

Memo

Title Competency profile for the board of COWIfonden

Date 28 November 2024

To COWIfonden's Board of Directors

Copy

From COWIfonden's Nomination Committee

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The competency profile below covers both the collective competencies and individual qualifications that are necessary to meet the stipulations of the Charter of the COWIfonden board.

Collective competencies signify that the board as a whole should cover all the required qualifications at any given point of time. Individual qualifications entail the mandatory prerequisites to be appointed to COWIfonden's board. Hence, a single member is not expected to cover all the qualifications listed, but to contribute to the collective competencies in varying degrees.

Collective competencies:

- Knowledge of and experience with donating funds within COWI's fields of interest
- Knowledge of financial management and understanding of financial reporting
- Scandinavian and international experience, including professional networking
- Understanding of social, environmental, and geopolitical megatrends
- Multidisciplinary outreach
- Knowledge and appreciation of COWI Holding's vision and strategy
- Experience with inclusion of additional shareholder
- Experience with merger and acquisition

Individual qualifications:

- Knowledge of the general role of a commercial foundation and understanding of a professional owners' mindset
- Appreciation of COWIfonden's values
- Experience with senior management and the work of a board
- Appreciation of evidence-based analyses, including risk assessment
- Awareness of the long-term perspective of commercial foundations' work
- Insight into the Danish Foundation Governance principles and guidelines for commercial foundations

Approved by the Board of COWIfonden 28th of November 2024.