

A low-angle shot of a person in an orange jacket reaching their arms up towards a dense bamboo forest. The sun is shining through the leaves, creating a bright, dappled light effect. The person is smiling and looking upwards.

Columbus

Corporate Social Responsibility 2020

Communication on progress 2020, UN Global Compact

About Columbus

Columbus helps ambitious companies transform, maximize and futureproof their business digitally.



1989

Columbus was founded in 1989
It is headquartered in Denmark with offices and partners all over the world, delivering solutions and services locally—on a global scale.



1,800+

More than 1,800 employees
Columbus is a global IT services and consulting company with 1,800+ employees.



5,000+

Serving 5,000+ customers
Columbus is serving 5,000+ customers worldwide. Columbus helps ambitious companies to maximize, transform and futureproof their business digitally.



9 doors

9 Doors to Digital Leadership®
Columbus' innovative solutions and services portfolio 9 Doors to Digital Leadership® delivers end-to-end digital solutions like cloud ERP, Digital Commerce, Data & Analytics, and Application Management.



3 industries

Columbus creates digital solutions
that address the lifecycle and sustainability demands of the retail & distribution, food, beverage & products, and manufacturing industries.

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Columbus has been a signatory to the UN Global Compact since 2012.



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.

A year of resilience and focus on strategy

2020 was a very unusual year permeated by the global pandemic. For Columbus, our customers, and our people, 2020 was a year where we stood strong by standing together – digitally.

The global pandemic has shown the importance of digitalization. In a contactless world, the vast majority of interactions with customers and employees must take place virtually. With rare exception, operating digitally is the *only* way to stay in business through mandated shutdowns and restricted activity.

Columbus is already working with our customers digitally, however as Covid-19 hit, we were forced to turn our entire interactions with customers into 100% digital sales, delivery, and support - overnight.

Despite a suddenly change in our ways of working, Columbus' employees managed to adapt to the new reality promptly and continued a determined focus on supporting our customers and deliver superior customer value in a difficult period.

I am truly proud and inspired of the resilience, dedication and fighting spirit we have seen across Columbus during the past year.

Sustainable offerings

Last year, Columbus made a commitment to work on 5 UN Sustainable Development Goals (SDG) goals. During 2020, we focused on those goals and made some commendable strides in that direction.

We launched and diversified several offerings including remote business application implementation, cloud migration services, digital advisory services for reinventing our customers' business model, and Columbus Care services for increased post-implementation support.

I am proud of the progress that Columbus has made within sustainability, and we are convinced that these services will help Columbus strengthen our commitment towards the UN Sustainable Development Goals.

Building the foundation for our next journey

In November, we launched our new strategy, Focus23, which has a clear goal of activating our corporate purpose "Digital transformation for a better tomorrow".

With the strategic element, Sustain, we put a strategic focus on sustainability, both in regards to acting responsible as a global company and helping our customers run a sustainable business by advising and offering digital solutions that help them in their sustainability journey.

During 2021, we will continue the foundation we laid out in 2020 and build and plan the strategic element Sustain, thus engaging our employees globally in the sustainability journey.

I am convinced that we will contribute and create value for our people, our customers, and the society.



Hans Henrik Thrane
Interim CEO & Corporate CFO



Digital transformation for a better tomorrow

Columbus recently launched our new strategy, Focus23, which will intensify the focus on implementing solutions within sustainability that address our customers' need for digitalization in a sustainable way as well as positioning Columbus as a responsible business.

Columbus has a clear goal of contributing to making the world a better place, for our employees, our customers and the society.

In 2019, Columbus launched our corporate purpose "Digital transformation for a better tomorrow". By clearly formulating our purpose we address how we help our customers run a sustainable business through digitalization and how we as a global company contributes to the making the world a better place by supporting the UN Sustainable Development goals.

An important part of our corporate purpose is to work with two areas of "a better tomorrow"; we want to contribute to the UN Global Sustainable Development Goals (SDGs) by acting responsibly as a company and we want to help our customers futureproof their business by helping them run a growing and sustainable business.

We have chosen to focus on five of the 17 SDGs and through our SDG targets commit to driving positive social and environmental change on a global scale.

Through our SDG targets, we commit to achieving gender equality and ensure high quality work conditions for our people, we help our customer to run a sustainable business by providing innovative digital solutions and we will reduce our environmental footprint.

Focus23 strategy

On 12 November 2020, Columbus launched our new three-year strategy Focus23, which will be executed in the period 2021 until the end of 2023.

With Focus23, Columbus will unleash the full growth potential and make it possible to gradually increase profitable growth to minimum 10% annually in 2023.



A key strategic focus in our new strategy is sustainability, hence one of the three strategic elements, named Sustain, is dedicated to sustainability.

Sustain – sustainability in everything

With Sustain, we focus on two areas of sustainability:

- We advise on industry sustainability within our key industries and offering digital solutions to run a sustainable business.
- We act as a responsible company and build trust and sustainable relationships with our customers.

We will intensify the focus on applying and implementing solutions within sustainability that address our customers' need for digitalization in a sustainable way.



We will run one key program under the Sustain element:

- Build to Sustain

The program will focus on developing sustainable offerings to our customers and establish a clear position for Columbus as a

responsible company supporting and driving our selected SDGs.

Risks related to CSR

As a global company operating in a highly competitive and rapidly changing global marketplace, Columbus is exposed to a number of commercial and financial risks. Consequently, it is essential for Columbus to ensure that risks are constantly identified, monitored and controlled in order to reduce potential negative impact on growth, activities and results.

As Columbus has grown and developed over time, focus on risk management has increased and become an integrated part of the Group's business activities. By constantly monitoring and mitigating risks, Columbus aims to reduce risks to an acceptable level.

