



**eBoks**

UN Global Compact  
Communication on Progress

2020

# A letter from our CEO

**A year ago, the COVID-19 pandemic was already sweeping the world, and we were getting used to a new way of living, working and engaging with each other. Looking back, it is safe to say that I had not foreseen the profound impact this virus would have on the world and our lives. At e-Boks, 2020 was one of the busiest years on record. We saw how well-functioning digital public infrastructures enable speedy, reliable and frequent communication between governments, authorities, businesses and citizens. And how communication is central to enlisting the active support of populations in times of crisis. Looking to 2021, it is with a renewed sense of optimism: There is light at the end of the tunnel. For sure, it will be another busy year for e-Boks. Hopefully also a year where we can move beyond short-term ‘crisis response mode’ as we look to building long-term partnerships in countries across the world to bridge the digital divide and drive resilience against this and future pandemics.**

e-Boks is a trusted provider of secure digital postboxes. We offer public authorities and enterprises a secure and user-friendly platform for digital communication. This year, we celebrate our 20th anniversary. Since we were founded in 2001, we have grown from Denmark into the Nordics and Ireland – all countries that score high in the Democracy Index published by the Economist Intelligence Unit. Their governments have invested in safe and secure public digital infrastructures as a natural step towards building social cohesion and democracy with citizens’ rights at the heart. As a first mover, it is no coincidence that Denmark ranked first in the 2020 E-Government Development Index (EGDI) with a near-perfect rating of 0.9758. The EGDI assesses e-government development at a national level and is based on three components: online service index, telecommunication infrastructure index and the human capital index.

That’s also why Denmark and other Nordic countries were better prepared in handling the COVID-19 pandemic. In Denmark, 90% of the adult population has a secure digital postbox, and this has served as an open and direct communication channel during the pandemic.

As an example, on the 20th of March 2020 – for the first time in history – the Danish Health Authority could send a letter that reached the entire Danish population advising them about the new coronavirus and measures to contain it. In addition, the Danish population has been kept informed about the pandemic and its implications on their own and their families’ daily lives, information about test results, what to do when tested positive for COVID-19, or steps to take when someone in the close social circle is tested positive. During the lockdown, people’s free movement was hampered, but the flexibility of the e-Boks platform allowed users easy access to communication from authorities, municipalities, workplaces, financial institutions and other sectors, allowing society to run as normal and undisrupted as possible under the circumstances.

e-Boks’ mission is to help create better digital societies with citizens at the centre. The COVID-19 pandemic served as a wake-up call for many governments and enterprises experiencing the urgent need for digitally enabling the speed and quality of their communication with citizens. As a result, e-Boks was contacted by stakeholders across the world, who wished to learn more about the Danish model.

I’m convinced that e-Boks will make its greatest societal impact in countries that are still in the early stages of building the secure digital infrastructure that allows them to communicate with their citizens, including a digital postbox service.

Of course, this takes more than technologies. It takes public trust and confidence in public as well as private institutions – Government, authorities, experts and businesses. That’s not something you secure overnight, why we at e-Boks are building our business for the long-term, supporting our partners in developing their digital infrastructures on the foundation of citizens’ inviolable human rights in a digital world: The right to privacy and confidentiality. The right to control own data. The right to be protected against cybersecurity threats. That is our contribution to Sustainable Development Goal 16: Peace, justice and strong institutions.

2020 was a year where people came together in solidarity like never before. At the same time, it was also a period where countries and regions turned insular and protectionist in the attempt to protect their citizens’ lives and welfare. While this is understandable, it worries me that there are signs that we may stay in crisis-response mode – country-by-country or locally – for a very long time, rather than opening up for the power of collaboration.

I am happy to note that e-Boks in 2020 further strengthened our management processes and controls to ensure that the UN Global Compact Ten Principles are an integral part of our daily operations and way of working, not least as we take steps to further expand our business into new geographies. If there is one thing COVID-19 has taught us it is that we can only solve the world’s global challenges such as pandemic outbreaks, growing social inequalities and climate change by working together. Therefore, it is also my hope that we use this extraordinary crisis for good. That we learn from our experiences to build back better, fairer and more resilient societies.

