

Statutory report on gender distribution,
cf. section 99b of the Danish Financial
Statements Act – December 2015

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Columbus aims for a more equal gender distribution

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 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: Increase the proportion of women on all levels in Columbus

In 2013, the Board of Directors in Columbus determined the following targets:

- To increase the proportion of women in the Columbus Board of Directors to a minimum of 40% in 2017.
- To increase the proportion of women at management level to a minimum of 20% in 2015 in Columbus globally.

Men are over-represented

In general, men are over-represented in Columbus. This is not unusual in our industry, which traditionally has 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 from being an IT reseller to becoming a global consultancy with industry expertise and own software will continue to attract more women in the future.

Gender distribution in the Board of Directors

In 2013, the representation of women in the Board of Directors was 20%, as one out of five members was a woman.

In 2014, the only female Board member left the Board of Directors. In this relation, the Board of Directors assessed that the composition and competencies of the Board of Directors with the remaining four Board members is such that constructive discussions and efficient decision-making process can be ensured during Board meetings. Thus, the female Board member has not been replaced.

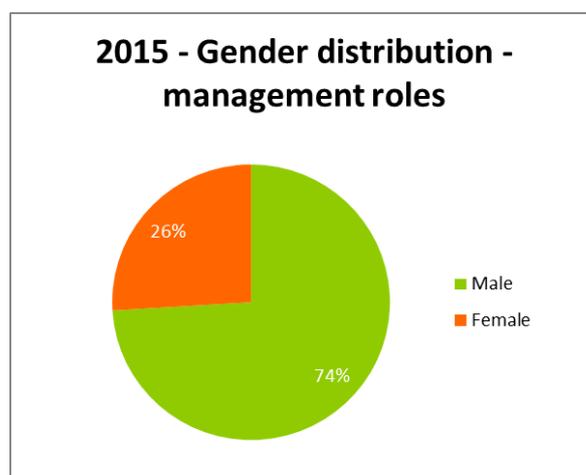
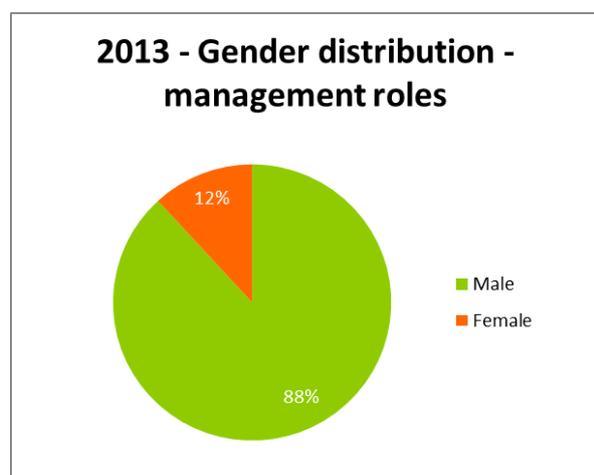
Diversity will be discussed in connection with assessments of new Board candidates. However, this goal must not compromise other recruitment criteria. The target for female members of the Columbus Board of Directors has been changed to 20%, equivalent to one person, by the end of 2018.

Gender distribution at management level

In 2013, the gender distribution at management level constituted 12% women and 88% men. At the end of 2015, the gender distribution had changed to 26% women and 74% men, and thereby the 2015 target has been achieved.

When hiring executives at Group level through external recruitment agencies, the recruitment agency is required to identify at least one female candidate.

The future target set by the Board of Directors in December 2015 is to obtain a minimum of 30% female managers globally in 2020.



In connection with appointments at management level, a careful assessment is conducted of which knowledge and professional experiences are needed with a view to ensuring the presence of the necessary competences on all executive management levels. It is important that the greatest management talents, irrespective of gender, achieve the highest executive positions.

Local and global action plans and measures

In 2013 Columbus implemented the Columbus Competence and Career Framework (CCF). CCF 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 are part of this program. This way we ensure that we always have a thorough and true picture of the gender distribution in the Group.

In order to increase the proportion of women at management level, and thereby obtain the targets, Columbus is pursuing the following measures at Group executive management level:

- Focus on increasing the percentage of women at management level, as vacancies arise at Group executive management level. When hiring executives at Group 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 regardless of gender have the same possibilities for career development and management positions.

In relation to the Columbus subsidiaries, Columbus is:

- Communicating the targets decided by the Board of Directors in relation to gender distribution at management level to all Columbus subsidiaries.
- 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. We are convinced that this will ensure the most efficient realization of our overall targets globally.
- Launching the Columbus2020 strategy in 2016. Under this strategy, there will be a program named "Our People". In the future the intention is that this program will include specific country targets for gender distribution at management level.

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.