



Targets and action plan on how to
ensure a more equal gender distribution
in the Columbus Group

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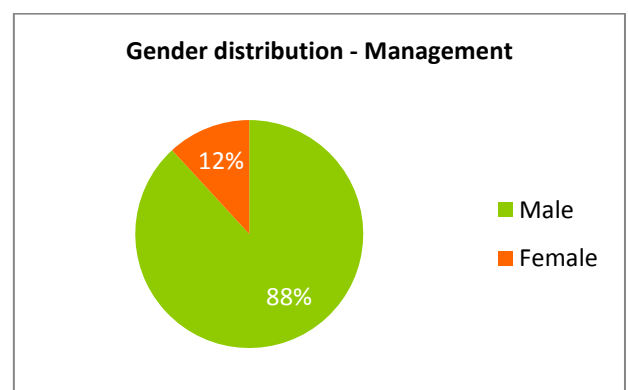
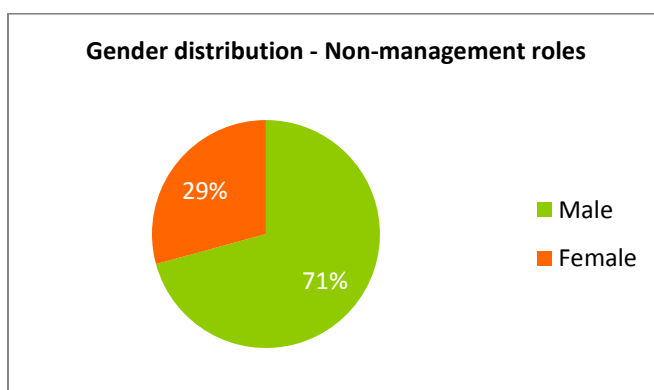
Both genders should be more equally distributed in Columbus

Columbus strives to be an attractive work place for both women and men, and we are convinced that a reasonable distribution of both genders on all levels in the Company has a positive effect on both working environment and bottom line. It is essential that all employees experience that Columbus has an open and unprejudiced culture where each individual is able to make the best use of his/her competencies, and that all regardless of gender have the same possibilities for career development and management positions.

Today men are over-represented

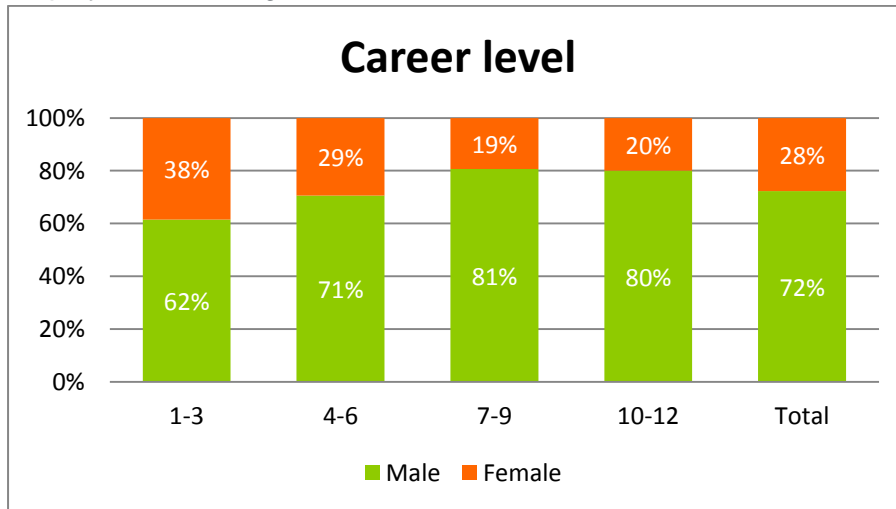
At present the gender distribution in Columbus in non-management roles constitutes 29% women and 71% men. This is not an unusual distribution in our field, which has traditionally had more job roles attracting more men than women. These are primarily technical roles such as IT technicians and programmers. However, we are convinced that the transformation which Columbus has made since 2011 and which will continue to 2015 from being an IT company to an industry focused consultancy will attract more women in the future.

