

Gender Pay Gap Report 2025

Maersk Line UK Ltd.



MAERSK

MAERSK LINE UK LTD GENDER PAY GAP REPORT

Snapshot Date – 6 April 2025

Foreword

Reflections from Nick Lloyd, Maersk Line UK Limited (on behalf of the Board of Directors) and Danielle Crawford, People Partner Manager, Technology.

Our purpose is to champion a culture of inclusion. This means we take seriously our responsibility to lead by example. One of the ways we do this is by reporting our gender pay gap data.

The gender pay gap measures the difference between average earnings for men and women but is not a comparison of pay rates for men and women who carry out the same role.

Significant improvements have been made since we started reporting on the gender pay gap. However, company restructuring in recent years has changed the composition of our workforce and skewed it towards traditionally male-dominated occupations. We recognise that overcoming the challenges this brings will require a long-term multi-faceted approach and we will continue to invest in accelerating our progress in this area.

We are committed to narrowing the gender pay gap and ensure that every Maersk employee has the same opportunities to develop and achieve their full potential.

Declaration

I confirm that our data has been calculated according to the requirements of the **Equality Act 2010** (Gender Pay Gap Information) Regulations 2017.



A handwritten signature in black ink that reads "N Lloyd".

Nick Lloyd
Senior Cyber Director, Governance



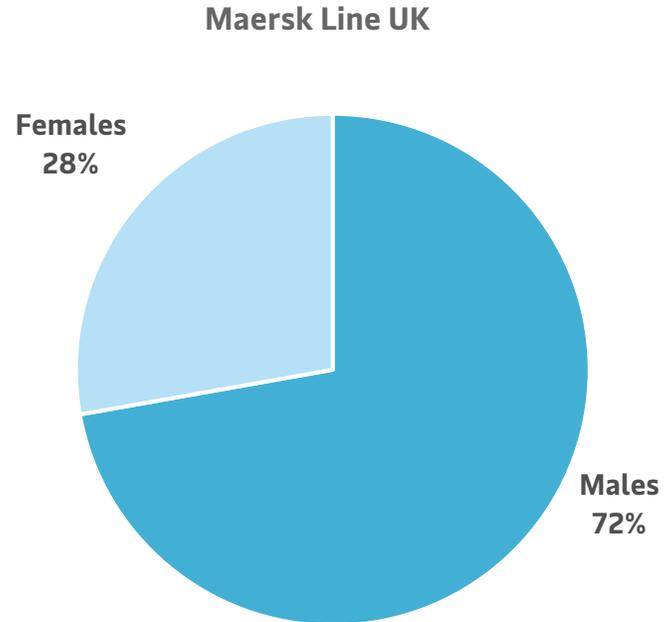
A handwritten signature in blue ink that reads "D Crawford".

Danielle Crawford
People Partner Manager, Technology

Reporting gender pay gaps – an overview

- The aim of the report is to display the difference between the average earnings of men and women, expressed relative to men's earnings.
 - If an organisation reports a gender pay gap, it does not mean women are paid less than men for doing the same job, but it highlights the workforce demographics in which more men occupy senior positions compared to women.
 - Focusing on equal pay and the gender pay gap is also built into the way that we work, ensuring that this is a core component of any compensation and reward reviews.
- Employers must report six different metrics, based on a snapshot of pay data on a date set out by the Government Equalities Office:
 - **Median gender pay gap** – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
 - **Mean gender pay gap** – the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
 - **Median bonus gap** – the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
 - **Mean bonus gap** – the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
 - **Bonus proportions** – the proportions of male and female relevant employees who were paid bonus pay during the relevant period
 - **Quartile pay bands** – the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

Employee Gender Balance – as of 5 April 2025



- The report represents 990 Maersk Line UK employees based in the UK, 973 of which are full pay relevant employees which primarily consists of:
 - Maersk Technology - 726 employees based in Maidenhead
 - Maersk Ocean and Logistics – 247 employees based in Felixstowe, Manchester, Liverpool, Kettering, Tamworth, Newcastle, Birmingham, Feltham
 - The report includes roles ranging from: Business Management; Commercial; Business Products; Operations Management; Engineering; Technology; Finance; People Services; Procurement.