I would like to thank our partners and users for their trust and confidence in us during a challenging year. Most of all, I would like to thank my dedicated e-Boks team. You have been extraordinary during extraordinary times. Thanks to you, e-Boks has played a pivotal role in reaching millions of people with communications about COVID-19 during times of great insecurity. For that, I cannot thank you enough 🙏

Ulrik Falkner Thagesen  
CEO, e-Boks A/S

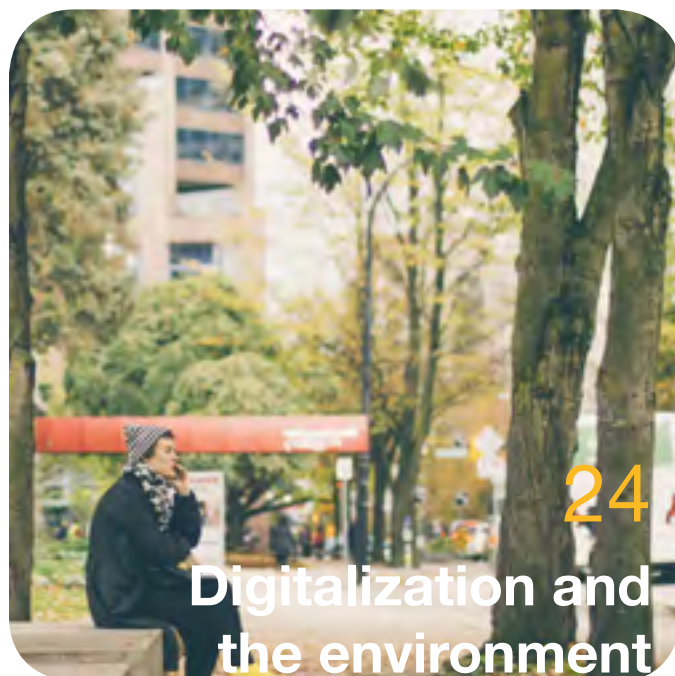




*2020 was a year where people came together in solidarity like never before. At the same time, it was also a period where countries and regions turned insular and protectionist in the attempt to protect their citizens' lives and welfare.*



# Content



**The theme for e-Boks' 2020 Communication on Progress is the need for bridging the digital divide:** During the COVID-19 pandemic people and businesses tried their best to adjust and land in a new normal. Digital platforms and technologies for many became a lifeline enabling them to continue their social interactions with family and friends, engage in home learning and home working. Unfortunately, the pandemic also put into stark relief the divide in our societies for those who lack access to digital communications platforms, which more than ever connect our societies.

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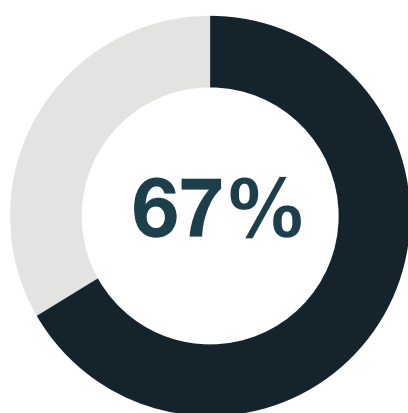
# e-Boks towards 2030



## e-Boks users

**Target:** 30 million users by 2030

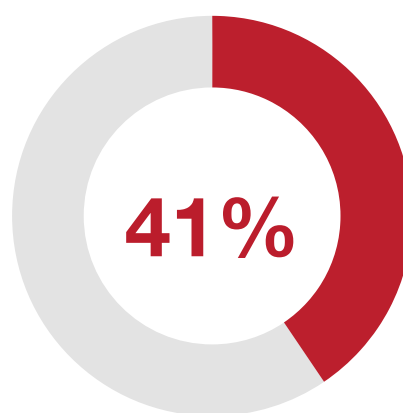
**Progress:** 20 million users in 2020



## Digital documents

**Target:** 1.5 billion documents sent annually by 2030

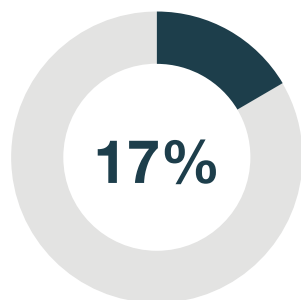
**Progress:** 610 million documents sent in 2020



