

Targets and action plan on how to
ensure a more equal gender distribution
in the Columbus Group – December
2014



Content

Columbus aims for more equal gender distribution	3
Target: Increase the proportion of women on all levels in Columbus	3
Men are still over-represented	3
Total gender distribution	3
Gender distribution - management level	4
Gender distribution in the Board of Directors	4
Gender distribution – non-management roles	5
More women at lower career levels	5
Majority of women in Marketing and Internal Client Services	6
Local and global action plans	7



Columbus aims for more equal gender distribution

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.

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

In 2013, Columbus determined the following targets:

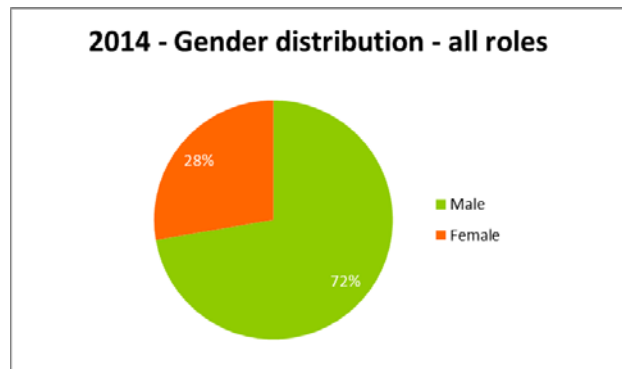
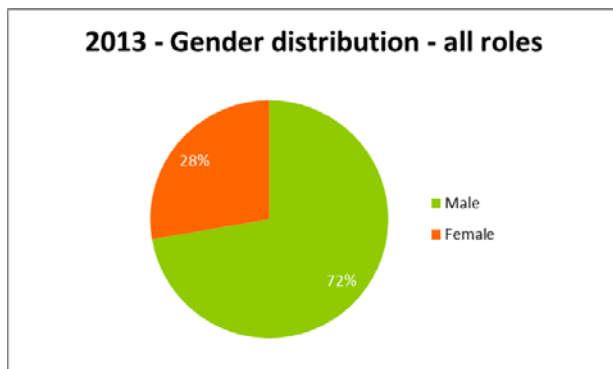
- To increase the proportion of female employees to a minimum of 30% of the total staff in 2015.
- To obtain a distribution of both genders at management level of minimum 20% in 2015 in Columbus globally.
- To obtain a distribution of both genders in the Board of Directors in Columbus of minimum 40% in 2017.

Men are still 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 attract more women in the future.

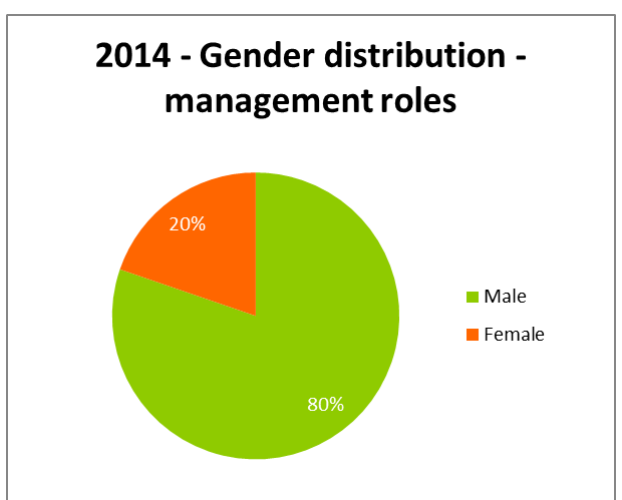
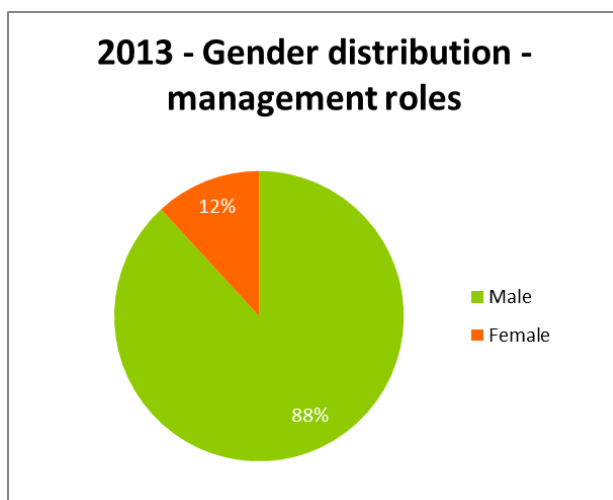
Total gender distribution