Maersk Line UK Pay Gap & Bonus Gap *Insights*

- Our analysis shows the overall difference between the earnings of males and females based on the hourly rates of pay as of the snapshot date – 5th April 2025.
- Maersk Line has been reporting its gender pay gap since 2017, our number started out - Mean 29% and Median 31.8%, which now compares to the 2025 results - Mean 23.7% and the Median 24% since our reporting began we have seen our numbers reduce.
- Our mean pay gap increased by 1.8% to 23.7%, and the median pay gap increased by 2.7% to 24.0% - our overall headcount has reduced since our 2024 reporting by around 191 employees, due to business restructuring and has negatively impacted our numbers. Our business remains predominately male workforce.
- 100% of employees, regardless of their gender, are eligible to receive bonuses. Out of the total employee population, 88.4% males and 87.2% females received a bonus payment in the analysed period.
- Our average bonus gap increased by 6.8% to 29.2%, and the median bonus gap decreased by 1.6% to 26.8%
- Although we have multiple elements that contribute to our bonus pay gap, the largest is our One Maersk Bonus Plan, this has differing target percentages based on job level, is purely based on financial performance - payout at target of 100% but we can pay below or above this level based on our annual results.
- We saw a significant turnover, both in terms of starters and leavers, during 2024 and 2025. We onboarded a total of 21 new employees 50% female, and 50% male during this period. As a result, more males were onboarded to intermediate management levels, where the target bonus starts to differentiate from the levels below.
- A number of employees either received a pro-rated bonus for 2025 or were not eligible for a bonus due to their start date. Not all employees in the data set received a bonus on the snapshot date as their start dates were post-December 2024. Our bonus year runs from January to December, so they are eligible to receive a bonus in April 2025.
- In addition, as per the gender pay gap reporting regulations, the bonus gap considers all bonuses, irrespective of whether they are earned by part-time or full-time employees.

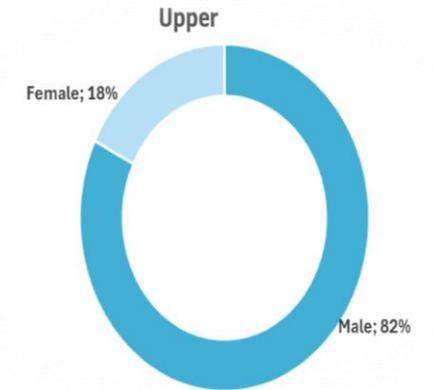
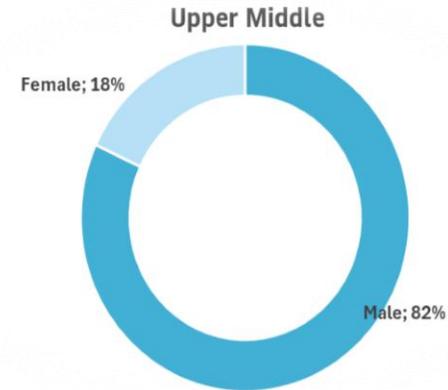
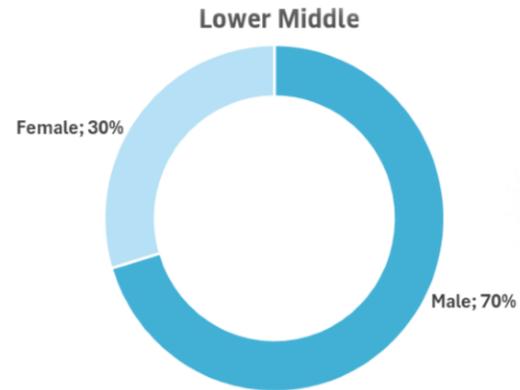
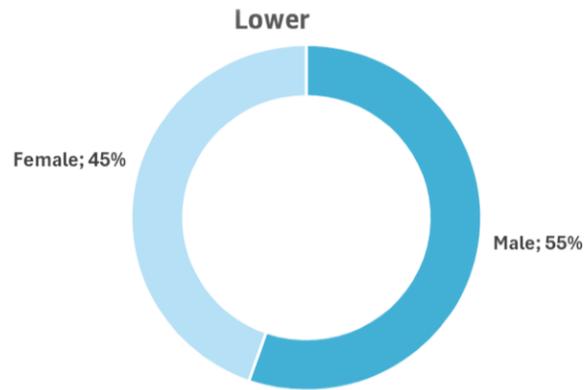
Hourly Pay April 2025