## Trees planted

**Target:** 120,000 trees planted by 2030

**Progress:** 20,000 trees planted since 2019



## 610 million digital documents sent in 2020 equals:

3.5 billion  
liters

Water

**Target:** 8.6 billion liters saved yearly by 2030

**Progress:** 3.5 billion liters saved in 2020

10,065  
tons

Paper

**Target:** 24,750 tons saved yearly by 2030

**Progress:** 10,065 tons paper saved in 2020

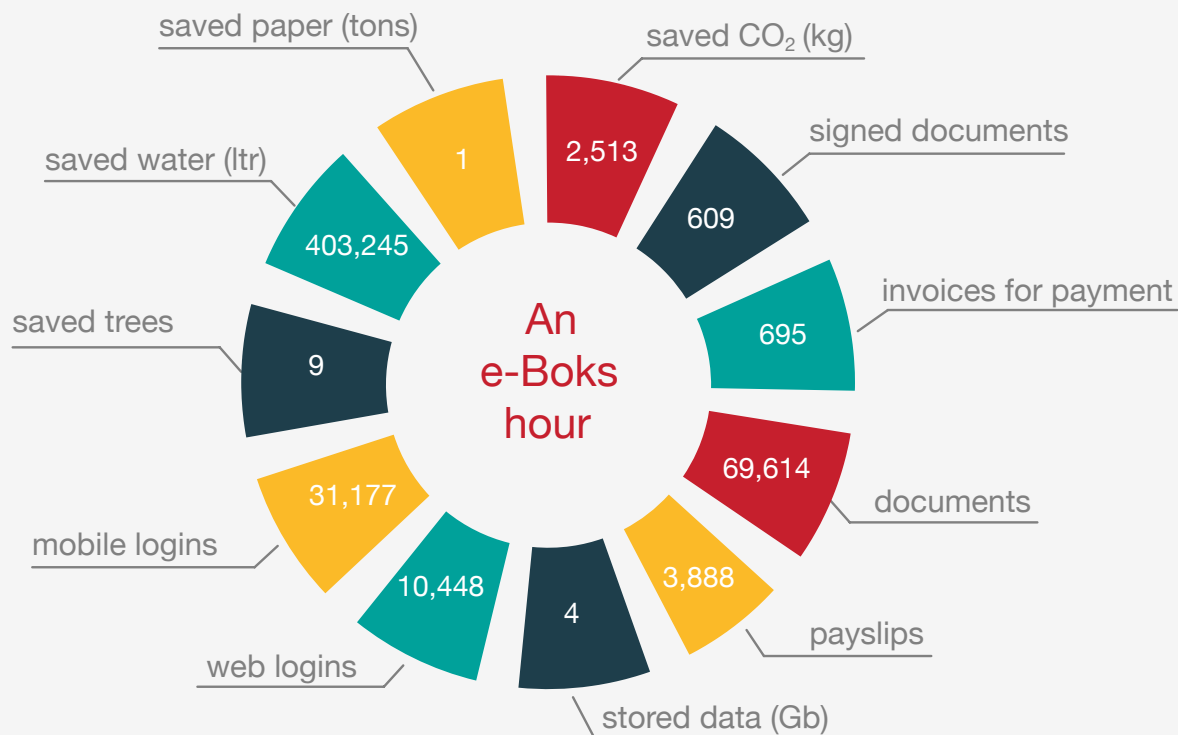
21,953  
tons

CO<sub>2</sub>

**Target:** 54,000 tons saved yearly by 2030

**Progress:** 21,953 tons saved in 2020

# e-Boks in numbers 2020



## Gender diversity

**Senior management**

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



**All employees**

- Men: 74 (75%)
- Women: 25 (25%)



