



**InnerVoice**

**Final report**



**Employment conditions  
survey 2023**

July 2023

**DigiC**

*Voor de cao van morgen*

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# Introduction

## What do employees think?

### Motivation for the survey

- Maersk and trade union De Unie are starting discussions about the new Collective Labour Agreement (CLA) in 2023. The parties to the CLA believe that it is important to include the opinions of all employees who are covered by the CLA. InnerVoice supports this effort by means of a survey approach developed for this purpose.

### From panel discussions to a custom survey

- In April/May 2023, 7 (online) panel discussions were held with groups of employees of Maersk: 1 with HR specialists (employer side), 1 with Works Council members and 5 with other employees. The aim of the panel discussions was to learn which themes and subjects are important to employees for the new CLA. The panel discussions were held with an optimally diverse a group of Maersk employees.
- The input from the panel discussions was then used to customise a survey.
- In May/June 2023, most of the nearly 591 Maersk employees were invited to participate in the survey to share their thoughts on what they feel is important for the new CLA. Over two weeks, 42% started the survey and 32% of employees (186 employees) participated in the survey.
- This report presents the survey results.

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# Introduction

## Research justification



### Method



> CAWI online survey



> Approx 45 questions (multiple statements per question)



> Average completion time: 30 minutes



### Target group & Fieldwork



> Employees



> E-mail file



> No weighting



> 31 May to 14 June 2023



> gross n=591  
net n=186 (62 drop outs)  
32% response



> Feedback results to panel participants on 22 June 2023 via online panel discussion



# Introduction

## Reading guide

- This report presents all the results which were collected in the CLA questionnaire drawn up for Maersk and De Unie.
- Besides the results for Maersk as a whole, differences are displayed broken down into different categories:
  - Age in categories (18-24 / 25-34 / 35-44 / 45-54 / 55+)
  - Male/female
  - Years of employment in categories (-2 years, 2-5 years, 5-10 years, 10-15 years, 15 years or longer)
  - Managerial/non-managerial
  - Department (NEC Area, OCL, Ocean Product, other regional/global, HR/FIN/IT/other)
  - Job level (1-2, 3, 4, 5+).
- Employees have provided explanations for each theme. This report includes a selection of these. This means that several literal answers are shown by way of illustration. This should not be interpreted as the opinion of all employees.
- Results are obtained through sampling and then interpreted, taking a certain probability into account. Based on probability theory, margins can be calculated within which there are virtually certain random variations. In this report, a darker colour indicates when a result of a certain subgroup significantly deviates from the total number of employees questioned.

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# Summary

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# Summary

## What do Maersk employees feel is important for the new CLA?

### General

**General rating for Maersk benefits**

On average, employees at Maersk give the employment conditions a rating of

**6.7**

**Employment conditions**

**38%** Employees value the current employment conditions with an 8 or higher.

**Key themes for the CLA**

Total fixed remuneration	61%
Flexible working	54%
APC	53%
Pension	46%

### Themes

**Income**

The **knowledge** of schemes concerning Income is relatively poor, in particular regarding RPS.

The **rating** is moderate. Rating for (salary) growth lowest.

Compared to the compensation package at comparable companies, the majority of employees assess their own conditions as **(much) better or comparable**, primary (57%) and especially secondary conditions (70%).

Employees have a slight **preference** for a more generous allowance for purchasing power with less investment in other benefits.

■ allowance + extra 22%  
■ preserve + less extra 35%  
■ no preference 42%

**Distribute extra 1,000 euro among:**

Work	81
Time	175
Income	480
Health and vitality	131
Development and career	132

**Time**

The **knowledge** of schemes concerning Time is moderate, in particular the overtime scheme.

The **rating** of schemes concerning Time is reasonable.

**International**

Support from international colleagues is not always enough, according to the employees.

**Development and career**

Approximately half of the employees are satisfied with the personal development opportunities Maersk offers. And about half take advantage of those training opportunities.

**Top 3 options to continue developing**

annual budget	53%
support for career orientation	37%
offer of courses and training in...	31%

**Work and flexible benefits**

The **knowledge** of schemes concerning Work is moderate; only flex/home working are well known.

The **rating** for the schemes is predominantly positive or neutral.

Overall, employees are satisfied with the combination of working partly at the office and partly from **home**. 45% say they feel they must be available at all times.

43% need more flexibility in exchanging benefits.

**Health and vitality**

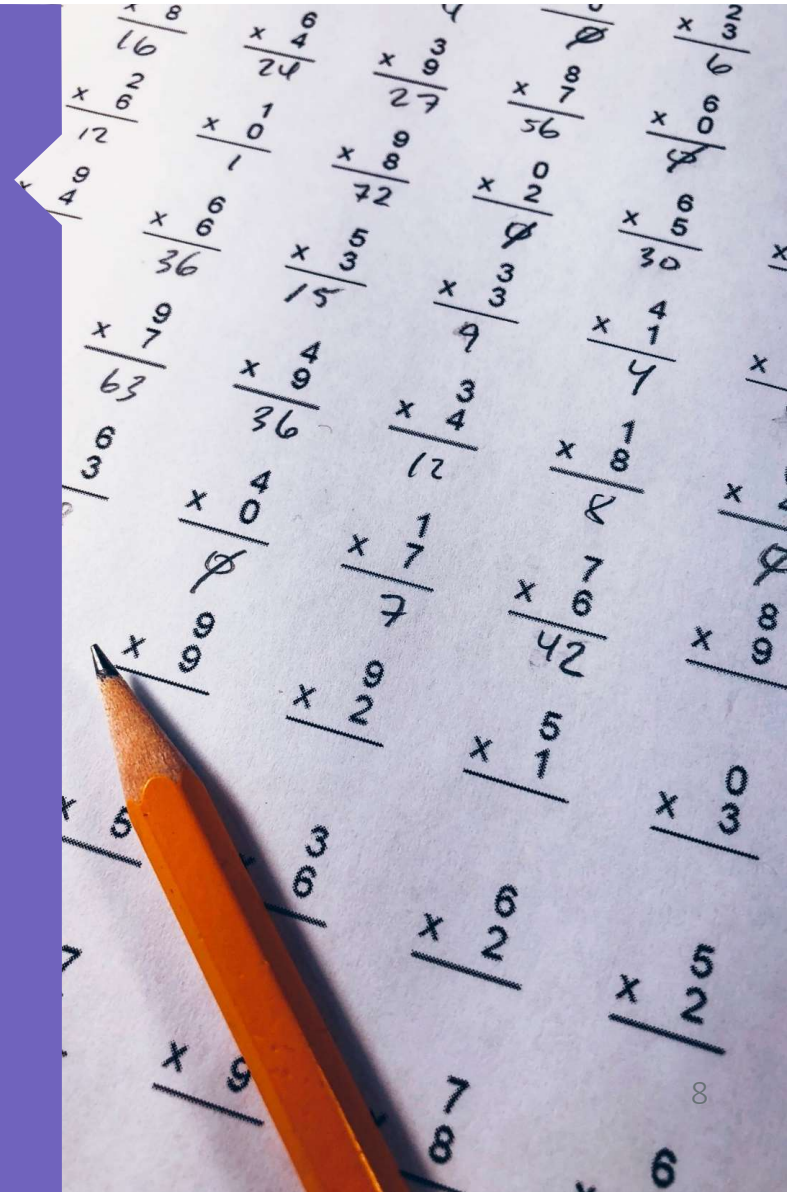
Employees are moderately satisfied with attention to physical and mental workload. For older employees in particular, more could be done.

**Top 3 options to continue working healthily**

Annual health check	48%
Financial contribution for...	46%
Generation scheme	34%

# Results

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# General rating for benefits

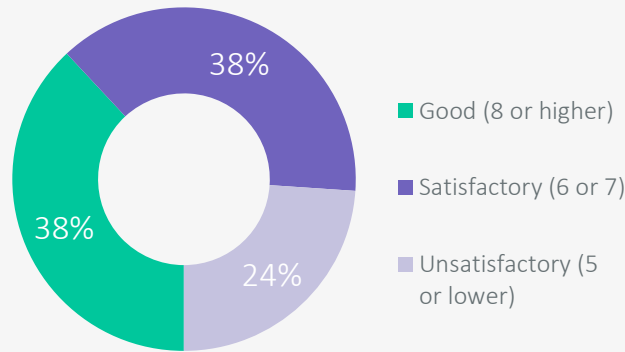
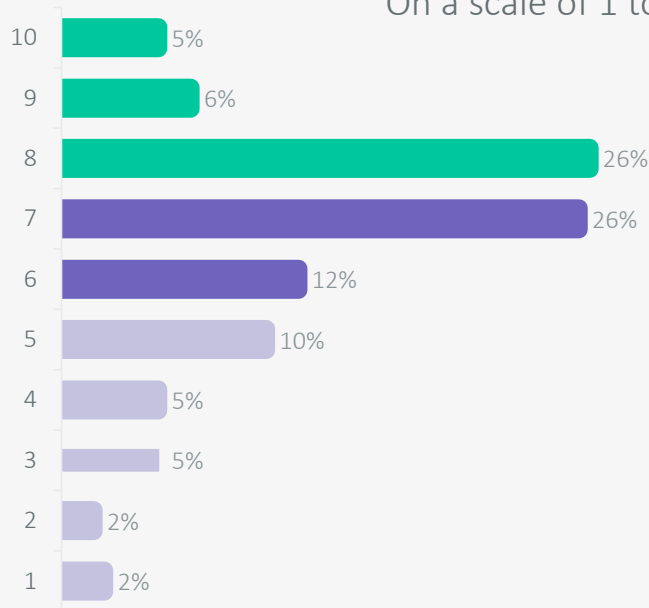


# General employment conditions

## The majority of employees are positive about the current employment conditions

- Employees aged 55 and above are more often dissatisfied with current employment conditions than other employees, 50% giving an unsatisfactory rating.
- As job level increases, employees are more satisfied with the current employment conditions (level 2 average 6.4, level 3 6.5, level 4 7.0, level 5+ 7.2).

On a scale of 1 to 10, how satisfied are you with the current employment conditions?



Average rating



Question: On a scale of 1 (very unsatisfied) to 10 (very satisfied), how satisfied are you with the current terms and conditions of employment?  
Base: all (n=186)

# Many employees mention inflation correction as a reason to be less satisfied with the employment conditions InnerVoice

## Explanation of satisfaction with the current employment conditions

Explanation of 'good'	38%	Explanation for 'sufficient'	38%	Explanation for 'unsatisfactory'	24%
<ul style="list-style-type: none"> <li>• 'Overall a good package when it comes to bonus/pension/flex policy. However, the base salary is not in line with the market and once you've got the job, it is difficult to make jumps in line with the market.'</li> <li>• 'Very happy; only issue is that it is not sure if you get your entire inflation correction. It is inflation that hits us all, not a performance bonus that can be different for all.'</li> <li>• 'Flexibility towards working from home since the pandemic, salary level is good.'</li> <li>• 'Employment conditions are good; salary is also good in itself but given the profits Maersk is making and current inflation rates, it would be decent to incorporate this more into the base salary rather than just through bonuses.'</li> </ul>		<ul style="list-style-type: none"> <li>• 'Benefits could be better and would eliminate the 1-year fixed contract for new joiners.'</li> <li>• 'Apart from the salary, the employment conditions are good. The salary, however, should (given the huge profits) go up a few per cent.'</li> <li>• 'I have been with Maersk for quite a while. When I started, they shared many benefits with the employees, but not anymore.'</li> <li>• 'Maersk can do more in terms of policies for older employees.'</li> <li>• 'I'm satisfied with the CLA in general; however, it's a pity that inflation and profit made in that year are not taken into consideration for a salary increase. I understand that investments are needed for the future, but the ratio of daily cost/inflation to salary increase (base) is disproportionate.'</li> </ul>		<ul style="list-style-type: none"> <li>• 'The bonus and inflation compensation we got was hugely disappointing.'</li> <li>• 'Nothing has been arranged for the elderly who have been employed for a long time. Furthermore, salary increases are not in line with inflation... There are people who only received 3 or 4% while at the Maasvlakte, they receive 17% in price compensation alone. Furthermore, there is a lot of inequality in the Willemswerf building between different floors.'</li> <li>• 'I disagree with the bonus, I'd rather have an increase in salary.'</li> <li>• 'Unbelievable that it takes so long to come with an outcome for the CLA. I have never experienced something like this.'</li> <li>• 'Salary increase is far too low compared to the inflation, especially after the best profit the company ever made.'</li> </ul>	

Question: Can you explain your answer? (On a scale of 1 (very unsatisfied) to 10 (very satisfied), how satisfied are you with the current terms and conditions of employment?)

