



e Boks

UN Global Compact
Communication on Progress

2019

A letter from our CEO

As I write this letter, the world is changing dramatically. The COVID-19 pandemic is sweeping across the world, impacting the health and livelihoods of people everywhere. It is difficult to predict when and how the situation is going to change for the better, but one thing is certain: The world after COVID-19 will be different – and more digital. From an e-Boks perspective, there is one lesson we draw from the pandemic – governments that stay connected with their citizens with timely and trusted information are much better equipped to build social cohesion and nation-wide responses as crises unfold. And a well-functioning digital public infrastructure is a key enabler during lockdowns to contain spread of infection. As we look to the world “after COVID-19”, we are more motivated than ever to ensure that digitalisation becomes a democratic force for good.

e-Boks is a trusted provider of secure platforms and digital postboxes that offer public authorities, companies and private citizens an effective, secure and user-friendly platform for digital communication.

Since e-Boks was founded in 2001, our business has grown from Denmark into other countries, such as Sweden, Norway and Finland, and most recently also into Ireland. The common denominator for all of these countries is that they score high in the Democracy Index, published by the Economist Intelligence Unit. Their governments understand that in the 21st century, a safe and secure public digital infrastructure is foundational for building social cohesion and democracy with citizens' rights at the heart. Those countries that were first movers in establishing strong public digital infrastructures, such as Denmark and Norway, are today among the top-five in the worldwide e-Government Development Index.

The COVID-19 outbreak demonstrated the true value of a strong public digital infrastructure. In Denmark, for example, where 90% of the population use e-Boks, the National Health Board, for the first time in history, used e-Boks to send a personal communication directly to all citizens over the age of 15 with information about COVID-19 symptoms, what to do in case of symptoms and general advice on how to take precautionary action to avoid the spread of infection. Also, at a time where social media exploded with different updates on COVID-19, and not all trustworthy, e-Boks gathered all public information on COVID-19 in the recently launched e-Boks app with new Plus services, building a community of trusted public information.

My plea to fellow public and private leaders is that we do what we can to make COVID-19 a force for good. That

we learn from this extraordinary global crisis to bolster our responses for the future. That we use it as an opportunity to reset the way we work and collaborate to deliver the world we want by 2030. And that we never compromise on citizens' rights to control their own data.

2019 was a transitional year for the world of digitalisation and for e-Boks. Externally, we saw a number of megatrends that are of critical importance to the business of e-Boks.

There is no doubt that, as we stand at the start of a new decade, digitalisation will have a tremendous impact on everyone's future. It is difficult to predict exactly how new technologies will change our lives, not least because innovation happens so rapidly and exponentially, and likely even more so with COVID-19. The Spanish sociologist, Manuel Castells, one of the world's most respected thinkers on everything to do with the information society and its consequences, has described our present state of comprehension about the ultimate impact of digital technology on all our lives as 'informed bewilderment'.

No matter what, the digital future will be shaped by our own choices and actions. That's why it is important to pay attention to Margrethe Vestager's new and expanded remit with the European Commission of shaping a digital future for Europe. Chief among her concerns is how we ensure that we apply a proper ethical framework for the way we safeguard and use data. During her introductory speech at the European Parliament in October 2019, Ms Vestager underscored the importance of ensuring that a digital future is founded on fairness and trust, and that we as users have the right to decide what is done with our data. She has also highlighted the need for ensuring that we make the technologies we use secure and resilient, so we can

withstand those who want to do us harm and that we work towards making digital technology more green. The world's data centres account for as much carbon as flying does, and with more data, we need to take collective action to ensure that digitalisation will not impact negatively on climate and our environment.



By working with new and emerging markets, we have an opportunity to facilitate the creation of better digital societies with citizens at the centre

In a study conducted by Accenture in 2019, it was found that the average annualized cost of cybercrime for financial services companies globally has increased to US\$18.5 million per firm – the highest of all industries included in the study and more than 40% higher than the average cost of US\$13 million per firm across all industries. It is no surprise that many of our clients in the financial services sector are taking every cyber security measure possible to protect themselves and their users. In 2019, e-Boks worked closely with our clients to strengthen data security standards, and we were pleased to note that our new hybrid-cloud platform housed in Ireland was found to be very secure against cyberattacks by one of Europe's leading security firms.

At e-Boks we stand firmly behind and are committed to supporting the vision for a digital Europe, and we acknowledge our social responsibility as a digital platform provider. We build our business on the UNGC Ten Principles and our commitment to deliver impact against Sustainable Development Goal 16 – Peace, Justice and Strong Institutions, and SDG 12 – Sustainable Consumption and Production. At e-Boks we are also actively pursuing an ambition of being able to rely on 100% carbon neutral data by 2030.

Looking to the coming years, I am convinced that e-Boks can make the biggest difference by broadening our geographic reach. By working with new and emerging markets, we have an opportunity to facilitate the creation of better digital societies with citizens at the centre. Many Eastern European countries, for example, but also emerging economies outside of Europe, look to Scandinavia for inspiration. At e-Boks we acknowledge that our internationalization strategy will add additional challenges to the way we currently conduct business, but believe we are uniquely positioned to meet those as opportunities, never compromising on human rights, data safety and business ethics.

It can be stressful to work in a sector characterised by rapid and exponential transformation. That's why I am so pleased to see that employees have rated e-Boks a Great Place to Work™ third year in a row. I take particular note of the fact that employees have a high degree of trust in senior management and enjoy a culture of collaboration. And I am particularly proud of the fact that people can be “themselves at work” without the fear of discrimination due to age, gender, sexual or religious orientation.

I would like to end by thanking our partners and users for their trust and confidence in us, and not least the dedicated e-Boks team, who have been extraordinary during the stressful COVID-19 situation. Thanks to their hard work in often difficult conditions, we have been able to make a meaningful difference 🇩🇰

Ulrik Falkner Thagesen
CEO, e-Boks A/S

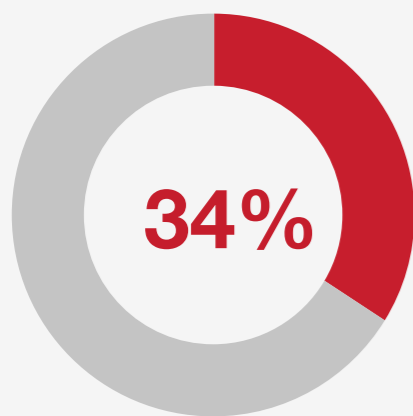


e-Boks in numbers 2019



Digital documents

We reached 34% of our 2030 target equal to:



Target: 1.5 billion documents sent by 2030
Progress: 513 million documents sent in 2019

8,464 tons
Paper

Target: 24,750 tons saved by 2030
Progress: 8,464 tons saved in 2019

3 billion liters
Water

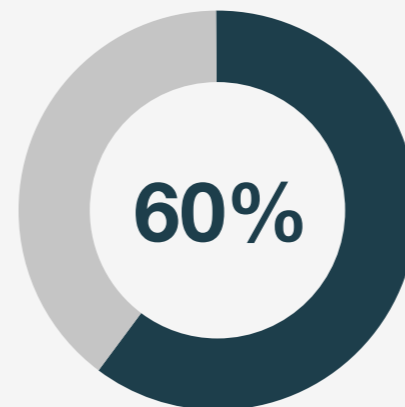
Target: 8.6 billion liters saved by 2030
Progress: 3 billion liters saved in 2019

