

COWI Group recruitment policy

COWI is committed to focusing on talent development, mobility and diversity when planning organisational changes and recruitments.

COWI WILL:

strive to hire the best candidate for every job

have a holistic approach to talent acquisition, aligned with our overall strategy, and ensure that professional recruitment processes are a shared responsibility

focus on internal mobility and diversity to ensure the retention and development of talent and a diverse workforce at all levels across COWI.

MEANS AND ACTIONS:

We treat everybody equally, fairly, and respectfully and avoid discrimination. We ensure a diverse talent pool and list of candidates for all positions.

All new hires must be approved by leader of hiring manager. The approval flow depends on the level and type of position. A Talent Acquisition specialist ensures a professional process, while line management own the decision on when and whom to hire. External vendors must be handled by Talent Acquisition, exceptions may be for very senior positions.

We make positions available for employees internally. Job ads and interviews are generally conducted in English; local variance may be considered on a case-by-case basis. Internal mobility can be within borders or across borders.

COWI Group internal mobility policy (*part of recruitment policy*)

COWI is committed to internal mobility and encourages employees to change positions and transfer from one unit to another permanently or temporarily. We will ensure that we develop our talents, supporting our strategic ambition of having an engaged and diverse workforce by continuously developing our talent's technical and personal skills. Internal mobility is important to ensuring the retention and development of talent.

COWI WILL:	MEANS AND ACTIONS:
accommodate that internal mobility may be employee-driven	An employee can apply for any internal vacancy or reach out to any manager without the consent of their current manager. They only have to upload a CV, and everyone with the necessary professional qualifications will be invited for a first interview. Everyone will get feedback from the hiring manager or recruiter.
ensure quality in hiring and avoid biases	A second interview with Talent Acquisition is held, including a personality test, for changes from career levels 6 and above or changes in country location. The hiring manager obtains a reference from the current manager, with the candidate's consent, after the second interview.
ensure that talent mobility is encouraged by managers when that supports talent development. Openness is encouraged. Collaboration is required.	Internal candidates are given the same confidentiality as externals. A hiring manager cannot approach any candidate in COWI who has not applied for a position unless this is coordinated with the current manager. Transitions must be coordinated. In case of disputes, the Head of People and Organisation makes the final decision.

COWI Group recruitment and internal mobility policy

To support our commitment, we have:

- a global set-up of talent acquisition teams to ensure we hire the competencies and skills that we need for the current and future projects and organisational design
- set clear guidelines for how the leaders and the acquisition specialist collaborate and drive professional recruitment processes
- introduced quality checks of the different stages of the recruitment process to ensure it complies with best practices, local law and legislation and our values
- prepared an extra process description for senior management levels across all career tracks and guidelines describing recruitments for internal mobility for employees.

Internal governance

- The policy covers all recruitments in COWI.
- It was approved by the Executive Board of COWI Holding A/S on 15 November 2024.
- The Executive Board is responsible for its implementation and monitoring. The policy is maintained by the Global Organisational Development team within the People and Organisation function. Minimum once a year, the Global Head of People and Organisation assesses whether the policy needs to be updated.
- The policy is accessible to all employees on the COWIportal.