**4 years**

Years in a row Great Place To Work Certified™



**15%**

growth in revenue



**99**

number of employees in 2020



**90%**

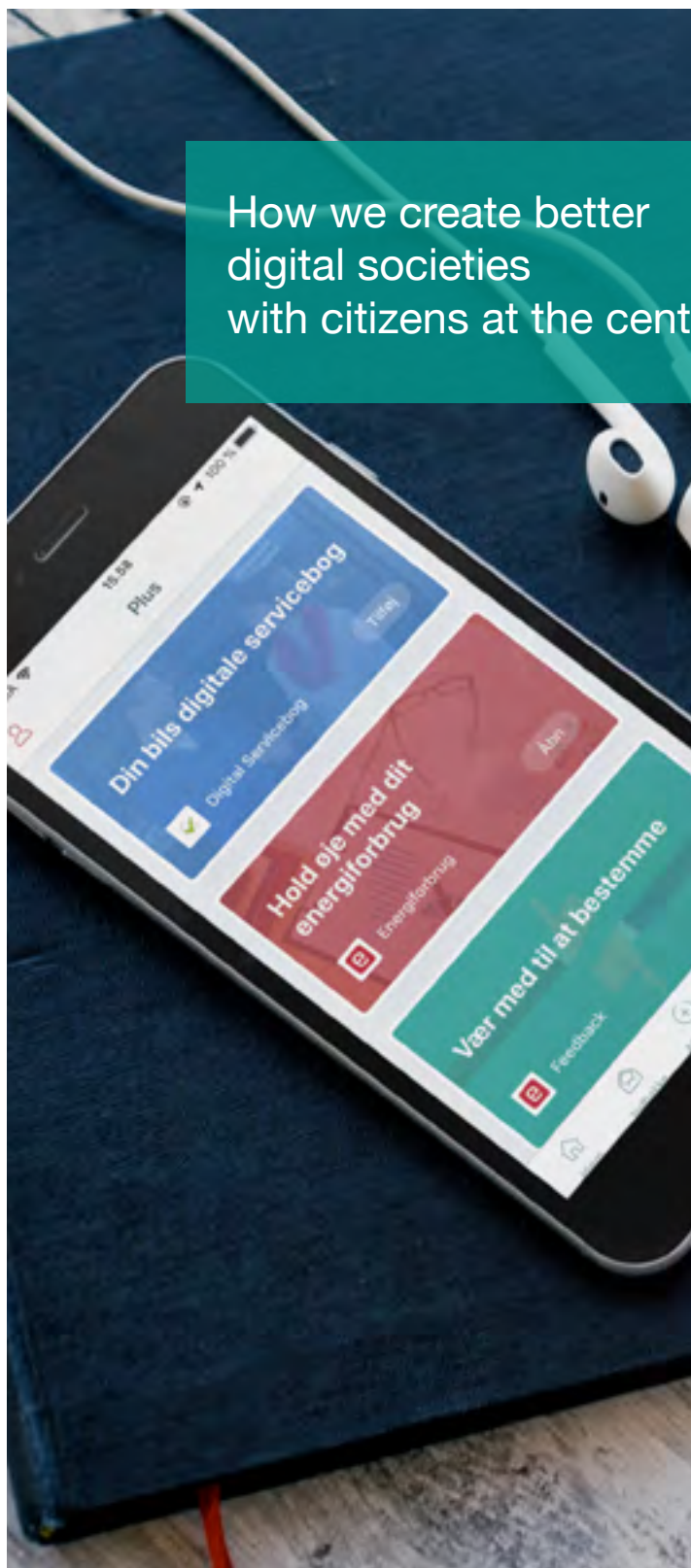
of the Danish population uses e-Boks





## 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 digital solutions and applications, which can be used together with relevant systems and platforms across geographies and enterprises to scale up the secure and efficient communication between public authorities, citizens and businesses

### 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



**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 two-way communication with end-user

**Digital Signing**

Offers sender and recipients a convenient, reliable and secure way of signing documents (agreements, contracts, offers) digitally from both PC, tablets and mobile phones, including 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

**Portal**

The e-Boks portal solution for corporate online systems 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**

e-Boks Plus is a self-service universe that is displayed in a separate section in the e-Boks app. Here e-Boks' 4.7m mobile app users in Denmark, Sweden and Norway can access value-added services provided by e-Boks and third parties. In 2020, e-Boks provided a COVID-19 information service

**Business Intelligence**

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

**We create value for our stakeholders**

Through our public and private clients, we enable more than 20 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

**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 and water 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



*The COVID-19 pandemic  
has taught us the  
importance of bridging  
the digital divide to build  
social cohesion and fair  
and just societies*

# Bridging the digital divide

As the COVID-19 pandemic swept the world, people and businesses tried their best to adjust and land in a new normal. Digital platforms and technologies for many became a lifeline enabling them to continue their social interactions with family and friends, engage in home learning and home working. Unfortunately, the pandemic also put into stark relief the divide in our societies for those who lack access to Information and Communications Technology (ICT), or for other reasons cannot access the digital communications platforms, which more than ever connect our societies. While digital communications platforms such as e-Boks became a lifeline for fast and trusted communication to citizens about the coronavirus, others became a breeding ground for misinformation and fake news. With all the potential offered to us by digital technologies, one thing is certain: The COVID-19 pandemic has taught us the importance of bridging the digital divide to build social cohesion and fair and just societies.

