important differentiators as a business is our people; we depend on being able to attract and retain diverse talents globally to succeed with our strategy and deliver on our commitment to our customers. We strive to build a culture of professionalism, agility, innovation and reliability.

In Maersk Drilling, diversity is not limited to gender. It also includes race, culture, religion, age, education, and mind-set. When we include people who represent diversity across these parameters, it contributes to higher quality decision-making, new ideas, and energy.

In our recruitment process as well as in our talent reviews, succession planning and promotions, we actively address the need for diversity and creating an inclusive culture. Our leaders represent our core values and act as role models. We therefore focus particularly on having diversity represented amongst our leaders, and through our leadership development initiatives to create awareness around potential biases in order to embed inclusivity even further in the leadership culture of Maersk Drilling. We will report on our specific initiatives to increase diversity amongst our leaders in the Annual Sustainability Report.

Equal Opportunity and Non-discrimination

We actively work to create an inclusive environment that sees value in being different and encourages being oneself as an employee and job applicant. Maersk Drilling does not tolerate discrimination against any employee or job applicant based on that individual's race, colour, religion, gender, sexual orientation, national origin, age, disability, or any other attributes protected by national or international law. Our policy applies to all aspects of employment, including hiring, transfer, promotion, compensation and termination.

Gender Representation on the Board of Directors

Maersk Drilling strives towards diversity in the composition of its Board of Directors of The Drilling Company of 1972 A/S, including gender as well as nationality, international experience, qualifications and competencies.

With specific regard to the gender composition of our Board of Directors, our overall ambition is to work towards having an equal gender distribution. Our target is two female board members elected by the general meeting no later than at the annual general meeting to be held in 2022.

Keep up with our progress and initiatives

In Maersk Drilling, we continuously work to foster diversity and inclusion. We do this through addressing potential biases in our processes around recruitment, succession planning and talent. In addition, we believe that our leaders should represent the values, skills, and proper behaviours of Maersk Drilling. We see our leaders as a means to foster a diverse and inclusive workplace, and we both hire and train our leaders accordingly. The specific initiatives to support our diversity and inclusion focus will be described in Maersk Drilling's Annual Sustainability Report.

This Diversity & Inclusion Policy has been adopted by the Executive Management of The Drilling Company of 1972 A/S on 2 April 2019 and presented to the Board of Directors on 2 April 2019.