



# Staff Policy

DSB



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**Department responsible:** Executive Vice President, HR

**Approved by:** The Executive Team

**Date:** 28 October 2025

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## 1. Introduction

DSB's Staff Policy is intended to support our purpose to create 'A sustainable way forward with room for all of us'. The policy is intended to promote diversity and inclusion, ensure clear guidelines for equal treatment of all employees and support an open and respectful communication culture.

The Staff Policy is supplemented by other independent policies and guidelines that further support our commitment to creating an inclusive and diverse workplace and promote equal opportunities for all employees.

## 2. Purpose

The Staff Policy is intended to support DSB's strategy and values and aims to ensure uniform guidelines for all DSB employees. As an independent public company, we have a special obligation to enforce decency and transparency.

## 3. Our ambition and targets

The employees' work and commitment in day-to-day operations are cornerstones of DSB's efforts to provide reliable rail services and coherent public transport for the people of Denmark. Our Staff Policy must therefore support our pledge and objective that DSB must be an attractive workplace.

At DSB, we believe that the best workplace atmosphere is created by sharing responsibility. And we believe that we can achieve this by focusing on **respect, recognition, inspiration and opportunities**.

### **Respect** – for you as a person, safety and professionalism

DSB is a workplace where we engage with each other with respect, trust and openness. We earn mutual respect when we show collegiality, exercise competent management, provide good service and deliver good quality in carrying out our tasks.

### **Recognition** – values results and good behaviour

DSB is a workplace where we have an appreciative approach to each other. Recognition means being honest with each other and providing each other with appreciative, constructive and respectful feedback on how to carry out tasks. We emphasise loyalty to each other, the company and the task at hand.

### **Inspiration** – colleagues and management who listen, hold space for you and challenge you

DSB is a workplace with room to develop individually and together, and where management is all about delegating, acknowledging and leading the way. We want to work together based on a common approach. We want everyone to be clear in expressing agreement or disagreement and for everyone to listen and learn.



***Opportunities*** – for those who can and want to make a difference

DSB is a workplace where we think new thoughts and contribute to DSB's continued development. We strive to develop our company and our practices so that we are able to undertake the tasks of tomorrow as well.

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

HR is responsible for prioritising and organising activities that support the Staff Policy, including monitoring targets. Managers at all levels of DSB are responsible for maintaining the Staff Policy at all times, and all employees working at DSB are responsible for acting in accordance with the policy values and guidelines.

**We achieve our ambition and targets:**

*Through recruitment and retention*

We want DSB to be an attractive workplace capable of retaining and attracting talented, skilled and committed employees who may help ensure that we can deliver on our strategic pledges. DSB must be known for being a modern and ambitious company, where many different employee groups work together and across departments to ensure that we provide the solutions that create the highest value. We want to have a workplace characterised by diversity where differences thrive and contribute to providing higher-quality services and results.

We believe that good management, constructive collaboration and mutual respect are essential for us to retain employees who can and want to help take positive steps to develop our workplace.

DSB is a company that operates around the clock, all year round. This role gives us a special framework for considering all aspects of an employee's life. It is part of our reality that we have to work when others, including our families, take time off. Within this framework, we organise work so as to ensure an optimum work-life balance for our employees.

We place emphasis on good working conditions – both physical and psychological – and we want to offer market-level employment terms that reflect the employees' qualifications and work performance.

Through knowledge and training, we develop ourselves and DSB. Through both development and recruitment, we want to constantly ensure that we have the right skills.

*Through the working environment*

We have many different types of work functions at DSB. In all functions, maintaining a good physical and psychological working environment is a key priority. A good working environment with focus on safety allows us to carry out our work to a high level of quality and efficiency.

We want to reduce the risk of injuries and accidents through preventive safety work – including by carrying out workplace assessments (WPAs). We do this to ensure that we organise work in a way that promotes both employee development and wellbeing, while counteracting injury and illness.

We inspire each other to be polite and helpful in order to ensure that DSB is a pleasant and safe place to work. We do not accept violence, threats, bullying, harassment or sexism, not from our customers either, as it is important for us to have a safe working environment. We have a joint



responsibility to ensure that violence, threats, bullying, harassment and sexism are eliminated to the extent possible and that such behaviour is resolutely addressed should it occur at DSB.

#### *Through health-promoting initiatives*

Health is a resource, both for the individual and for our workplace, and we want to create opportunities that make it easier to choose a healthier way of life.