Base: all (n=186)

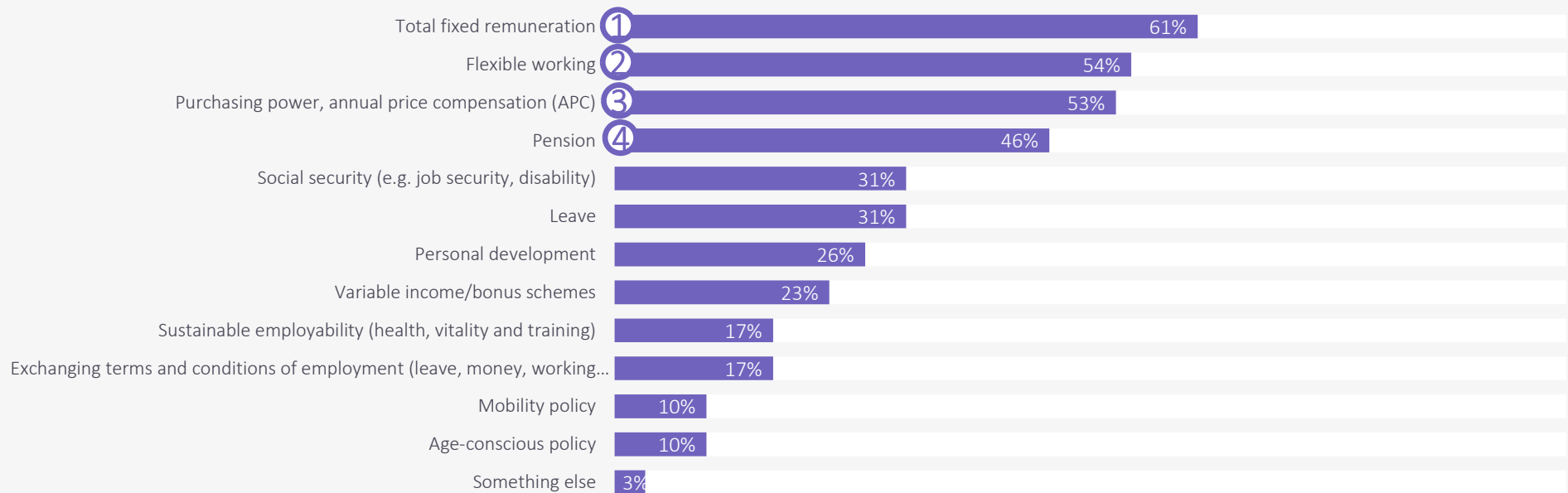
This selection includes literal answers from employees that were quite common. These answers do not represent the opinion of all employees.

# General employment conditions

## Top 4 in themes related to employment conditions

- The APC is considered more important by men than by women (58% vs 42%). On the contrary, women consider flexible working (64% vs 48%) more important, as well as the exchange of employment conditions (26% vs 11%). Total fixed remuneration tops the list of both men and women (men 60%, women 64%).
- Pension becomes more important the older employees are; personal development decreases in importance with age.
- In addition to total fixed remuneration (57%), dissatisfied employees are relatively more likely to mention APC (68%), pension (59%) and social security (39%).

Which (4) themes do you consider most important with respect to your employment conditions?



Question: Which themes do you consider most important with respect to your terms and conditions of employment?  
 Base: all (n=186)



# Around one in six employees provides an explanation on the key themes: this often involves a combination of themes

## Explanation of key employment conditions themes

Explanation of 'total fixed remuneration' 38%	Explanation of 'flexible working' 38%	Explanation of 'APC' 24%
<ul style="list-style-type: none"> <li>• 'The combination of everything has to be right.'</li> <li>• 'A good base salary is key. On top of that, quality of life is becoming more and more expensive and the adjustments within Maersk are not in line with the inflation trend, which means you have to absorb a good portion yourself, if your base salary does not cover this.'</li> <li>• 'Salary is the obvious answer; that's the reason we are here. Maersk is a beautiful and large company that likes to attract and retain talent. This starts with the salary. Leave is important too, although I think that's enough at the moment. Social security is important within Maersk where we face reorganisation almost every year.'</li> <li>• 'Stability and security of income as well as building a future (pension) are important to me.'</li> </ul>	<ul style="list-style-type: none"> <li>• 'Flexible working contributions to a healthy work/life balance. Number of holidays contributes as well. A good salary - with remain of purchasing power - is good for mental wellbeing (work/life balance).'</li> <li>• 'Mainly the freedom to work flexible being it in the office or from home is an incredible important subject for me.'</li> <li>• 'Base salary with matching bonus (based on performance &amp; company), preserving purchasing power (inflation/salary), pension for the future and flexible working are important for all.'</li> <li>• 'For me, flexible working is also very important, as it makes life (especially work-family life balance) significantly easier.'</li> </ul>	<ul style="list-style-type: none"> <li>• '2022 &amp; 2023 we have seen painful increase of inflation which was not the case before Covid times. While I'm not big supporter of APC I would like inflation factor to be taken into account. I miss the fact Maersk didn't take action already in 2022 at least partially compensating inflation with even minor base salary increase (2-3%), bearing in mind its record high profits in 2021 &amp; 2022.'</li> <li>• 'Pay linked to APC is very common in the group. Either in CLA or via government (like in Belgium). But not at Maersk NL, which is very unfair. I feel other departments and countries eat more from the overall budget, leaving Maersk NL low. Social Security is important when people are getting older, as not many 'old' people work at Maersk. Pension is important with all the changes coming in NL (not good for certain age groups, mainly 40+).'</li> </ul>

Question: Could you explain why? Which themes do you consider most important with respect to your employment conditions?  
 Base: all (n=186)

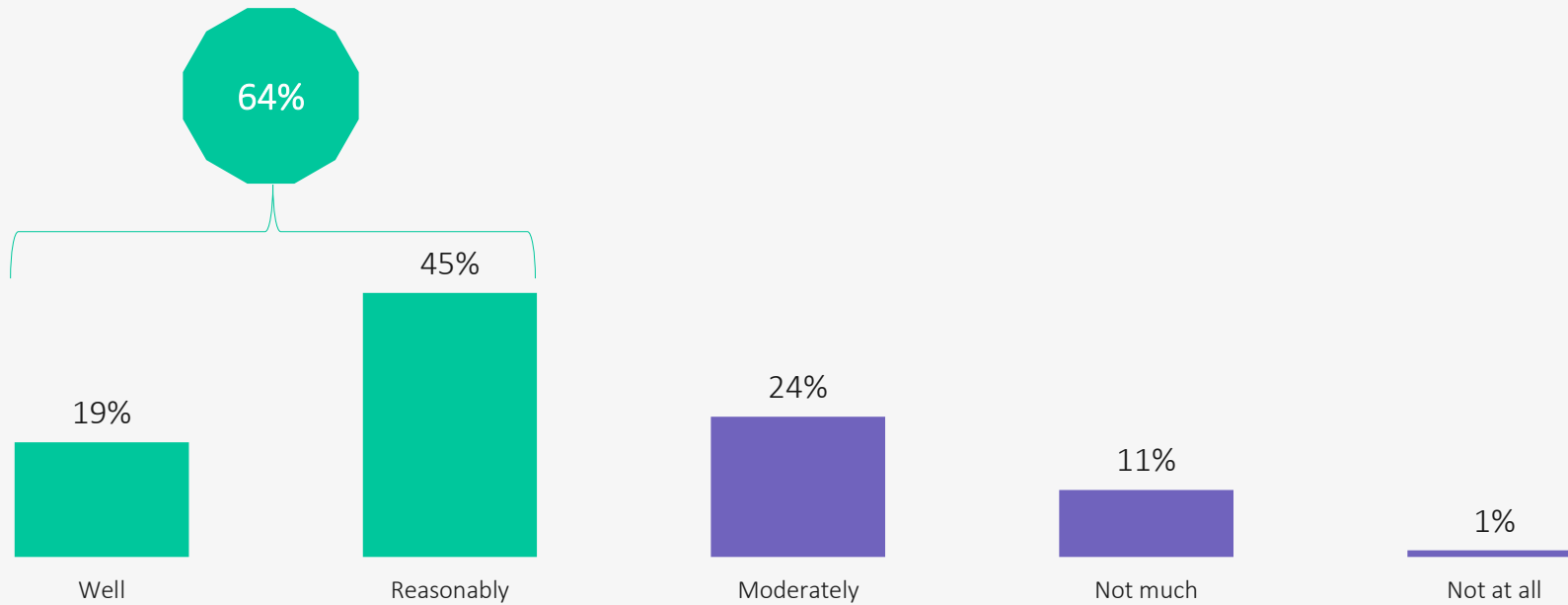
This selection includes literal answers from employees that were quite common. These answers do not represent the opinion of all employees.

# Knowledge of schemes

## Two in three say they know the employment conditions well /reasonably well

- No significant differences in familiarity were detected between the different subgroups. It seems that the longer employees are employed, the more familiar they are. Higher job levels also appear to be slightly more familiar.

To what extent are you aware of the content of the current employment conditions (CLA and company schemes)?



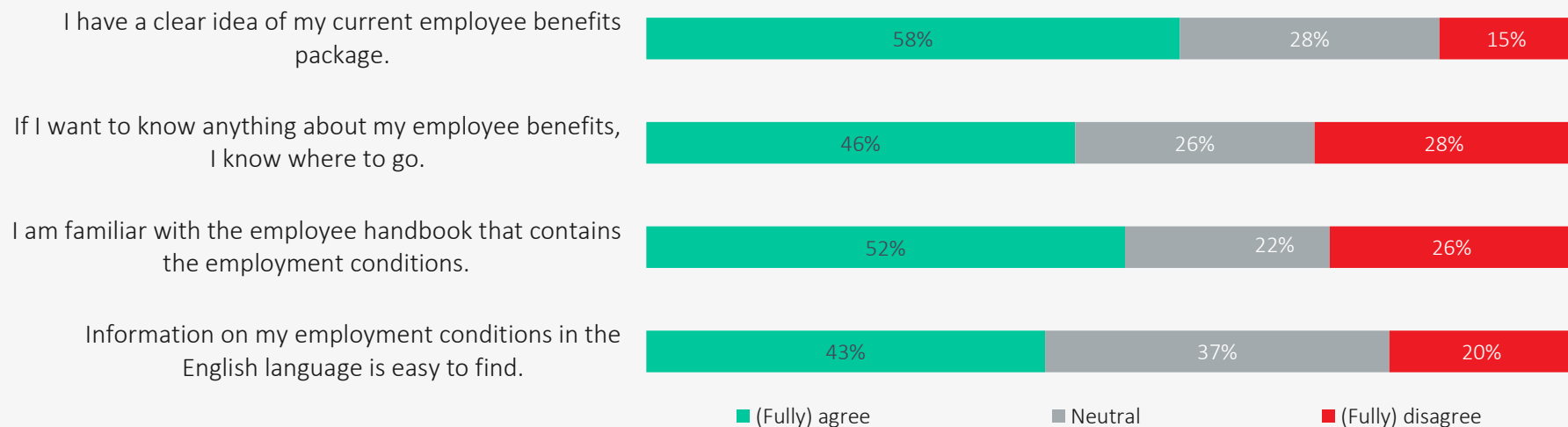
Question: To what extent are you aware of the content of the current employment conditions (CLA and schemes)?  
Base: all (n=186)

# Knowledge of schemes

## More than half of the employees find that the employment conditions are clear

- Managers have a better perception of the package than other employees (77% vs 51%). Managers also seem to agree more often with the other three statements, although not significantly.
- It is relatively more common for employees of the HR/FIN/IT departments to consider information in English easy to find (26%).

To what extent do you agree with the following statements?

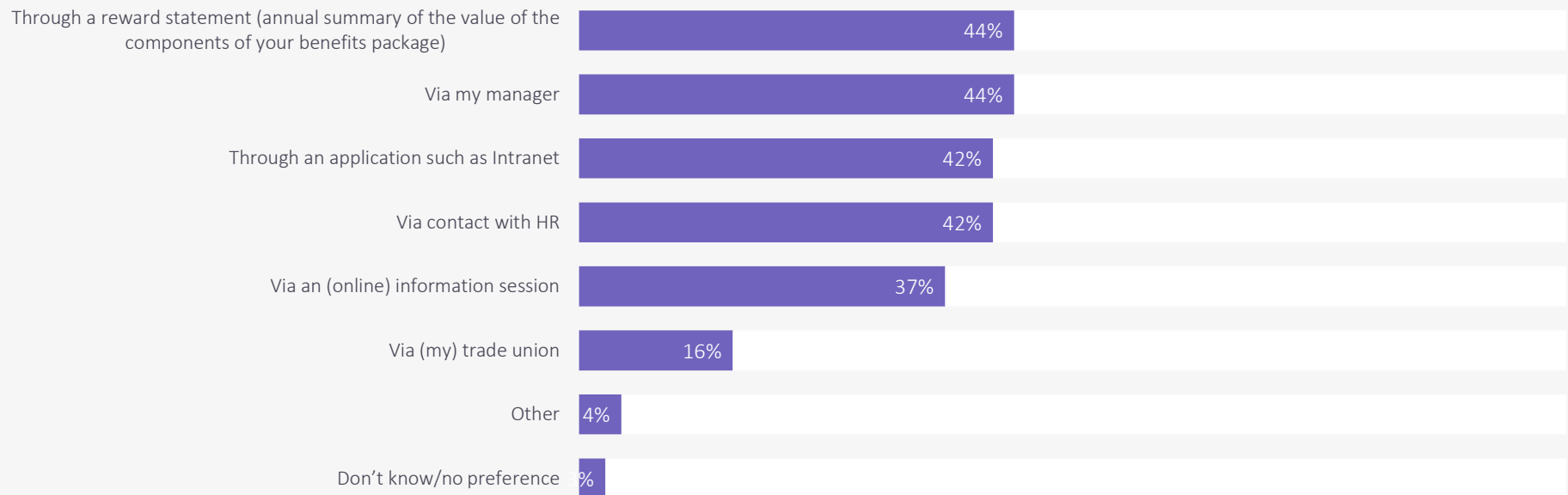


Question: To what extent do you agree or disagree with the following statements?  
Base: all (n=186)

# Way of informing

In addition to the manager, almost half the employees prefer an annual reward statement as the source of information

- Relatively more men than women would like to be informed by the union (18% vs 7%). And the older the employees, the more often they want to be kept informed by the union (25-34 years 5%, 55+ 32%). Lower job levels in particular prefer information by the union (22% for level 2, 19% for level 3).