At the end of 2014, the gender distribution across management and non-management roles in Columbus was 72% men and 28% women, which is the same distribution as in 2013. Thus, we are still missing a 2% increase in the proportion of women in order to reach our target of minimum 30% in 2015. However, due to our efforts in this area, we consider our target achievable.



Gender distribution - management level

In 2013, the gender distribution at management level constituted 12% women and 88% men. At the end of 2014, the gender distribution changed to 20% women and 80% men. Thereby, we already reached our target for 2015. However, there is still a considerable unequal gender distribution in Columbus on management level, and we will keep focusing on increasing the proportion of women in management roles. The target of minimum 20% women in management in 2015 is maintained.



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

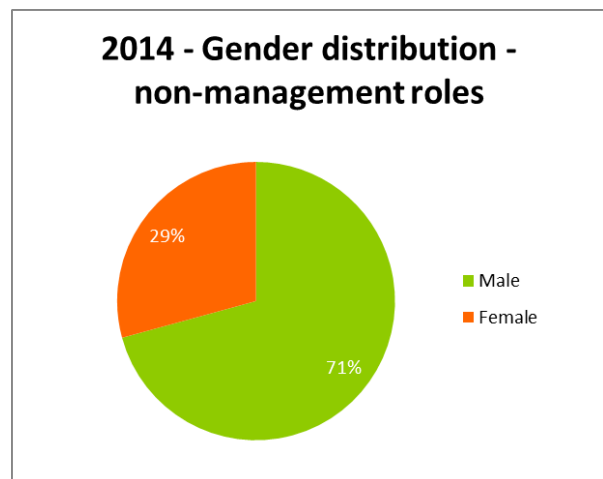
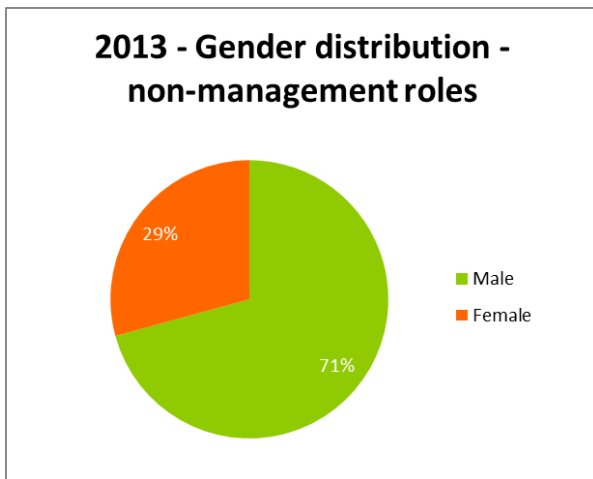


decision-making process can be ensured during Board meetings. The female Board member was not replaced in 2014.

Diversity will be discussed in connection with assessments of new Board candidates. However, this goal must not compromise other recruitment criteria. The target of minimum 40% women in the Board of Directors by the end of 2017 is maintained.