The Executive Board is responsible for the ongoing risk management and continuously considers and reviews key risks. Risk management is reported to and discussed with the Audit Committee at committee meetings during the year.

The main drivers for Columbus' CSR actions are related to employees. Employee retention and recruitment are important focus areas. Therefore, the main risk identified within CSR is the failure to attract and keep our skilled employees. Columbus considers stress as a risk factor to keeping a healthy working environment, and therefore we continuously focus on stress handling and prevention in the local business units.

In addition, the brand and reputation of Columbus is a key area as this is key in attracting talents to Columbus and commitment to human rights, thus committing to follow the United Nations' Declaration of Human Rights through several policies including our Code of Conduct and Antislavery Policy.

Our due diligence processes and guidelines for good business behaviour established for employees and suppliers is formulated in our Code of Conduct and include firm value-based principles that address any risk that could occur concerning these matters. Columbus therefore considers the risks related to anticorruption to be limited.

Columbus considers the risk related to negative climate and environmental impact to be limited as activities related climate are limited to energy consumption at data centres and offices as well as business travel. As we do not produce any physical products the non-financial risks related to the environment are limited. We continuously focus on reducing our energy consumption as part of reducing our environmental footprint.

As part of the risk management, Columbus has established a whistle-blower function for expedient and confidential notification of possible or suspected wrongdoing.

Columbus has described our main risks and the measures installed to mitigate them in the Annual Report for 2020.

KPI and target setting 2021

Columbus is already working with focus areas within the 5 SDGs.

For the past 8 years, gender equality has been a strategic focus for Columbus and is measured annually in our "Statutory report on Gender Distribution". The KPI and target setting can be found under "Corporate Governance – Diversity".

Today, Columbus report on women managers in Columbus A/S and the Group. In 2021, Columbus will set KPIs and report on total gender distribution globally.

Employee wellbeing and working conditions has been key part of our CSR focus for the past 7 years and is reported through the of UN Global Compact framework. Finally, helping our customers optimize their infrastructure, supply chain and production is the core of our business.

Columbus came off to a strong start of 2020, having defined a range of sustainability initiatives based on employee suggestions globally. When Covid-19 hit us in March, we were forced to postpone some of our investments in order to focus on our daily business, our customers and our employees.

With the Focus23 strategy, Columbus has put a strategic focus on sustainability and during 2021, the Group will initiate a structured process to formulate KPI's for the five committed SDGs and we will initiate global and local programs to progress and reach the SDG targets.

Columbus support the UN Global Compact

In Columbus, we are committed to contribute to the UN Sustainable Development Goals. In 2019, we took an important step to focus on five of the 17 SDGs. In each of the SDG targets, we have formulated our commitment and focus points:



Columbus support the UN Global Compact

Columbus has been part of the UN Global Compact since 2012, which shows our commitment to being socially and environmentally responsible.

Columbus supports and enacts ten general principles of corporate social responsibility.

These principles are based on internationally recognized conventions on human rights, labour standards, environment, and anti-corruption.

Helping our customers run a growing, profitable and sustainable business

With ever-increasing emphasis on sustainability, organizations seek new, innovative business models to future-proof, transform, and modernize their infrastructure. Columbus helps our customers future-proof their business by enabling them to run a sustainable, growing, and profitable business through digitalization.

Columbus has strong domain knowledge within key industries based on more than 30 years of experience and profound insights with more than 5,000 customers. As sustainability is becoming increasingly important, we are stepping forward and leading our customers in creating a better tomorrow.

We offer end-to-end sustainable digital solutions such as Cloud ERP, Digital Commerce, Data & Analytics, and Application Management and advisory services to address the lifecycle and sustainability demands of the manufacturing, food, and retail and distribution industries.

Manufacturing

An acute shortage of skilled workforce, expensive machinery, and increasing production costs have a high impact on the manufacturing sector. Columbus supports manufacturers to stay ahead of the competition

curve by bringing Industry 4.0 best practices into the picture. We enable the players to upgrade their technological capabilities and build a sustainable, reliable, and resilient infrastructure.

Our services include, but are not limited to, efficient global supply chain integration, IoT for improved connectivity, personalization and configuration, as well as artificial intelligence and machine learning-related expertise for demand prediction and planning.

This results in streamlined production at a lesser cost, and an efficient global supply chain.

Food, Beverage & Process

The last few decades have seen an infuse of IT in the food and beverage industry. Increased competition from medium and small companies and evolving consumer needs necessitate food manufacturers and retailers to build capabilities around technology for pricing, to forecast customer demand, ensure high levels of quality in a highly regulated industry.

Columbus solutions help our clients increase transparency and traceability across the supply chain to ensure a granular MRP. Columbus solutions help our

customers respond to changing customer dietary preferences and compliance mandates by minimizing wastes, improving the efficiency of supply chains and inventories, optimizing delivery routes, automating manual processes, and ensuring that the food products adhere to the highest quality and safety standards.

Retail & Distribution

A modern-day consumer goes through several touchpoints before making a purchase. Columbus enables retailers, distributors, and brands to ensure a seamless customer experience throughout this journey. Our solutions enable our clients to provide a unified customer experience across all channels and touchpoints, optimize costs with centralized inventory management, increase order values through improved engagement, maximize revenue from existing customers, and gain new customers.

New Sustainable Solutions in 2020

During 2020, Columbus has continued to develop new offerings within sustainability and closely work with our customers to support their sustainability journey. Below is a selection of our sustainability solutions:

- Route optimization: Helping our customers reduce carbon emissions, as well as ensure faster transportation, by determining the most cost-efficient route.
- Resource productivity: Working with our customers to maximize resource productivity by providing solutions for uninterrupted communication, file storage and sharing, as well as, ensuring security.
- Sustainable operations: Helping our customers in developing a cost-effective supply chain to meet the ever-changing customer needs and future-proofing their organizations



People in Columbus

People is a strategic focus area in Columbus. Employee development, Diversity & Inclusion and Well-being are the focus areas in our CSR effort.

