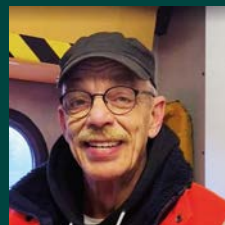
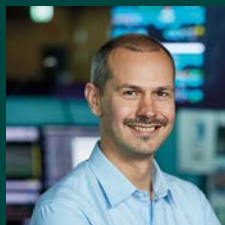
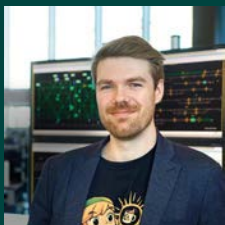
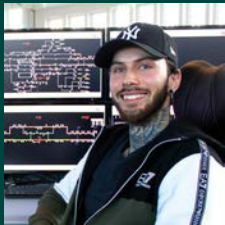




BANEDANMARK

Diversity and Inclusion Policy



Banedanmark's Diversity and Inclusion Policy

At Banedanmark, we are working hard to create an attractive, green railway of the future. This is a large and complex task that requires a wide range of skills among our employees. For us, diversity is a strength that makes us both better and smarter, enabling us to find solutions to complex problems. That is why we work every day to create the framework and space to use diversity constructively. Diversity and inclusion are prerequisites for us to perform our tasks in the best possible way.

The specific initiatives and set goals of this policy drive our work on diversity and inclusion and help ensure that Banedanmark is an attractive workplace with room for everyone.

Room for everyone

Employees at Banedanmark should experience an inclusive workplace. We all need to be curious and open to learning something new. For us, differences are a natural part of collaboration, and everyone should feel recognised for who they are and the role they play in solving tasks. We welcome anyone who wants to help improve the railway.

Banedanmark should be a workplace where:

- We have a work culture that allows everyone to be themselves
- We see diversity as a strength
- We value diversity across training, education, age, gender, identity, ethnic background, language, sexual orientation, special needs, disabilities, religious beliefs, political views, etc.
- We get equal pay for equal work
- We speak up when we feel that our boundaries are being crossed.

Moving forward

Diversity at Banedanmark is already moving in a positive direction. We have worked proactively on initiatives relating to offensive behaviour, mandatory leadership training (including psychological safety, managing diversity, difficult conversations, etc.), and safety culture.

From 2010 to 2023, the proportion of female employees increased from 24% to 36%. We also have a wide age range among our employees, from recent graduates and newly qualified to those over 60. Our employees come from more than 30 different countries, and in parts of our organisation, both Danish and English are spoken daily. Moreover, our workforce includes a wide variety of roles, from operational staff on the tracks to employees handling shift schedules in traffic control and traffic information, as well as administrative and specialised employees in the offices. This diversity makes us an attractive workplace with many opportunities for both current and future colleagues.

Selected initiatives and clear goals

As part of this policy, we have outlined a number of concrete focus areas in an action plan that will drive development and create the workplace and results we are aiming for. The action plan is reviewed annually by Banedanmark's Executive Board.

The initiatives and goals aim to ensure that, year by year, Banedanmark:

- Improves gender balance and diversity in internal recruitment, including for the role of service manager
- Contributes to a more balanced gender distribution in our construction projects and maintenance work. It should, for example, become more attractive for women to pursue this path.
- Increases diversity in the training programmes where Banedanmark is both the training site and the subsequent employer, for example, for external suppliers.

We monitor the initiatives and set goals to assess their effectiveness. The targets have a time horizon that ensures that the initiatives have the necessary time to be incorporated into the organisation. In addition, Banedanmark prioritises establishing a solid data foundation to strengthen and improve the work on diversity and inclusion.

Targets	Monitoring
Banedanmark strives for a 60/40 representation (2 out of 5 members) of men and women in Banedanmark's senior management, the Executive Board¹.	We aim at achieving the targets over a four-year period by the end of 2027.
There should be a 60/40 representation of men and women in leadership positions throughout Banedanmark.	Data concerning the proportion of men and women across the organisation and in leadership positions is analysed annually. We aim at achieving the targets over a four-year period by the end of 2027.
There should be equal pay at Banedanmark².	Data concerning the gender distribution of men and women in comparable job categories is analysed annually to ensure that there are no pay gaps in the same roles for employees with comparable qualifications and seniority.
The proportion of employees on special terms should, at a minimum, be in line with the rest of the public sector.	Data concerning the proportion of employees on special terms is analysed annually, and it is assessed whether specific actions should be taken.