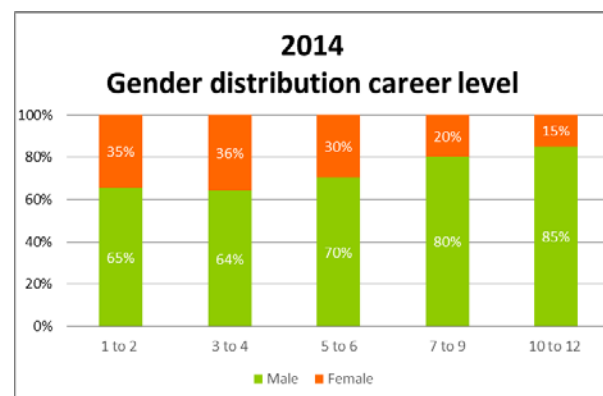
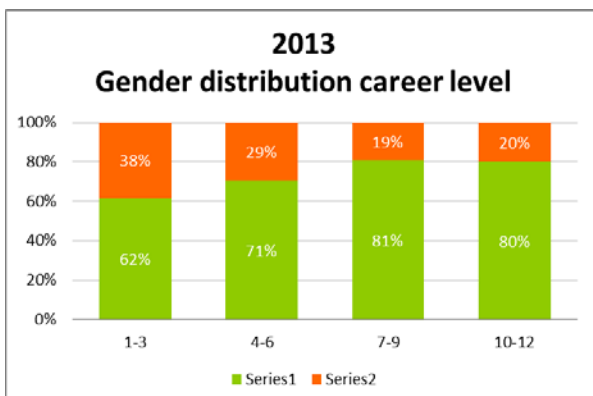
Gender distribution – non-management roles

The gender distribution in non-management roles was the same at the end of 2014 as in 2013 and constitutes 29% women and 71% men.



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 5-6 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. This picture has not changed considerably since 2013.



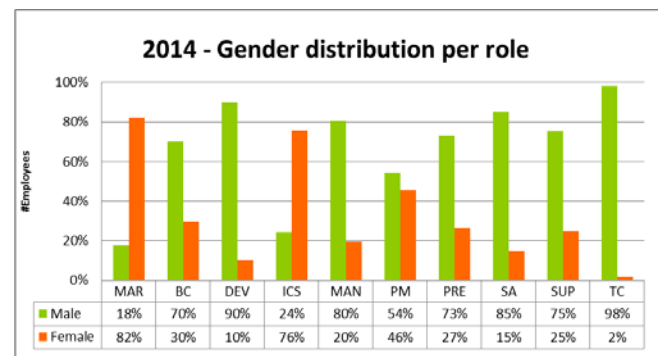
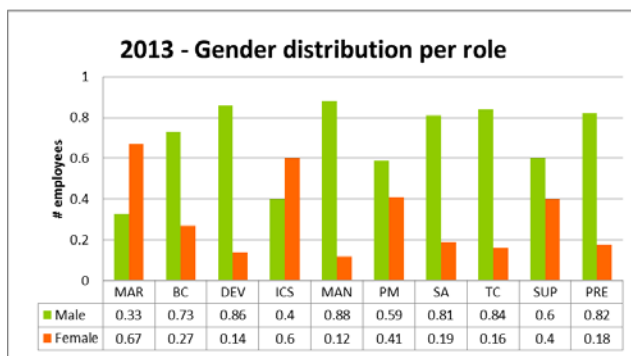


Majority of women in Marketing and Internal Client Services

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, which is in Marketing and Internal Client Services.

However, the proportion of women have increased in the following roles since 2013:

- Business Consultant: Proportion of women increased from 27% to 30%
- Manager: Proportion of women increased from 12% to 20%
- Project Manager: Proportion of women increased from 40% to 46%
- Pre-Sales: Proportion of women increased from 18% to 27%



Role Abbreviation	Description	Category
ICS	Internal Client Services	Administrative Roles
MAN	Manager	
SA	Sales	Sales and Marketing Roles
PRE	Pre-Sales	
MAR	Marketing	
BC	Business Consultant	Service Delivery Roles
TC	Technical Consultant	
SC	Support Consultant	
DEV	Developer	
PM	Project Manager	



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.