Different between gross hourly earnings for all men and all women

	Mean	Median
Gender Pay Gap 2020	18.5%	21.9%
Gender Pay Gap 2021	21.4%	27.5%
Gender Pay Gap 2022	19.2%	20.0%
Gender Pay Gap 2023	18.4%	17.7%
Gender Pay Gap 2024	21.9%	21.3%
Gender Pay Gap 2025	23.8%	24.0%
2024-2025 Difference	+1.8%	+2.7%

2025 Pay Data – Quartiles

Gender demographics in each pay quartile



- Since last year's report – we have seen a slight increase in percentage in female representation in our Lower and Lower Middle quartile this year, Upper Middle and Upper Quartile have similar females representation as in previous years.

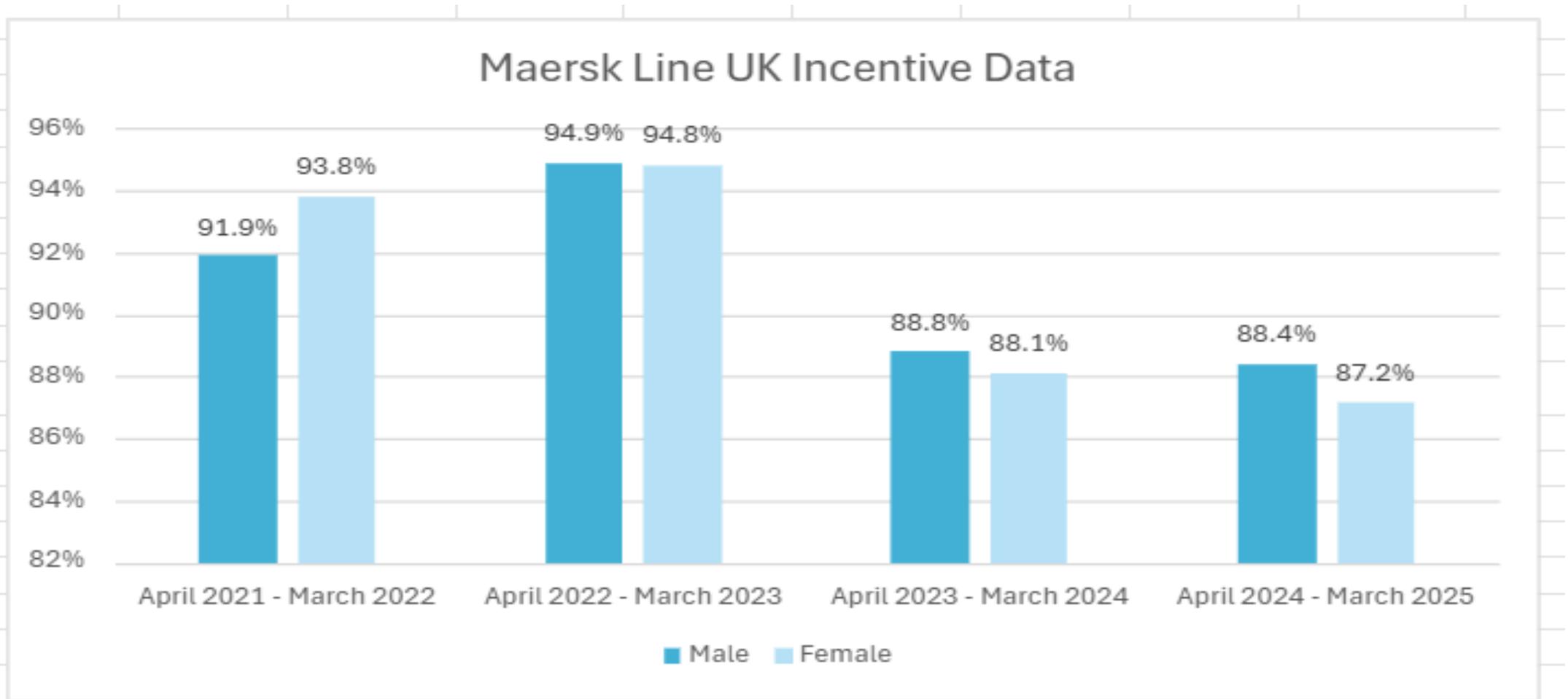
Incentive Data

Difference between bonuses paid to men and women

	Mean	Median
Gender Pay Gap 2020	27.2%	28.6%
Gender Pay Gap 2021	27.7%	23.9%
Gender Pay Gap 2022	25.4%	39.4%
Gender Pay Gap 2023	26.4%	31.3%
Gender Pay Gap 2024	22.4%	28.4%
Gender Pay Gap 2025	29.2%	26.8%
2024-2025 Difference	6.8%	-1.69%

2021-2025 Incentive Data

Proportion of employees receiving a bonus



Action Plan Context

Maersk is a global company and can therefore choose where to hire according to talent density. The UK has historically proven to be a good place for Maersk to hire engineers and technologists for its digital platform and cyber security functions, and a significant proportion of its Technology organisation is therefore employed in our Maidenhead office.

Recent changes to company structures mean that Maidenhead operations are becoming the primary function of the Maersk Line UK Ltd subsidiary, with employees at other locations gradually being concentrated under Maersk Logistics & Services UK Ltd. This means that Maersk Line UK Ltd's gender pay gap will increasingly be skewed by the same historical demographic participation rates as other UK companies whose workforces are dominated by Science, Technology, Engineering and Maths (STEM) disciplines. In the UK, this STEM gender gap still persists today.

In 2025, the Institution of Engineering and Technology (IET) and WISE (Women into Science and Engineering) raised concerns that the figures released by the Joint Council for Qualifications for UK-wide A level results showed that the gender gap in Computing revealed continued under-representation by females (18.6%) and that Digital Technology remains the least chosen STEM subject. Despite these disappointing figures, this still represents a slow improvement in gender participation. However, we cannot easily escape the historically weaker participation rates of females in computing and digital technology, which means that Maersk Line UK Ltd has a structural problem in gender participation where females remain, for the time being, less well represented in more senior technology roles, and this currently exacerbates our gender pay gap.

Action Plan (1 of 2)

Women in management