¹ Cf. Danish gender equality legislation, which requires a 40/60 target for Banedanmark's top management body.

² Cf. the upcoming EU directive (2025)

Diversity and Inclusion Policy

Action plan for 2024: Focus areas

Selected initiatives and clear goals

Cf. Banedanmark's Diversity and Inclusion Policy, the Executive Board identifies specific focus areas once a year, where specific activities are to be implemented, and specific goals achieved as part of the work on diversity and inclusion.

The areas are chosen with attention to the differences across Banedanmark's divisions, locations and areas of responsibility. The initiatives are carried out with respect for these differences.

In 2024, the focus will particularly be on the following:

Increased bias awareness in recruitment

In 2024, Banedanmark will develop and implement a new concept for increasing bias awareness. Increased bias awareness is about becoming more aware of one's own preconceptions, for instance, about who is a typical leader or an appropriate new IT employee. It's about challenging the "usual" to ensure that alternative solutions are considered before a decision is made. The concept will primarily be used in recruitment processes. It will help to ensure inclusive workplace communities where differences are not only accommodated and accepted but are consciously activated and included for the benefit of solving tasks. The concept focuses on ensuring greater awareness of bias and the effects of bias in decision-making processes (knowledge base) and on developing initiatives and procedural measures that can be used in recruitment processes (tools).

The goal is for the concept to be developed for implementation in Q2 and for it to be applied in 6 out of 10 recruitments during 2024.

The initiative complements the requirement that at least one female applicant must be invited to an interview for management positions and that for all positions, at least one applicant from the "underrepresented" gender in the respective unit must be invited to an interview.

From training to workplace - Banedanmark's responsibility throughout the value chain

Banedanmark is both a training site and a workplace for employees in railway-related fields. This includes interlocking, traction current, track technology and traffic management, where, as a training site, we recruit and offer courses to the entire sector and subsequently, as an employer, offer positions within the field.

With such a critical responsibility for our business-critical fields of expertise, Banedanmark aims to focus on the food and value chain in 2024 and the possibilities of influencing this to increase diversity and inclusion:

- How are people recruited, trained and hired in these fields, and where and what potential changes could ensure greater diversity?
- Can our work on diversity and inclusion help make these fields more attractive?
- How can we ensure welfare conditions in operational work on the tracks to make it more appealing to a larger number of people?

The goal is that during 2024, we will have initiated one or more collaborations and tested possible initiatives, which can then be scaled up.

Welfare conditions for operational staff in infrastructure and construction

In 2024, we will examine the possibilities for improving welfare conditions. This concerns welfare conditions at our meeting points and stations and for our employees who travel long distances and carry out inspections, maintenance and similar tasks. At the same time, we will clarify the impact welfare conditions have on our ability to attract, among others, women to these types of operational roles.

The goal for 2024 is to provide a clear assessment of welfare conditions, which can serve as the foundation for future initiatives.

Diversity and inclusion on construction sites - Banedanmark's developer responsibility

As a public developer, Banedanmark is responsible for large building and construction projects. It must be attractive and safe for contractors and partners to work with and for us, regardless of where and when the tasks are carried out.

Therefore, in 2024, Banedanmark will strengthen its focus on ensuring inclusive well-being and welfare conditions in our large building and construction projects. Specific initiatives and objectives will be identified and defined in collaboration with organisations such as the Danish Association for Responsible Construction (ARC) and the Danish Association of Construction Clients (DACC).

Communication and networking

Our communication must be inclusive in both content and form. We celebrate diversity and aim to avoid reinforcing stereotypes and bias. In 2024, Banedanmark will continue to communicate and highlight diversity among our employees (including across age, gender and ethnic diversity) and our work on diversity and inclusion. A strategic focus is to draw attention to the development opportunities, and the age and international diversity at Banedanmark. The communication effort will also increase its focus on the impact of visual representation and inclusive language. In our communication, we will feature images and personal stories to illustrate how diversity unfolds and what it means for employees at Banedanmark.

The goal is for both current and potential employees to clearly see that Banedanmark is an inclusive and diverse workplace, and that it is possible to engage as an employee, for example in employee-driven networks.