

DIVERSITY, EQUITY & INCLUSION POLICY

Introduction

At DFDS we support and safeguard human rights and equality. We want to secure a diverse, equitable, and inclusive workforce by providing equal opportunities regarding development, promotions, and education. We strive to be diverse and inclusive within the dimensions of ethnicity, gender, language, age, sexual orientation, religion, socio-economic status, physical and mental ability, thinking styles, experience, and education. Being a member of the UN Global Compact, we commit to protecting human rights and eliminating discrimination in respect of employment and occupation.

Across all of DFDS, we work to promote inclusiveness and to provide equal opportunities for everyone. To do so, we recognise the importance of reaching the tipping point where minorities are no longer viewed by others and themselves as minorities, as people more often make meaningful contributions when they sense that their views are not underrepresented. As a result, we have set a target to reach 30 % minority representation by 2023, in areas within our control.

DFDS recognises our talented and diverse workforce as a key performance driver. We believe that different types of competences strengthen our possibilities to meet our strategy and vision. Diversity makes us more creative, flexible, productive, and competitive; characteristics that are needed in a world where the speed of change is rapidly increasing.

Historically, our industry has been dominated by men and still faces challenges when it comes to attracting women, particularly at sea. However, diversity among employees and managers matters to us and we work hard to change perceptions of the industry to make it equally attractive to women.

Purpose

The purpose of the Diversity & Inclusion policy is to establish a general framework to ensure we have a work environment that is truly inclusive, diverse, and free from any bias, discrimination, and harassment. Everyone shall be treated fairly, with respect, and will be given equal opportunities in every aspect of their working role. By fostering an inclusive environment where all employees feel valued and supported, we aim to attract and retain diverse talent at all levels of the organization.

Furthermore, the policy aims to drive the change needed to reach our goal of 30% minority representation. In terms of gender, the policy serves as a mean to increase the proportion of the underrepresented gender across our various divisions and levels of management.

Policy scope

This policy applies globally to employees in all areas of DFDS.

Standards

We wish to set ambitious goals to constantly improve our standards and records. We wish to ensure a diverse and inclusive workplace that fosters a supportive and inclusive environment that empowers everyone to realise their diverse talents through equal opportunities. To meet these objectives, the topics of diversity, equality, and inclusion should be addressed in all areas of our people policies and business.

- Diversity targets are defined by the Executive Management Team with input from the CSR department, and individual local managers' targets are further specified to ensure the most ambitious and appropriate approach.
- Diversity and inclusion initiatives must be implemented in management's operating procedures, and individual diversity targets set by managers must be aligned and reached.
- All managers must be given diversity training and provided with tools to manage diversity, to ensure that employees are treated fairly and evaluated objectively.
- Diversity-enhancing procedures must be integrated in recruitment processes to ensure that candidates are selected based on meritocracy and unbiased procedures.
- Diversity reporting procedures must be formalised, aligned across the Group, and integrated in continuous processes to ensure a data framework that is coherent, comparable, and actionable.
- An internal diversity community must be facilitated by sharing challenges, best practice, and good ideas.
- Any unfair or biased decisions, harassment or discrimination should be reported to one's immediate manager, any member of the Executive Management Team, a [local HR Business Partner](#), or through our [whistle-blower system](#).
- Any reported concerns about violations of our Diversity & Inclusion Policy will be followed up and necessary sanctions will be implemented.
- In our efforts to achieve diversity, we ensure that personal data is protected according to the requirements specified by GDPR.

Roles and responsibilities

Management is responsible for working actively to promote equality, express intolerance towards discrimination, and to comply with local legislation, the UN Global Compact, human rights, and DFDS guidelines. Disciplinary action will be taken against those breaching the policy.

Review of policy

The policy is reviewed once annually by the CSR team in alignment with input provided by relevant stakeholders.