Columbus is a people business and our employees are our greatest asset. Therefore, it is crucial that we attract, develop and retain the best people in the industry.

We continuously work on improving our Employee journey, well-being and development/engagement.

In 2020, we have increased our focus on aligning more of our employee processes globally in order to improve even further in these areas.

Attract

Attracting people

We want Columbus to be a company where highperformers join and where they stay for many years. Key success factors to attract talent are to ensure that Columbus has a strong employer brand and is known as a work place with attractive working conditions, great professional & personal development opportunities and to ensure that candidates experience a professional recruitment process.

Employer brand

Through close collaboration between the People and Marketing teams and with the involvement of many of our Columbians, we have carried out several initiatives to determine and promote our Employer Brand. Through the engagement of 20% of our organisation we have developed our Employee Value Proposition (HEART) and this is at the centre of everything we do from an employer brand perspective.

Our Go To Market proposition to attract the highest calibre people to join Columbus has been built on a global recruitment process which is supported by both a Recruitment School and LinkedIn Academy learning curriculum to ensure our brand and candidate experience is consistent throughout the whole company.

The employee journey and employee experience are as critical to us as our customer's journey and the customer experience and we ensure the language and tonality we use reinforces this balance between the two.

We have revitalised the people pages on our website and published blog posts & podcasts externally to enhance our brand. Creating personas for roles in the business and bringing these to life with real-life stories from our team reinforces our Employer Brand and our values. Through the use of Instagram takeovers, we allow the world to see who we are on a personal level and how we live the values we believe in.

Our desire to retain employees for life is supported by our employer brand and the focus on helping our colleagues to grow during their career with us. We have a strong ethos of 'Team' within our employer brand and enduring view that we are one team that is stronger together.

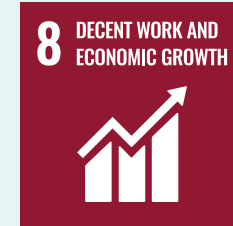
Our Employer Brand is continually being reviewed and enhanced and we have a number of projects already defined to continue our journey in 2021.

Recruit

Candidate experience

Having an authentic Employee Value Proposition is essential to attract new talent. The key message of Columbus' Employee Value Proposition is that our people are the HEART of Columbus; without our employees Columbus could not be the company it is today.

The HEART framework is used to showcase why Columbus is the best place to work and was developed to define our authentic Colombian Values and to support the attraction of new team members and retention of our current employees.



Global recruitment process

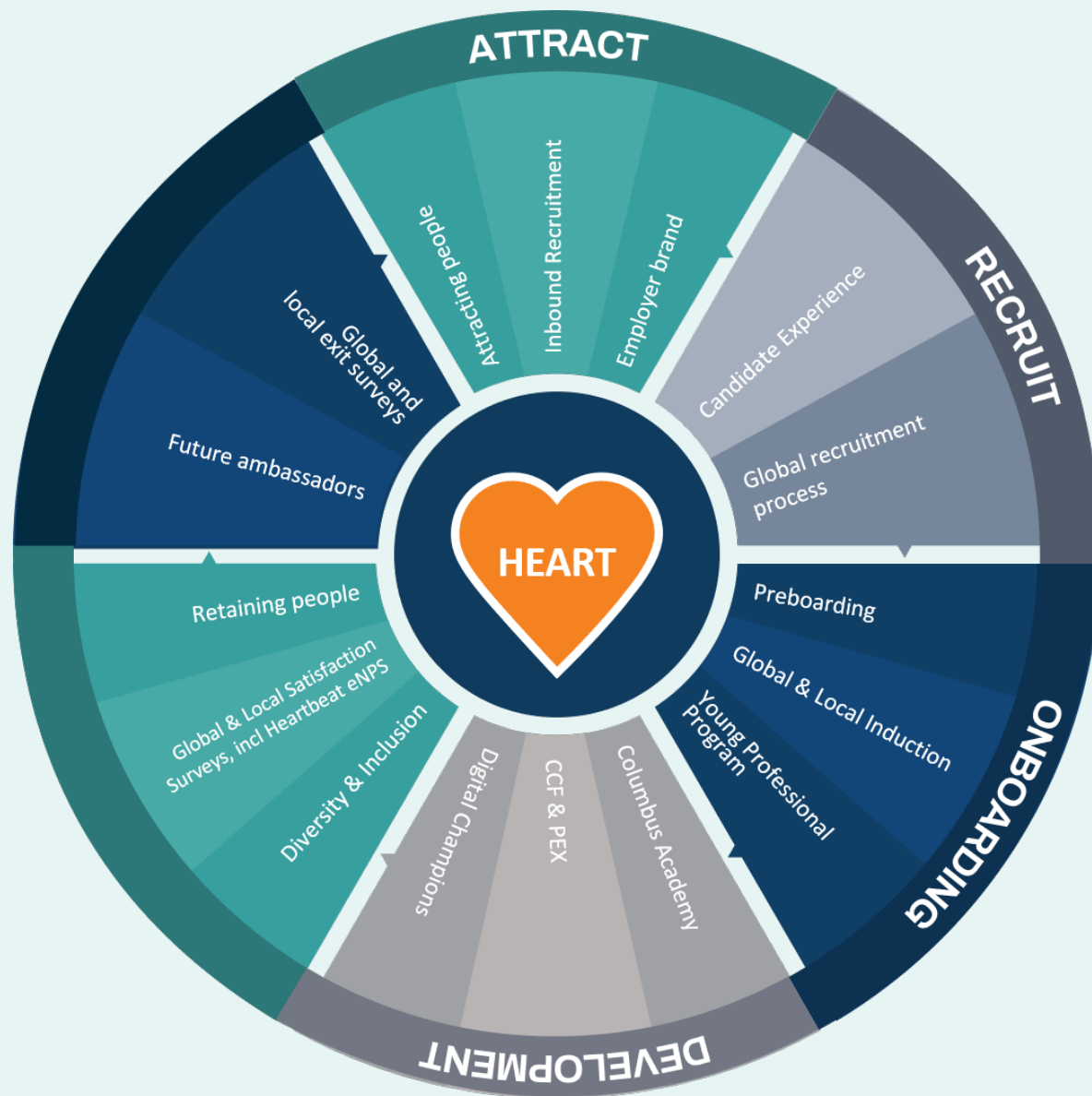
In order to be more effective at recruiting the right people and reduce attrition, the global recruiting process has been aligned and improved. This means that all recruiting teams globally now use the same candidate selection method, testing and tools.

