

Gender distribution

Statutory report on gender distribution 2018, cf.
Section 99b of the Danish Financial Statements Act

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Gender distribution in Columbus

This statutory report constitutes part of the management's report to the Annual Report 2018 for Columbus A/S, cf section 99b of the Danish Financial Statements Act. This statutory report covers the fiscal year 1 January 2018 to 31 December 2018.

Columbus A/S has chosen to set target figures, establish policies and report on target figures and policies only for the companies in the Group that individually meet the criteria for being subject to the rules, cf. The Danish Business Authority's "Guidelines on target figures, policies and reporting on the gender composition of management". Only the parent company, Columbus A/S meets the criteria, and therefore only Columbus A/S will be covered by this statutory report.

Columbus strives to be an attractive work place for both genders with equal opportunities for all, 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 A/S 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.

Target setting 2017

In 2017, the Board of Directors in Columbus determined the following targets:

- To increase the proportion of women in the Columbus Board of Directors to 20%, equivalent to one woman, by the end of 2018.
- To increase the proportion of women at management level in Columbus A/S to a minimum of 20% in 2020.

Below, the status on these targets is reported.

Development in gender distribution in the Board of Directors

At the Annual General Meeting in April 2018, a female Board member was elected, and consequently, the Board of Directors in Columbus now consists of three male Board members and one female Board member. Thus, the target to increase the proportion of women in the Board of Directors to 20% by the end of 2018 has been obtained.

According to the Danish Business Authority's guidelines on target figures, policies and reporting on the gender composition of management from March 2016, a distribution of 25/75% in a company with four Board members is considered to be an equal gender distribution.

The Board of Directors has decided not to increase the target for the proportion of women in the Board of Directors.

Development in gender distribution at management level

In 2017 the gender distribution at management level in Columbus A/S constituted 14.8% women and 85.2% men. At the end of 2018, the percentage of women at management level had increased to 16.67%.

Columbus maintains the future target to obtain a minimum of 20% female managers in Columbus A/S by the end of 2020.

Although Columbus has decided only to report progress on target figures and policies for the parent company, Columbus also focuses on increasing the proportion of women at management level in its subsidiaries. However, by the end of 2018, the proportion of women at Group management level declined from 27.7% to 25%. It has therefore been decided to increase the focus on this issue further at Group management level (see section "Action plans and measures").

Action plans and measures

In order to increase the proportion of women at management level in Columbus A/S, and thereby obtain the targets, Columbus is pursuing the following measures:

- 1) Focus on increasing the percentage of women at management level, as vacancies arise. When hiring employees at management level through external recruitment agencies, the recruitment agency is required to identify at least one female candidate.
- 2) In connection with employments at management level, a careful assessment is conducted of which professional experience and skills are needed with a view to ensuring the presence of the necessary competences at all management levels. When hiring or promoting employees for management positions, 360 degree analyses are always conducted, and the result of the analyses weighs heavily when assessing candidates. It is important to ensure that the most qualified person is appointed for all management positions.
- 3) Increase awareness of increasing the percentage of women in the Board of Directors and at management level by reporting on progress against targets set annually at a Board meeting.
- 4) Ensure 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 employees, regardless of gender have the same possibilities for career development and management positions. To ensure this, Columbus is

using the Columbus Competence and Career Framework (CCF), which was implemented in 2013. CCF is a structured program for competence and career development in Columbus, which includes all employees globally. With this framework, it is possible to monitor and report performance of all employees, thereby ensuring equal opportunities for all employees when considering internal candidates for management positions in Columbus A/S.

5) Under the Columbus2020 strategy, which was launched in 2016, there is a program named "Our People". This program focuses on supporting high performance and includes specific and well-defined targets on how all employees can improve and develop their career to the next level, thus creating equal opportunities for all employees, regardless of gender. The Our People program also includes investments in career and skills development across Columbus, which also supports equal opportunities for all employees.

Although, Columbus has decided only to report progress on target figures and policies for the parent company, Columbus also focuses on increasing the proportion of women at management level in its subsidiaries. In this relation, Columbus is pursuing the following measures locally:

1) The Competence and Career Framework and the strategic program "Our People" cover all employees globally, with the purpose to ensure equal opportunities for all employees in all Columbus companies, and in relation with internal promotions, efforts will be

made to ensure that both genders are considered for the relevant position, if possible.

2) The next step in the "Our People" program is to design a global recruiting process, which will include how Columbus attracts, finds and selects candidates. In this relation focus on increasing the percentage of women at management level will also be increased further by emphasizing the importance and advantages of having a more equal gender distribution, by a requirement to identify at least one female candidate, when hiring for a position at management level and by determining global targets.

Follow-up and reporting

Once a year at a Board meeting, the Board of Directors is following up on the progress against the targets set. Based on the progress, the Board of Directors and Executive Board assess whether Columbus is taking the necessary measures to obtain the targets.

In the Annual Report Columbus will report on the progress against the target setting in accordance with cf, section 99b of the Financial Statements Act.

For more information about Columbus visit
www.columbusglobal.com