



Absence Policy

DSB



Department responsible: Executive Vice President, HR

Approved by: The Executive Team

Date: 28 October 2025

1. Introduction

DSB's Absence Policy is intended to support DSB's strategy of being an attractive workplace with a focus on promoting wellbeing and health. The Absence Policy governs the results set out in DSB's Annual Report.

2. Purpose

Because there is a close connection between wellbeing and absence due to illness, DSB wants to create a framework that promotes wellbeing and minimises absence. DSB's Staff Policy and DSB's Health and Safety Policy describe how we want to promote wellbeing.

The purpose of DSB's Absence Policy is:

- To have satisfied, healthy and happy employees
- To support employees who are ill
- To reduce absenteeism
- To help prevent attrition among employees and reduce the risk of employees being excluded from the labour market

3. Our ambition and targets

It is our intention to create as attractive working conditions for our employees as we possibly can, while at the same time taking into account the best interests of the company.

DSB's ambition is to have a low absence rate on a par with the average for Danish companies, and to create continuous improvements, among other things by setting targets for and reducing absenteeism.

4. How we achieve our ambition and/or reach our targets

HR Health & Safety is responsible for prioritising and organising activities that support the policy, including monitoring of targets and results. This is done by HR Health & Safety continuously identifying, prioritising and initiating strategic and cross-organisational initiatives in relation to risks and opportunities.

Managers at all levels of DSB are responsible for supporting our corporate ambition, own targets and the policy. All employees are responsible for acting in accordance with the policy guidelines.

Local risks and opportunities are prioritised and addressed locally. All managers have targets for absence due to illness, which are adjusted once annually. Targets and results are discussed at management meetings and in committee forums.

Significant influences, risks and opportunities identified within the policy are discussed on the main joint consultation committee.



It is the employee's duty to inform his or her immediate superior of illness as early as possible before the start of working hours or in accordance with the procedure laid down by management and, as far as possible, to state the expected duration, as well as to provide information on agreed or urgent tasks, so that DSB may arrange for others to carry out the tasks.

It is the responsibility of the immediate superior to ensure that he/she has contact with the employee on the third day of absence (or the next working day) and to get the employee's own assessment of the extent of the problem and the duration of the absence as far as possible. Subsequently, it is also the immediate superior's responsibility to keep in touch with the employee on sick leave.

Reference is made to DSB's rules for documentation of e.g. self-certification forms, fitness-for-work certificates or certificates of incapacity for work.

We aim to achieve our goals / fulfil our ambition by:

- Considering absenteeism as a matter of common concern, where DSB actively supports the employee in returning to work
- Ensuring that DSB and the employee are aware that absenteeism, from a human and financial perspective, is a burden for both parties
- Ensuring that DSB respects that it is the individual employee's right to report sick in case of illness
- Respecting that it is the employee who reports his/her absence, unless illness prevents this
- Ensuring awareness of the Absence Policy and related responsibilities
- Setting targets for absence due to illness and following up diligently
- Working preventively and systematically with wellbeing, health and absenteeism
- Continuously evaluating and improving processes, data and tools

This is further supported by:

Absenteeism interviews

In the event of frequent absence, defined as three periods of absence with a duration of one to three days – or more – in the preceding six months, the employee will normally be invited to an absenteeism interview with his or her immediate superior. The purpose of this meeting is to identify the cause of the absence and to establish an action plan that may solve the problems for DSB caused by the absence.

In the event of a continuous absence of more than 14 calendar days, the employee will normally be invited to an absenteeism interview. The purpose of this meeting is to identify the cause of the absence and to establish an action plan that may solve the problems for DSB caused by the absence.

In the event of more than 28 calendar days' absence, the employee is invited to an absenteeism and status interview.

The purpose of this meeting is to find a long-term solution to the problems causing the absence and a corresponding solution to the work problems, all of which are described in an action plan.

Types of interviews

The interviews should be regarded as an expression of concern on the part of the company.



In the case of one-on-one interviews, no memorandum may be made for the employee's personnel file, and the employee must not be informed that the absence may have consequences for his or her employment.

In case of absenteeism interviews, where the manager expects to inform the employee that the absence may have consequences for his or her employment, or a memorandum is made for the employee's personnel file, the employee may request to bring a support person.

Serious illness

In the event of serious illness, the general attitude of the company is to be very patient and to support the employee and his/her family as well as possible. Extraordinary agreements and measures may be required, which are agreed individually with the employee. It is up to the individual manager in collaboration with HR to make decisions in these situations.

Redeployment

If the absence is due to serious illness, a work accident or the like, which has rendered an employee unable to continue performing his or her job, the employee's immediate superior must try to find another job for the employee at DSB.

It is a condition that there is a vacant position that reasonably matches the employee's skills, salary and terms of employment.

4.1. Impacts, risks and opportunities

DSB is exposed to a potential risk of increased absence due to illness and has an opportunity to save costs by reducing absence due to illness to the average for Danish companies.

In addition to the risk of high costs, a high absence rate also generates a risk of a lower retention rate for employees as well as a risk in relation to maintaining production.

A high absence rate also has an impact on the individual employee and his or her colleagues and may make it more difficult to attract new employees. Examples of such risks are impaired wellbeing, more busy colleagues and the risk of stress or other illness due to impaired wellbeing. This may also affect the quality and efficiency of the work.

The Absence Policy provides an opportunity to reduce these risks, which is a clear ambition. At the same time, it enables us to provide a uniform treatment of our employees across the organisation.

5. Organisation, responsibility and approval

The Absence Policy covers all employees of DSB and all wholly-owned companies.

The Executive Team of DSB has the overall responsibility for approving the Absence Policy.

The Executive Team must ensure that the Absence Policy is established, implemented and maintained.

The main joint consultation committee will be consulted in connection with revisions of the Absence Policy.

The Executive Vice President, HR is the owner of the Absence Policy.



The policy is reviewed once annually.

6. Interaction with other policies and guidelines

The following policies, guidelines, etc. are important to DSB's Absence Policy:

- Staff Policy
- Health and Safety Policy
- Diversity Policy
- Progressive Retirement Policy
- Guidelines on alcohol and intoxicants

- Absence due to illness on DSB's intranet "abc.dsb": [Sygefravær](#) (sharepoint.com)