

Diversity, Equity and Inclusion policy

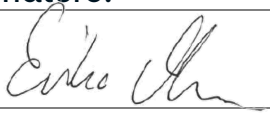
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Change log

Date	Author	Change description
28/10-2025	Sofie Lindegaard	Updated to new policy design + adding more details under "Policy statement"

Approval

This policy have been reviewed and approved by:

Name:	Titel:	Date:
Erika Markvardsen	Chief People Officer	28/11-25
Signature: 		

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Introduction

At DFDS, we support and safeguard human rights and equity. Our purpose “We move for ALL to grow” encompasses our ambition of a workplace where everyone has the ability and opportunity to grow and develop.

Our commitment to diversity, equity, and inclusion (DE&I) is integral to our overall strategy and reflects our dedication to creating a workplace that mirrors the diverse communities we serve.

We believe having a strong DE&I approach will increase our ability to attract and retain diverse talent with different backgrounds and experience and is essential to our future success.

This policy aims to establish a framework that ensures a truly inclusive, diverse, and equitable work environment, free from bias, discrimination, and harassment. As a member of the UN Global Compact, we align our efforts with international standards to protect human rights and eliminate discrimination in employment and occupation.

DFDS does not tolerate any form of discrimination, bullying or harassment in any part of the operation. This is clearly stated in our Code of Conduct and Labour Code of Conduct.

Definitions:

Diversity	The presence of differences within our workforce, including (but not limited to) ethnicity, gender, age, sexual orientation, religion, socio-economic status, physical and mental ability, thinking styles, experience, and education.
Equity	Ensuring fair treatment, opportunities, and advancement for all employees while striving to identify and eliminate barriers that have prevented the full participation of some groups.
Inclusion	Creating an environment where all individuals feel welcomed, respected, supported, and valued, generating a feeling of belonging, enabling employees to fully participate and contribute to value generation in the organisation. From a DFDS perspective – DE&I is not only achieved by numbers its achieved by creating a safe space for our workforce to feel encouraged to be themselves and contribute in their own way.

Scope

This policy applies globally to all DFDS employees, including permanent and temporary staff, contractors, consultants, and agency workers. It covers all DFDS premises and extends to employees working remotely.

Policy statement

DFDS is committed to fostering a diverse and inclusive workforce by providing equal opportunities for development, promotions, and education through the employee lifecycle on an everyday basis.

We strive to be inclusive across dimensions, including (but not limited to) ethnicity, gender, language, age, sexual orientation, religion, socio-economic status, physical and mental ability, thinking styles, experience, and education. As we are operating in an industry that historically has and continue to have a higher representation of men across both geographies and job functions, a key focus area is to include representation of women across the organisation and on selected management levels.

We do this by:

- Acknowledging that representation must exceed 30% to avoid the feeling of being a minority within a group
- Having ambitious and targeted goals for the representation of women by 2030, e.g.:
 - 40% for women in management positions, including the Board of Directors by 2030
 - 20% for women in officer positions within Deck & Engine positions on board vessels within the DFDS fleet
- Promoting inclusiveness, equal opportunities and the importance of belonging for everyone
- Integrating a DE&I focus in recruitment processes to ensure selection based on merit and without bias
- Mandatory unconscious bias training for all managers and new employees as part the onboarding process
- Providing DE&I tools and guidance to support fair and objective evaluation of employees
- Standardising diversity reporting to ensure coherent, comparable, and actionable data
- Valuing differences as a source of strength and increased performance, enabling conditions where employees can be themselves
- Creating a sense of belonging to motivate and engage employees, fostering an environment where everyone feels welcomed, valued, and supported.

Implementation

To effectively implement this policy, DFDS will:

- Integrate DE&I initiatives into management's operating procedures via communication, reporting and target setting
- Maintain and promote a standard recruitment process focusing on objectivity, merits and unconscious bias from job description and requirements to interview guides and expectations to gender diversity of final candidates
- Promote the DFDS whistleblower hotline for confidential reporting of concerns related to discrimination, harassment, or violations of the DE&I policy
- Establish a human rights due diligence process in alignment with OECD guidelines as discrimination is human rights violation
- Follow up on progress by monitoring and track development in KPI's such as gender diversity and Diversity & Inclusion scores in the annual engagement survey
- Enable and support DE&I Employee Resource Groups focusing on sharing challenges, best practices, and increasing awareness

Roles and responsibilities

All employees in DFDS are responsible for contributing to a diverse and inclusive workplace in DFDS as well as speaking up – either directly or via the whistleblower line – in case of discrimination or harassment against themselves or a colleague.

Managers are key in defining the corporate culture and are therefore responsible for actively promoting DE&I as part of their behaviour both within teams and in formal work situations. They should actively work towards achieving diversity target on both group and individual levels.

Specific responsibilities include:

- The Executive Management Team, with input from the Group Sustainability, defines diversity targets and oversees their implementation.
- Local managers are encouraged to set individual diversity targets and ensure alignment with the overall DE&I strategy.

Questions

If you have any questions or concerns regarding the scope or the implementation to this policy, please reach out to Head of Group Sustainability: Sofie Lindegaard (solin@dfds.com).