

Diversity, Equity, and Inclusion at DFM A/S

The DFM Approach to Diversity, Equity, and Inclusion

DFM is a place for those who can and will – or those with the will and the skill. The efforts within diversity, equity, and inclusion at DFM is organized with a design to ensure close coordination of efforts and learnings. The policy is thus compliant with the EU Horizon requirement of a Gender Equality Plan (GEP) at company level.

At DFM, we believe that diversity, equity, and inclusion is about much more than gender, equality, or nationality and have therefore chosen to expand the plan to encompass 'Diversity, Equity, and Inclusion' as a whole. We are committed to cognitive diversity, stemming from the wide range of experiences and personal and professional experiences we all carry as our own luggage. Only by embracing that diversity is about how we perceive and are perceived can we work toward inclusion.

Diversity is an important steppingstone towards equity and inclusion, which is our primary goal at DFM. Not only should we have a diverse pool of employees, but more important, all our employees and visiting students should feel and experience that DFM is just as much a place for them as for anybody else.

By working with awareness, training, and organizational balances, we involve everyone at DFM in becoming inclusive. From the organizational level we provide the necessary support and work with the structural and systemic biases.

What is Diversity, Equity, and Inclusion at DFM and why do we do it?

Diversity, equity, and inclusion at DFM is organized as an encompassing programme with close coordination of efforts and learnings. DFM ensures cross organizational learnings and collective monitoring, so that we can develop as an organization, rather than isolated teams. That way, we can combine our efforts and use synergy to anchor diversity, equity, and inclusion throughout the organization.

This is possible by having one point of coordination. Through the program, together we can identify organizational needs and provide diversity expertise where necessary, while the subject experts can take lead or collaborate with likeminded initiatives.

A specific target of diversity, equity, and inclusion at DFM is to ensure that our teams are equipped to meet the diversity and inclusion demands of today and tomorrow – in management as well as research. By compiling our efforts into one program, DFM ensures that the development of the right managerial, relational, and inclusive competences is available and supports the teams in their

particular needs. We do so by anchoring the efforts at company level through the management yearly management review cycle and asking each team to reflect upon their own progress and needs. At DFM we support the teams, while also learning from their reflections. Diversity, equity, and inclusion starts at management level, and at DFM we will address our own imbalances, develop our own diversity competences, and ask that our Head of departments do the same.

DFM Management Commitment

As Director of DFM, I herewith express my full commitment to the diversity, equity and inclusion efforts included in Diversity, Equity, and Inclusion at DFM. I wholly support the development and management of the proposed plan to increase our diversity and to ensure an inclusive company environment and achieve equality and equity. By supporting the implementation of diversity, equity, and inclusion at DFM, we will ensure the provision of the necessary services and resources both during the duration of the individual projects as well as continuous efforts afterwards.

We are committed to excellence in research and to developing solutions for the major challenges of society. We believe the innovation and foundation needed to achieve these solutions are founded on diversity and inclusion to bring a wide range of perspectives together. This commitment provides a platform for addressing specific challenges that face in attracting and retaining a diverse pool of talented researchers and in producing research, innovation and commercial services sensitive to the reality of the many companies. We are committed to making measurable progress to identify and tackle the obstacles to diversity, equality, equity, and inclusion, and implement changes to reduce these obstacles on company level.

We recognize that diversity, equity, and inclusion at DFM represents an extremely ambitious strategic endeavor, and we are committed to ensuring its success. This requires us, the management, to give our full support to the implementation of this policy at DFM, and to the retention and further consolidation of a broad understanding of diversity and with the purpose of a genuine inclusive environment to all.

Organization

The programme organization builds on the principle of anchoring, diversity in its members, close collaboration and coordination, dynamic participation and agility. All parties are equal and mutual partners in ensuring a more diversity, equity and inclusion aware and balanced DFM.

We do this by having one point of coordination in the company and continuously dialogue between all stakeholders. The programme steering committee will consist of Head of departments, HR manager and the CEO of DFM.

Dedicated resources

Program Management

- Michael Kjær, CEO
- Michael Thyboe, HR Manager
- David Balslev-Harder, Head of department
- Jan Hald, Head of department
- Kim Segelcke, Head of department
- Hüsni Aslan, Head of department
- Sabbir Ahmed Khan, Head of department
- Laura Smoliar, Director QD

Continuous learning

DFM will provide regulated policies to managers, employees, and visiting students. DFM will also continuously evaluate our structural processes to improve and counter the effects of inherent system biases. DFM will focus on awareness raising, knowledge building and adjusted behavior. Through the policies, DFM will thus build the base for cultural as well as structural change.

The efforts must be anchored in our daily work lives to be effective, and the changes must be adapted at the team level. At the same time, DFM must continuously learn and adapt also our management driven approach to the needs and matureness in the organization, and adjust accordingly, while also taking in new perspectives derived from our employees.

To learn and adapt, DFM will monitor the effects yearly according to the DFM Management review, and evaluate the progress achieved and which initiatives can support a stronger progress.

DFM A/S, June 2025



Michael Kjær, CEO