

Diversity, Gender Balance & Inclusion Policy



Contents

Introduction and purpose	3
DGB&I goals	3
Our commitments	3
Discrimination and harassment	4
Review	4

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Diversity, Gender Balance & Inclusion Policy

Introduction and purpose

This Diversity, Gender Balance & Inclusion (DGB&I) Policy has been adopted by the Board of Directors in Columbus A/S in accordance with Section 5 of the Gender Balance Act and the Recommendations on Corporate Governance.

At Columbus, we believe that diversity, gender balance and inclusion are essential to drive innovation and creativity and enables better decision-making. We are committed to building a diverse workplace that is welcoming, respectful and inclusive for all employees. Our vision is to grow a diverse and talented culture.

The purpose of the DGB&I Policy is to give guidance and describe our strategies to promote diversity, equality and inclusion in Columbus.

The policy applies to all those employed by and associated with Columbus.

DGB&I goals

To promote DGB&I, Columbus will:

- **Increase diversity:** We strive to build a diverse workforce that embraces all our differences. Putting together diverse teams means increased creativity, more perspectives, etc. that help us develop ourselves and our business. A more

diverse workforce can also help us to better understand and collaborate with each other internally and with our customers and suppliers.

- **Facilitate gender balance initiatives:** Columbus will continue its work towards achieving gender balance in the Board of Directors and other management levels and to increase the percentage of women in other positions in Columbus.
- **Promote equality:** We recognize that equality is key to creating a fair workplace and ensure that everyone has equal opportunities to develop and succeed.
- **Encourage inclusion:** Inclusion is the foundation of a strong and vibrant workplace. Columbus strives to create an environment where every employee can be authentic, bring their whole selves to work and where diverse ideas are welcomed.
- **Prevent discrimination and harassment:** Columbus does not tolerate any kind of discrimination, violence, harassment or bullying of employees and provides a mechanism for reporting and addressing such incidents.

Our commitments

To reach our DGB&I goals, we are working with several commitments which are also reflected by our

company values – Build, Trust, Collaborate, Stay Curious and Deliver Customer Success.

Culture and Values

Columbus is committed to providing a workplace culture that is fair, respectful and inclusive for all our employees – no matter the level, role or function in our organization. It sets the tone for the company’s commitment to DGB&I. Our commitment to diversity means that we seek out and embrace differences in thought, experiences and perspectives, and create a culture where employees feel heard, valued and respected.

Fair recruitment process

Our employees are key to Columbus’ success. Our talent strategy aims to attract, retain and develop competence to meet future needs and to stay attractive to the candidate market. We work to have a fair recruitment process, where we always look for the right competence. This means using competency-based questions, using science-based psychometric tests and other tools to remove or decrease bias in the recruitment process. A candidate NPS survey supports us in getting feedback on our process from a DGB&I perspective.

In employer branding this means making sure we are aware of our writing, image choice and actively

choosing channels where we can attract a wider candidate group. This is supported by an attraction report to get a better understanding of who we reach out to today to help us design sourcing and employer branding initiatives.

In relation to Columbus’ global recruiting process, there is an increased focus on improving the percentage of women at all levels, and when hiring for a position internally and externally, wherever possible at least one female candidate must be identified.

Developing our employees

We aim to provide employees with opportunities at work to help them improve their skills and abilities. By giving all employees chances to grow and see everyone’s unique needs and strengths, we want to help them unlock their full potential and give equal opportunities to grow.

Columbus has developed a Global Career Compass with career pathways to make it visible to employees how they can advance or develop in the organization. It also aims to make promotion more transparent.



Internal promotion opportunities are open to all employees, and we actively encourage our employees to strive to take the next step in their careers. Leaders in Columbus have a key role to empower employees and acknowledge their strengths and contribution, which also helps employees see their own potential.

Promotions to management positions include a careful assessment of professional experience and skills needed with a view to ensuring the presence of the necessary competences at all management levels.

Having an openness for internal promotions ensures equal access for all employees to progress in their careers, regardless of level.

Columbus is continuously investing in career and skills development, which also supports equal opportunities for all employees.

C/her Network

In 2025, Columbus established *C/her*, a network dedicated to supporting women in the technology sector. The purpose of *C/her* is to promote gender equality within the industry by encouraging more women to pursue careers in technology and by empowering those already working in the field. The network provides a structured platform for dialogue, inclusion, and professional growth, aiming to inspire and strengthen women's opportunities and advancement in the tech industry.

In 2025, Columbus launched a new Mentorship program. This program is specifically designed to help employees accelerate their careers, develop new skills, and achieve their career aspirations within the organization.

DGB&I awareness

To increase awareness of the importance of DGB&I, Columbus is offering a global Diversity & Inclusion course for all employees, which forms part of the employee introduction. This gives employees an enhanced understanding of DGB&I which will help us recognize and embrace differences among us. With increased awareness of DGB&I, we will become more effective communicators and collaborators.

Our annual employee survey includes a number of questions related to DGB&I. It gives us a good tool to monitor our work climate as well as bringing an understanding of which topics to prioritize going forward.

Employee role

Employees are expected to treat all colleagues, candidates and customers with respect, regardless of their background, characteristics or identity. This includes:

- Avoiding any language or behaviour that could be considered discriminatory, offensive or harassing.
- Embracing and celebrating diversity in all its forms, such as diversity of race, ethnicity, gender,

sexual orientation, religion, age disability and more.

- Recognizing and valuing the unique contributions that each person brings to the workplace.
- Working collaboratively and communicating effectively with colleagues and customers from diverse backgrounds. This includes being mindful of cultural differences, listening actively, making adjustments where needed and seeking to understand others' perspectives.

By upholding these expectations, employees can help to create a workplace culture that is welcoming, respectful and inclusive for everyone.

Gender balance

Columbus strives to be an attractive workplace with equal opportunities for all. We are convinced that striving towards a more balanced gender distribution on all levels in the Company has a positive effect on the working environment. It contributes to the creation of a successful company culture which will attract and retain the best talents. With special efforts aimed primarily at women, we at Columbus want to ensure that women have access to the support, resources and opportunities, they need to succeed.

Discrimination and harassment

Columbus opposes all forms of discrimination, violence, bullying, harassment and sexual harassment. Columbus takes reported cases very seriously and investigations will be handled immediately. Reports of allegations of this nature should be directed to

the immediate manager, next level manager or local People team/HR.

Review

The Board of Directors annually reviews and, if relevant, updates the Policy.

Reviewed and approved by the Board of Directors on 10 December 2025.

Columbus®

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