

2024-2026

Equality, Diversity, Inclusion and Equal Pay Policy



(Icelandic version on our external website: [Stefna COWI equal pay rights.pdf](#), [crdownload.pdf](#))

COWI's equality, diversity, inclusion and equal pay policy in Iceland is based on COWI's overall policy and values ([FUTURE NOW](#)) and "COWI Diversity & Inclusion Policy" ([Diversity & Inclusion](#)).

COWI Iceland is committed to ensuring equal opportunities for its employees and eliminating discrimination in whatever form it appears. Each individual is valued regardless of gender, age, sexual orientation, religion, nationality, race, colour, economy, ancestry and/or status in other respects.

COWI in Iceland focuses on providing training to help prevent discrimination, harassment and bullying and to ensure that remedies are in place if an individual believes they have been the victim of such violations.



COWI

Goal

COWI in Iceland focuses on continuous improvements in all its operations and the management has set ambitious diversity goals for 2026 in accordance with the company's strategy.

Key objectives for 2024-25:

Topic	Goal	Status
Equal Pay and Compensation.	0% pay gap (margin of error 0.75 percentage points).	The goal has been obtained and we aim to hold on to those results going forward.
Diversity	35% of employees will be women/neutral gender.	We are nearing our goal.
Diversity	30% of technical employees will be women/neutral gender.	We have a bit further to go here to close our goal.

Action Plan

This plan covers all operations of the company. The management is jointly responsible for the advancement of equality and diversity issues in accordance with this plan, but the final responsibility lies with the executive board. The Head of People and Organisation is responsible for providing information regarding the progress of the Plan and maintains information on aspects relating to equality and diversity issues.

1. Wage and wage equality

COWI in Iceland shall pay women, men and persons with a neutral gender registration in the National Registry equal pay and benefits for the same or equally valuable work. Equal pay and conditions shall be confirmed by regular wage surveys, at least annually, and if an unexplained gender pay gap is measured outside the tolerance limit, appropriate measures shall be taken to even out the pay gap.

Goals and actions	Responsibility	Frequency
Annual analysis of wage and wage equality and statistical summary.	Head of People and Organization.	Annually or more often.
External audit of the equal pay system.	Head of People and Organization.	Annually
Equal Pay Certification of the Directorate of Equality.	Head of People and Organization.	Annually

2. Job vacancies and barrier to job classification by gender and diversity

All positions within the company shall be open to people regardless of gender, race, ethnic origin, religion, philosophy of life, disability, reduced work capacity, age, sexual orientation, gender identity, sexual characteristics or gender expression (gender and diversity). Efforts shall be made to ensure that job selection and classification of jobs are not gender-based. Individuals are encouraged to apply for vacancies regardless of gender.

Action	Responsibility	Frequency
Summary of the gender ratio: • all groups (divisions and professional groups) • new hires and applications	Head of People and Organization.	Annually
Increase diversity within job groups by systematically attracting qualified applicants of different genders and backgrounds, etc. (Presentation of advertisements, presentations in the workplace, search for applications in different ways).	Head of People and Organization.	When collecting applications for vacancies.

3. Vocational training and continuing education

Vocational training and continuing education shall be available to employees equally, regardless of gender and diversity.

Operation	Responsibility	Frequency
Annual analysis of the attendance of employees in comparable jobs in continuing education courses and in vocational training, by gender and diversity. Seek clarification and respond if differences between groups emerge.	Head of People and Organization.	Annually

4. Work life balance

COWI Iceland employees can take advantage of flexible working hours, and a fixed pay policy has been implemented with the aim of reducing overtime and better balancing workload between individuals. In addition, COWI in Iceland pays a maternity/paternity grant to employees on parental leave to reduce the reduction in income of employees and to encourage employees to use maternal/parental leave with their children, regardless of gender and diversity.

Operation	Responsibility	Frequency
Employee experience evaluated in workplace analysis.	Head of People and Organization.	Annually
Analysis of whether employees take parental leave and its length based on gender and diversity.	Head of People and Organization.	Annually

5. Gender-based violence and harassment / sexual harassment / bullying

Gender-based violence and harassment, sexual harassment and bullying shall not be tolerated at COWI in Iceland. On the company's intranet, there is an information page with a response plan in the event of violence, bullying and/or sexual harassment as guidance for employees. ([Group policy on harassment](#)) and ([Iceland Response Plan](#))

Operation	Responsibility	Frequency
Training on bullying and sexual harassment and preventive methods for all employees of the company. Reporting procedures and the company's work rules are presented.	Head of People and Organization.	As needed, but within 24 months.
The employees' experience is evaluated in a workplace analysis and it is assessed whether special measures are needed.	Head of People and Organization.	Annually

Suggestions for improvements

Proposals for improvements in the field of gender equality and other comments related to these matters shall be communicated to the head of the Department of People and Planning. Feedback systems on the intranet can also be used to communicate this. This plan shall be reviewed in October each year.