18,468 tons
CO₂

Target: 54,000 tons saved by 2030
Progress: 18,468 tons saved in 2019



e-Boks users

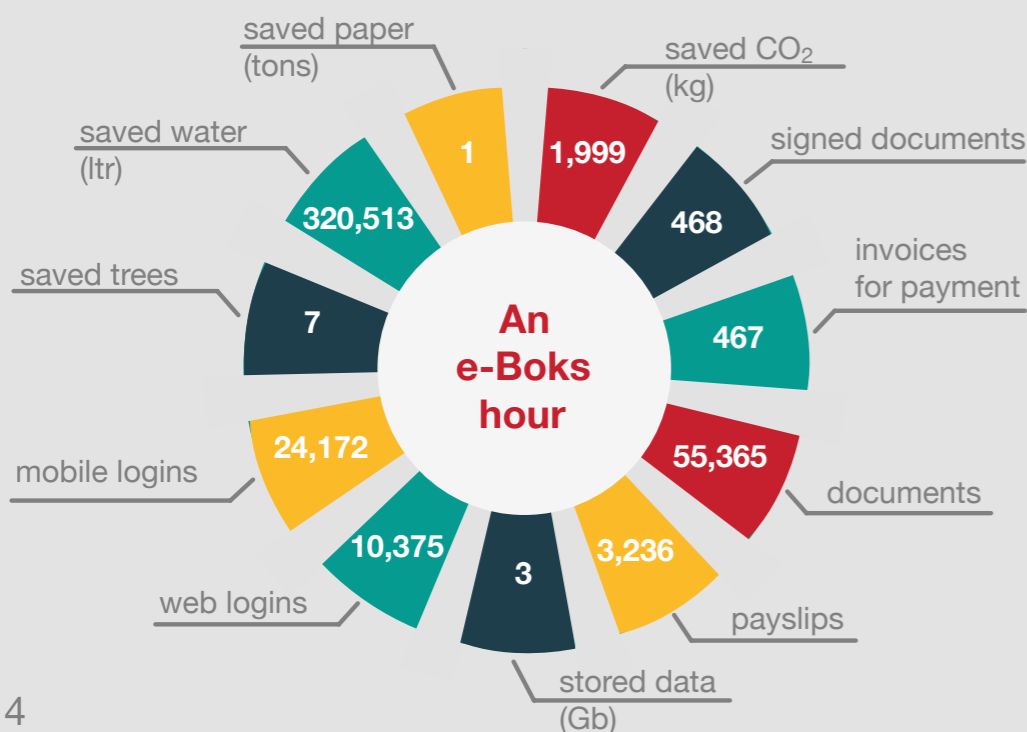
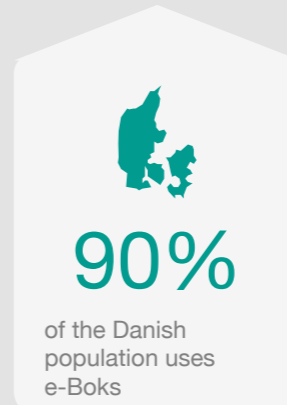
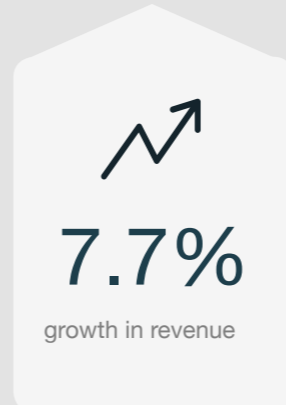
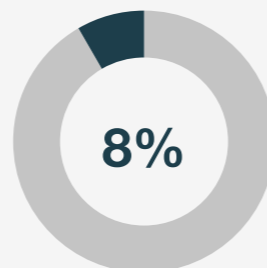


Target: 30 million users by 2030
Progress: 18 million users in 2019



Trees planted

Target: 120,000 trees planted by 2030
Progress: 10,000 trees planted in 2019



No 2 most trusted and liked company in Denmark



number of employees in 2019

Gender diversity

Senior management
 Men: 6 (75%)
 Women: 2 (25%)



All employees
 Men: 67 (72%)
 Women: 26 (28%)



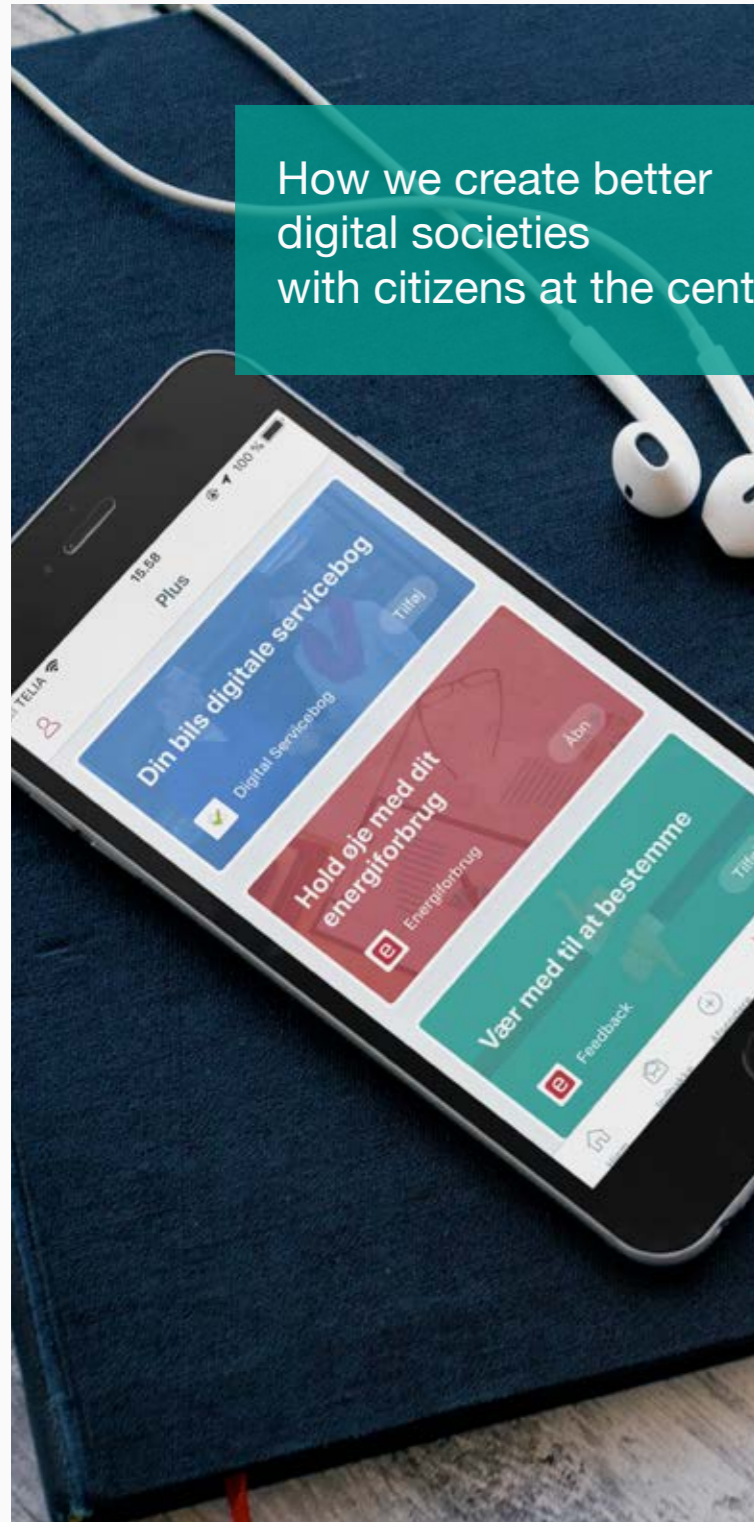
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Our business model

How we create better digital societies with citizens at the centre



Key resources

Financial Capital

We finance our investments through cash flow from our operations, and through our public-private ownership structure of PostNord A/S and Nets Denmark A/S

Digital Assets

We invest in scalable digital solutions such as CEF eDelivery that can enable the secure and efficient communication between public authorities, citizens and businesses across Europe

Natural Resources

We rely on external data centres to power our business. Data centers consume vast amounts of energy, and as an important digital player, we are committed to sourcing 100% carbon neutral data by 2030

Human Resources

We rely on a highly skilled workforce to operate our business, and we work to secure a pipeline of talent from leading educational institutions

Security Culture

We rely on a culture of security and integrity that always puts citizens' interests first – their right to privacy, confidentiality and secure transaction of their personal data

Stakeholder Engagement

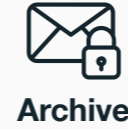
We rely on the constructive collaboration with public and private partners to enable e-Boks to strengthen people's legal rights, protect their fundamental freedoms, secure their legal identities and enable their secure and transparent access to public and private institutions. This is our commitment to SDG 16

Core activities



Secure Postbox

Provides end-users with a lifelong personal and secure postbox for important and sensitive information from public authorities and private businesses. Secure Identification of end-users is based on national eIDs.