- We have been focused on increasing the number of women at our management and leadership levels since our first targets were set in 2012.
- In 2021 we revised our approach, we set new stretch targets for the top levels of our organisation.
- We believe that if we continue to focus on gender parity at the top levels of our organisation, we will start to make bigger gains in reducing the gender pay gap.

Attracting women to Maersk

- One of our global key gender equity targets is to achieve 40% representation of women in management positions by end 2025. Within Maersk Line UK we have reached 20% of female representation.
- We know we have a double challenge due to the low number of women in the Technology & Warehouse Operations talent pool in comparison to other areas of the company.
- We work with our Executive Recruiters, targeted talent attraction programs and our employer branding messages to target female talent and attract them into Maersk.
- We still have some way to go to meet our wider targets at all levels of the Company and will continue to invest in this area.

Action Plan (2 of 2)

Career progression

- Part of the global gender action plans that we have developed for our executives are heavily focused on career progression, including sponsorship of women, visibility of women and investment in career progression.
- We continue to invest in our global programs that are targeted to enabling women into leadership and opening career opportunities for them and measure the participation rate of women in our leadership programs.
- We recognize that working on developing the talent pipeline for women in lower levels is critical to achieving not only career progression, but also representation at senior levels.

Our culture

- We know that traditionally, the technology industry has been male dominated and with this can bring biases and stereotypes.
- We have several global programs in place to encourage learning for our colleagues on challenging their own biases and stereotypes and ensuring a culture of psychological safety where colleagues feel empowered to bring their whole selves to work. This is provided by our Employee Assistance Provider via initiatives and their training portal.
- We are committed to fostering a flexible and inclusive work environment with employee-related policies and practices in place to promote well-being in support of talent attraction and retention. Our approach is anchored in our Anti-Discrimination, Harassment, Bullying and Violence Policy, designed to proactively foster a culture of respect, as well as mitigating potential harm.
- The key principle of equal opportunity is implemented in practice through development of internal guidelines like our Internal Hiring Policy, which lays the grounds for fairly giving opportunity to internal talent and our efforts on narrowing the gender pay gap.

Thank you.

