



DIVERSITY POLICY

Christensen & Co Architects

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1. PURPOSE OF THE POLICY

At Christensen & Co (CCO), a balanced gender distribution and diversity among our executives and employees help to ensure that we achieve better results – just as it contributes to job satisfaction. The overall purpose of this policy is to provide some guidelines for an inclusive work environment that all employees at CCO must follow.

We believe that policies should open the conversation instead of closing it.

With this policy, we will open the dialogue on inclusion and diversity. In our company, we share knowledge, listen to each other, and show helpfulness. We communicate openly and trustingly, and we do not accept abusive and deprecative behaviour.

The policy supports our work for gender balance and diversity. At the same time, the policy ensures that we attract the best design talents and create a vibrant creative environment where diversity is the breeding ground for new ideas. In this way, we see diversity as a contribution to our work on creating high-quality architecture.

As a prerequisite for this, we at CCO will strive to:

- see gender balance and diversity as a strength.
- create a working environment where all current and future employees feel respected, appreciated, and with equal opportunities – and without experiencing any form of bullying or harassment.
- prevent anyone from facing any kind of unfair discrimination – direct or indirect.
- make sure that all employees are assessed based on their qualifications and that everyone can develop their careers within the framework and opportunities of CCO.
- attract, retain, and develop talents so that CCO can access various competencies that can increase the company's innovation power and competitiveness.

A prerequisite for employment at CCO is compliance with this and other personnel policies. See more about the company values in the employee handbook.

2. DEFINITION

2.1 Gender balance and diversity

For CCO, gender balance is about creating a balanced representation of gender and increasing the proportion of the underrepresented gender in the company. The firm's ambition is to achieve an equal distribution between the sexes.



For CCO, diversity is about including everyone regardless of their sex, race, religion or faith, political views, sexual orientation, age, disability or national, social, or ethnic origin, cf. the equal treatment legislation.

For CCO, diversity is about preventing unfair discrimination against specific employee groups and focusing on the potentials of the employee's diversity in competencies and qualities.

2.2 An inclusive working environment

For CCO, an inclusive working environment is a prerequisite for promoting diversity and thus creating an innovative and creative workplace. An inclusive working environment means that we are inclusive of employee differences and recognize that these differences can help make the company stronger.

Therefore, CCO does not tolerate that employees experience unfair discrimination, bullying or harassment.

Circumstances relating to the recruitment, employment, and termination or changes in the terms of employment must always be in accordance with the Act on Equal Treatment of Men and Women, the Act on Equality of Women and Men and the Discrimination Act.

It is a shared responsibility that all employees feel included. There is a clear expectation that all executives and employees behave properly and inclusively so that everyone is met with equality and respect. All employees are encouraged to start a dialogue with colleagues if they witness or become aware of unacceptable behaviour in the workplace.

3. INITIATIVES IN CONNECTION WITH THE POLICY

At CCO, we work to ensure that our management and employee representation is balanced and characterized by diversity, as defined in the Equal Treatment Act, and with regards to educational background.

We aim to carry out this work through focus areas, as set out below in clauses 3.1 - 3.5.

3.1 Advertising, recruitment, and screening

At CCO, we have a particular focus on integrating initiatives into our recruitment processes that help reduce bias and promote diversity and inclusion. In this way, we ensure that we have the best conditions for attracting and recruiting candidates with different skills and experiences for the job function in question.

We do this by:

- respecting and properly caring for all applicants.
- achieving a diverse field of applicants for our positions in terms of e.g., gender, age, and educational background.
- phrasing our job advertisements so that we appeal to a wide and diverse field of applicants.



- highlighting in our job advertisements that all applicants are encouraged to apply for the position regardless of their gender, age, religious beliefs, sexual orientation, national and social origin, political opinions, disability, race, colour, and ethnic origin.
- working to reduce the influence of bias or prejudice in all of our recruitment and hiring processes.
- monitoring how many women and men apply for positions, go through the first recruitment phase, are called in for an interview and are hired.

3.2 New employees

At CCO, the entire management and all project managers must know and comply with our policy on gender balance and diversity to ensure that it is followed in the day-to-day management. No employee should doubt that the areas are given high priority and that we do not accept unfair discrimination, bullying, abusive behaviour and harassment.

We do this by:

- having new employees go through an on-boarding process where they are made aware of our diversity policy and our personnel policy against sexual harassment.
- informing employees of what they should do if they experience unfair discrimination, bullying, abusive behaviour, or harassment.

3.3 Projects and team composition

Diversity is a standard we have in development and innovation processes, as we believe that diversity provides multiple perspectives on how we can create the best solutions. When solving tasks for our clients, we put together project teams with diverse representation to meet their wishes and needs in the best possible way.

In meetings with developers, we aim to achieve gender balance and representation of the employees who have participated in the preparation, planning and completion of a task.

