

Gender distribution

Statutory report on gender distribution 2016, cf. Section 99b of the Danish Financial Statements Act



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1. Introduction

This statutory report constitutes part of the management's report to the Annual Report 2016 for Columbus A/S, cf section 99b of the Danish Financial Statements Act. This statutory report covers the fiscal year 1 January 2016 to 31 December 2016.

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.

2. Gender distribution in Columbus

Columbus strives to be an attractive work place for both genders, 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.

3. Target setting 2015

In 2015, 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 to a minimum of 30% globally in 2020.

In section 4 and 5 below, the status on these targets will be reported. However, as mentioned in Section 1 "Introduction", Columbus A/S has decided only to cover the Parent Company, Columbus A/S, in the status report. Therefore the target setting from 2015 for the proportion of women at management level globally will only be commented briefly.

4. Gender distribution in the Board of Directors

Since 2014, the Board of Directors in Columbus has constituted of four male members, and no changes have been made in the Board in the period from 2014 to 2016. The Board of Directors have assessed that the composition and competencies of the Board of Directors with these four Board members is such that constructive discussions and an efficient decision-making process can be ensured during Board meetings. Thus, it has been considered unnecessary to make any changes in the Board of Directors.

Diversity will be discussed in connection with assessments of new Board candidates. However, this goal must not compromise other recruitment criteria. Columbus maintains the target of increasing the proportion of women in the Columbus Board of Directors to 20%, equivalent to one woman, by the end of 2018.

5. Gender distribution at management level

In 2015, the gender distribution at Group management level constituted 26% women and 74% men. At the end of 2016, the percentage of women at Group management level had increased to 27.5%. However, as stated in the introduction of this statutory report, Columbus has decided to set target figures and report on target figures and policies only for Columbus A/S, and therefore only the progress in Columbus A/S will be reported in detail below.

In 2015 the gender distribution at management level in Columbus A/S constituted 9.5% women and 90.5% men. At the end of 2016, the percentage of women had increased to 12.5%.

When searching for external candidates for the open management positions in 2016, recruitment agencies were asked specifically to identify relevant female candidates.

With the Columbus Competence and Career Framework (CCF), it is possible to monitor and report performance of all employees. This framework ensures equal opportunities for all employees, regardless of gender. This framework was used when internal candidates were considered for open management positions in Columbus A/S in 2016.

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. It is important that the greatest management talents, irrespective of gender, achieve the highest management positions. Columbus A/S believes that the Company has appointed the best candidates for all open positions in Columbus A/S in 2016.

The future target set by the Board of Directors is to obtain a minimum of 20% female managers in Columbus A/S by the end of 2020.

6. 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:

- 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.
- 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.
- 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.
- 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:

- Communicating the targets decided by the Board of Directors in relation to gender distribution at management level to all Columbus subsidiaries, and continuously following up on the progress.
- Continuously emphasizing the importance and advantages of having a more equal gender distribution. However, the subsidiaries are responsible for launching initiatives which are adjusted to local challenges and requirements.
- 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.

7. 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.