



Position: CEO and President of COWI Holding A/S since 2008

Born: 1960

Nationality: Danish

Joined COWI: 1986

Executive Profile & Biography

Mr Lars-Peter Søbbye has been the Chief Executive Officer and President at COWI Holding A/S since October 2008, a period of significant growth for the group (approx. +60% in revenue). He has been member of the Board of COWI A/S (Denmark) since October 2010; Chairman of the Board of COWI AS (Norway) since June 2009; and Chairman of the Board of COWI AB (Sweden) since September 2009.

Previously, Mr Søbbye held various positions in the COWI Group including Regional Vice President of Business Line Denmark (2005-2008), Division Director of Industry and Energy (2002-2005), and Regional Director of Central Denmark (2000-2002). During Mr Søbbye's stationing as General Manager of COWI and partner LLC in Oman (1997-2000), COWI landed some of its largest projects to date including the National Bank of Oman, the Chedi Muscat Hotel, and guest palace of the Sultan of Oman.

He serves as Chairman of the Board of BLOXHUB, a community for sustainable urbanization, and Vice Chairman of the Board of Mannaz, a leadership training and development company. At the Confederation of Danish Industry, he serves as Chairman of DI Global Talent, member of Foreign Economic Forum, and member of the Business Policy Committee. He has also served as Ambassador for Women in Leadership.

Mr Søbbye holds an MSc in Civil Engineering from Aalborg University. He lives in Copenhagen, is married to Elin Svendsen and they have a son and a daughter. In his leisure time, Mr Søbbye follows Formula 1 racing and football/soccer.

Professional Experience

CEO/President

COWI Holding A/S

2008 -

Regional Vice President

COWI A/S

2005 - 2008

Division Director, Industry & Energy

COWI A/S

2003 - 2005

Acting Division Director, Industry & Energy

COWI A/S

2002 - 2003

Regional Director, Central Denmark Region COWI A/S Århus	2000 – 2002
General Manager COWI and partner LLC, Oman	1997 – 2000
Regional Director, Central Denmark Region COWI A/S Århus	1993 – 1997
Team Leader, Construction Group COWI A/S Århus	1989 – 1993
Project Manager COWI A/S Århus	1986 – 1989
Project Planning and supervision Engineering Firm Jan Møller, Aalborg	1985 – 1986

Board Memberships

Board member COWI A/S (Denmark)	2010 -
Chairman of the Board COWI AS (Norway)	2008 -
Chairman of the Board COWI AB (Sweden)	2009 -
Chairman of the Board The Confederation of Danish Industry (DI)	2017 -
Chairman of Growth team for sustainable energy and green technology The Danish Government	2018 -
Chairman of the Advisory Board DI Global Talent	2015 – 2017
Vice Chairman of the Board Mannaz A/S	2009 - 2017
Chairman of the Board BLOXHUB	2016 -

Member

Forum for International Economy, The Danish Ministry for Foreign Affairs 2014 -

Member of the Advisory Board

Danish Industry, Business Policy Committee 2008 -

Ambassador

Women in Leadership 2009 - 2011

Key achievements

- During Mr Søbbye's time as CEO and President of COWI (since 2008), revenue has increased by around 60%, from DKK 3.5bn to DKK 5.9bn (2016). The growth trend was maintained during the financial crisis.
- The growth stems from, among others, optimisation of the organisation that has made COWI more efficient and competitive (e.g. streamlining, regionalisation of the business, simplifying business support, creating a shared services set-up).
- In addition, COWI has made a series of competence-enhancing acquisitions, the most significant being the Swedish Flygfältsbyrå (2009) with 750 employees; an acquisition that formed the basis for COWI's current sizeable Swedish operation.
- Other major acquisitions have been Teknikkonsult AB, Vattenfall Engineering and Projektbyrå in Sweden, Flint & Neill and Donaldson Associates in (UK), and Bascon (Denmark). The acquisitions have been made possible due to COWI's robust financial performance under Mr Søbbye's reign.
- In the early 2000s, under Mr Søbbye's leadership, COWI's Energy division switched towards a green energy focus; a change that formed the basis for COWI's current strong position in this area.
- Mr Søbbye spearheaded the establishment of the COWI Holding entity and introduced COWI's current successful employee share programme to further support employee engagement.

Key characteristics

- Driven by curiosity, vision and clear personal values. Loyal, dedicated and resilient.
- Eager and able to bring about development, continuous improvements and growth, despite market volatility
- Strategic and analytical thinker with a distinct ability of seeing 'what needs to happen' to improve performance
- Strongly interested in global trends, innovation and urbanisation
- An engaged and engaging leader who communicates openly and at eye level with everyone; connects well with employees and audiences

Publications

Danmarks Fremtid/The Future of Denmark

Forskningens Forlag, published 2014, ISBN: 978-87-997575-0-3

US Market Opportunities 01/2014

The Trade Council & Berlingske Tidende

Limbo – gør den nye topleder klar fra dag 1/Limbo – Enable the new executive leader from Day 1

Gyldendal Business, published 2013, ISBN: 9788702133059

Education

Orchestrating Winning Performance

IMD, Switzerland

2013

MSc civil engineering

Aalborg University

1985