

New COWI Diversity Policy - 2017

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New COWI diversity policy 2017

- › COWI views diversity as a competitive advantage that helps us achieve results for our customers and COWI. To meet our objectives, we will:
 - › Aim to have a diverse workforce including management that mirrors the diversity in our business and markets.
 - › Give equal opportunities to everyone, regardless of gender, age, race, religion, nationality, ethnic and social origin, disability, political and sexual orientation.
 - › Ensure that our employment and recruitment practise adhere to local legislation, where we work in the World.
 - › Continuously improve equal opportunities in our employment and recruitment practises
 - › Work towards creating a culture of tolerance and appreciation of differences.
- › Our goals:
 - › Any given management forum shall reflect the diversity of the underlying organization.
 - › 2 general assembly selected board members (i.e. excluding employee representatives) are to be from the underrepresented gender by 2020.
 - › 28% of managers being women by 2020.
- › The policy includes all COWI entities and subsidiaries.
- › COWI will develop actions to achieve goals and report annually according to legislation.

COWI diversity action plan 2017



LEADERSHIP

- > We will integrate diversity into the yearly People Review process (talent pipeline and succession planning)
- > We will ensure diversity in leadership training and coming talent programme
- > We will set targets for female representation at leadership levels for the organisation
- > We will propose a plan for 2 female general assembly selected board members to the COWI Foundation



OPERATIONAL EXCELLENCE

- > We will revise recruitment processes to eliminate barriers to diversity and enhance our focus on gender equation in management
- > We will include the requirement for diversity in framework contracts with search and head-hunter agencies
- > We will introduce nationality, educational, age and gender into the People Reporting done on a bi-annual basis
- > We will continue to report as required by UN Global Compact