

COWIfonden

Memo

Title Competency profile for the board of COWIfonden
Date 10 June 2013
To The Board of COWIfonden
Copy
From HHT

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The description below is the comprehensive competence, which is required for the board of COWIfonden. A member is therefore not expected to possess all the qualifications listed below. The requirements and in particular their priority varies with time. It must also conform with COWIfonden's policy for diversity in COW'Is boards.

The collective competence shall include:

- professional owners mindset and knowledge of the role of an industrial foundation
- both vision and strategic thinking regarding the future of COWI
- knowledge and experience related to donating funds within COWIs fields of interest
- good financial understanding
- fact based analyses and appreciation of risks
- international experience
- accept of Good Governance principles and guidelines
- knowledge of and due respect for COWIs Values and culture
- professional network and feeling for political mechanisms
- experience in senior management and the work of a board

Approved by the Board of COWIfonden 19 August 2013