In this relation, a global recruiting school was launched at the end of 2020, which all those involved in recruitment are encouraged to take (HR, the Directors & Leadership Team and Hiring Managers).

Onboarding

Pre- and onboarding

Columbus has a global Onboarding Program Course which forms part of the onboarding process for all new employees. However, as we wish to start onboarding new employees, even before they have their first day in Columbus, we are currently working on developing a Pre-onboarding Program, which will include an introduction to Columbus culture, values, strategy, etc. By completing the Pre-onboarding Program, new employees will feel even more prepared for their first day. The pre-onboarding program will be launched during 2021.



* CCF stands for Career & Competency Framework
PEX stands for Performance Excellence

Employee satisfaction score

Scale: 0-100



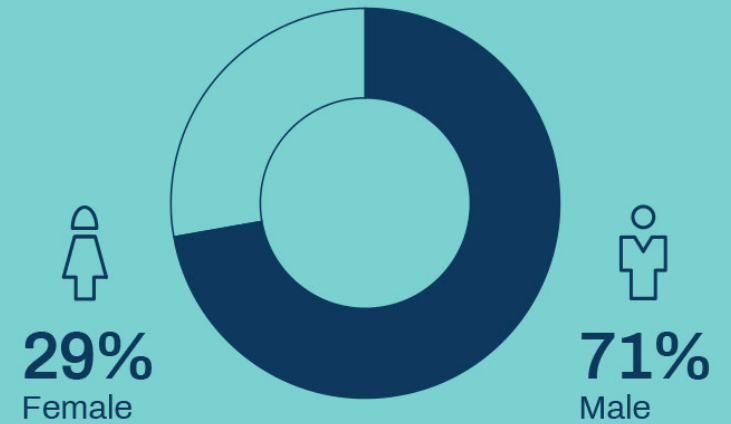
Result for 2020:
eNPS score of

33

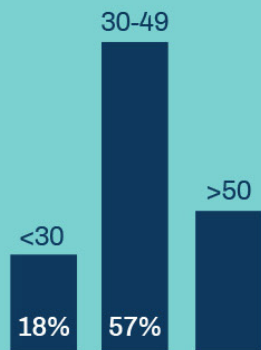
Total - gender distribution Columbus



Gender distribution at management level in Columbus

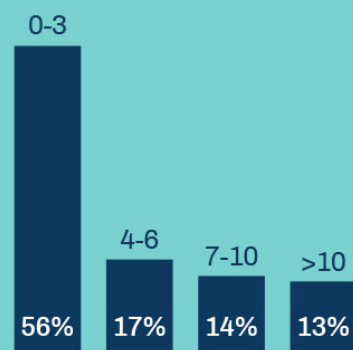


Age distribution

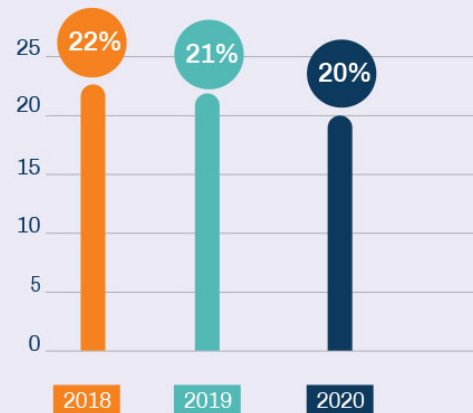


Seniority

Seniority distribution (years)



Development in attrition:



Columbus Academy

Total number of certifications in Columbus

3194

Certifications consultancy training

294

Diversity & Inclusion course (for all employees)

1003

Optimizing Workplace Diversity & Inclusion

95

Young Professionals Program

Columbus has a long history of employing newly qualified graduates or people who have 1-2 years of work experience and training them to become fully skilled consultants.

Due to Covid-19, this program ran in a reduced capacity in 2020. In 2019, we employed more than 60 young professionals across our Business Units in Sweden, UK, Norway, Russia, Denmark and India. The course content of the Young Professionals Program is continuously developed and extended.

Development

In a company like Columbus, continuous learning and development throughout our employees' careers is essential. We strive to become more knowledgeable and to understand how we can excel in our industry and deliver excellent customer experience.

Columbus Academy

The purpose of Columbus Academy is to develop and retain the best people in the industry by ensuring a high learning curve and professional development for our employees.

Columbus Academy is our global virtual training setup which is based on our Competence and Career Framework (CCF) and a well-established consulting skills curriculum which is continuously improved and developed.

All training is delivered virtually to participants across the global team, combining the newest most modern technologies available.