Question: How would you like to be informed about the schemes in your employment conditions package?  
 Base: all (n=186)

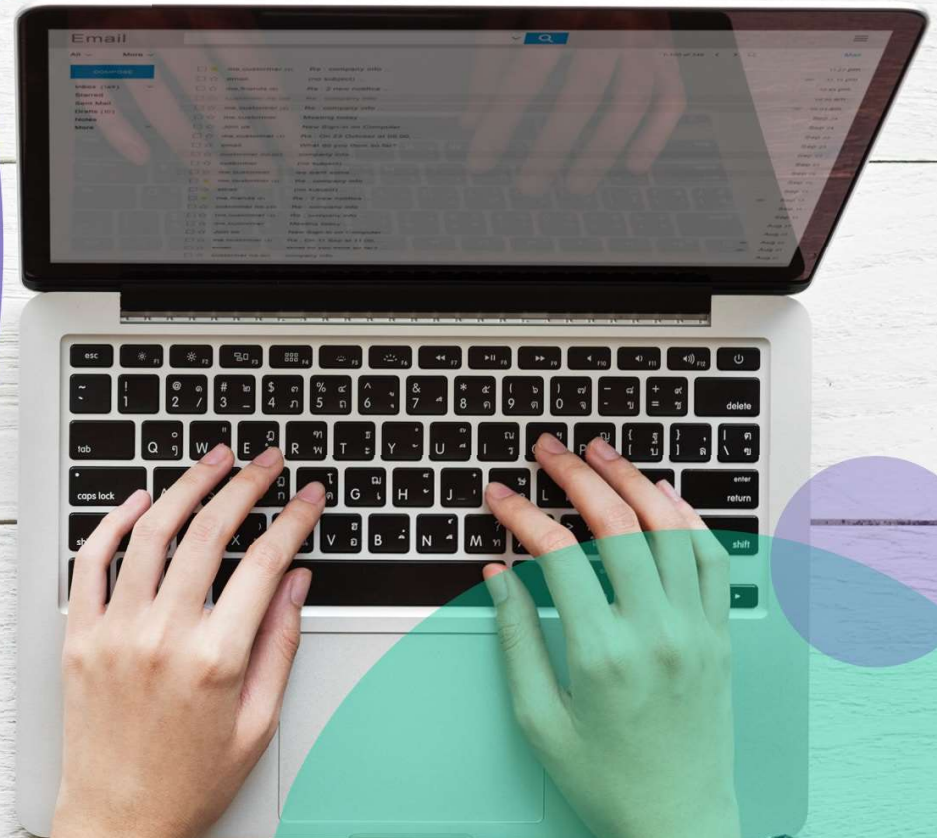


## Results per theme

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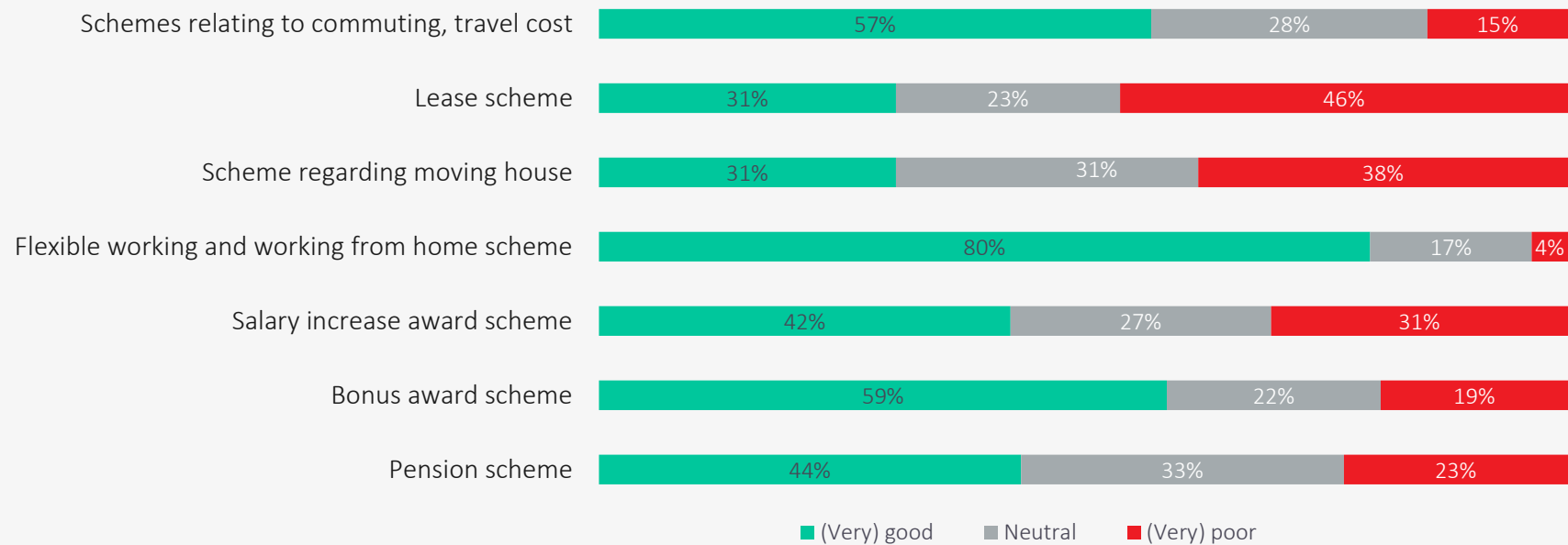
# 1. Work



# Theme in detail: Work

## Most familiar with flex/home working schemes

- Managers in particular are well familiar with the flex/home working scheme (91%) and the salary increase award scheme (69%).
- The higher the job level, the higher the familiarity among the employees with the bonus scheme (level 5: 76%) and the pension scheme (level 5: 68%).
- The more satisfied employees are with the employment conditions, the more familiar they are with the schemes for awarding salary increases and bonuses.

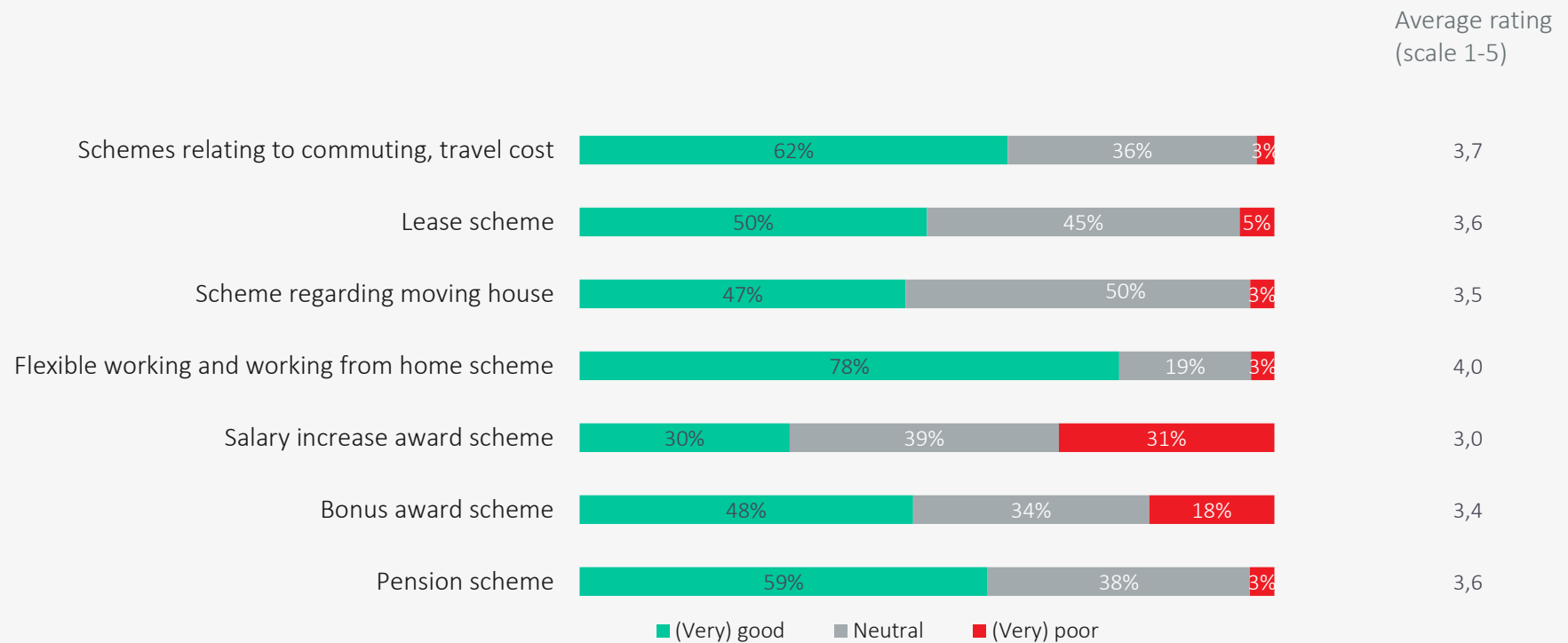


Question: To what extent are you familiar with the following schemes at Maersk regarding 'Work'?  
Base: all (n=186)

# Theme in detail: Work

## The flex/home working scheme is best rated, salary increase award least

- No significant differences were detected between the different subgroups.



Question: How would you rate these schemes?  
Base: all those who are familiar with the scheme (very good, good, neutral) (n=maximum 186)



# Theme in detail: Work

## Anthology of what employees miss in the theme 'Work'

'The opportunity for remote working from another country.'

'The flex/home working scheme seems to have an obligation to work in the office at least 1 day a week. That is really not necessary in some teams and that is where I see a possible improvement.'

'Find it 100% ridiculous that my manager gets to decide my % salary increase.'

'Bicycle plan please - opportunity for employees to purchase a bike assisted by company.'

'Levels 1-2-3 had the same bonus programme/percentage, even though level 3 has more responsibilities.'

'Pension counselling.'

'Make the salary increases transparent again. It cannot be at manager's discretion, favouring vocal or popular colleagues without other employees ever knowing.'

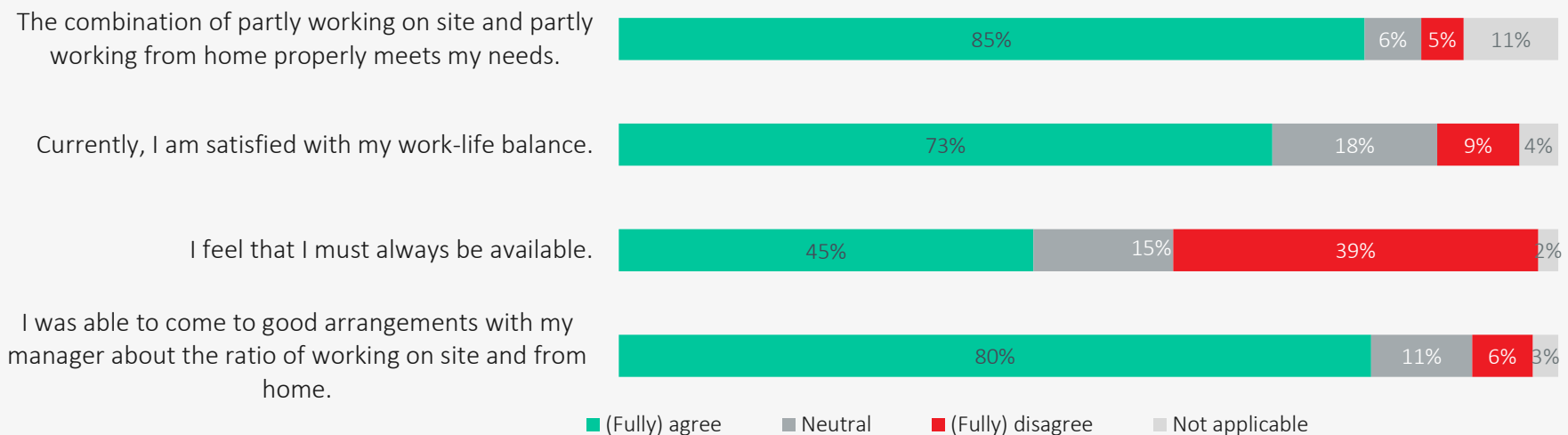
'The bonus scheme should be consistent around the Globe for Maersk, however this is not the case. In some countries the individual earns more % of bonus than another in a different country.'

## Theme in detail: Work

### 85% of employees are positive about working partly on site and partly from home

- No significant differences were detected between the different subgroups.

To what extent do you agree with the following statements? (work-life balance and workload):



Question: To what extent do you agree or disagree with the following statements?  
Base: all (n=186)

## Theme in detail: Work

### Collection of comments on statements regarding work-life balance and workload

'I prefer to work from the office over working from home. But my home is close to work so I don't have a lot of travel time. If I would be working further from home I would prefer to work more from home, so I think it is important that the option and flexibility is there. Also, if you have kids and need flexibility in picking them up, etc.'

'I have to travel a lot for work and this puts pressure on my work-life balance.'

'In the OCL, there are set agreements that people have to come for 3 days – different from what applies to the Area. As far as I am concerned, this could be more flexible for some people.'

'It's difficult to reach a good work-life balance in a company that changes your role and location every year.'

'For me, working from home is not necessary.'

'My manager agreed that I can be in the office as I wish. But my team is also around different offices. I am the only one in Rotterdam.'

'WFH options depend from leading manager and his/her flexibility, unfortunately once again Maersk is proving its shortcomings in this aspect as seems to push employees towards working on location when it is not needed.'

'Maersk is very flexible with WFH policy. Sometimes TOO flexible, leading to free-riding.'