Secure Distribution

Guarantees a safe, digital distribution channel for sending sensitive and confidential personal data

Secure Dialogue

Provides sender with the option to establish confidential, reliable, and secure communication to end-user

Digital Signing

Offers a reliable and secure delivery of documents to be signed, as well as notification service, follow-up service, and archiving options

Payment

Processes the invoices in collaboration with existing payment service providers (PSP). It changes the invoice status in e-Boks to paid when the payment process is completed, and features a notification service reminding the end-user of unpaid invoices



Business Processes

Portal

For corporate online systems, it provides an integrated platform for digitizing costly and time-consuming manual processes into companies' own digital universes. It supports the digital signing of documents, sending notifications, and the secure dialogue between sender and end-user

e-Boks Plus

A platform for offering end-users a variety of additional services relevant in an e-Boks context. Third party services can be integrated into e-Boks Plus, offering synergies with e-Boks and building additional value propositions towards end-users.



Insight

Business Intelligence

Allows the sender to deep-dive into the datasets and analyses. Insight may pave the way for improved planning and better communication with the end-users

Value created

We create value for our stakeholders

Through our public and private clients we enable more than 18 million users, including 90% of the Danish population, to receive and store highly important private and confidential information through e-Boks. We deliver on our vision of creating more sustainable digital societies by protecting and safeguarding citizens' rights, and contributing to the European Digital Single Market

We contribute to sustainable development

We participate in the UN Global Compact, and we are committed to the 2030 Agenda for Sustainable Development

We are committed to SDG 12

We contribute to reducing the material footprint of paper, water and CO₂ per capita and per GDP, and we strive to source 100% carbon neutral data by 2030

We are committed to SDG 16

We contribute to securing people's legal rights, fundamental freedoms, legal identities, and their secure and transparent access to public and private institutions

We are certified a Great Place to Work™

We are committed to providing a safe, health promoting and family friendly working environment, where people are offered equal opportunities to grow and develop their skills and capabilities



e-Boks is committed to building and maintaining our business in support of SDG 16



Target 16.3
Promote the rule of law at the national and international levels and ensure equal access to justice for all



Target 16.6
Develop effective, accountable and transparent institutions at all levels



Target 16.9
By 2030, provide legal identity for all, including birth registration



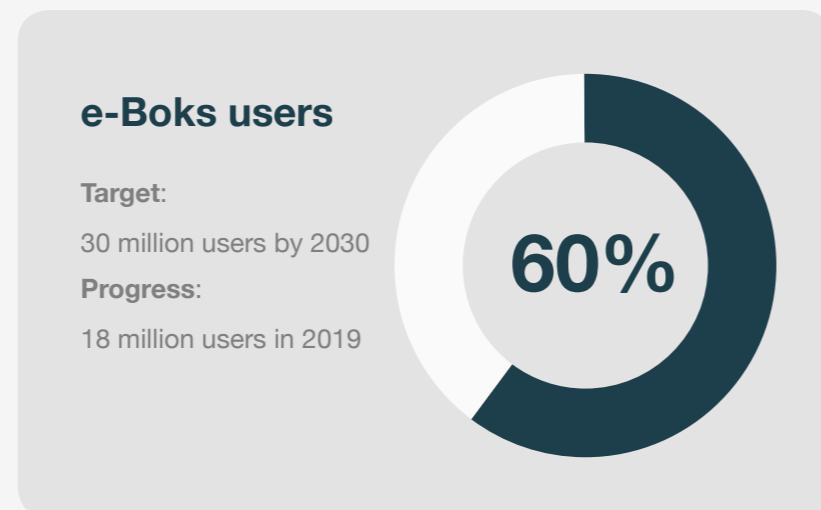
Target 16.10
Ensure public access to information and protect fundamental freedoms.

Set for purpose-driven growth

As the world is fast becoming more digital, more attention is being placed on the need for personal data privacy and confidentiality as well as the need for mitigating cyber security threats. With more and more countries and private institutions wanting to strengthen their digital infrastructure, not least following the COVID-19 pandemic, e-Boks is uniquely positioned to create stakeholder value in alignment with our commitment to SDG 16 – Peace, Justice and Strong Institutions.

The world is facing a number of daunting and interconnected challenges. How we deal with them will define our collective future. New technologies and digitalisation can be a force for good in strengthening the rule of law and accountability for human rights, building just and strong institutions, stopping runaway

climate change, and preserving nature. But only if we stand firm on never compromising citizens' ability to exercise their fundamental human rights in a digital world: The right to privacy and confidentiality. The right to control own data. The right to be protected against cyber security threats.



Status on e-Boks 2030 commitment to SDG 16

As a digital platform and solutions provider, e-Boks, is committed to delivering on SDG 16: Peace, Justice and Strong Institutions. We work to ensure that every time we open one million digital mailboxes, we also strengthen one million people's legal rights, protect their fundamental freedoms, secure their legal identities and enable their

secure and transparent access to public and private institutions. Our 2030 ambition is to grow our number of users to 30 million. In 2019 we reached 18 million users, which is 2 million more users since 2018. With our strategy to grow our business within and outside Europe, we are confident that this ambition is within reach.

Creating stakeholder value in a changing world



We have identified five external trends that will be key for our stakeholder value creation towards 2030:

01

Digitalisation as a force for good

Led by the European Commission, we see a much welcome European-led push for digitalisation as a democratic force for good, as part of their strategy to shape the digital single market. The importance of this movement is backed by the World Economic Forum: They caution that declining public trust in the way some organisations are using digital technology could undermine the social benefits of digitalisation and speak of the need for reinventing digital platform business models.

02

Europe as standard-setter for purpose-driven digitalisation

Governments in the rest of the world, such as Singapore and Australia, are increasingly looking to Europe for inspiration for how to drive purpose-driven digitalisation, incl. user-centric data-security standards.

03

Cyber-security

There is growing awareness about the need for protecting vital public and private digital infrastructures against cyber security risks. According to Gartner Group, worldwide spending on cyber security is forecasted to reach \$133.7 billion in 2022.

04

Climate emergency

There is growing awareness about the need for stopping runaway climate change and degradation of nature for our common future. The World Economic Forum Risk Report 2020 positioned climate change as the mother of all risks.

05

COVID-19

We see a changing global risk landscape following COVID-19 and a growing recognition among governments, businesses and citizens that a well-functioning digital private and public infrastructure is a key response for enabling nation-wide effective communication in times of crisis.



New technologies and digitalisation can be a force for good. But only if we stand firm on never compromising citizens' ability to exercise their fundamental human rights in a digital world.

Europe leads the global agenda for digitalisation as a democratic force for good

The European Commission has stepped up their efforts to create a 'Europe fit for the Digital Age', among other things by appointing an Executive Vice President of the European Commission with the responsibility to lead EU's citizen-led, secure and responsible digitalisation.