During 2020, 3,194 people achieved certifications in Columbus Academy. 294 consultants achieved certifications in consultancy skills courses, covering personal leadership skills, business modelling, value creation and change management. 115 new hires completed the Onboarding training.

We also introduced a global Diversity & Inclusion course for all employees and an Optimizing Workplace Diversity & Inclusion course for leaders and HR to support our D&I agenda.

The Columbus Academy curriculum is constantly extended to develop our highly skilled, engaged and loyal employees. Starting in 2021, Columbus Academy will be extended to also all job roles in Columbus and the focus will be on building global capabilities within digital advisory.

Columbus Career Framework

Columbus' goal is to support high performance across Columbus. Our Performance Excellence program supports individuals in Columbus to accomplish their goals.



“Having the flexibility and technology to enable me to work from home successfully has helped me to continue supporting our Columbian Team to the best of my ability during 2020. Whilst at the same time, as a working Mum, having the capability to work from home has given some much-needed stability to our family during these uncertain times”.

Andrea Ward, Acting Global People Director

To support the development of high performance, Columbus is using a Career & Competency Framework (CCF) across the company.

CCF is a system designed to ensure a targeted approach to assessing current performance and support the future development of our employees and the business. The framework includes specific and well-defined targets on how the employees can improve and develop their career to the next level.

All employees participate in performance review each year to identify and follow-up on specific, individual targets related to the company's overall targets. The performance review enables employees to see and understand their personal contribution to the company's overall performance and to plan their future career with Columbus.

Digital Champions

Columbus' Digital Champions Program is an exclusive program designed for targeted members of our team. The Digital Champions Program is a 5-month program designed to make participants digital champions when it comes to preparing and implementing Columbus' 9 Doors to Digital Leadership and adding value to our offering to clients. Participants in the program will have a large role in helping Columbus realize the Focus23 strategy. In 2020 we educated 20 Digital Champions.

Retain

Retaining people

Columbus wants to be a company where people stay for many years. Employee well-being, a focus on diversity & inclusion and on the creation of a unique culture and authentic values are therefore key focus areas in Columbus. There are a number of initiatives where we take a temperature check of our employee satisfaction throughout the year. We measure employee satisfaction monthly with Columbus Heartbeat and through local and global employee surveys.

Global and local surveys

All new employees participate in a Global Onboarding Program when they join. Starting in 2021, all employees will be invited to complete an onboarding survey after their first three months in Columbus. The purpose of the survey is to garner immediate feedback on our recruitment and onboarding process, to make improvements and continue successful hiring and onboarding of new employees and to reduce employee turnover.

Historically, employee satisfaction surveys have been conducted locally. Local employee surveys will continue, but as part of aligning people processes globally, Columbus will conduct global employee satisfaction surveys also.

Employee Heartbeat (e-NPS)

Each month employees rate their job satisfaction through Columbus Heartbeat, our global employee satisfaction survey.

Heartbeat is a simple survey, where employees are asked to answer one question: On a scale from one to ten, how likely they are to recommend Columbus as a potential workplace to their friends or colleagues?

The purpose of Heartbeat is continuously to improve the employee satisfaction in Columbus. The survey is not anonymous, and this enables us to follow the development in employee satisfaction on department, country and on a global level in Columbus.

In 2020, we changed the way we are tracking Heartbeat results to Employee Net Promoter Score (e-NPS). From January 2020 to December 2020, the e-NPS score improved from 21 in the first survey made in January to 33 for 2020 in total. This result is considered to be a great achievement, especially considering that 2020 has been a very different and challenging year for all employees due to Covid-19. We will continuously focus on increasing e-NPS scores.

Employee Wellbeing

Providing a healthy and safe environment and employee well-being are key focus areas in Columbus.

Diversity & Inclusion

Columbus is committed to have a diverse and inclusive work culture, where our people thrive and grow with equal career opportunities and where our people feel

heard by and included in the organization. We believe that diversity within gender, age, experience, educational and socioeconomic background is important, and we do not tolerate any kind of discrimination, harassment or bullying of employees.

Having a diverse and inclusive workplace and nurturing culture will attract talent to our business and help them innovate and grow.

To increase awareness of the importance of diversity and inclusion, we launched a global Diversity & Inclusion course for all employees as well as an Optimizing Workplace Diversity & Inclusion course for leaders and HR. In 2020 1,003 employees completed the Diversity & Inclusion course, and 95 leaders and HR people completed the Optimizing Workplace Diversity & Inclusion course.

We will continue to have diversity and inclusion at the core of our leadership agenda and our people, and we look forward to becoming an even more innovative and successful place to work.

Farewell

Global and local exit surveys

In order to understand why employees leave Columbus and thereby being able to reduce unwanted attrition, Columbus has established a global aligned exit interview process with all voluntary leavers. Results from the exit interviews are collected and shared globally with HR and local leadership teams and used to put in place initiatives to reduce future attrition.

Future ambassadors

A well-defined exit program is one of the most important ways to express our organization's culture. This is done by

- Asking departing employees about the best part of working at the organization and what could have been better as in the exit interview
- Recognize them for contributing to the mission, values and business objectives of the organization.
- Demonstrate to co-workers that departing employees is treated with care.

Our aim is that departing employees are our future ambassadors.

Covid-19

2020 was a challenging year for all employees due to Covid-19. Most employees had to work from home for long periods during 2020. Even though we have been used to working together digitally internally across Columbus' Business Units for many years, having to work from home full-time was a significant change in many employees' everyday lives.

To ensure the wellbeing of employees, Columbus implemented several initiatives, such as videos from the CEO with updates to all employees and daily "Inspiration for you" e-mails during March and April with relevant quotes and inspiration on how to stay in touch with colleagues, guides to

working remotely and how to ensure efficient Teams meetings, personal exercise inspiration and sharing of home office photos and ideas on fun things to do at home, etc.