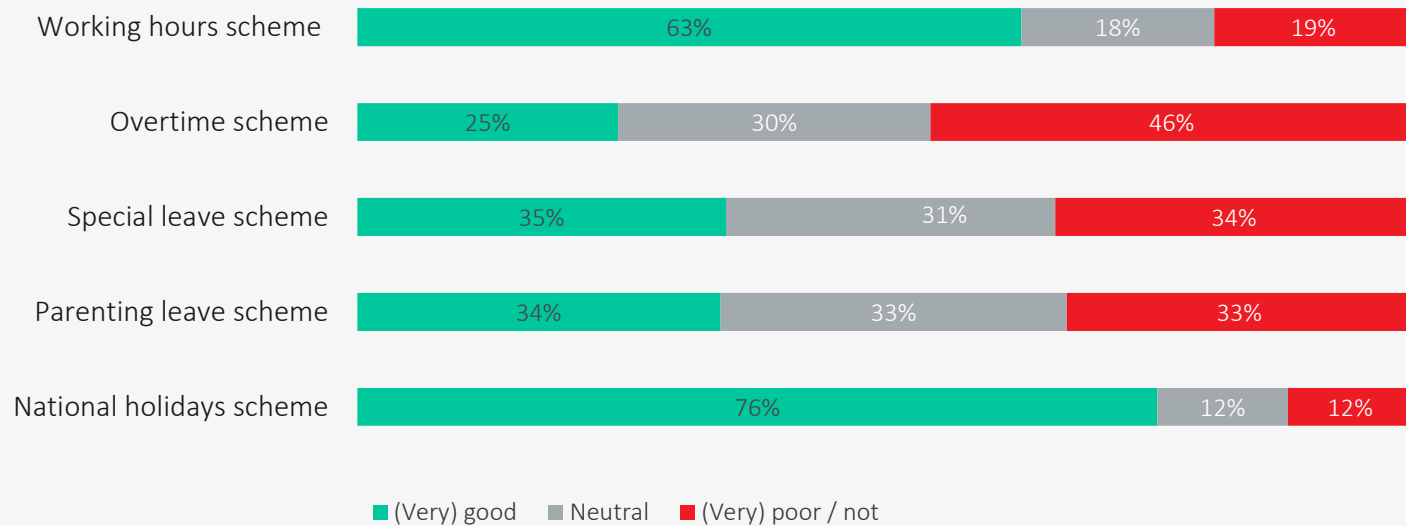
## 2. Time



# Theme in detail: Time

## Knowledge of schemes: overtime scheme least known

- In particular, employees in the OCL department know the working hours scheme (very) well (77%) as well as the overtime regulation (45%).
- Both OCL and Ocean Products employees are (very) familiar with the holiday scheme (87% and 89% respectively)



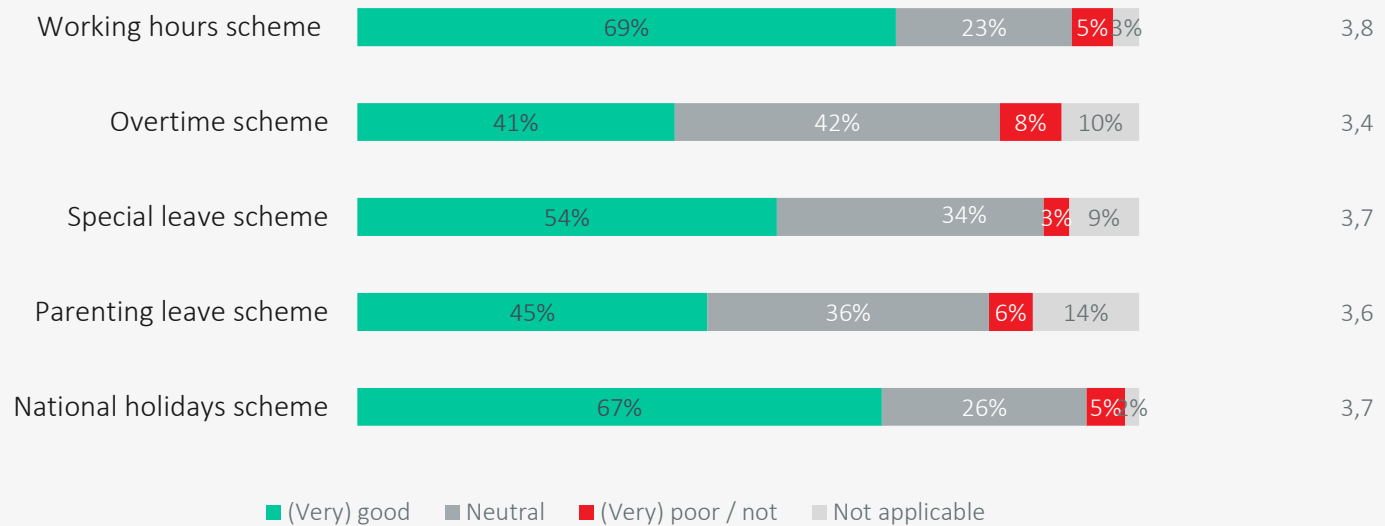
Question: To what extent are you familiar with the following allowances relating to 'Time'?  
Base: all (n=186)

# Theme in detail: Time

## Rating of schemes: highest rating for working hours scheme

- Men rate the working hours scheme higher than women (75% vs 57%).
- Employees in the OCL department are relatively more likely to rate the special leave scheme as (very) good (69%).

Average rating  
(scale 1-5)



Question: How would you rate these schemes?  
Base: all (n=186)



## Theme in detail: Time

Collection of comments on statements regarding ‘Time’.

‘This is not a special, different or better scheme than those applied in the rest of the Netherlands.’

‘Never heard anything about it from HR.’

‘The holiday scheme needs to be revised. And overtime only applies to JL1 and 2, while other JL also work overtime.... The workload can be very high within the company.’

‘Nothing has ever been said about this and the latest handbook/CLA shared with me is from when I started at Maersk 6 years ago. There is never anything on the online portal and when you ask a question on the chat they never know the answer and tell you to raise a ticket. That ticket is then ignored for a week and you have to move heaven and earth and talk to dozens of people within the organisation before someone takes a look at it.’

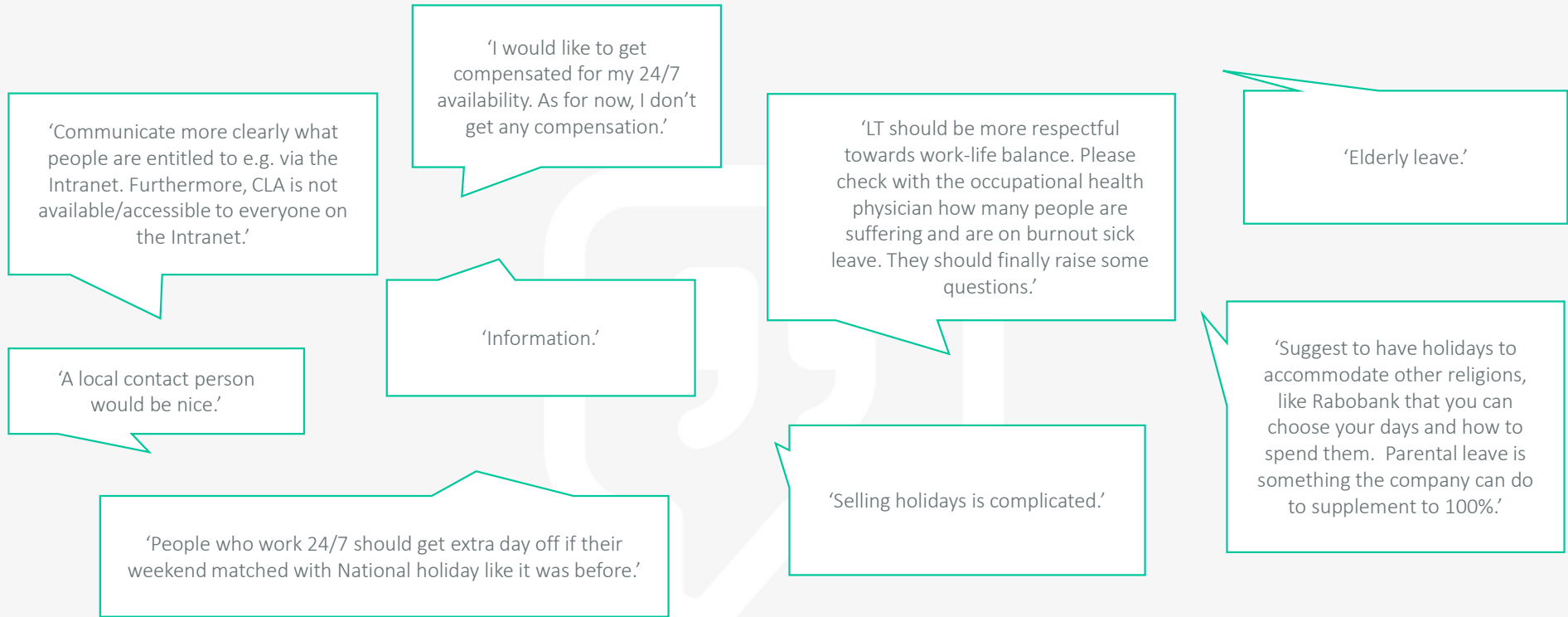
‘Currently, I have almost no information about the schemes mentioned and I don’t know where to find that information. The lack of a local HR department means that it is very difficult to find clear answers to many of these issues and the online HR portal is the only source of information.’

‘7.75 working hours is fine, but people should be given the choice to work 9 hours a day. Now, working 4 days a week is considered part time.’

‘It is expected to be part of your role to: work overtime with no compensation, work or travel on weekends and holidays when required with no additional compensation.’

# Theme in detail: Time

## Anthology of what employees miss in the theme 'Time'



Question: Do you miss anything, or do you have any suggestions to improve existing agreements relating to 'Time'?  
 Base: all (n=186)

# 3. Income

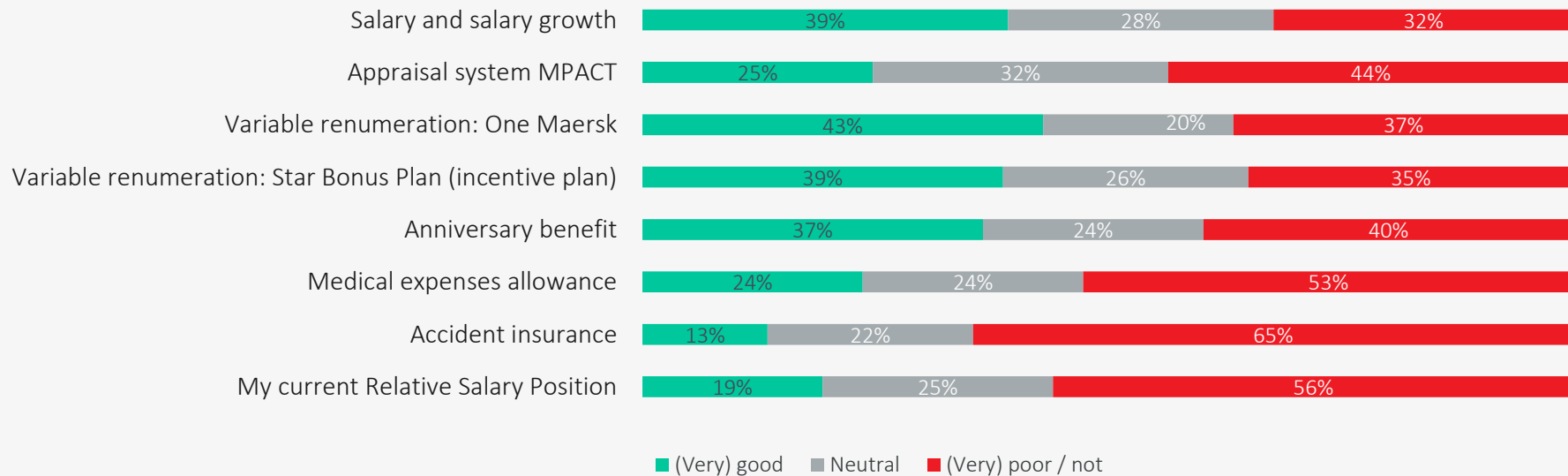
Including extras



# Theme in detail: Income

## Knowledge of schemes: One Maersk best known; RSP poorly known

- Among managers, familiarity with salary (growth) is relatively higher (66%). With MPACT (40%), with One Maersk (69%) and with Star Bonus Plan (66%).
- MPACT, One Maersk and Star Bonus plan are more familiar the higher the job level.
- One Maersk is better known among younger employees.
- The anniversary benefit is more familiar the longer the employee has been employed.