Part of the ambition is to ensure that all 27 EU member states have digital postboxes that allow for the secure communication between the public, citizens and business, and with the long-term vision that these postboxes apply the same high security standards and technical specifications to allow them to 'speak together' across borders. This is part of the European Union's strategy for a Digital Inner Market enabling the free movement of persons, services and capital.

While only 6 member states at the present moment have established secure public digital postboxes – among them Denmark, Sweden, Norway and Ireland that all use e-Boks technologies and solutions – it is clear that the need

for digitalisation in the public sector is gaining traction, not least with the COVID-19 pandemic. The latest EU report eGovernment Benchmark 2019 – Empowering Europeans through trusted digital public services – shows that it is particularly young nations and small countries such as the Baltic countries, Malta and Cyprus that are eager to move up the Digital Economy and Society Index (DESI).

A growing number of governments, not least among the Nordic countries, require that their digital postboxes apply the new CEF eDelivery building blocks, so that their systems in the future will be able to securely speak with other systems across the EU. We note that Denmark still has to stipulate this as a requirement

for its next generation digital postbox. We remain hopeful that CEF eDelivery connectivity will be a requirement, so that Denmark can retain its historically leading position among the countries that deliver the highest quality digital public services in the EU.

e-Boks uniquely positioned for sustainable growth





e-Boks is actively engaged with the EU Commission to create a Europe fit for the digital age. We target our efforts to support those countries that are in their early stages of exploring how to create a digital public infrastructure. These countries are particularly keen to learn from Denmark as the highest-ranking country in the Digital Economy and Society Index.





Fit for purpose-led growth

e-Boks is fit for purpose to create better digital societies with citizens at the centre and meet growing stakeholder concerns around a number of crucial challenges in a rapidly changing digital world. The 'e-Boks way of doing business' (p 16-19) guides our value creation as we step up our efforts to drive international growth and market expansion. The e-Boks way of doing business builds on the UN Global Compact Ten Principles and the 2030 Agenda for Sustainable Development as outlined below.

UN Global Compact's Ten Principles

 <p>Human Rights We place human rights at the core of our business</p>	 <p>Environment We are in the business of protecting the environment</p>
 <p>Labour We strive to be a great place to work</p>	 <p>Anti-Corruption Stakeholder trust is our licence to operate</p>

2030 Agenda for Sustainable Development

 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS Peace, justice and strong institutions: We contribute to secure people's legal rights, fundamental freedoms, legal identities, and the secure and transparent access to public and private institutions</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION Responsible consumption and production: We contribute to reducing the material footprint per capita and per GDP, not least in relation to important natural resources such as trees and water. As part of that we strive to source 100% climate neutral data, and we plant 10,000 new trees every year towards 2030</p>
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The Danish model cannot be replicated 1-1. Each country and institution must find their way into their own digitalisation journey based on their unique history, culture and legacy.

We engage in awareness-raising and are in direct contact with governments, authorities and financial institutions in countries within and outside Europe about the benefits of a digital postbox, including the opportunity to create better digital societies with citizens at the centre and the opportunity for minimising the material footprint per capita.

e-Boks is presently among the few service providers in the world whose digital postbox platform can operate seamlessly across borders. Furthermore, we have adopted the CEF e-Delivery standard and are fully compliant with all EU security standards such as GDPR and eIDAS.

This positions us as an attractive partner for governments within and outside the EU who wish to create secure digital infrastructures that are convenient and secure for people to use and future fit with the EU vision of digitalisation as a force for good.

In May 2019 we entered into a collaboration with the Government of Ireland to provide the technological platform and solutions for an Irish digital postbox, and in August, Greenland chose e-Boks as the supplier of their digital postbox.

As we look to the coming years of growing our business within and outside Europe, our key insight is that the development towards a

digital future shouldn't be forced. The Danish model cannot be replicated 1-1. Each country and institution must find their way into their own digitalisation journey based on their unique history, culture and legacy. In some countries, such as Ireland, data have to be stored securely on premise in government data centres. In other countries, data must be stored outside the country for safety purposes. Whether countries select the e-Boks platform or wish to build their own digital postbox with the use of e-Boks' technology, we are partners for the long term, facilitating their digitalisation journey on their terms – as long as we share the same vision of creating better digital societies with citizens at the centre.

e-Boks partners to build a digital post solution in Ireland

18 years ago, Denmark began its digitalisation of public and private sector communication with the e-Boks solution. Other countries are following suit with similar solutions now. In Ireland, they have drawn on the positive experiences from Denmark and are working closely with e-Boks to develop a new innovative government service where public bodies can deliver communications digitally to citizens.

Ireland is currently implementing an ambitious strategy for public sector digitalisation, and the introduction of digital post is an essential part of this strategy. The Office of the Government Chief Information Officer (OGCIO), part of the Department of Public Expenditure and Reform, has since May 2019 worked with e-Boks to build a digital postbox. e-Boks has been chosen as the technical provider of the digital postbox service in Ireland. At the announcement, Owen Harrison from OGCIO stated:

“e-Boks is a great fit for our requirements in the Irish Government – it offers both a strong technical solution and the valuable experience of working with the other governments on similar initiatives. This is an exciting project for the Irish Government and provides an opportunity to deliver a more joined-up and integrated digital service for the benefit of Irish citizens”.

OGCIO has engaged in a comprehensive stakeholder engagement campaign to get all public bodies behind the initiative to integrate their services into the digital postbox and citizens to opt in. The logic is that

the more public services that are integrated, the greater value for citizens to opt in. These are the three main benefits OGCIO has highlighted in their communication to stakeholders: It's convenient for citizens, it frees up public service resources and it's eco-friendly.

Convenient for citizens

Citizens can access government resources digitally, conveniently and securely from anywhere and from any device. At the same time, the service will act as a person's lifelong store of their government records.

Frees up public service resources

Public services use up a lot of resources – staff and money – sending letters. With this service, it is the hope of the Irish Government that they can free up resources to focus on more impactful service delivery.

Eco-friendly

The Irish Government also recognizes the climate benefits of a digital postbox and has looked to Denmark, a country similar



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in size to Ireland, where the digital postbox annually saves approx. 8,464 metric tons in paper use in the public sector. Ireland is aiming for the same outcome.

A customized solution

Traditionally a full-service operations provider, e-Boks is now transitioning to also becoming a digital solutions provider, working as a long-term development partner with governments and stakeholders, facilitating every step of the digital user journey within local regulatory frameworks, cultures and norms.

The Irish solution is based on almost two decades of Danish experience, but the Irish will have access to a new infrastructure that is an advanced version of the e-Boks operating in Denmark. The new solution supports open common European standards such as eDelivery and eIDAS. This will eventually make it easier for citizens, businesses and authorities to exchange data across national borders.

The Irish Government has placed equal emphasis on data security and

data mobility. This has resulted in a highly customized service solution that has all data stored on-premise in secure government data centres and a front-facing element where people can login and access the site. This so-called hybrid-cloud solution was stress-tested in 2019 by one of Europe's leading security firms and found to be highly secure.

From a citizen perspective, this is an entirely opt-in solution with the hope that a growing number of citizens will see the benefit of participating. There are about 4.9 million citizens in Ireland, and the requirement is that the secure personal digital identity – MyGovID – will be used on the new digital post solution. Since its introduction, the number of citizens with access to the digital postbox – i.e. with a MyGovID Verified Account – has doubled in number from 300,000 to 600,000. There are almost additional 1.2 million people with a MyGovID Basic Account, who will be able to get onto the digital postbox once their account has been verified at the municipal office. This would mean a total coverage of 36% of the Irish population.