In May, Columbus conducted a global employee satisfaction survey. The survey showed that although most employees missed the social interaction with colleagues, working from home worked well, and created a better work-life balance. In general employees indicated that Columbus managed the crisis well and felt appreciated by management. From the survey we also learned that most employees answered that after Covid-19 they would like to continue to work from home 20-40% of the time. We will ensure that we use the learnings from the survey to create the best possible work conditions for our employees.

Columbus' new strategy - Focus23

Columbus Columbus2020 strategy, which was launched in 2016 expired at the end of 2020. When the Columbus2020 strategic program Our People program was launched in 2016, it included two global sub programs:

- Performance Excellence, including implementation of a global Performance Excellence Cycle and a global Competence and Career Framework (CCF)
- Columbus Academy, consisting of a global virtual training setup with a substantial consulting skills curriculum



Columbus' new strategy - Focus23

Columbus Columbus2020 strategy, which was launched in 2016 expired at the end of 2020. When the Columbus2020 strategic program Our People program was launched in 2016, it included two global sub programs:

- Performance Excellence, including implementation of a global Performance Excellence Cycle and a global Competence and Career Framework (CCF)
- Columbus Academy, consisting of a global virtual training setup with a substantial consulting skills curriculum

Both sub programs have been implemented successfully and are continuously evaluated and improved.

In November, Columbus launched its new three-year strategy, Focus23. Columbus is a people business and in order to deliver on our strategic goals, we rely on constant development of our highly skilled, engaged and loyal employees. Therefore, our people will continue as a strategic focus area under "Empower" in our new strategy, and we will run two key people programs:

- Accelerate You
- Lead for Trust

The programs will focus on areas such as building appropriate digital advisory skills across roles, further strengthen career tracks and leadership training.

The content of the programs will be defined in detail during 2021.

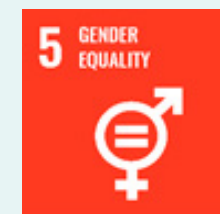


“Work from home is a blessing in disguise when you have to focus on critical tasks with stringent timelines. With the current situation, we have realized that our productivity is nothing less than working from office or even better. I strongly believe that organizations will encourage a hybrid model in best interests of organization and its employee”.

Anshul Varma, Senior Manager – Digital Operations

Gender distribution in Columbus

This statutory report constitutes part of the management's report to the Annual Report 2020 for Columbus A/S, cf section 99b of the Danish Financial Statements Act. This statutory report covers the financial year 1 January 2020 to 31 December 2020.



Columbus A/S has chosen to set target figures and report on target figures only for the companies in the Group that individually meet the criteria for being subject to the rules, cf. The Danish Business Authority's "Guidelines on target figures, policies and reporting on the gender composition of management". Only the parent company, Columbus A/S meets the criteria, and therefore target setting and reporting on development in relation to targets will only apply for Columbus A/S.

Columbus strives to be an attractive work place for both genders with equal opportunities for all, and we are convinced that a reasonable distribution of both genders on all levels in the Company has a positive effect on the working environment and contributes to the creation of a successful company culture which will attract and retain the best talent.

It is essential for Columbus that all employees experience that Columbus A/S has an open and unprejudiced culture where each individual is able to make the best use of

their competencies, and that all, regardless of gender, have the same possibilities for career development and management positions.

Gender distribution in the Board of Directors in Columbus A/S

According to the Danish Business Authority's guidelines on target figures, policies and reporting on the gender composition of management from March 2016, a distribution of 25/75% in a company with four Board members is considered to be an equal gender distribution.

The proportion of women in Columbus' Board of Directors is 25%, and thereby the gender distribution in the Board of Directors is considered to be equal.

The Board of Directors has decided not to increase the target for the proportion of women in the Board of Directors.

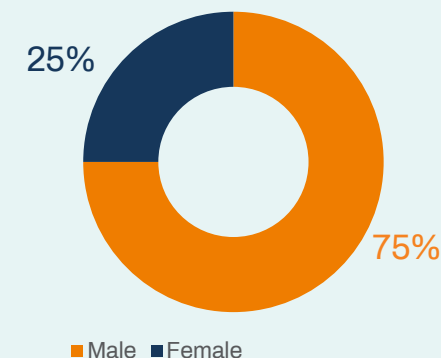
Development in gender distribution at management level in Columbus A/S

In 2019 the gender distribution at management level in Columbus A/S constituted 21% women and 79% men. At the end of 2020, the percentage of women at management level had increased to 28%.

This means that by the end of 2020 Columbus reached the target of reaching a minimum of 25% female managers in Columbus A/S by the end of 2023.

Columbus has decided to increase the future target to obtain a minimum of 35% female managers in Columbus A/S by the end of 2023.

Gender distribution in the Board of Directors



Development in gender distribution in Columbus group-wide

Although, Columbus has decided only to report progress on target figures for the parent company, Columbus also focuses on increasing the proportion of women at management level group-wide.

By the end of 2020, the percentage of women at management level group-wide was 29%. By the end of 2020, the percentage of women in Columbus group-wide was 28%.