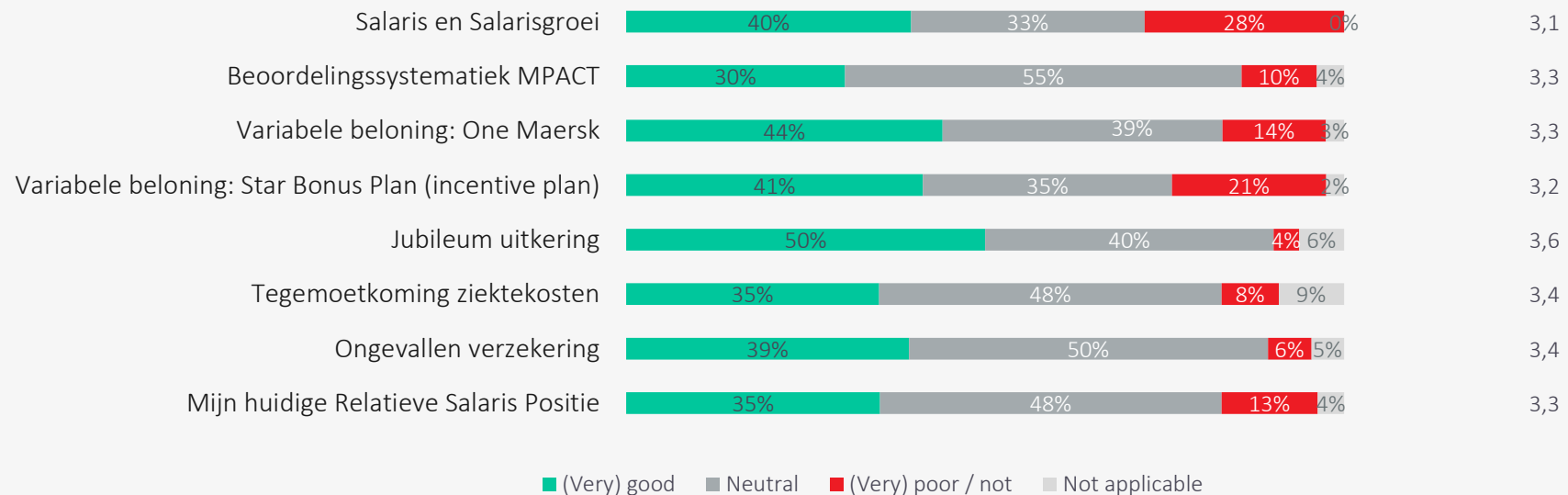
Question: To what extent are you familiar with the following schemes regarding 'Income'?  
Base: all (n=186)

# Theme in detail: Income

## Rating of schemes: anniversary bonus best rated, salary (growth) least

- The anniversary bonus is rated higher by women than by men (63% vs 41%).

Average rating  
(scale 1-5)



Question: How would you rate these schemes?  
Base: all (n=186)

# Theme in detail: Income

## Anthology of what employees miss in the theme 'Income'

'The bonus is rated as 'good' but is preferably replaced by a better overall salary increase. The bonus is highly taxed and yields no benefit when applying for mortgage, etc.'

'It would be nice if the STAR bonus could be awarded more easily.'

'It's all quite unclear. There have been sessions by HR to explain it, but it would be easier if the documentation about it is just available (and up to date) on Sharepoint. At the moment it's hard to find, and what I do find is outdated.'

'Miss an overall overview of benefits/issues/allowances/options/reimbursements, etc.'

'Managerial positions should not get the same percentage for the One Maersk bonus plan.'

'That all Maersk employees get a reasonable salary increase, to cushion the blow of inflation even if you are high in your wage group.'

'Missing Sales Incentive Plan (SIP) for sales employees in your questioning. SIP eligible employees are not eligible for STAR and GIP.'

'STAR awards are not within reach for many employees. And subject to active management filing for it, so it is subjective = not fair. Salary Growth is a black box, you have no clue what to expect, it is subjective to manager liking you or not = not fair. OMBP, targets can change during the year, which is odd (example acquisition of LF led to higher targets, which we failed on while before LF we were on track). There is a part 'board discretion' which never get full points. = 2 items not fair.'



# Theme in detail: Income

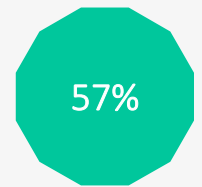
## Secondary employment conditions are rated better than primary employment conditions

- No significant difference was seen in this between employees with different demographic characteristics, job title or department.

Compared to the compensation package at comparable companies for comparable work, I think that my...

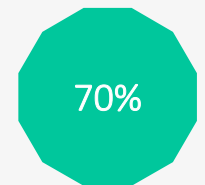
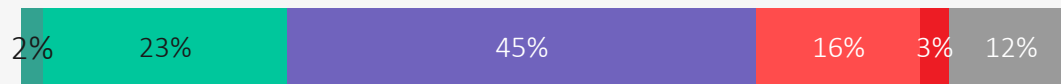
% (much) better + are comparable

Primary employment conditions



■ Are much better ■ Better ■ Similar ■ Worse ■ Are much worse ■ Don't know

Secondary employment conditions



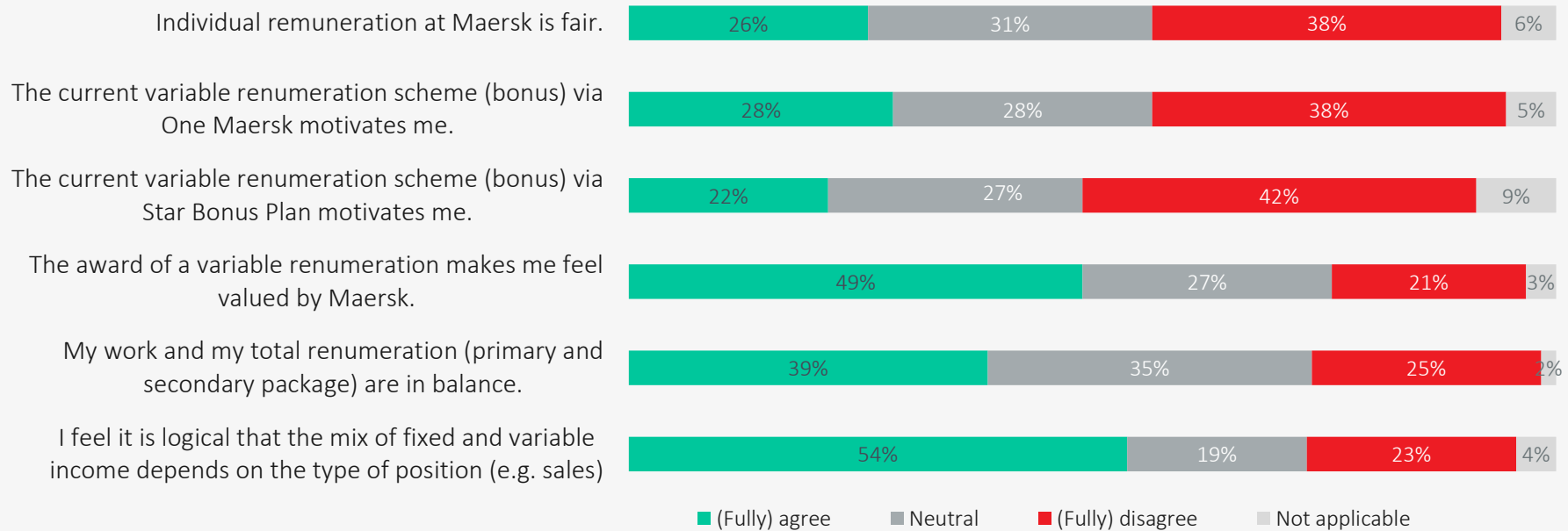
Question: Compared to the compensation package at comparable companies for comparable work, I think that my...  
Base: all (n=186)

# Theme in detail: Income

## The Star Bonus Plan in particular does not motivate many employees

- OCL employees are least likely to say they are motivated by One Maersk (15%) and the Star Bonus Plan (15%).
- Managers are relatively more likely to believe that overall pay is balanced (60%) than other employees (36%).
- As employees work at a higher job level, they more often find it logical that the ratio of fixed-variable income depends on the type of job.

To what extent do you agree with the following statements (on fixed and variable remuneration):



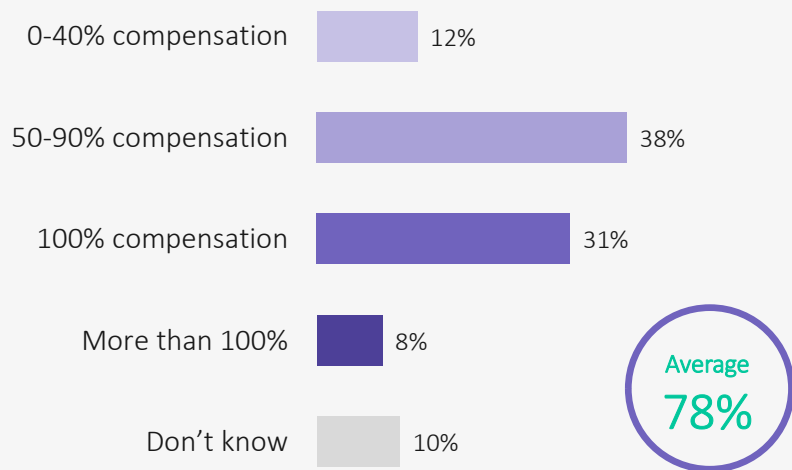
Question: To what extent do you agree or disagree with the following statements?  
 Base: all (n=186)

# Theme in detail: Income

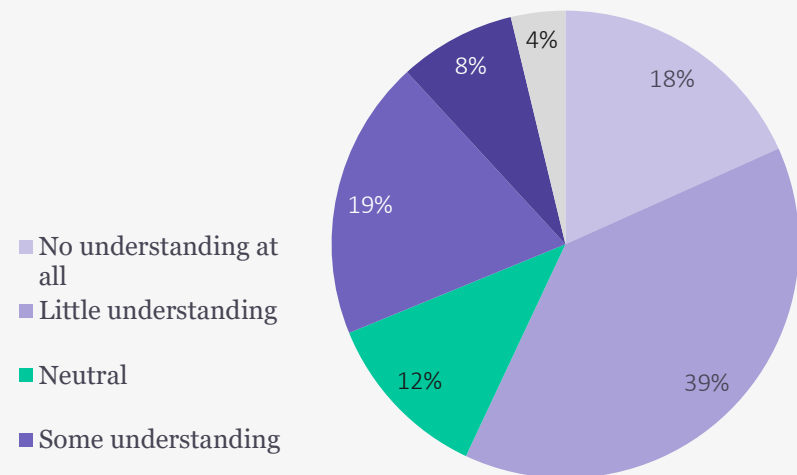
**Price increase compensation:** 27% have (some) understanding if the current high price increases are NOT fully compensated by collective (CLA) salary increases

- The older the employees, the more they think compensation for price rises should be higher in the collective agreement salary increase (25-34 years 73%, 55+ 90% on average).
- The higher the job level, the higher the understanding of not being fully compensated (level 2, 9%, level 5+, 44%). Understanding is also higher among managers (40%) than among other employees (24%).

## Compensating price increases through collective (CLA) salary increases



## Understanding if the current high price increases are NOT fully compensated by collective (CLA) salary increases



Question: To what extent do you think price rises should be compensated by collective (CLA) salary increases?  
 Question: To what extent do you understand if the current high price increases are NOT fully compensated by collective (CLA) salary increases?  
 Base: all (n=186)

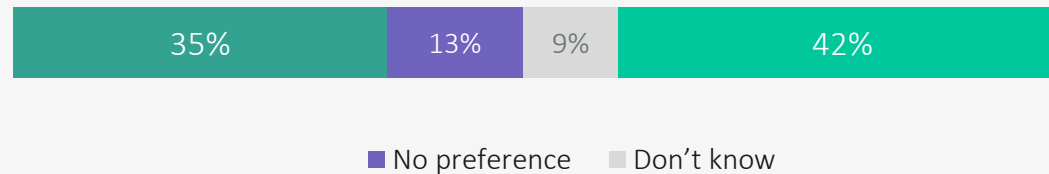
## Theme in detail: Income

Employees are divided in terms of preference for an allowance for purchasing power and investment in other benefits

- No significant differences were detected between the different subgroups.

What is your preference?

Allowance for purchasing power with additional investment in other benefits



A more generous allowance for purchasing power and less investment in other benefits

## Theme in detail: Income

### Anthology of explanation of preference for an allowance for purchasing power and investment in other benefits

'I think in the end everyone works to be able to pay their bills, and additional benefits can retain employees or attract them if they are much better than with the competition.'

'APC is important to me.'

'The secondary employment conditions should not become less, so it becomes 'rather than'. A structural pay rise is in order at this time in these times (large profits and high inflation).'

'I would like to see a more comprehensive CLA that includes compensation for a sports club membership and proper travel allowance and potentially for childcare compensation.'

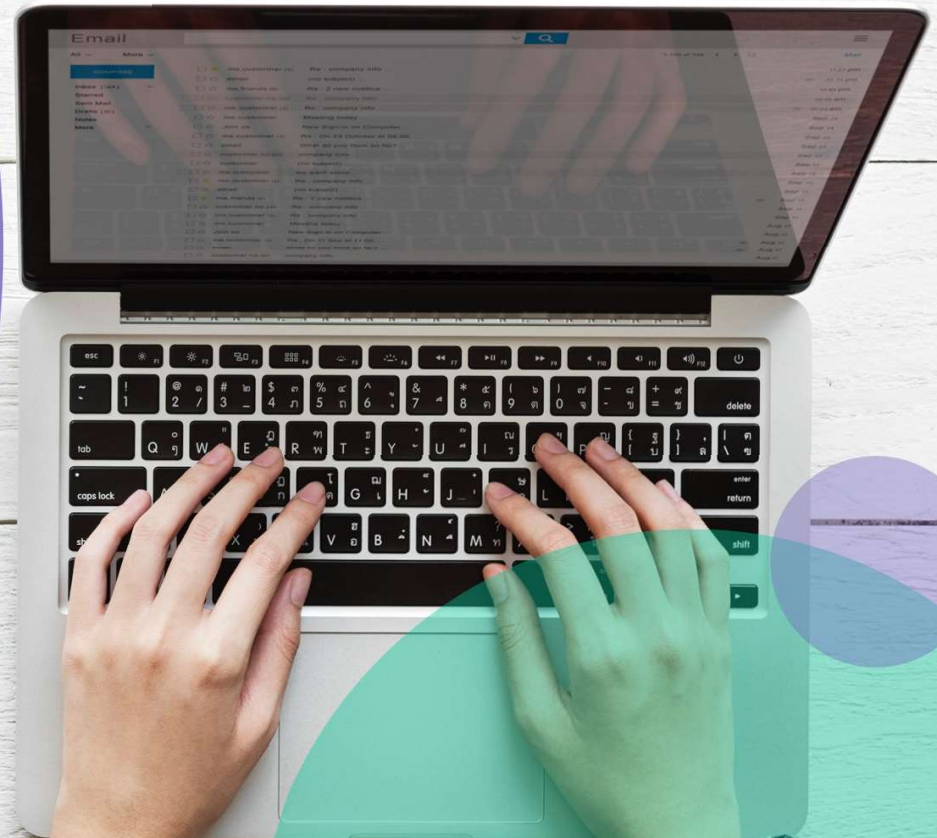
'Apart from the salary, the employment conditions are good. The salary, however, should (given the huge profits) go up a few per cent.'

