



Sickness Absence Policy

DSB



Person responsible: Executive Vice President, HR

Approved by: The Executive Team

Date: 1 June 2026

1. Introduction

DSB's Sickness Absence Policy is intended to support DSB's strategy of being an attractive workplace with a focus on promoting wellbeing and health. The Sickness Absence Policy has an impact on the absence rate, which will be shown in DSB's Annual Report.

2. Purpose

Because there is a close connection between wellbeing and absence due to illness, DSB wants to create a framework that promotes wellbeing and minimises absence. DSB's Staff Policy and DSB's Health and Safety Policy describe how we want to promote wellbeing.

The purpose of DSB's Sickness Absence Policy is:

- To support employees who are ill
- To reduce absenteeism for the benefit of both the individual and the company
- To help prevent attrition among employees and reduce the risk of employees being excluded from the labour market

3. Our ambition and targets

It is our intention to create as attractive working conditions for our employees as we possibly can, while at the same time taking into account the best interests of the company.

DSB's ambition is to have a low absence rate on a par with the average for Danish companies and to create continuous improvements, among other things by setting targets for and reducing absenteeism.

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

HR is responsible for prioritising and organising activities that support this policy, including monitoring targets and results. This is achieved by HR continuously identifying, prioritising and initiating strategic and cross-organisational initiatives in relation to risks and opportunities.

Managers at all levels of DSB are responsible for supporting our corporate ambition, own targets and this policy. All employees are responsible for acting in accordance with the policy guidelines.

Local risks and opportunities are prioritised and addressed locally. All managers have targets for absence due to illness, and these targets are adjusted once annually. Targets, results and actions are discussed at management meetings and in committee forums.

Significant impacts, risks and opportunities identified within the policy are discussed on the main joint consultation committee.

It is the employee's duty to inform his or her immediate superior of illness as early as possible before the start of working hours or in accordance with the procedure laid down by management and, as far as possible, to state the expected duration, as well as to provide information on scheduled tasks, courses, meetings, etc. so that DSB can make the appropriate changes.



It is the employee's duty to inform DSB if the absence due to illness is the result of a workplace accident, is covered by a Section 56 agreement or is due to a partial sick leave arrangement.

It is the immediate superior's responsibility to ensure that absence due to illness is recorded on the first day of absence and that he or she, as soon as possible, speaks to the employee who is absent. As a general rule, this should be done on the day the employee gives notification of illness, as this will allow the employee to give his or her own assessment of the extent of the problem and the likely duration of the absence.

Subsequently, it is the immediate superior's responsibility to keep in touch with the employee who is absent due to illness.

Reference is made to DSB's rules for documentation of e.g. self-certification forms, fitness-for-work certificates or certificates of incapacity for work.

We aim to achieve our goals / fulfil our ambition by:

- Considering absenteeism as a matter of common concern, where the immediate superior actively supports the employee in returning to work
- Ensuring that the immediate superior and the employee are aware that absence due to illness, from a human and financial perspective, is a burden for both parties
- Ensuring that the immediate superior respects that it is the individual employee's right to report sick in case of illness
- Respecting that it is the employee who reports his or her absence due to illness, unless illness prevents this
- Ensuring awareness of the Sickness Absence Policy and related responsibilities
- Setting targets for absence due to illness and following up diligently
- Working preventively and systematically with wellbeing, health and absenteeism
- Continuously evaluating and improving processes, data and tools

This is further supported by:

Interviews in the event of frequent absence:

In the event of frequent absence, defined as three periods of absence due to own illness or more in the preceding six months, the employee's immediate superior will normally invite the employee to an interview. The purpose of this interview is to identify the cause of the absence and to work together to find solutions that can support the employee whilst also addressing the challenges that the absence poses for DSB.

Interviews in the event of continuous absence:

In the event of continuous absence of more than ten calendar days, the immediate superior will normally invite the employee to an interview. The purpose of this interview is to establish an open dialogue about the reasons for the absence due to illness and to identify how DSB can support the employee in returning to work. Moreover, possible solutions to the challenges that the absence poses for DSB will be discussed.



Interviews in the event of prolonged absence:

If the absence due to illness is expected to exceed 28 calendar days, the immediate superior will invite the employee to an interview. The purpose of this interview is to find a long-term solution to the problems causing the absence and a corresponding solution to the work-related challenges that the absence poses for DSB. The interview will result in an action plan setting out specific steps for the way forward.

Types of interviews

Wellbeing conversations are informal conversations designed to show concern for the employee and facilitate a dialogue about his or her absence due to illness. No formal note is made for the employee's personnel file. The immediate superior is responsible for inviting the employee to the conversation and may choose to follow up on the conversation by email. If the employee so wishes, he or she may bring a support person to the interview.

Absenteeism interviews are more formal discussions aimed at drawing up an action plan to reduce absence due to illness. It may also be necessary to inform the employee that the absence may have consequences for his or her employment. Documentation of the interview is filed in the employee's personnel file. The immediate superior is responsible for inviting the employee to the interview. The notice must specifically inform the employee that he or she is entitled to be accompanied by a support person.

Serious illness

In the event of serious illness, the general attitude of the company is to be very patient and to support the employee and his or her family as well as possible. Extraordinary agreements and measures may be required, which are agreed individually with the employee. It is up to the individual manager in collaboration with HR to make decisions in these situations.

Redeployment

If the absence is due to serious illness, a workplace accident or similar, which has rendered an employee unable to continue performing his or her job, the employee's immediate superior must try to find another job for the employee at DSB. It is a condition that there is a vacant position that reasonably matches the employee's skills, salary and terms of employment.



4.1. Impacts, risks and opportunities

DSB is exposed to a potential risk of increased absence due to illness and has an opportunity to save costs by reducing the absence rate to the average for Danish companies.

In addition to the risk of elevated costs, a high absence rate also generates a risk of a lower retention rate for employees as well as a risk in relation to maintaining production.

A high absence rate also has an impact on the individual employee and his or her colleagues and may make it more difficult to attract new employees. Examples of such risks are impaired wellbeing, more busy colleagues and the risk of stress or other illness due to impaired wellbeing. This may also affect the quality and efficiency of the work.

The Sickness Absence Policy provides an opportunity to reduce these risks, which is a clear ambition. At DSB, we take care of ourselves and each other. Because we are committed to fostering a healthy workplace, we focus on measures to prevent absence due to illness and on initiatives that can help our employees return to work as quickly as possible.

The Sickness Absence Policy also enables us to provide a uniform treatment of our employees across the organisation.

5. Organisation, responsibility and approval

The Sickness Absence Policy covers all employees of DSB and all wholly-owned companies.

The Executive Team of DSB has overall responsibility for approving the Sickness Absence Policy and must ensure that it is established, implemented and maintained.

The main joint consultation committee will be consulted in connection with revisions of the Sickness Absence Policy.

The Executive Vice President, HR is the owner of the Sickness Absence Policy.

The policy is revised once annually.

6. Interaction with other policies and guidelines

The following policies, guidelines, etc. are important to DSB's Sickness Absence Policy:

- Staff Policy
- Health and Safety Policy
- Diversity Policy
- Progressive Retirement Policy
- Guidelines on alcohol and intoxicants

- Absence due to illness on DSB's intranet "abc.dsb": [Absence due to illness](#)