

MEMO

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DEN 31. AUGUST 2016

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41.12.3.5: Communication policy

We believe that we create value for society as well as for COWI by being a communicating organisation in close dialogue with our stakeholders, external as well as internal.

All COWI communication supports the achievement of our vision: to create coherence in tomorrow's sustainable societies, and our mission: to create significant value for customers, people and society through our knowledge and 360° approach. We live our vision and our mission by:

- › Involving and engaging customers and stakeholders in co-creating optimum solutions.
- › Applying world-class knowledge and experience globally and locally based on engineering, economics and environmental science.
- › Creating prosperity and opportunities for customers, employees, shareholders and other stakeholders.

Our values: integrity, respect, independence, freedom and professionalism are an integral part of all COWI communication with stakeholders, external as well as internal.

COWI's communication policy aims to strengthen and build relations with our stakeholders while at the same time strengthening COWI's reputation and brand. The following principles apply to our communication:

- › Consistency: We present ourselves as a unified company with one identity, vision and mission and with the same goals and values across the group. This gives our communication consistency.
- › Target-oriented: We continuously strive to ensure that our communication targets the audience for whom it is intended to ensure that it is competent and relevant.

- › Dialogue: Our communication with stakeholders is based on dialogue. We share knowledge with our stakeholders always respecting the boundaries of confidentiality.
- › Trustworthy: Our communication with stakeholders is open, trustworthy, timely and relevant.
- › Engagement and commitment: Our communication with employees is transparent and supports their empowerment creating engagement, commitment, loyalty and enthusiasm.
- › Promoting active ownership for the investors in the company: We ensure open and transparent access to COWI's financial results and to the development of the COWI share to engender dialogue with the shareholders.