

# Outside Work Policy

Policy for work and other activities outside the Center  
June 2025



Fonden Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping ("Center") welcomes its employees having outside interests and hobbies and actively engaging in voluntary work or associated activities for the benefit of society. Further, the Center recognizes the value of its employees engaging in activities outside the Center such as serving on boards, committee participation and teaching.

Work and other activities outside the Center can, however, conflict with the Center's purpose, values and goals, create conflicts of interest with the Center's work, potentially adversely impact the reputation of the Center or, in extreme cases, create liability for the Center.

The Center therefore adopts this policy to balance the interests of the Center with the personal interests of its employees and for the purpose of reinforcing a culture of integrity, trust and transparency.

## Policy and Procedure

- **Eligibility.** Any Center employee is eligible to seek and potentially obtain approval to engage in business-related work or similar activities outside the Center.
- **Relevance.** While the Center aims to align business-related work and similar activities outside the Center, such as board and committee participation, with each employee's professional expertise and the industry in which the Center operates, this is not a prerequisite for obtaining approval.
- **Approval Process.** To ensure that all employees fulfill their duties and responsibilities towards the Center and to avoid conflicts, any business-related work or similar activities outside the Center must be approved in advance.

*Written Request.* Members of the Leadership Team must submit a written request to the CEO while other Center employees must submit a written request to their immediate managers outlining the opportunity, including the organization for which the work or other activities will be done, the purpose, time commitment, and potential benefits.

*Conflicts.* If a position is potentially conflicted, relevant stakeholders, such as the rest of the Leadership Team or relevant partners, should be consulted for the purpose of reviewing and assessing the request to ensure alignment with the Center's purpose, values and goals. If deemed necessary, the CEO will inform and consult the Chairman of the Board of Directors. Approval must be unanimous among all consulted people.

*Record.* If work or other activities are approved, the employee should submit the relevant information to People & Culture who will keep a record.

- **Changes.** If any approved work or other activities outside the Center changes in any material respect, the relevant stakeholders shall be informed, i.e. a member of the Leadership Team shall inform the CEO, and any other employee shall inform his/her immediate manager and request approval to continue the work or activities.
- **Conflicts of Interest.** A Center employee must disclose any present or potential conflict of interest arising from such employees' work or other activities outside the Center.

If a potential conflict of interest arises or is identified after approval, the Center will seek to implement appropriate measures to resolve such conflict and, if relevant, recuse the relevant Center employee from any decision-making



processes within the Center that could be influenced by the work or activities giving rise to the conflict. Any potential conflict of interest and any appropriate measures taken will be recorded in writing to avoid any ambiguities at a later stage.

The Center may deny approval, and an employee may be requested to discontinue the work or activities outside the Center, if a conflict of interest is identified or other reasons can provide justification for imposing such restrictions.

- **Transparency.** The Center will maintain a public list on its website detailing the relevant business-related positions held by the Leadership Team which will be subject to periodic review. The list will include the name of each relevant Leadership Team member and external organization, the position, appointment period or time commitment, and whether it is a paid position.
- **Cost and Time Commitment.** Each Center employee must ensure that any approved work or activities do not compromise the employee's duties and responsibilities towards the Center. Time devoted to external board positions, committee membership and other work or activities outside the Center is considered non-working hours for the Center and should always be reasonable and agreed upon with the Center. Costs associated with external board positions, committee memberships and similar work or activities outside the Center will in no event be considered the responsibility of the Center.
- **Confidentiality.** Each Center employee must adhere to strict confidentiality standards regarding the Center's confidential or proprietary information, processes, and strategies. Further, employees must not disclose to the Center any confidential or proprietary information obtained through their external board positions, committee memberships or similar activities outside the Center, if this could potentially compromise the Center's competitive advantage, reputation or otherwise harm the Center.

### **Excluded Activities**

This policy will not apply to Center employees engaged in hobbies or other personal interest activities that are non-business related, provided that the time devoted to such activities does not become material when compared to the respective employees' duties and responsibilities towards the Center.

### **Review and Amendments**

This policy will be reviewed annually and updated as necessary to reflect changes in Center objectives, industry trends, or legal requirements.

### **Non-compliance and Enforcement**

Non-compliance with this policy may be subject to appropriate sanctions, ranging from disciplinary actions to termination of employment, depending on the severity of the violation.