International standards are paving the way for better communications

At the moment, there is a lot going on in the area of standardization, and a number of countries are moving from closed national systems to open international standard solutions. In Europe, all markets are heading towards eDelivery and eIDAS, and regions outside the EU are also starting to refer to them. For this reason, it is part of e-Boks' internationalization strategy to build the e-Boks solution of the future to these standards. Countries such as Australia, Germany, France, Cyprus and the United Arab Emirates have engaged with e-Boks over the past year to hear more about the Danish experience of public digital post. e-Boks has a long track record of providing the public and digital post in Denmark, Norway and Sweden, and with e-Boks' recent work with creating a highly bespoke technical solution for the Government of Ireland, e-Boks has gained valuable experience for our internationalization and growth strategy.

People at the heart of the digital transformation

Trust is the foundation for serving citizens in the digital age, and digital platform providers play a critical role in ensuring that their users – within the growing number of applications offered – can have absolute confidence in the fact that their most intimate data are kept private and that they can control their own data. At e-Boks, we are convinced that digitalisation is a way of building better societies when done in a responsible way. It starts by placing people – employees, users and partners – at the heart of this development.



e-Boks is working to cultivate an innovation culture that is anchored in our purpose and values. Among other things, we are convinced that innovation can only thrive in a culture of trust. For the third year in a row, e-Boks has been a Great Place to Work-certified™.

**Great
Place
To
Work.**

The World Economic Forum has called it “the 4th Industrial Revolution”, and there is no doubt that new digital technologies will revolutionize our lives. The rate of innovation is accelerating exponentially, and reality often exceeds fiction: A supercomputer that graduates as a medical doctor, self-driving trucks moving goods across continents, 3D printers that can print everything from your next dress to a prosthetic limb, or what about taking your next job interview with an AI bot? How the digital revolution will transform our lives is difficult to predict, but one thing is certain: With the internet of things, big data and artificial intelligence, the digital future will be shaped by our own choices and actions. Governments, businesses, digital platform providers, users – we all have a responsibility to ensure that digitalisation becomes a democratic

force for good and that citizens' need for digital privacy and data security are never compromised.

Change is the new constant

Our growth and expansion strategy hinges upon our ability to balance the need for continuous improvements and transforming ourselves through innovation. Working in the digital technology business means being ready for change. To stay relevant and future-fit, you need to be at the forefront of what users need, what technologies can do and how to deal with ethical dilemmas as they evolve. To unleash the innovation capacity within e-Boks, a cross-functional transformations team – Facility X – has been created. Their role is to help people in the organization solve problems and come up with better solutions – faster, together. Facility X helps cross-functional teams to come

together around shared goals and work plans. They help drive business excellence in the organization, among other things through a mobile team of experienced e-Boks professionals that can step in to help with problem solving and by offering tools and guidance for how teams can work with continuous improvements to capture best practice.

Citizen panel and e-Boks Plus

At e-Boks, innovation starts with our users. In 2019, e-Boks established a Danish Citizen Panel counting 100 citizens representing different age groups, genders, lifestyles and geographic locations. They have been tasked with working with e-Boks to co-create new personalized digital services to be featured in the newly relaunched e-Boks app. This new feature is called e-Boks Plus and also offers opportunities for third-party solutions

to be featured. These are some of the personalized features presently being featured: 'Storebox - a place to store all your receipts; 'Future Power of Attorney' – ensuring that your interests are looked after in circumstances where you cannot voice them yourself; and 'Lifeguide' – a feature that helps you identify the public documents that need to be updated during life changing events such as relocation, birth, divorce, retirement or death.

Pretotyping accelerates the innovation journey

e-Boks uses 'pretotyping' as a way of validating new ideas early in the development process. Pretotyping is a combination of the words 'pretend' and 'prototyping'. Where prototyping is about testing the functionality of a given product, pretotyping is about testing the idea even before the product has been developed. This approach gives more innovation-height because

it allows for rapid testing of multiple ideas at an affordable cost. Ideas that we would have been inclined to kill or put back in the drawer, even before they saw the light of day because they were too far away from the norm, now have an opportunity to be tested and validated. Users are presented with the service as if it was fully functional. In this way, e-Boks generates important insights about how users are inclined to use or interact with a new service. The reactions from users are concrete and candid because they believe they are interacting with a concrete service. For e-Boks, it means that we are at the forefront of innovation learning with our users.

Innovation is a team effort

e-Boks is working to cultivate an innovation culture that is anchored in our purpose and values. Among other things, we are convinced that innovation can only thrive in a culture

of trust. For the third year in a row, e-Boks has been a Great Place to Work-Certified™. The certification is generated through an annual confidential employee survey. We are pleased to note that we have a culture conducive for innovation and growth: Our employees have a high degree of trust in senior management and a culture of collaboration. Employees recognize the importance placed by senior management in building the right team – with a focus on securing a good cultural fit, but where diversity and complementarities are cultivated. People find that e-Boks is a place where they can be “themselves at work” without the fear of discrimination due to age, gender, sexual or religious orientation. They find that e-Boks view them as “whole people” with a good work-life balance 📌



The e-Boks way of doing business



Human Rights



Labour



Environment



Anti-Corruption

e-Boks offers an important part of the societal infrastructure that enables democracy to effectively function and thrive. With the fundamental rights of the citizen as our cornerstone, the business of e-Boks fully relies on the continued trust and confidence of our clients and users. e-Boks has policies, codes of conduct and standards for how we conduct our business, which also applies to our suppliers and partners. Together they form the e-Boks way of doing business. The cornerstones are the UN Global Compact Ten Principles – Human Rights, Labour, Environment and Anti-Corruption. The e-Boks way of doing business is governed by our Management Board, and progress is tracked annually through the UN Global Compact Communication on Progress.



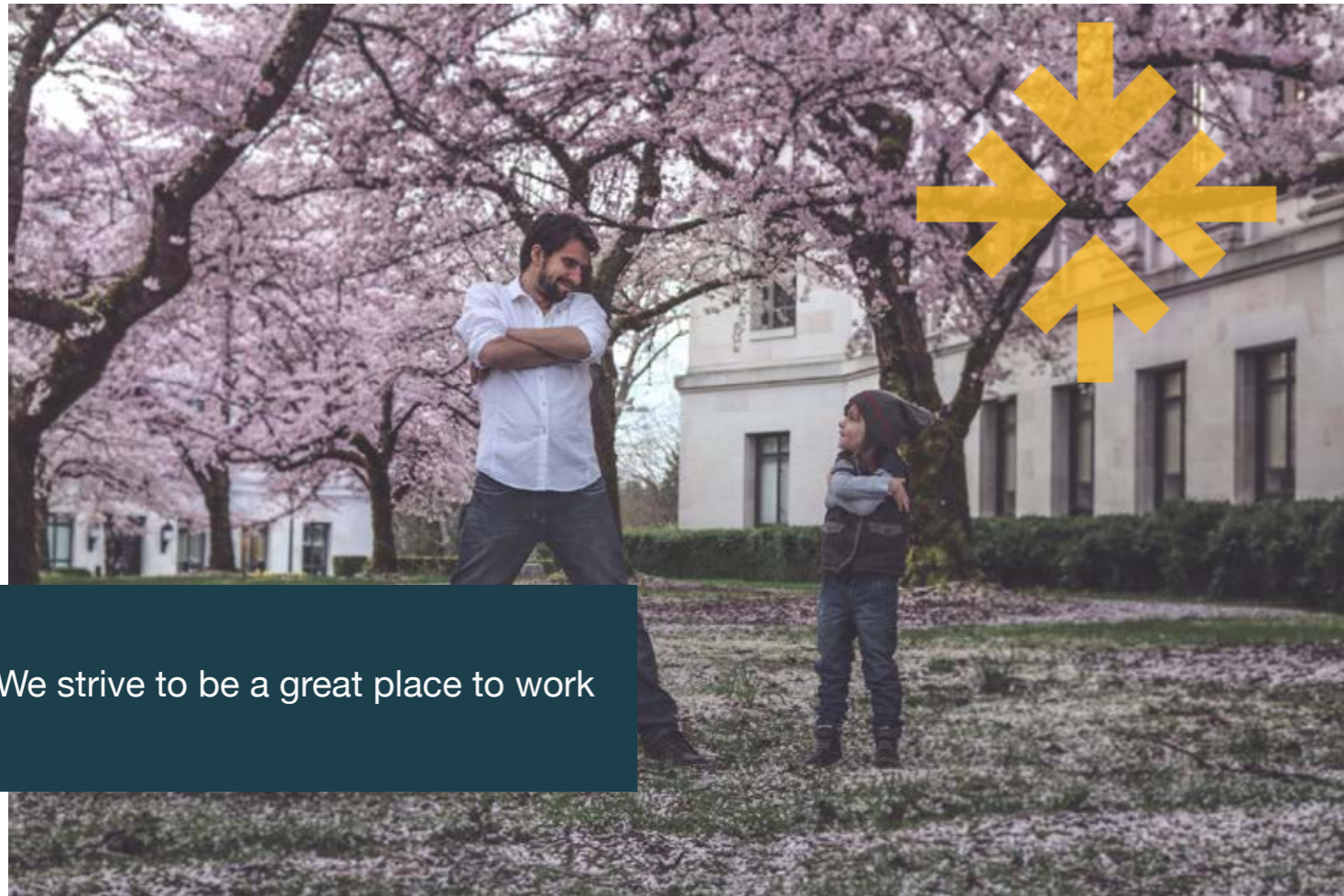
We place human rights at the core of our business