Action plans and measures

In order to increase the proportion of women at management level in Columbus A/S, and thereby obtain the targets, Columbus is pursuing the following measures:

1. Focus on increasing the percentage of women at management level, as vacancies arise. In 2020 a global recruiting process was designed, including how Columbus attracts, finds and selects candidates. In this relation, focus on increasing the percentage of women at management level has been increased further, and when hiring for a position at management level externally, at least one female candidate must be identified. In relation to internal promotions, efforts will be made to ensure that both genders are considered for the position.
2. Ensure that all employees experience that Columbus has an open and unprejudiced culture where each individual is able to make the best use of his/her competencies, and that all employees, regardless of gender have the same possibilities for career development and management positions. To ensure this, Columbus is using the Columbus Career and Competency Framework (CCF). CCF is a structured program for competence and career development in Columbus, which includes all employees globally. With this framework, it is possible to monitor and report performance of all employees, thereby ensuring equal opportunities for all employees when considering internal candidates for management positions in Columbus A/S.
3. Investing in career and skills development, which also supports equal opportunities for all employees.
4. Increase awareness of the development in the percentage of women at management level. The development in gender distribution is part of the monthly people reporting, which is shared with all Business Unit Executives and HR Directors.

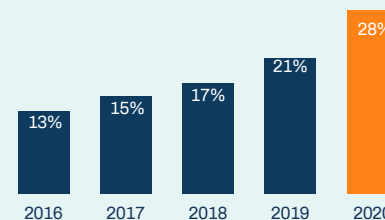
Although Columbus is striving to increase the percentage of women at management level group-wide, it is important to always ensure that the most closely matched people are appointed for all management positions.

In connection with employments at management level, a careful assessment is conducted in relation to which professional experience and skills are needed with a view to ensuring the presence of the necessary competences at all management levels. When hiring or promoting employees for management positions, 360-degree analyses are always conducted, and the result of the analyses weighs heavily when assessing candidates.

Follow-up and reporting

Once a year at a Board meeting, the Board of Directors follows up on the progress against the targets set. Based on the progress, the Board of Directors and Executive Board assess whether Columbus is taking the necessary measures to obtain the actions.

Development in gender distribution at management level in Columbus A/S



Code of Conduct

Respecting human and labor rights are fundamental to our business. Columbus has established Code of Conduct, which is our general ethical guideline for business conduct to ensure that we in Columbus on a global level are dedicated to promoting ethical business practices and protect Columbus against corruption and other unethical business behavior, which we believe is incompatible with the operation of a healthy business.

Complies with the requirements

Columbus complies with the requirements of the Universal Declaration of Human Rights and The United Nations Convention against Corruption.

Transparency and Creditability

In Columbus, we are committed to show complete openness towards customers, employees, shareholders, suppliers and other stakeholders. It is essential that their understanding of our services and products is accurate, updated and truthful. Therefore, there is no incongruence between what we communicate within the company and what we do externally.

Anti-corruption

We will not tolerate corruption, money laundering, bribery or other illegal or unethical business activity. Our performance and competitiveness are strengthened solely through lawful conduct. The Group's anti-corruption position has been clearly communicated to all subsidiaries and is

reviewed annually. Furthermore, we have implemented Columbus Authorization and Risk Management Rules (CARMR), which encompass rules on the authorization hierarchy and ensure the senior management's involvement in major contracts and investments.

Whistleblower function

As part of the risk management, Columbus A/S has established a whistle blower function for expedient and confidential notification of possible or suspected wrongdoing. At the end of 2020, no cases have been reported through the whistleblower scheme.

Human Rights

All employees in Columbus have been carefully selected on the basis of professional competencies without regard to religion, race, skin color, gender, age, disability or sexual or political orientation. We regard multiplicity as a strength, and we will not tolerate discrimination or harassment.

Columbus A/S' Working Environment Council continuously work to create optimal work conditions for employees and secure the absence of workplace accidents.

Following Danish legislation, Columbus carries out the mandatory APV (workplace assessment survey) every three years. Actions based on the results of the survey are taken.

An APV (workplace assessment survey) was carried out in 2019, it revealed no critical items. A new APV will be carried out in 2022 at the latest.

Columbus has not been subject to any investigations, legal cases or incidents involving human rights violations in 2020.

Diversity

It is essential that all employees experience that Columbus has an open and unprejudiced culture where everyone is able to make the best use of his/her

competencies, and that all regardless of gender have the same possibilities for career development and management positions.

For detailed information, please find the report on Gender distribution at Columbus' Investor site under Governance and CSR.

Corporate Governance

Columbus' commitment to run a sustainable business is firmly based on the company's core values, our Code of Conduct and our Corporate Governance Guidelines.

Columbus is committed to follow the Danish Recommendations for Corporate Governance as implemented on 1 June 2013 by NASDAQ Copenhagen in its Rules for Issuers of Shares.

Environmental and climate impact

As part of Columbus' commitment to the UN Sustainable Development Goals, Columbus has chosen to focus on goal #13 Climate Action.

Columbus is committed to operate our business in a way that respects the planet. We have committed to the UN SDG #13, Climate Action, where we will focus on reducing our environmental footprint globally by reducing flight travel, recycle and optimize our consumption and energy mix

