

MEMO

TITEL Diversity in COWI's boards adds value
DATO 3. maj 2013
TIL COWIfondens bestyrelse
KOPI
FRA HHT
PROJEKTNR

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The board of COWIfonden has decided on a formal policy for diversity in the boards of COWI Holding A/S and COWIfonden

Diversity can include:

- > gender and age
- > education and experience (engineering, natural science, social sciences)
- > organisational role, international experience
- > national/regional background

For years we have practiced a regard for diversity in the selection of board members for COWI Holding A/S and COWIfonden.

We continue to do that. To enhance such diversity in the respective boards, in November 2012 the board of COWIfonden decided on a formal policy for that, which includes goals as outlined below:

1. In 2015 at least 2 of the 6 members elected by the shareholders meeting of COWI Holding A/S and at least 2 of the 6 appointed members of the board of COWIfonden are of either sex
2. In 2015 at least 2 of 6 the members elected by the shareholders meeting of COWI Holding A/S and at least 2 of the 6 appointed members of the board of COWIfonden are non-Danish
3. In 2014 1 of the 3 members elected by the employees of the respective two boards will be elected amongst employees of COWI group companies outside of Denmark

In March 2013 we entered into an agreement with the Danish employee representatives to the effect, that employees of the Norwegian and the Swedish COWI group companies in turn can elect one member of the boards of COWI Holding A/S and COWIfonden respectively.