e-Boks treats and stores information of great importance to citizens, authorities and companies. It is essential that clients and users trust that e-Boks above all else observes the following principles in the way we develop and manage our systems – integrity, availability and confidentiality.

- We apply the principle of **integrity** in the way we strive for accuracy, consistency and trustworthiness of information
- We apply the principle of **availability** in the way we provide access to information, also working to ensure that our systems are accessible for IT-vulnerable groups, such as people with disabilities and people with limited access to devices
- We apply the principle of **confidentiality** in the way we provide certainty that all handling, transmission and storage of information is secured and that access by unauthorized people is prevented
- We involve security in all stages from strategic planning to operational execution to ensure that these principles are embedded in our business and our processes
- When we enter new markets we never compromise on our principles, but work to enable them in close cooperation with our partners and clients
- We work to be ahead of the curve in anticipating future risks to our principles of security
- We are responsive and transparent about security incidents, taking all necessary precautions to provide certainty that information is secured

Our management system

- Our Information Security Policy integrates regulations and international standards in one document. The Information Security Policy also describes our governance model, which includes security personnel, a Security Board that spans all areas of the organisation, and the overall accountability for security residing with the Management Board
- The Information Security Policy is part of our Employee Handbook, and is mandatory reading for all employees. In addition we provide education and awareness training on a regular basis. Similarly suppliers, business partners and external consultants are obliged to conform to our policy, and have easy access to it
- The Information Security Policy, among other things, refers to the EU General Data Protection Regulation (GDPR) and the ISO 27001: 2013 standard
- We adhere to the Web Content Accessibility Guidelines 2.0 in our effort to make e-Boks accessible for IT vulnerable groups such as people with disability or device limitations
- We have set a 2030 SDG 16 ambition – working towards Peace, Justice and Strong Institutions – including impact metrics that we will track annually in our UNGC CoP



We strive to be a great place to work

Our people policy sets out to ensure that all of e-Boks' employees, no matter where they are located in the world, are offered optimal working conditions with respect for their private lives.

- A safe, health promoting and family-friendly working environment
- Opportunities to grow and develop their skills and capabilities
- A culture of openness and empowerment
- A learning culture, where we learn from mistakes and strive for continuous improvement
- A culture where we do not tolerate discrimination of any form
- An organisation where we strive for gender diversity, and where men and women are offered equal opportunities to pursue their career goals as well as taking parental leave

Our management system:

- Our Employee Handbook communicates e-Boks' people policies, guidelines and standards and is mandatory reading for all employees
- The Workplace Health and Safety Board consists of the CEO, HR and an employee elected health and safety representative. A Work-Place Assessment (WPA) is conducted at least every third year, unless significant changes to the work environment occur. The WPA assesses our health and safety standards, and seeks individual input from employees pertaining to their physical and psychological working environment. Findings are communicated to the Management Board and to all employees, and remedying action is taken
- As a certified Great Place to Work™, we conduct an annual employee survey with a focus on people engagement at department level and overall. Overall findings are communicated to the Management Board, and detailed findings to each department manager. Departments discuss the findings, and action plans are developed and followed up upon



We are in the business of protecting the environment

From data warehousing to the offering of digital alternatives to the physical mail distribution and storage of documents – e-Boks seeks to decrease our environmental footprint through our suppliers, clients and users, and we start with ourselves.



- We strive to mainstream the digital alternative to mail distribution, document signing and storage offered by e-Boks. By 2030 it is our ambition to reach 1.5 billion digital document transactions annually – this translates into significant reductions in the use of scarce natural resources such as trees and water, as well as the reduction of chemicals in the environment, waste and CO₂ emissions
- We are committed to proactively communicating the environmental potential of e-Boks to all of our stakeholders, translating their volume of digital documents into environmental reductions
- Being environmentally conscious starts with ourselves and our own paper-free processes and CO₂ aware behaviour

- We are conscious of the fact that data centres consume large amounts of energy. As we increase our number of data transactions, we are committed to sourcing 100% carbon neutral data by 2030. In 2019, we planted the first 10,000 trees, and towards 2030, e-Boks will annually plant 10,000 trees through Trees for the Future.org - resulting in 120,000 trees planted by 2030

Management system

- We have set a 2030 SDG 12 Ambition – Responsible Production and Consumption – including impact metrics that we will track annually in our UNGC CoP

Stakeholder trust is our license to operate

Trust is a prerequisite for our ability to maintain and grow our business. Our Code of Business Conduct describes how e-Boks strives to engage with our stakeholders with respect, in compliance with rules and regulations, and uphold high ethical standards in everything we do.



Management system

Our Code of Business Conduct builds on the UN Global Compact Ten Principles, and applies to all e-Boks employees as well as our suppliers, business partners and external consultants.

- The Code of Business Conduct is part of our Employee Handbook, and forms part of the mandatory reading for all employees. In addition we provide education and awareness training on a regular basis. The Code includes the following chapters:
- Labour standards, including our employees legal rights to freedom of association; our principle of not participating in or benefiting from any form of forced labor or child labor; our principle of not engaging in any form of discrimination; and our general employee conditions

- Legal compliance and human rights
- Health and safety, including how we ourselves, but also our suppliers must create safe working conditions
- Prohibited business practices, including bribery, corruption, or fraud, with specific guidance with regards to gifts and hospitality, the prevention of money laundering, and illegal competitive practices
- Environment, including the need for striving for continuous improvement in decreasing our environmental footprint
- Non-compliance and corrective action, including the steps we will take to monitor and respond to any missteps
- Confidential information, including how we will keep it safe

A new climate reality

2019 was a tipping point year for a new climate reality. The Inter-Governmental Panel on Climate Change (IPCC) came out with a special report on the impacts of global warming of 1.5 °C above pre-industrial levels. The UN Secretary-General together with the UN Global Compact called on governments and businesses to take ambitious action to limit global temperature increase to no more than 1.5 °C and to transition to climate resilient economies. Meanwhile, on every continent across the globe, millions of young climate protesters took to the streets, calling on governments and business leaders to take urgent action. The European Parliament declared a climate emergency, and in Denmark, climate was top of the agenda for the general election. There is a growing climate awareness in society, and e-Boks is committed to playing our part in ensuring that paper-free communication becomes a convenient and cost-effective way of decreasing CO2 emissions and reducing the environmental footprint per capita.