'Managers decide whether you get compensation or not; this should be automatic with inflation without interference from management. If the relationship between employee and management is disturbed, the employee draws the short straw because he or she will not get a salary increase.'

'Salary increases have always been on the lower side. Given the high inflation, a higher salary increase to compensate is also needed now. This is certainly possible given several years of very high profits. Bonuses are nice, but it's not fixed income.'

'People who have already been working for some years can make ends meet; starters are having a very tough time at the moment so that's why I think price compensation is important.'

## 4. Flexible benefits

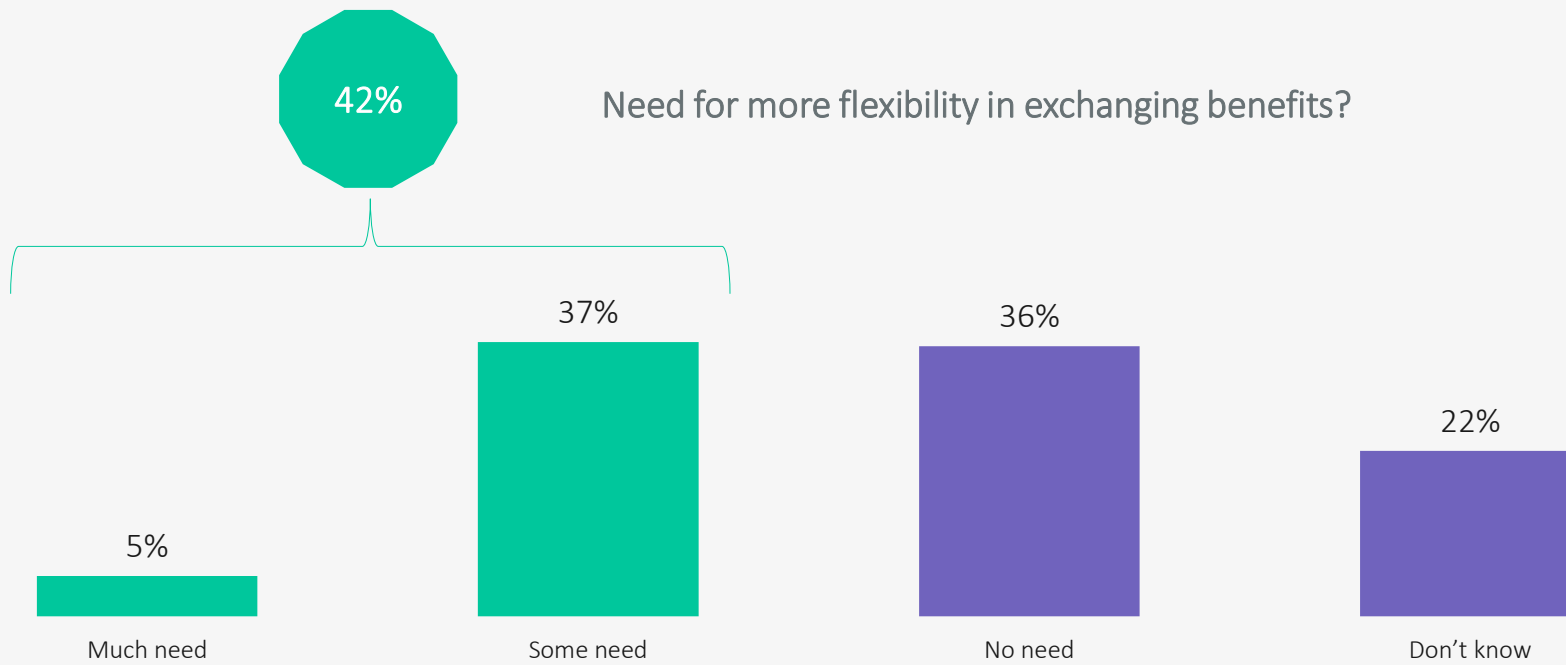




# Theme in detail: Flexible conditions

## 42% need this a lot/somewhat

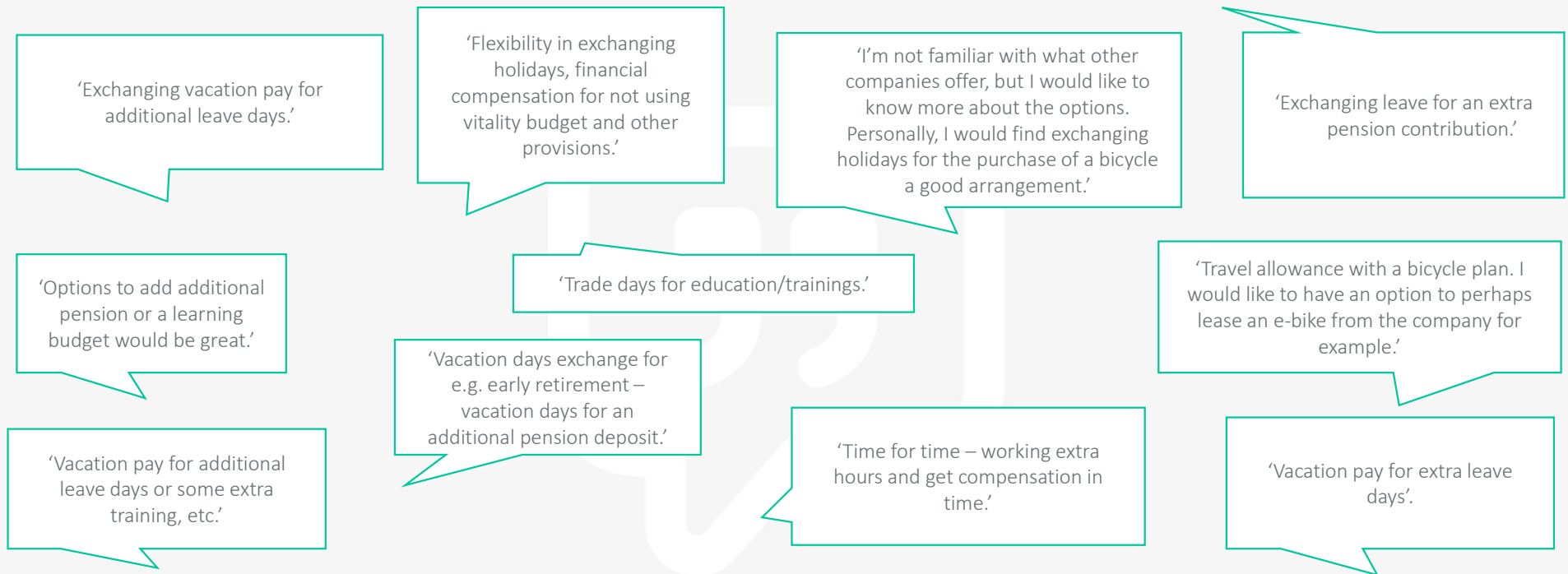
- Managers are relatively more likely to say they need (a lot/somewhat) flexibility in employment conditions (60%), while other employees are relatively more likely not to know the answer to this (don't know 26%).



Question: Do you need more flexibility in exchanging benefits?  
base: all (n=186)

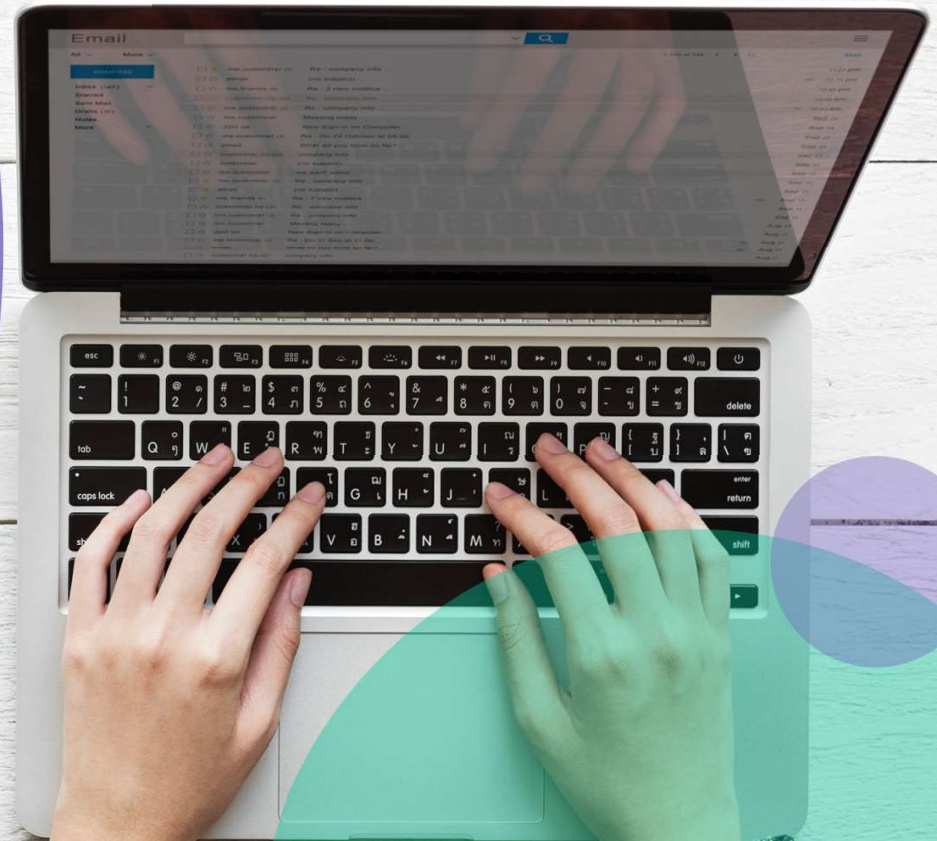
# Theme in detail: Flexible benefits

## Collection of interesting benefits to exchange



Question: The exchange of which benefits is interesting for you?  
Base: all (n=186)

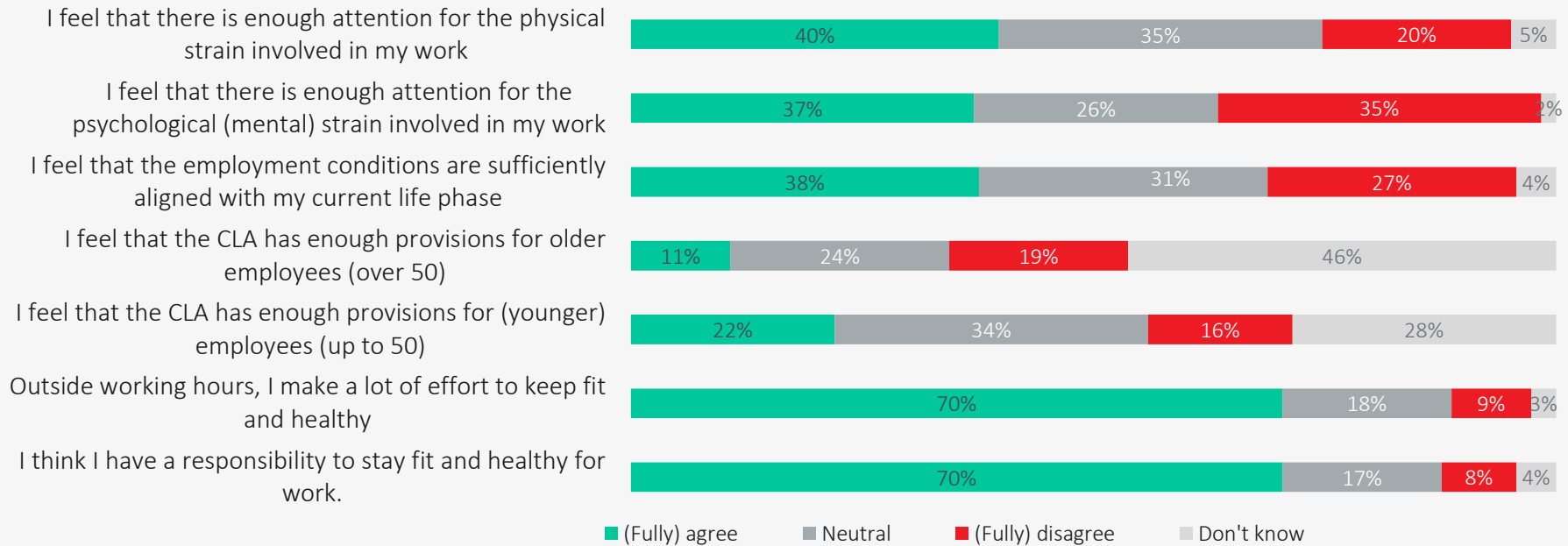
## 5. Health and vitality



# Theme in detail: Health and vitality

For older employees in particular, it is believed that more could be done.

- Managers are relatively more likely than other employees to feel that sufficient attention is paid to physical workload (60% vs 35%).
- None of those over 55 agree that there are enough provisions for older employees.
- Managers and the employees (86%) in the higher levels (level 5+ 92%) are more likely to feel that they themselves have a responsibility to stay fit and healthy for work.



