



DFDS Diversity & Inclusion Policy



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Diversity value proposition

We will lead an international diverse and competent workforce, that consistently understands our customers' needs. A workforce that shows passion and thrive in an environment with inclusive behaviors

Diversity vision

DFDS recognises its talented and diverse workforce as a key competitive advantage. Our business success is a reflection of the quality and skill of our people. DFDS is committed to seeking out and retaining the finest human talent to ensure top business growth and performance.

Diversity will play a significant role in DFDS' growth in the future. We are of the opinion that different types of competences and ways to view and approach problem areas will strengthen our possibilities to meet our strategy and vision. DFDS' workforce is multicultural, multidimensional, and reflective of the communities where we live and work. Diversity management benefits individuals, teams, our company as a whole, and our customers. We recognise that each employee brings their own unique capabilities, experiences and characteristics to their work. We value such diversity at all levels of the company in all that we do.

DFDS believes in treating all people with respect and dignity. We strive to create and foster a supportive and understanding environment in which all individuals realise their maximum potential within the company, regardless of their differences. We are committed to employing the best people to do the best job possible. We recognise the importance of reflecting the diversity of our customers and markets in our workforce. The diverse capabilities that reside within our talented workforce, positions DFDS to anticipate and fulfil the needs of our customers providing high quality services.

DFDS is diverse along many dimensions. Our diversity encompasses differences in ethnicity, gender, language, age, sexual orientation, religion, socio-economic status, physical and mental ability, thinking styles, experience, and education.

We believe that the wide array of perspectives that results from such diversity promotes customer satisfaction and business success.

Managing diversity makes us more creative, flexible, productive and competitive.

Policies

In DFDS, we have policies and practices that support the DFDS Way and Behaviors. We aim to have a diverse and including workplace. Below is a list of some of the policies and practices that are helping us build a winning workforce and workplace.

Policies and practices that support diversity

- Harassment-free work environment
- Internal job posting
- Stress policy
- Management by objective
- Provide development possibilities
- Safe and pleasant work environment
- Professional recruitment procedures to enhance diversity

How do we work with diversity?

DFDS welcomes diversity through the recruitment process, terms of employment, relationships with customers and business partners. The activities will vary according to identified requirements, culture and language and information about these initiatives can be found on our intranet as well as on our external homepage.

Recruitment

As an international player, DFDS recruits people from all around the globe. We believe that our employees from many different cultural, linguistic and national backgrounds provide us with valuable knowledge for understanding the markets where we do business.

Career development and promotion

DFDS rewards excellence and all employees are promoted on the basis of their performance. All managers attend leadership training where we provide them with tools to manage diversity to ensure that employees are treated fairly and evaluated objectively. In DFDS we want to create the framework for unprejudiced relationships where focus is on results and development of the employees and of our company. Therefore, we expect our employees to show respect and recognition in working relationships and that the DFDS Behaviors create the basis for common efforts.

This requires that we ensure a workplace with the right resources and competences regardless of sexuality, age, gender, ethnic origin, interests, education, religion etc.

DFDS observes national and international legislation governing the area of diversity in our culture and we work to draw attention to and promote a tolerant working environment which is built on mutual trust and respect in our interaction with each other, our potential employees, customers, suppliers and business partners.

DFDS wants to be among the best when it comes to integrated network solutions. We believe our employees are the most important assets to drive our continued success. This requires an ongoing and targeted development of our employees' potential and a diverse workforce will help us develop this potential.

Gender diversity

We recognise that our industry creates special challenges for women, particularly the time at sea, however, diversity among employees and managers matters to us. For this reason, we want to have more women in also senior management positions.

We will over the period 2013-2018 take concrete initiatives across DFDS to attract more women to DFDS, promote women who are already managers and not least to spot more women possessing management potential.

These initiatives include

- Join forces with a student/group of students from a renowned college to do Master Thesis on current state of gender diversity in DFDS, the existing obstacles for female career development and improvement proposals. This study should provide us with details and guidance on how to proceed
- Establish systems for talent spotting and career development
- Evaluation of our recruitment process to assess whether they sufficiently support our wish to attract and retain female employees and managers
- To stipulate a minimum of female candidates at the use of external recruitment/headhunters
- Create settings for the individual female's career development through network, mentoring or other concrete initiatives
- Diversity training for managers
- Networking sessions with other companies facing same challenges as well as companies perceived to be successful in this area



DFDS will at all times seek to ensure, we have the right candidate for the right position, regardless of gender, sex, religion and ethnicity.

Our goal is to increase our female representation in our board from 27% today to minimum 33% within the next four years and to minimum 40% women in our board by 2020.

Our plan is further to develop target for various management levels in the group during the next 24 months, well ahead of the recently approved EU Directive's requirement for 2020.

We will on an annual basis report on our progress on the established targets and activities.