New COWI Diversity Policy - 2017

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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 practice adhere to local legislation, where we work in the World.
- Continuously improve equal opportunities in our employment and recruitment practices.
- 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

› 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

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