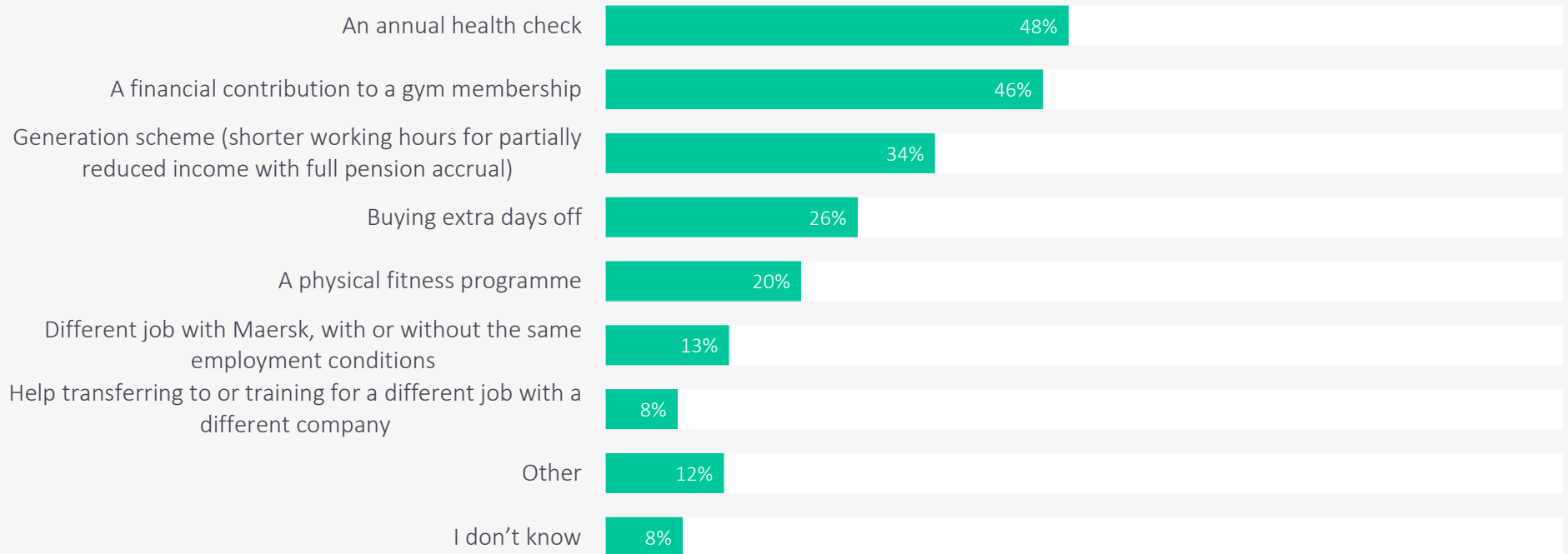
Question: To what extent do you agree or disagree with the following statements?  
 Base: all (n=186)

# Theme in detail: Health and vitality

## Almost half the employees mention an annual health check

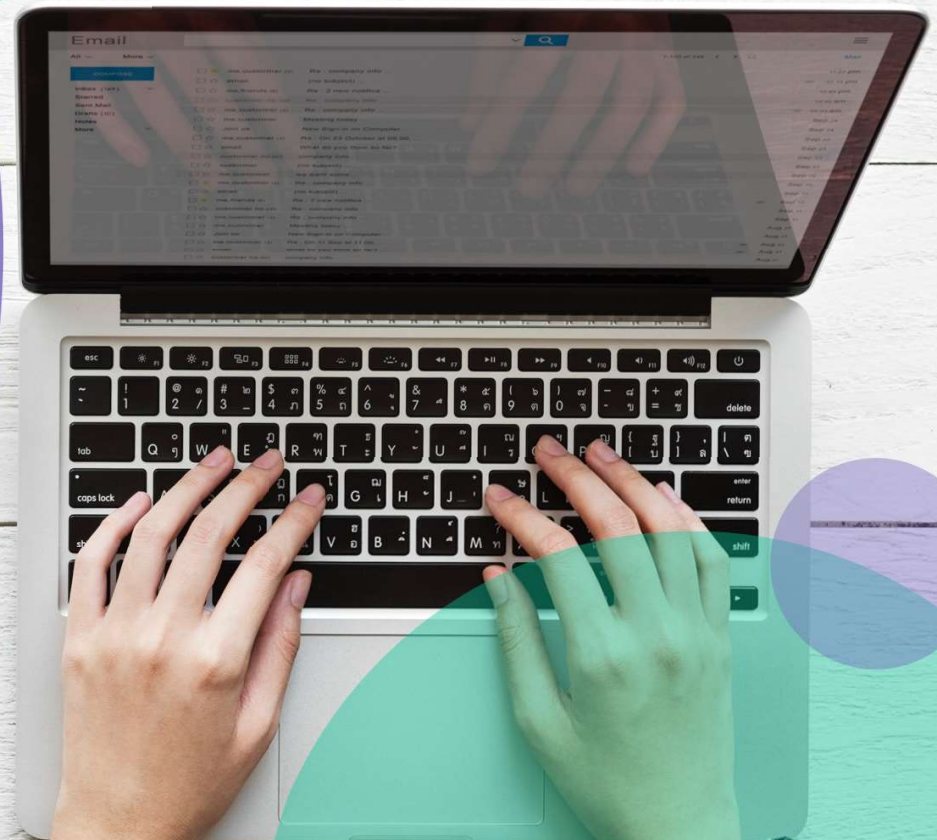
- Women are relatively more likely than men to mention a financial contribution for a sports club membership (57%) and buying additional leave days (35%).
- The older the employees, the less often they mention a sports club membership (from 86% to 18%), but the more often they mention a generation scheme (0 to 59%).

What do you need to be able to continue working in good health in the future?



Question: What do you need to be able to continue working in good health in the future?  
Base: all (n=186)

## 6. Development and career

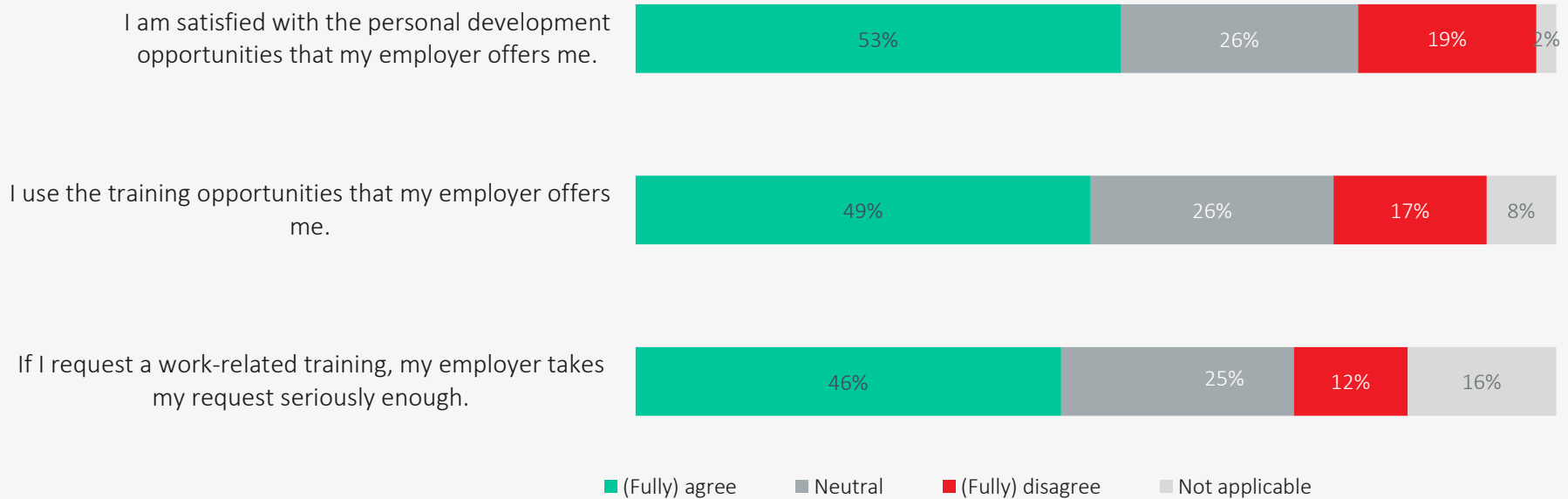




# Theme in detail: Development and career

## About half the employees take advantage of training opportunities

- Men are more satisfied with the development opportunities offered than women (61% vs 46%).



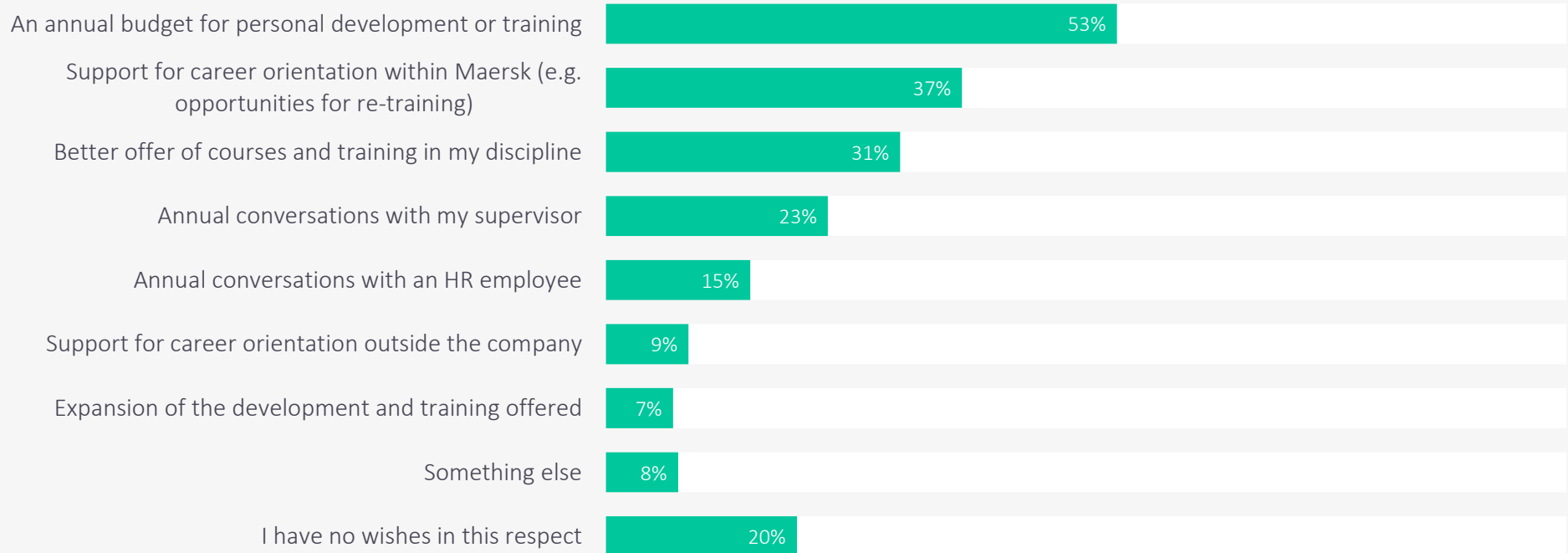
Question: Can you indicate to what extent you agree with the following?  
Base: all (n=186)

# Theme in detail: Development and career

## About half the employees mention an annual training/development budget

- Men and employees who have been with Maersk for a long time are relatively more likely to mention that they have no wishes in this area (male 26%, >15 years in service 44%).
- The older the employees, the less often they mention an annual budget (25-34 years 74%, 55+ 27%).

### What do you need to be able to continue developing in the future?

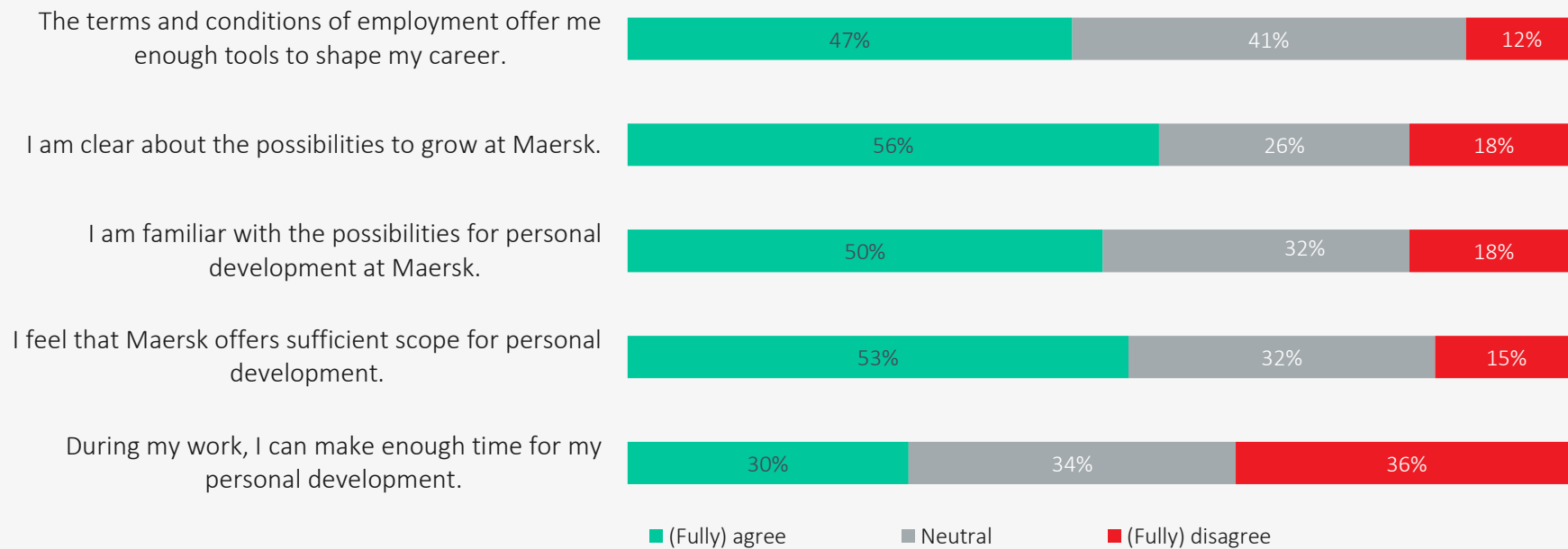


Question: What do you need to be able to continue developing in the future?  
Base: all (n=186)

# Theme in detail: Development and career

## For two out of three it is difficult to find enough time for development

- Managers are more positive on all these statements regarding development and career than other employees. The same applies to men, compared to women.



