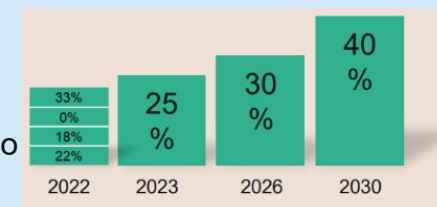


COWI Group diversity and inclusion policy

To support our commitment, we have:

- Implemented a recruitment policy [\[link\]](#), striving for a fair and equal treatment of all candidates, promoting transparency and aiming to appoint the best candidate for each position both when recruiting and promoting
- set targets for the percentage of the underrepresented gender at all leadership positions at senior career levels* and the Board of Directors
- implemented an internal gender diversity dashboard to create transparency about diversity and inclusion progress (or lack thereof)
- implemented a Group Diversity and Inclusion Committee, with representatives from all parts of our business, to serve as a sounding board, strengthening group alignment, sharing local initiatives and supporting the implementation of group initiatives
- created a diversity and inclusion action plan



Internal governance

- The policy covers all COWI entities, subsidiaries and employees within these.
- It is approved by the Board of Directors of COWI Holding A/S on 12 December 2024.
- The Board of Director 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 COWI portal.

**Our career system has 12 career levels, and the executive management (the Executive Board) makes up level 12. Levels 9-12 are considered senior career levels.*