



Diversity Policy

DSB



Department responsible: Executive Vice President, HR

Approved by: The Board of Directors

Date: 18 December 2025

1. Introduction

Diversity must be an essential part of realising our purpose at DSB, namely to create 'A sustainable way forward with room for all of us'. This applies from an external customer-oriented perspective as well as within our organisation. Our Diversity Policy is to ensure that we work towards employee representation that reflects the Danish labour market. We believe that having a broad representation of employees and an inclusive culture with room for and acceptance of each other's differences are the way to greater commitment among our employees.

A diverse team of employees, where everyone is able to thrive and contribute to the common task of completing assignments, will also create better business results, higher employee wellbeing and lower employee turnover and absence due to illness. We want to create a workplace offering equal opportunities for all employees, as we believe this will be the foundation of a socially sustainable workplace.

2. Purpose

The purpose of this policy is to ensure that DSB works systematically to establish a diverse composition of employees with a high degree of inclusion. Having signed the Gender Diversity Pledge of Danish Industry and Women in Rail, we are committed to striving for a better gender balance in our workforce. We are well on our way to achieving this at DSB, as we aim to have 40% female employees and managers by 2030 and for our average age and ethnicity representation to reflect the Danish workforce at large.

Managers have a special responsibility under this policy, as they are responsible for establishing an inclusive culture and, through recruitment, for putting together diverse teams in terms of gender, age and ethnicity.

Working with inclusion is an important element of our employee model and a large part of our general cultural development, which is why all employees at DSB are responsible for meeting our targets and being able to comply with the policy.

3. Our ambition and targets

DSB's ambition is to ensure that we work towards employing a workforce which reflects the composition of the Danish labour market, ensuring that we have access to the widest recruitment pool in a labour market which, in the long term, will be characterised by increased competition for labour. Our ambition with this Diversity Policy is also to ensure that, as a company, we bear a social responsibility for the society of which we are part and to which we provide services. It is therefore important that our Diversity Policy not only addresses gender balance, but that minorities are able to thrive and perform at DSB, and that, as a company, we can set up the right framework and conditions to succeed in this ambition.



- Specifically, we are working towards having 40% female managers and employees by 2030, as well as a lower average age and a higher representation of ethnic minorities to reflect the Danish workforce at large.
- We also want to work with inclusive culture and management, as our managers are pioneers in creating a local culture where all employees may feel confident to express themselves and to be who they are.
- Minorities are also a key element of being a diverse and inclusive workplace, and at DSB we want all minorities to thrive and create results. All employees should feel that they are equal and part of our company, whether we are talking about neurodivergent employees or ethnic or cultural minorities.
- Our final ambition is to support our employees according to the different life stages they are in. Be it during menopause, maternity leave or other circumstances affecting employees' well-being and performance at work, we consider it a corporate social responsibility to offer a framework that supports the individual employee.

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

HR Development is responsible for KPIs and for launching initiatives that support the four target areas described in the policy and for ensuring that, as a company, we work to meet our 2030 targets.

Managers and employees alike are responsible for acting in accordance with the policy guidelines.

Specific initiatives we have taken to achieve our goals include:

- We have introduced KPIs for women in management, operations, finance and commercial positions
- We have incorporated a minority analysis as a permanent part of our annual satisfaction survey
- We have rebranded and group recruitments in our operations targeted at women
- We focus on bias-aware language in our job advertisements
- We teach managers and employees about neurodiversity
- We work actively with Insights' personality profiles
- We launch initiatives such as an English onboarding process and 'Meet the different cultures of DSB' so that all cultures feel acknowledged and respected at DSB
- We work with culture and well-being in those areas of DSB where the satisfaction survey shows that the inclusion index is below average.

4.1. Impacts, risks and opportunities

The most important risks of not succeeding in building a diverse and inclusive organisation are that we are unable to attract or retain the right talents and competencies in our company. This will also negatively affect employee turnover and wellbeing. Other significant risks include lower wellbeing and less commitment from our employees.

In our efforts to achieve our aim of having at least 40% female employees and managers by 2030, a lower average age and higher representation of ethnic minorities, some of the key benefits will be an improved working environment, increased innovation, a culture in which all employees are able to perform and a strengthened reputation in the industry in general.



Furthermore, a higher degree of inclusion will increase employee wellbeing at DSB in general, which will have a positive effect on our employee turnover.

Other benefits of achieving a higher degree of diversity in our workforce include an increased sense of psychological security among employees, improved attraction and retention of talents and better decision-making.

5. Organisation, responsibility and approval

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

As this policy is covered by the EU Corporate Sustainability Reporting Directive, it must be reviewed once annually.

The Board of Directors of DSB has overall responsibility for approving the policy.

The Executive Vice President, HR is the owner of the policy.