

## COWI GROUP DIVERSITY AND INCLUSION POLICY

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VERSION 1.0

**Introduction:**

COWI is committed to diversity and inclusion to create one COWI for all. It is part of our values, and we believe that developing a diverse workforce and inclusive culture is fundamental to our business. A diverse workforce positively impacts our people and creates value for our customers and our business performance.

To support our commitment, the target of 30% by 2026 and 40% by 2030 of leadership positions, at senior career levels and the Board of Directors, held by the underrepresented gender reflects our overall representation in employees and the base of candidates from relevant educational institutions. Furthermore, we implemented a Recruitment policy to support our diversity and inclusion ambitions.

**Purpose and scope:**

The purpose is to create a respectful, fair and equitable environment which embodies the COWI values, provides equal opportunities, is free from discrimination and makes all at COWI feel valued. The policy covers all entities in COWI Group, if applicable to local law.

**WE COMMIT TO**

Cultivate an open and inclusive culture where diversity of thought and perspectives are seen as a strength. This creates a respectful and fair work environment where all employees have a sense of belonging that contributes to their wellbeing and engagement.

Support all employees, regardless of gender, age, race, religion, nationality, ethnic and social origin, disability, political and sexual orientation, in realising their potential.

Focus on our commitment to equal pay for roles of equal complexity

**WE WILL IMPLEMENT BY**

1 Leaders are encouraged to role model inclusive leadership through training and support.

2 Feedback is provided to employees by the People Performance Development (PPD) cycle and the business by the Engagement Survey.

3 Our colleagues are supported through our Harassment policy, [‘Tell us your concerns’](#) channel and Flexible & dynamic workplace policy.

We continually improve our fair and equal recruitment and promotion processes by using a holistic and transparent approach towards talent development, internal mobility and recruitment. We always select the best candidate for any given position or promotion.

We are committed to transparency, fairness and compliance by analysing pay patterns, investigating pay differences and evaluating work of equal value. The [EU Pay Transparency Directive](#) will provide a foundation for bias-resistant pay governance.

**THIS IS GOVERNED BY**

It has been approved by the [Board of Directors of COWI Holding A/S or the Executive Board or the Executive Leadership Team on 3 December 2025.

The Board of Directors for COWI Holding A/S is accountable for its implementation.

The appropriateness and efficiency of the Policy is monitored by the Audit Committee/certifying body. The Executive Board is responsible for its

implementation. The policy is maintained by Global Organisational Development. Minimum once a year the topic owner assesses whether the policy needs to be updated.

The policy is publicly available on our website.

We encourage that any observed or suspected non-conformity with this policy is reported to the policy owner, our management, or anonymously through or [‘Tell us your concern’](#) channel.