At management level the current gender distribution constitutes 12% women and 88% men. Thus, there is a considerable unequal gender distribution in Columbus both in general and on management level. We are convinced that this will change over the coming years, partly due to our efforts in the area and partly due to our transformation to a consultancy.



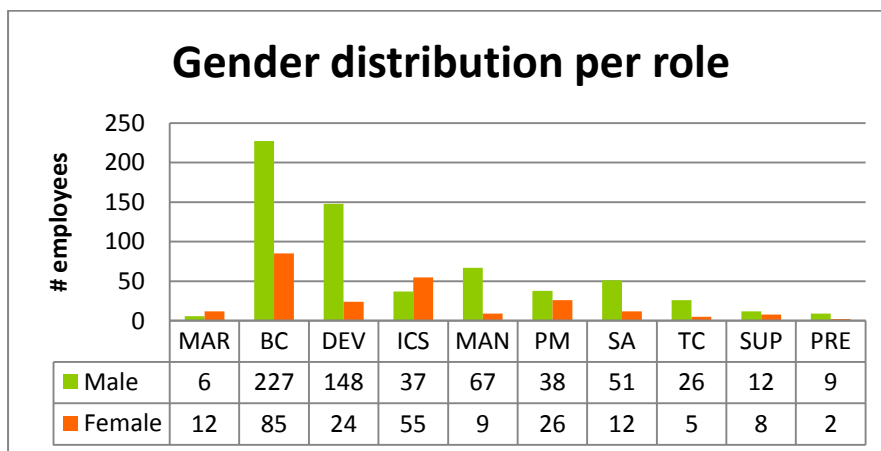
More women at lower career levels

When looking at career levels in Columbus, it shows that the proportion of women is declining from career level 6 onwards. This does not only show that the gender distribution in Columbus is unequal, it also shows that we experience challenges bringing our female employees to the higher career levels.



Majority of women in Marketing and Internal Client Services

The overview of the gender distribution per role shows where in Columbus we have the largest challenges increasing the number of female employees to ensure a more equal distribution. It also shows that we have areas in Columbus with a majority of women, that is in Marketing and Internal Client Services. Besides, the gender distribution for Project Managers constitutes 40% women and 60% men.



Roles	
MAR	Marketing
BC	Business Consultant
DEV	Developer
ICS	Internal Client Services
MAN	Manager
PM	Project Manager
SA	Sales person
TC	Technical Consultant
SUP	Support
PRE	Pre-sales person

In the Board of Directors the representation of women is currently 20%, as one out of five Board members is a woman.

Target: Increase the proportion of women on all levels in Columbus

It is our target to increase the proportion of female employees to a minimum of 30% of the total staff in 2015.

It is our target to obtain a distribution of both genders at management level of minimum 20% in 2015 in Columbus globally.

Furthermore, it is our target to obtain a distribution of both genders in the Board of Directors in Columbus of minimum 40% in 2017.

Local and global action plans

We have chosen to incorporate ongoing measurement of the gender distribution in Columbus locally and globally in relation to career levels and job roles in our internal program, Competence and Career Framework. This way we will ensure that we always have a thorough and true picture of the gender distribution in the Group.

The Competence and Career Framework is a structured program for competence and career development in Columbus, which includes all employees globally, and data about the gender distribution in the Company will therefore be part of this program in the future.

The Competence and Career Framework is handled locally in order to ensure that local challenges are handled the best way. The Board of Directors has defined the overall objectives for the program and is following up on execution on a half-yearly basis. In the future this will also include Columbus' targets for a more equal gender distribution in the Company, generally and especially at management level.

The Executive Board in Columbus will continuously emphasize the importance and advantages of having a more equal gender distribution. The subsidiaries are responsible for launching initiatives which are adjusted to local challenges and requirements. We are convinced that this will ensure the most efficient realization of our overall targets globally.