Question: To what extent do you agree or disagree with the following statements?  
Base: all (n=186)

# Theme in detail: Development and career

## Anthology of what employees miss in this area

'An overview of what is possible at Maersk in regards to training and developments. There are so many programmes and training available, but you do not know where to find them.'

'There isn't always time for development!'

'I miss the active guidance in mapping out a career within Maersk very much. For young colleagues, it is very difficult to experience exactly what can be achieved within the company. Extra attention to this would be greatly appreciated. After all, this way young talents are driven out.'

'More training about the used programs like GCSS update and missing TP DOCS.'

'With the current workload it is very hard to focus on development meetings or training sessions. If our team is fully staffed (not always the case), we can make time. If not, it is impossible to manage this.'

'More job-specific trainings, more cross-trainings and the development options need to be marketed more to the employees to spread awareness!'

'HR is totally absent with regard to career development. It is fully up to the manager, but they are exactly the ones who often lack time and sometimes the knowledge/expertise.'

'The employer needs to step up. Currently Maersk does nothing more than publishing some online courses but does not promote and/or inform people about possibilities.'

## 6. Other

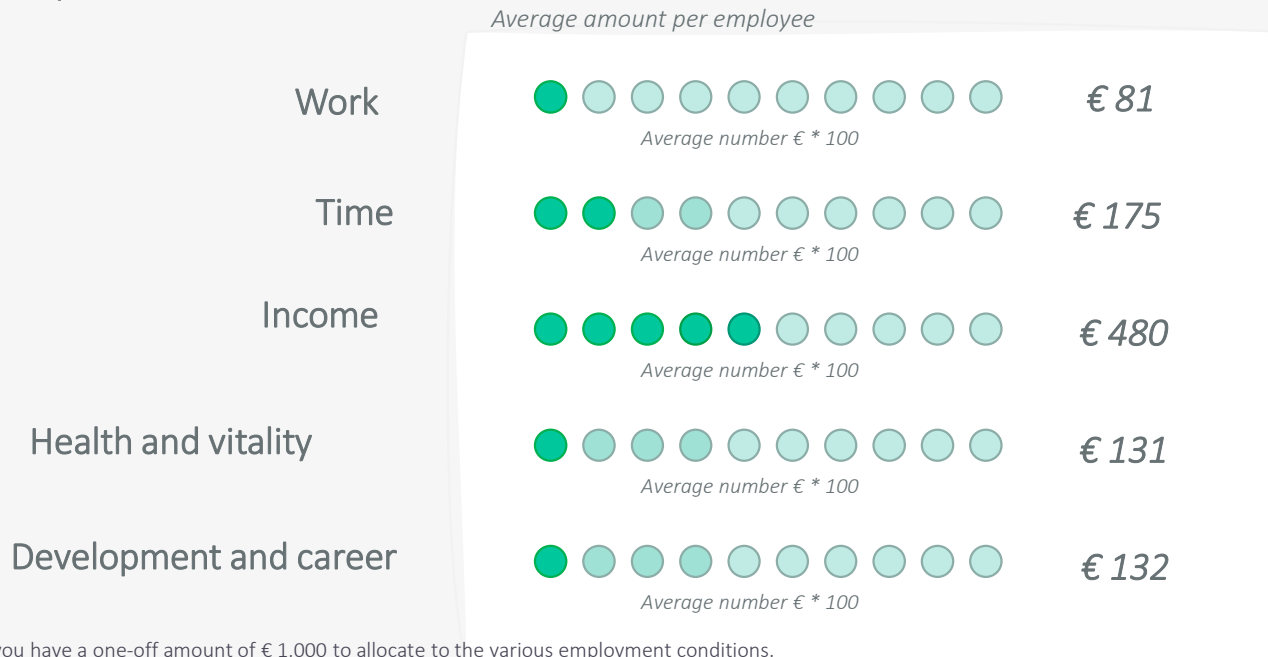


# Importance of the various employment conditions

## After income, time is an important employment condition

- As employees get older, 'time' becomes more important while 'development and career' becomes less important.

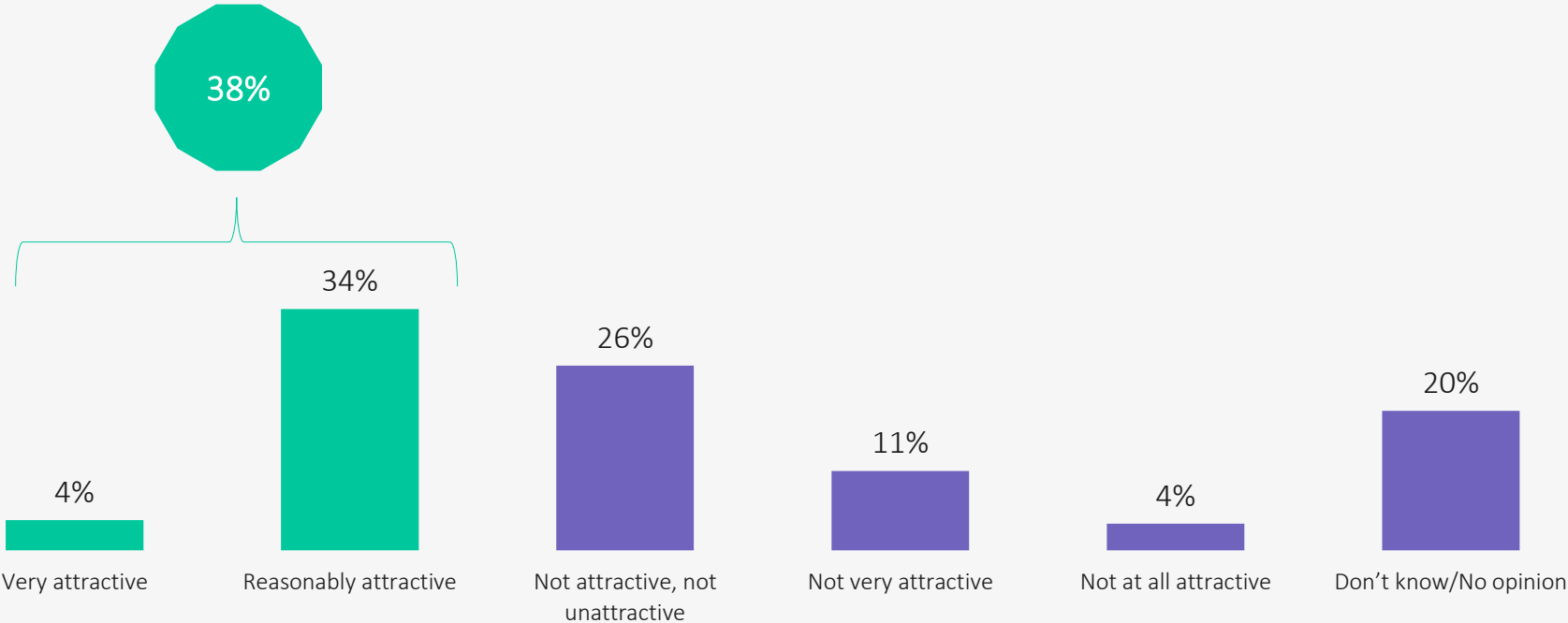
Suppose you have a one-off amount of € 1,000 to allocate to the various employment conditions.  
How would you prefer to allocate this amount?



Question: Suppose you have a one-off amount of € 1,000 to allocate to the various employment conditions.  
How would you prefer to allocate this amount?  
Base: all (n=186)

# Attractiveness of employment conditions for recruiting new colleagues

- Employees working at Ocean Products are most satisfied with the attractiveness of the employment conditions (52%).



Question: How attractive do you think the employment conditions in the current CLA are for the recruitment of new colleagues?  
Base: all (n=186)



# Collection of answers to make the current CLA more attractive to new colleagues

'As a leading company, you could also offer above average and now you are either at or below average.'

'Better perspective in salary growth.'

'Better rewards, better schemes for young parents.'

'Attention to work-life balance (buying days off) - (personal) development, childcare arrangement or contribution.'

'More personal attention to development and also using favourable wording so that more people feel heard to join and stay.'

'More transparent on salary increases, OMBP and (STAR/SPOT) awards, plus an objective framework around that, as it is totally subjective now.'

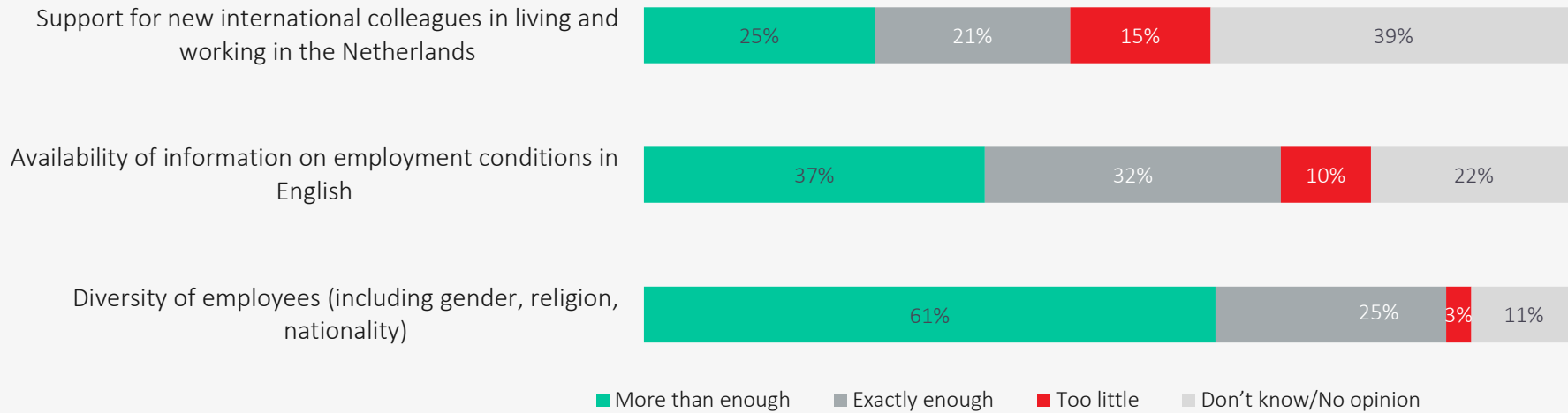
'Work related education possibilities.'

'Focus more on developments and on work-life balance. The gen Z /millennials are focusing more on other aspects of the CLA than the older category.'

# Diversity at Maersk

## Support from international colleagues is not always enough

- Managers and employees in higher job levels are more likely to consider diversity at Maersk sufficient (managers 74%, level 5+ 72%)



Question: How do you rate the activities and support Maersk offers in the following areas?  
Base: all (n=186)

# Diversity at Maersk

## Collection of comments on statements regarding 'Diversity'.

'Guidance of foreign colleagues is poor. This is due to the stripped HR department.'

'Support for internationals only provided for specific JLs. During my period for example no possibility to move, accommodation or language courses.'

'Relocation services are horrible. Moving back to the Netherlands was ok because I'm Dutch national but if I wouldn't have been I would have been completely lost. Crown is giving horrible service.'

'We are bombarded with LGBT material. Not enough focus on other types of diversities; in fact I don't ever recall seeing anyone with a major disability (i.e. wheelchair) ever working for Maersk. We make it difficult to obtain information in English about things like CLAs. We provided it in a protected format that would not even allow you to copy paste it into Google translate.'

'I am against hiring for diversity as we know it now with gender quota's and focus on ethnicities, etc. It is still biased hiring. I am all in for hiring the best people. If science and evidence supports it diversity would come naturally. There are companies that provide platforms to hire based on unbiased evaluations which will support actual unbiased fair hiring.'

'Company does try to promote diversity when it comes to session, etc, parties, etc. But there is a culture with higher management that to be able to be a manager you need to work a minimum amount of hours, which is certainly more than full time sometimes.'

'I think quality takes precedence over diversity.'

# Appendix

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# Research justification

## Current situation



### Questionnaire for all Maersk employees

186 participants, 31% response



### Breakdown of responses

Good distribution across background characteristics:

- Gender 59% male; 41% female
- Age: 28% up to 35 years; 41% 35-44 years; 31% 45-65 years
- Department: 42% NEC Area; 25% OCL; 15% Ocean product; 18% other
- Managerial role: 20%; 80% not
- Employed by Maersk: 35% less than 5 years; 32% 5-15 years; 32% longer than 15 years
- Scale/Job level: 15% 1-2; 42% 3; 28% 4; 15% 5+

- Relatively many 55+ in job levels 1-2:

Job level	Up to the age of 35	35-44 years	45-54 years	55-65 years
1-2	20%	8%	9%	27%
3	47%	33%	42%	32%
4	22%	33%	18%	18%
5+	8%	17%	15%	14%
Don't want to say	2%	8%	15%	9%





# InnerVoice

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