Governments and businesses are becoming increasingly conscious about the need for taking action to transition towards a low-carbon, climate resilient economy, and citizens are pushing behind this development. As a digital postbox provider, e-Boks can provide access to paper-free documents, minimizing both the use of paper and the physical transportation of letters. We can store documents safely – throughout a lifetime – without taking up any physical space. In that way, secure digital communication presents a convenient and cost-effective path

towards cutting down on waste, reducing the use of natural resources such as water and trees and decreasing CO₂ emissions.

Urgent need to rethink our use of natural resources

In the 2019 Global Resource Outlook, the UN Environment Program (UNEP) raised the alarm for an urgent rethinking of the way we use Earth's finite resources. The material footprint per capita and per GDP continues to increase in every region of the world, putting pressure on biodiversity

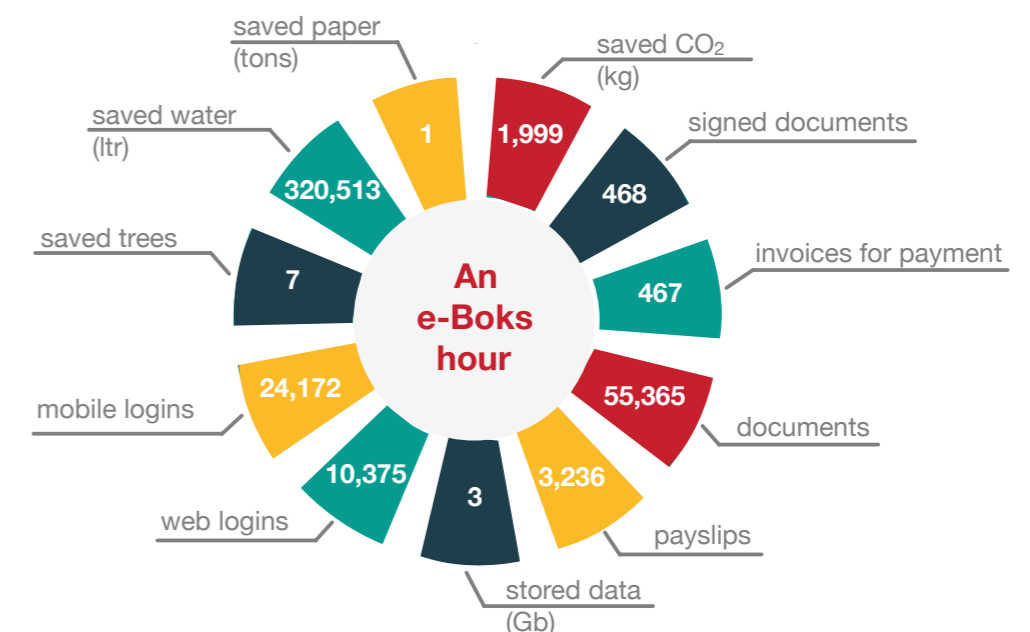


and climate change. According to the WWF, the global paper industry uses 40% of all wood traded globally, is the single largest consumer of water used in industrial activities in developed countries and despite improvements in environmental practices, still contributes to major water pollution. The pulp and paper industry not only contributes to a growing deforestation of our natural forests, threatening natural habitats and biodiversity, it also puts a strain on freshwater sheds and contributes to landfill. According to UNESCO, producing 1 ton of paper requires about 350,000 liters of water – or the equivalent of 7 people's annual water usage. Already now, according to the World Resource Institute, nearly 25% of the world's population lack access to clean water.

According to Pulp and Paper International, in volume, half of all paper is used for cardboard and packaging, while 26% is used for printing and writing. Globally, the use of paper for print and writing has decreased, driven by particularly Europe and North America. In Denmark, for example, e-Boks – used by 90% of the Danish population – contributes to saving approx. 8,464 metric tons of paper annually. Still, Denmark remains the 8th most paper consuming country in the world with 198 kilos of paper consumed per capita every year and with 26% coming from print and mail. This is an indicator of the significant potential of decreasing the use of paper through paper-free communication and document storage. With a growing number of governments and businesses taking steps

to strengthen their digital communication, not least following the COVID-19 pandemic, e-Boks is committed to doing our part in enabling this transition.

As a special service to our larger clients, we are tracking their e-Boks performance on the reduction of the material footprint on trees, water and CO₂ as part of our quarterly reporting. In 2019 we also launched a new communications tool "An e-Boks hour", visualizing the correlation between user logins, number of paper free documents and water, trees and CO₂ emissions saved. This has been well received by our stakeholders as it supports their own stakeholder engagement and CSR documentation.



Status on e-Boks 2030 commitment to SDG 12

As a digital platform and solutions provider, e-Boks, is committed to delivering on UN Sustainable Development Goal 12: Responsible Consumption and Production. Targeting SDG 12.2.1: Reduce the material footprint per capita and per GDP, we have set an ambition of enabling 1.5 billion digital documents to be sent by 2030. This number includes digital documents sent from e-Boks' own platforms as well as 'white-label' platforms, driven by third-parties. In 2019, we reached 513 million digital documents, which is the equivalent of 8464 tons of paper saved, 3 billion liters of water usage saved, and 18.468 tons of CO2 saved.



SDG Goal 12:
Responsible Consumption and Production.



SDG 12.2.1:
Reduce the material footprint per capita and per GDP

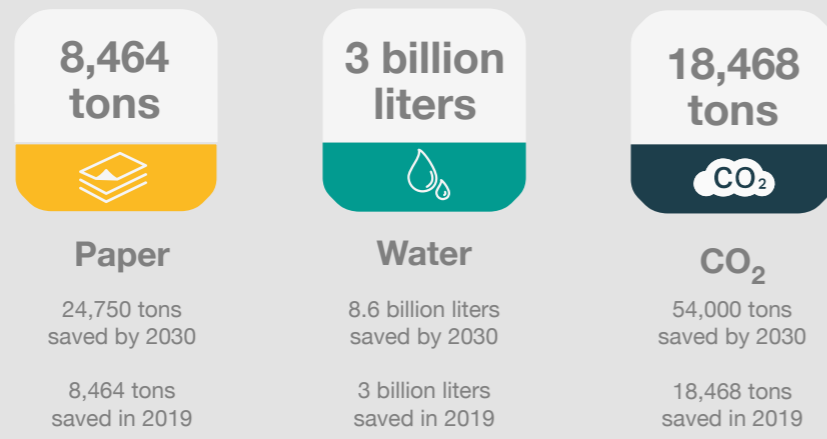
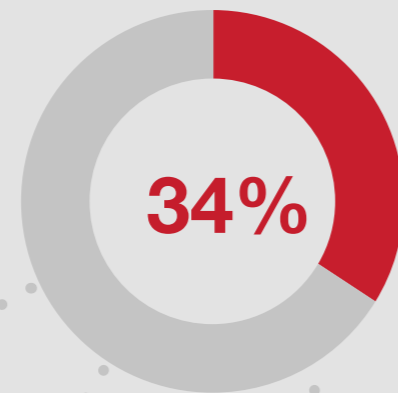
Digital documents

Target:

1.5 billion documents sent by 2030

Progress:

513 million documents sent in 2019



Pursuing a vision of 100% climate neutral data

The Global e-Sustainability Initiative (GeSI) estimates that data centres contribute to 2% of total CO₂ emissions, and that with the growth of data and the development of large 'hyper-scale' data centres, energy consumption from IT could triple in the next decade. The key to greening digitalisation is, therefore, the urgent transformation to renewable green energy. e-Boks partners with KMD, who provides our international data centre, and in Ireland we have recently established a Hybrid-Cloud solution.