3.4 External parties

External architectural collaborators who have their daily work at CCO are on-boarded when they start in the company. This policy is a part of this process and is referenced in our employee handbook.

3.5 Flexible working conditions

Employees are CCO's most important resource, but every employee is different and has different ways, hours, and needs for how they work best. Therefore, we strive to offer working conditions that allow the individual employee to suit his or her work life to his or her personal needs.

We do this by:

- giving all employees the opportunity to ask their manager for more flexibility in their working conditions, under consideration of ongoing projects and business. This applies to all employees – not just parents or caregivers.
- providing employees in relevant job functions, and when it is estimated relevant by the immediate manager, access to necessary IT equipment so they can perform the function from home. Our policy in this area does not override stipulations in employment contracts or the Act on



Employer's Obligation to Inform Employees of the Conditions Applicable to the Employment Relationship.

3.6 When employees quit

When employees quit their position, we always try to identify and understand the reasons behind the employee's decision. There may be important information and learning that the company should follow up on.

- The direct manager conducts exit interviews with employees who have resigned – focusing on the reasons behind the termination.
- There is an ongoing focus on determining whether there is a tendency in the employees that are leaving the company.

4. ORGANIZATION

The Diversity Committee is responsible for maintaining the Policy and ensuring its adoption by the executive board.

The committee translates policy and action plans into practice and initiatives in the everyday. The committee monitors that initiated initiatives meet their goals and have the desired effect. In all processes, the internal and external parties that are relevant to the implementation of the initiatives are involved.

5. ACCESS TO COMPLAIN

All employees of CCO have, and must experience that they have, every right to speak out if their boundaries are being crossed. Employees are understood here as management, permanent employees, project employees, students, interns, and office assistants. All complaints are treated equally and regardless of gender.

If employees experience a disregard for this policy, they can contact their immediate superior, staff representative, health and safety representative, or a colleague they feel comfortable with. The staff representatives (tr) and health and safety representative (amr) can be contacted by email or in person for guidance on how to handle the situation:

Line Lange (tr): line.lange@cco.as

Kenneth Helmer (tr + amr): kenneth.helmer@cco.as

Time is often a factor in recognising transgressive behaviour. Therefore, we are aware that the harassed has the right to speak out at any time. That is, we do not have a statute of limitations for reporting incidents.

5.1 The process

If complaints/accusations occur, as described in this policy, management will make sure to intervene and create the necessary dialogue and plan a concrete course of action with respect for those involved.

The process is executed by management and involves:



- (a) initiating a dialogue with the employee who has filed the complaint to obtain a detailed description of the course of events, including who, where, and when the harassment took place.
- (b) submitting this description to the person that the complaint was directed at to clarify whether he/she has the same view on the matter. Here, the accused can also go into dialogue to ensure that similar situations do not occur in the future.
- (c) In some cases, it will be necessary to call in witnesses to clarify whether harassment has taken place.

Management will make sure to get both descriptions of the situation and deal with the complaint as quickly as possible, but at the same time keep in mind that all parties involved have the right to a fair treatment.

Management and all parties involved must, of course, exercise the necessary discretion and protection of the dignity and privacy of those involved, regardless of role and employment relationship.

If the offending party is in management, the person will be excluded from the case, and the rest of management will handle the case according to the above points.

No information about the case will be disclosed to unauthorized persons.

Depending on how the case is disclosed and the supporting documentation, management chooses whether to impose sanctions, reassignments and possibly psychological treatment if needed.

5.2 External parties

If an employee experiences harassment from external parties, such as clients, architectural collaborators, or other collaborators (e.g., on a construction site), the employee has the right to involve his/her project manager or other management. Witnesses of the harassment must make sure to speak out and then notify their project manager, colleague, or management about the course of events.

Management can, depending on the specific situation, choose different sanctions, such as contacting the business partner with a view to stopping the harassment, ending the collaboration, or reassigning the offending party.

Collaborators who have their daily work at CCO will receive this policy.

6. REPORTING

Information on gender balance and diverse representation is included in the CSR report, which is available through ccoarch.com. Here, there is reporting on the set goals, concrete efforts and activities as well as achieved results.



7. CONCEPTUAL CLARIFICATION

Bias – is as an expression for the unconscious prejudices or biased opinions that may influence the choices made in promotion and employment situations. There are more than 180 different biases. Both men and women are guided by bias. We can't get rid of bias, but by becoming aware that they exist, we can minimize their impact on our behaviour and decisions.

Diversity – is an expression for variation and difference in the staff. Differences that can be expressed and represented through gender, age, religious beliefs, ethnicity, race, skin colour, national and social origin, sexual orientation, disability, political opinions, etc.

Inclusive working environment – or *inclusion* – only exists when the company is appropriately inclusive of employee differences and recognizes that these differences can help make the company stronger.

Find the Equal Treatment Act here <https://danskelove.dk/ligebehandlingsloven>