

This report provides an overview of the Company's activities to promote equality and diversity during 2016 and helps to fulfil its reporting requirements under the Act amending the Danish Financial Statement Act as well as duties followed by national legislation within the company.

### **The company's policy on gender equality and diversity**

ALLIANCE+ overall objective is to promote diversity, aiming to increase the possibilities of new ideas, perspectives and working methods within the company.

Our perspective of workforce diversity is that it consists of similarities and differences among employees in terms of gender, age, ethnical and cultural background, religion, physical abilities and disabilities, and sexual orientation. Workforce diversity is also made up by experiences, life style, educational background, values and family situation.

The company's overall competence is build up of this diversity and is a strategic asset in the development of ALLIANCE+.

Differences create possibilities and are not to be seen as a threat. We shall therefore:

- without giving up the need for diversity, objectively evaluate competence regardless of gender, age, ethnical and cultural background, religion, physical abilities and disabilities, and sexual orientation.
- be, and actively strive to be perceived as a company based on equality in all of the mentioned aspects
- strive to be one step ahead duties followed by the legislation within gender equality and diversity
- support and provide possibilities for work life balance
- continuously work against all types of harassments within the company

A basic requirement is to establish this policy into concrete action plans on strategic and operational levels. To fulfil this it is of outmost importance that every manager within the company take her or his responsibility to keep oneself updated and act properly according to the company's policies and guidelines as well as legislation within discrimination.

### **Status on gender equality within the Company**

The proportion between women and men on management levels is described below. To be considered as equal according to gender ALLIANCE+ relies on the 40/60-principle, i.e. there should in any staff group not be any sex represented with less than 40%.

ALLIANCE+ has a relatively overall gender equality, considering we are operating in a women-dominated industry. On 31 December 2016, there was 2948 full-time equivalent staff working at the company (not including variable hours staff). Of these, 65,5% were female. In 2015, 68% were female. We have thus had a positive development in regard to our overall objective based on the 40/60-principle.

The proportion between women and men in managerial occupations within the company is 63% (58,9% in 2015)

On senior management level the proportion between women and men is as follows:

- Board of Directors: 0% women and 100% men. (Unchanged since 2015)
- Executive Board (registered in Erhvervsstyrelsen): 0% women and 100% men. (Unchanged since 2015)
- Group Management Team: 66,6% men and 33,3 % women. (Not established 2015)
- Management Team DK: 12,5% women and 87,5% men. (12,5% women and 87,5% men in 2015)
- Management Team SE: 38% women and 62% men. (50% women and 50% men in 2015)
- Management Team NO: 50% women and 50% men (40% women and 60% men in 2015)

Regarding proportion of women and men in senior management levels, we have not yet fully succeeded in our aims of establishing equality at all levels. Organizational changes within the governance in Sweden and Denmark has had an impact both on the number of members within the management teams as well as staff turnover which has influenced the proportion between women and men.

During 2016 a step forward was taken when establishing a Group Management Team, which in regard to gender equality is close to our overall goal according to the 40/60-principle.

ALLIANCE+ has a continuous monitoring of recruitment processes and appointments of vacancies, aiming to increase the number of female members in the Board of Directors as well as in the Executive Board and national management teams where our gender equality objectives are not met.

## Equality Objectives

	2014	2015	2016
1. Increase the proportion of women in senior roles			
(i) To achieve a yearly increase in the proportion of female members of de Board of Directors with 20% representation by 2020	0%	0%	0%
(ii) To achieve a yearly increase in the proportion of female members in the Executive Board with 20% representation by 2020	0%	0%	0%
(iii) To achieve an increase in the proportion of female managers within national management teams with 40% representation by 2020	47%	36,8%	36,4%

Activities to reach the objectives:

- External partners shall be advised when recruiting and assessing candidates for senior positions – securing objectiveness in the selection process

### 2. Equal possibilities for women and men applying for vacant senior positions

Activities to reach the objective:

- All vacant positions shall be advertised on the intranet
- Review of our job adverts – securing they are neutrally formulated with regard to gender
- Implementation of recruitment web tool in order to communicate and visualize vacant positions, as well as objectively screen and select candidates based on the required competencies and qualifications as described in the job description
- Implementation of talent management-program in order to identify and develop talents within the organization

	2014	2015	2016
3. Increase possibilities of full time employment to 65% by 2020	52,1%	55,2%	57%

Activities to reach the objective:

- Develop multi skilling employees, enabling them to perform in a broad spectra of our Facility Services

## Other activity in support of equality and diversity

### 1. Training and Development

A company specific training program “+Academy” is currently under development. It provides a wide range of training opportunities for staff development, both online and face-to-face. Equality and diversity elements are embedded when appropriate in programs related to onboarding, behaviors, recruitment, leadership, mentoring and personal development.

### 2. Raising awareness

ALLIANCE+ seeks to raise awareness and promote engagement with equality and diversity across the Company through a wide variety of activities, including:

- ALLIANCE+ has established cooperations with organizations aiming to help disabled people into the job market, for example Iris Hadar (offering internships to people with hearing impairment) and Samhall in Sweden and NAV in Norway.
- Cooperation with national employment agencies in projects helping newly arrived asylum seekers and foreign-born academics into the job market. Examples of such projects are “Äntligen job”, Sverige tillsammans and AlphaC in Sweden, NAV in Norway and IGU in Denmark.

### 3. Tackling harassment and bullying

ALLIANCE+ holds a zero tolerance stance toward all kind of harassment and bullying. The presence of such incidents is caught up by our internal file report system as well as in annual employee surveys. Employees are continuously informed on the company’s policy and guidelines for how to act if oneself or a colleague is exposed for any kind of harassment or bullying. Additionally all employees are trained in our values and preferred behavior.