At DSB, we will enforce smoke-free working hours from January 2026. This means that no DSB employees are allowed to smoke during working hours or during breaks. This applies both inside and outside DSB's areas – and also when visibly wearing DSB uniform or work clothes. DSB is also a workplace free from alcohol and drugs. Alcohol and drugs are not compatible with our work and the culture we strive for at DSB.

We trust that all employees comply with the rules on alcohol, drugs and smoke-free working hours. Any breach of the rules may have consequences under employment law.

#### *Through job satisfaction and wellbeing*

At DSB, job satisfaction and wellbeing are things we create together. We work with job satisfaction and wellbeing through our health and safety organisation and joint consultation committees and between managers, union representatives and employees. We continuously measure a number of factors that have an impact on job satisfaction so that we may focus our efforts on areas requiring improvement.

We are continuously working on initiatives that aim to improve job satisfaction and safety at work. Wellbeing helps to support our performance and our opportunities for development. Wellbeing is also a prerequisite for preventing stress and illness.

As a responsible workplace, we want to support those employees who need help to get back properly to work.

#### *Through learning and development*

At DSB, we must all be equipped to carry out our work safely, efficiently and to a high level of quality – today, tomorrow and in the long term. Therefore, we give priority to ongoing development of our employees' professional, personal and organisational skills.

Learning and development is a joint effort, and we should all take responsibility for our own learning. We want a learning environment that encourages us to collaborate across the board, communicate and share knowledge with each other and, above all, grow with the assignments we are given.

Learning and skills development take place on an ongoing basis – not only on courses, but also when we carry out our day-to-day duties and engage in a work context.

The employee appraisal interview is the cornerstone of the dialogue about the individual employee's skills and wellbeing. Through employee appraisal interviews, managers and employees agree on a development plan based on a comprehensive overview of results, professionalism, behaviour and potential.



#### *Through day-to-day management and collaboration*

We want our workplace to be characterised by good management and effective collaboration. All managers must exercise management the DSB way. This means that the manager must exercise self-management, management of others and management of DSB in order to create results, heighten wellbeing and drive development. Managers must exercise attentive management, even when they engage in distance management.

Effective collaboration is characterised by a clear alignment of expectations and engaging with each other with respect, both professionally and personally. This applies both in day-to-day interactions as well as when the dialogue takes place at meetings on our joint consultation committees.

We must carry out the tasks together, focusing on the whole and working on the basis of a process-oriented approach with clear goals, roles and responsibilities. We must involve each other in decisions and communicate openly and understandably and be good at applying knowledge and messages across teams and departments and across disciplines and staff groups.

We must all give and receive constructive feedback on an ongoing basis and recognise good results both individually and collectively. We strive for good communication at all levels. Executives, managers and employees alike have an obligation to contribute to communication that ensures that everyone has the relevant information needed to carry out their duties satisfactorily.

#### **4.1. Impacts, risks and opportunities**

HR identifies, prioritises and initiates strategic and cross-functional measures relating to risks and opportunities. In this context, we will continuously collect feedback from employees, employee representatives and managers to identify areas requiring improvement and adjustment.

Without a clear staff policy and initiatives aimed at increasing employee wellbeing and commitment, there is a risk that DSB will not be able to attract and retain employees with the right skills, which can lead to high employee turnover, higher recruitment costs and increased loss of production. In addition, lack of focus on diversity may affect DSB's access to talent and thereby financial performance. Our Staff Policy and other policies are therefore characterised by a strong focus on diversity and inclusion, and we have made a diversity pledge setting a target of 40% women in management by 2030. We have drafted a progressive retirement policy and an ambitious diversity strategy – and we have reported progress with respect to diversity measured in terms of ethnicity.

The Staff Policy, in conjunction with our safety and occupational health and safety policies, also supports our safety, employee wellbeing and occupational health and safety efforts, as safety incidents leading to work accidents pose serious risks.

#### **5. Organisation, responsibility and approval**

The Staff Policy covers all employees of DSB and all wholly-owned companies, including managers, employees, temporary workers and contractors working at DSB.

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

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

The policy is reviewed once annually.



We will communicate changes to the Staff Policy clearly to all employees and ensure effective implementation of new measures.

#### **6. Interaction with other policies and guidelines**

DSB's Staff Policy interacts closely with several other key policies, including:

- Corporate Social Responsibility Policy
- Health and Safety Policy
- Safety Policy
- Absence Policy
- Diversity Policy
- Progressive Retirement Policy
- Compliance Policy
- Remuneration Policy
- Business Travel Policy