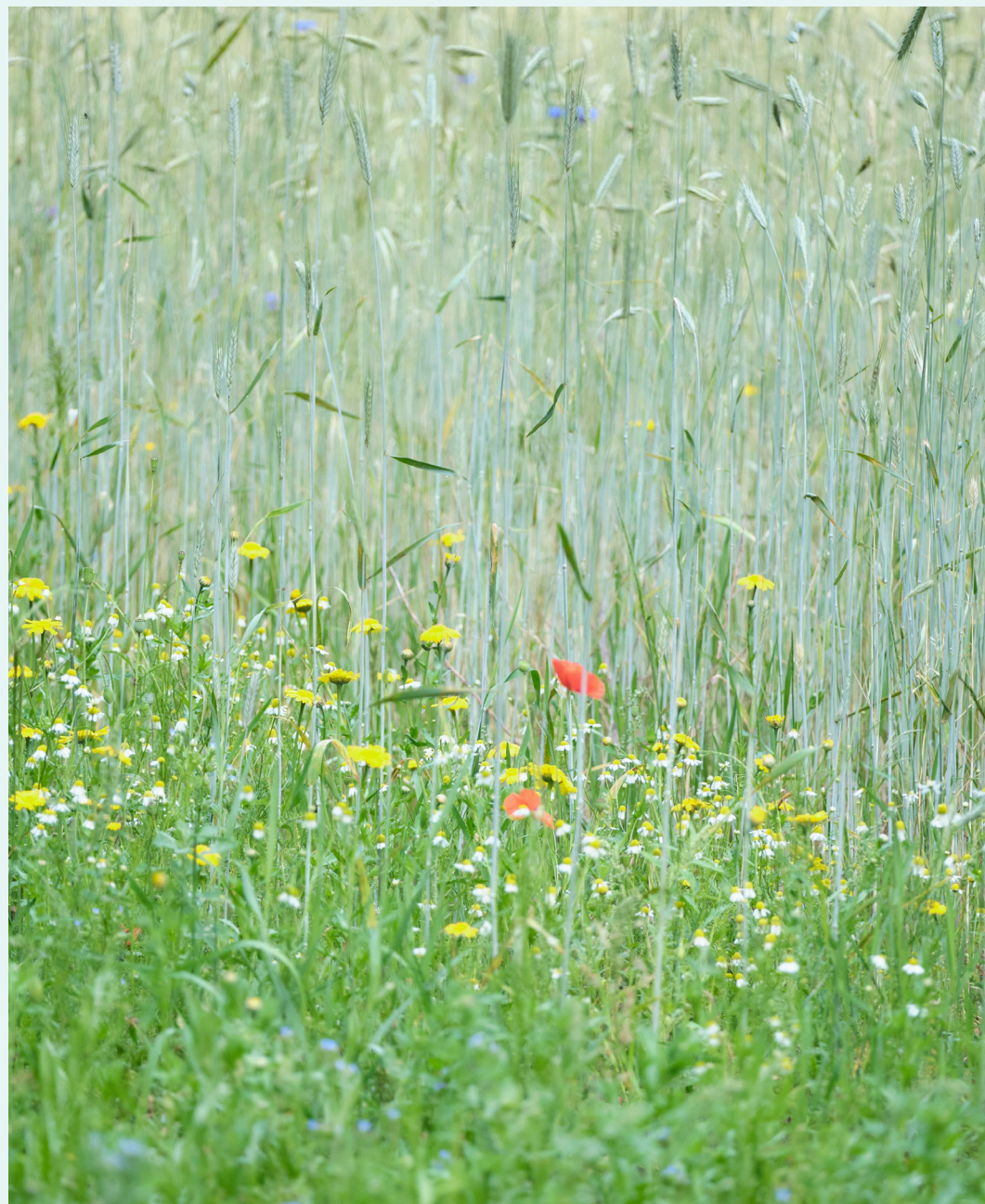
As Columbus' "products" consist of knowledge, software and services, as well as being mostly office-based, our business' impact on environmental impact is relatively small.

Being a global company, our business activities include travel, which have an impact on environment. Furthermore, transportation by cars constitute a necessary part of delivering our services to customers.

As transportation constitutes Columbus' the major environmental impact, we aim to minimize unnecessary travel by plane and cars. One important action is that we have installed video equipment in all major offices and in general simplified the use of virtual meetings to facilitate virtual meeting, which also improve the efficiency in our business.

In addition, our subsidiaries are individually initiating different climate actions and engage employees in contributing with suggestions on how we can operate more sustainable as a responsible company.

At the kick-offs in 2020, all subsidiaries worked with defining ideas on how Columbus can contribute to the green agenda. Due to the Covid-19 situation, the program was put on hold, however as part of the Sustain program, the Group will during 2021, initiate a structured process to formulate KPI's and initiate actions to further minimize our climate impact globally.



13 CLIMATE ACTION



Social Commitment

It is essential that we are involved in community and charitable initiatives. We have decided to emphasize these initiatives in our CSR Report.

Charity in Columbus

In Columbus, many of our subsidiaries are engaged in community and charity initiatives. We regard this as an expression of commitment and team spirit and the initiatives are important in two ways: They contribute to the employee well-being internally in Columbus, and they promote Columbus as a company, which engages in sustainable development in the communities, in which we operate.

It is essential, that we are involved in community and charitable initiatives. We have decided to emphasize these initiatives in our CSR report. By emphasizing local community and charity initiatives in Columbus, we hope to generate similar initiatives. However, these must always be based solely on our employees' voluntary commitment.

Below is a brief description of some of our local CSR initiatives:

- Columbus U.S. employees donated \$2,000 to a GoFundMe for 24 employees of Columbus' customer Amy's Kitchen who lost their homes due to the Rogue Valley Fire in Oregon.
- Columbus Global Delivery in India has made a Partnership with leading hospital in Hyderabad to support eye care for people in need. In addition, they have a partnership with a school in Hyderabad to support education for girls coming from disadvantaged section of society.
- Columbus Estonia too decided to do something different on Christmas this year. Instead of traditional Christmas gifts for customers and employees, Columbus Estonia collaborated with Tallinn Association of People with Mobility Disabilities and volunteers to support low-income families with children with special needs or disabilities. In the current situation most children are being home-schooled and many families lack the resources to support learning. Columbus

Estonia joined hands with OIXIO and donated digital tools such as Laptops, Tablets, Headphones, Mobile phones, Keyboards, etc. to 135 children from 57 families to a total amount of EUR 5,000.

- Columbus UK participated in a One Million Step Challenge (July to September 2020) where Columbians from the UK that participated collecting £ 1129.20 for diabetes.