We are pleased to note that KMD, through a collaboration with Danish energy provider Ørsted, has reduced their energy consumption with 8.6 million kWh over a five year period and reduced their CO₂ emissions with 5,400 tons. According to Ørsted, KMD now covers all their energy consumption through Ørsted's offshore windmill farm Horns Rev 2. Our Cloud solution in Ireland is also powered by wind. As a digital platform provider with international growth potential, it is the ambition of e-Boks that by 2030 we can rely

on 100% carbon neutral data from our data centre suppliers. Towards 2030, e-Boks has also committed to annually plant 10,000 trees through Trees for the Future.org, resulting in a total of 120,000 trees planted by 2030. The first 10,000 trees were planted in 2019, supporting the vision of Trees for the Future of creating forest gardens that can provide smallholder farmers pathways out of poverty and hunger.



e-Boks has committed to annually plant 10,000 trees through Trees for the Future.org

Target: 120,000 trees planted trees by 2030

Progress: 10,000 trees planted in 2019






Key performance indicators

We place human rights at the core of our business

Our contribution	Management system	2019 key performance indicators	Long term impact indicators
We protect our users' right to privacy and confidentiality	e-Boks Information Security Policy, including the GDPR and ISO 2700:2013 standard	<ul style="list-style-type: none"> 100% of our employees know and understand our Information Security Policy We have a high level of security, rated by PwC 	By 2030 we have reached 30 million users through e-Boks
We support SDG 16: Peace, Justice and Strong Institutions. We grow and build our business with an uncompromising focus on protecting the fundamental rights of citizens and safeguarding the rule of law	e-Boks Information Security Policy The e-Boks Way of Doing Business Management Board performance evaluation	2019 target: 19 million users reached 2019 result: 18 million users reached*	

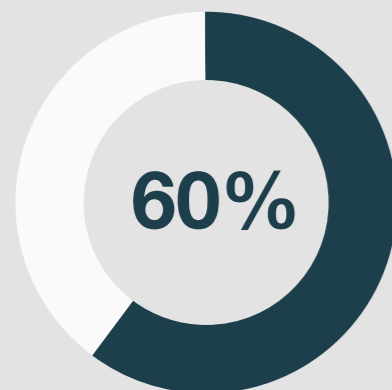


We protect the environment

Our contribution	Management system	2019 key performance indicators	Long term impact indicators
We support SDG 12: Responsible Production and Consumption. We contribute to reducing the material footprint per capita and per GDP (SDG 12.2.1)	The e-Boks Way of Doing Business Management Board performance evaluation	2019 target: 533 million digital documents 2019 result: 513 million digital documents*: <ul style="list-style-type: none"> 8,464 tons of paper saved* 3 billion liters of water usage saved 18,468 tons of CO₂ saved 	By 2030 we have reached 1.5 billion digital documents, which is equivalent to <ul style="list-style-type: none"> 24,750 tons of saved paper 8.6 billion liters of saved water 54,000 tons CO₂ By 2030 we source 100% carbon neutral data By 2030 we have planted 120,000 trees through Trees for the Future.org
 SDG Goal 12: Responsible Consumption and Production  SDG 12.2.1: Reduce the material footprint per capita and per GDP			

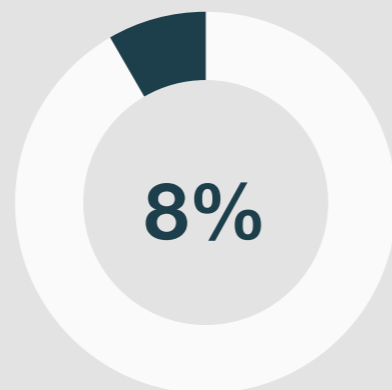
e-Boks users

Target: 30 million users by 2030
Progress: 18 million users in 2019



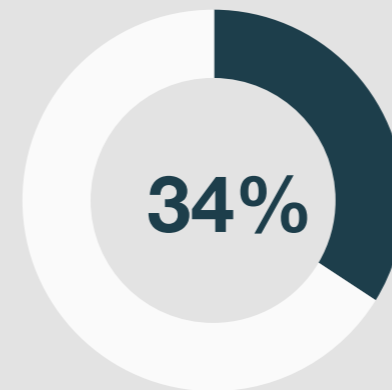
Trees planted

Target: 120,000 trees planted by 2030
Progress: 10,000 trees planted in 2019

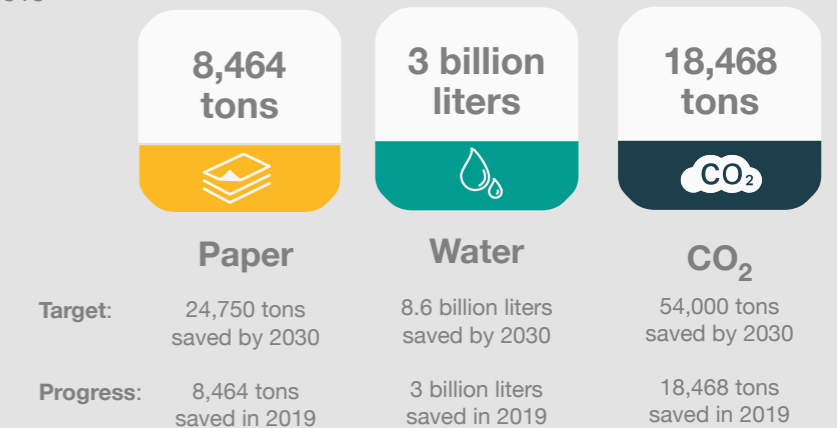


Digital documents

Target: 1.5 billion documents sent by 2030
Progress: 513 million documents sent in 2019




We reached 34% of our 2030 target equal to:



* During 2019, a larger customer left e-Boks. This had a minor short-term effect on our 2019 targets: SDG 16 - number of users, as well as SDG 12.2.1 - number of digital documents sent. It will have no impact on our 2030 SDG ambitions.

Key performance indicators

We strive to be a great place to work

Our contribution	Management system	2019 key performance indicators	Long term impact indicators
All e-Boks employees are offered optimal working conditions with respect for their private lives	People Policy Employee Handbook Workplace Health & Safety Assessment Great Place to Work Certification™ 	Overall ratings show a high level of employee health and safety reported Our office facilities contribute to a good working environment: 78% This is a psychologically and emotionally healthy place to work: 82% This is a physically safe place to work: 99% People care about each other here: 91% Continuous improvements achieved for employee engagement within focus areas in individual department (Great Place to Work™ Questionnaire & follow-up mechanisms) a Great Place To Work Certified™ three years in a row	We strive for gender diversity across all levels of the e-Boks organization

Stakeholder trust is our license to operate

Our contribution	Management system	2019 key performance indicators	Long term impact indicators
We engage with our stakeholders with respect, in compliance with rules and regulations, upholding high ethical standards in everything we do	Code of Business Conduct (integrated in employee handbook) External Trust & Like Score by Caliber and Deloitte	100% of our employees know and understand our Code of Business Conduct Through our supplier contracts all suppliers agree to adhere to our Code of Business Conduct We rank no. 2 in the annual "Trust & Like Score" with the Danish public	

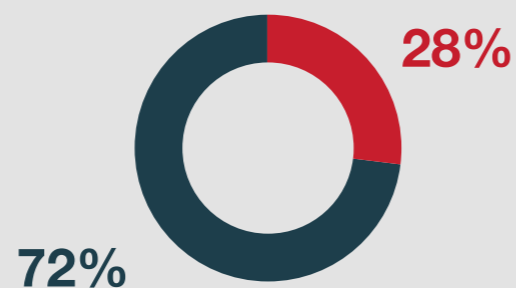
Gender diversity in senior management

Men: 6 (75%)
 Women: 2 (25%)



Gender diversity among all employees

Men: 67 (72%)
 Women: 26 (28%)



Human Rights



Labour



Environment



Anti-Corruption



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This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

