



## People

The quest for talent in the oil and gas industry is fierce. Offshore jobs bring many challenges that call for professional employees who never compromise on health and safety, and who thrive on challenges and responsibilities. To provide our employees with a good workplace, we support internationally recognised labour standards and human rights, as well as offer continuous training and development.

SUSTAINABILITY PROGRESS CASE · AUGUST 2014

# Diversity comes with growth

As of July 2014, Maersk Drilling is present in 14 countries and our employees represent 65 nationalities. A diverse workplace yes – but the aim is to scale up diversity even further as Maersk Drilling accelerates growth towards 2018.

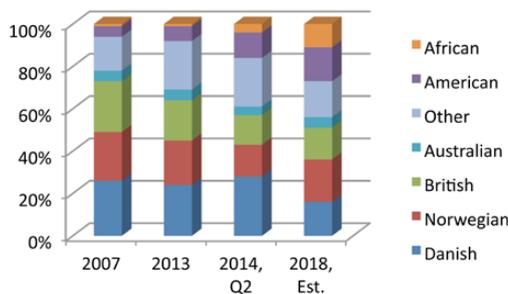
Maersk Drilling's growth strategy is currently centred on West Africa, the US Gulf of Mexico and Norway. This will inevitably affect the nationality distribution of our employees with especially more Africans and Americans joining the company. "With a more diverse workplace, we increase our opportu-

nity to get our share of global talent, both onshore and offshore", explains Global Talent Manager Pernille Gram Bentsen.

Increasing 'Diversity of thought', as Bentsen phrases it, is an important factor, as Maersk Drilling plans to double its workforce from 3,000 to 6,000



between 2013 and 2018. According to Bentsen, “a balanced nationality and gender distribution globally secures different ways of thinking, which leads to better business results”.



\*Venezuela is not included in the numbers

### A mix of talent in Angola

Currently, a total of 20 different nationalities are working together on Mærsk Deliverer in Angola. “We always make sure to create teams that contain a broad mix of nationalities to make sure that all fragments are diverse”, explains Lovette Fernandez with the HR team in Angola and continues; “diversity benefits our business with strengths from people with different backgrounds”.

In the beginning of 2014, the Mærsk Deliverer Rig Team in Angola developed a localisation plan focusing on training, educating and employing local talent. With the three year plan, the ambition is to raise the percentage of local employees from 49% in 2013 to 70% in 2017.

The localisation plan includes seven local acceleration programmes, which requires close collaboration between diverse groups of employees. The experienced employees on Mærsk Deliverer plays a key role in the success of the programmes as their ability to lead and transfer their knowledge to new local employees is vital to help develop local talent to take on higher positions.

### First female Unit Director in Maersk Drilling

In Maersk Drilling we are 4,574 full time equivalent (FTE) employees whereof 8.7% are female. Moira Ming Ying, who currently holds the position as Assistant Rig Manager on Drillship 4, has recently been promoted to Unit Director for Mærsk Deliverer in Angola. Moira is the first female Unit Director in Maersk Drilling. Internal training and career development combined with the right performance and competencies have prepared Moira to take on increasingly higher positions in Maersk Drilling.



*With a more diverse workplace, we increase our opportunity to get our share of global talent, both onshore and offshore.*

**Pernille Gram Bentsen , Global Talent Manager**

Maersk Drilling offers updates on our sustainability performance by publishing a series of sustainability progress cases.

Read Maersk Drilling's Sustainability Report and Sustainability Snapshots at [www.maerskdirilling.com](http://www.maerskdirilling.com)

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