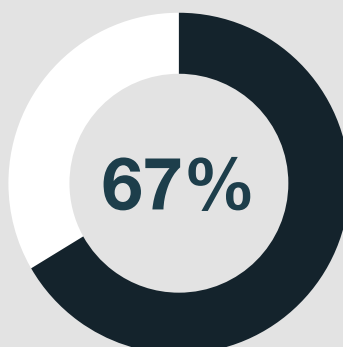
## e-Boks is committed to delivering on SDG 16:

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 postboxes, 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 2020 we reached 20 million users, which is 2 million more users since 2019. With our strategy to grow our business within and outside Europe, we remain confident that this ambition is within reach.



### e-Boks users

**Target:** 30 million users by 2030  
**Progress:** 20 million users in 2020



**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS



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



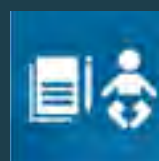
#### Target 16.3

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



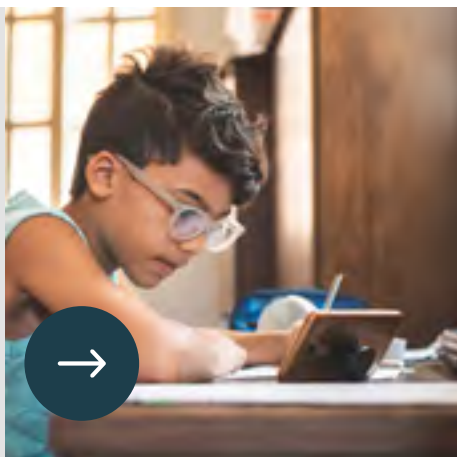
#### Target 16.10

Ensure public access to information and protect fundamental freedoms

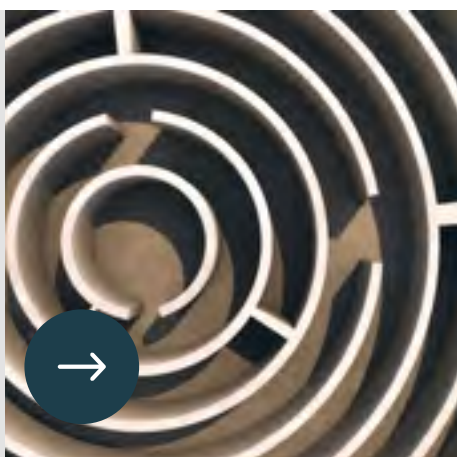


## Risks and opportunities for delivering on SDG 16:

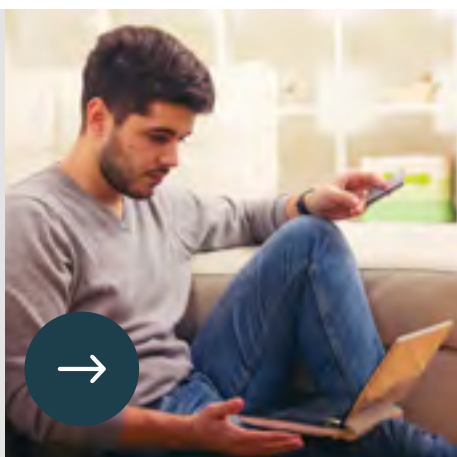
The COVID-19 crisis marks a new era for digital platforms and technologies. e-Boks has identified a number of opportunities, but also some risks which are integral to our sustainable business strategy and our commitment to SDG 16:



Digital technologies hold the potential to drive social inclusion and development



The infodemic makes it harder for people to find trustworthy sources



Data can be a force for good, but never at the cost of people's rights and freedoms





## Digital technologies hold the potential to drive social inclusion and development

**e-Boks action:** As a trusted Nordic provider of secure platforms and digital postboxes, it is e-Boks' ambition to help build better digital societies with citizens at the centre. Our strategy is to build and grow our business worldwide in countries and among businesses that share this ambition. Our goal is to support our clients in making secure platforms and postboxes as inclusive as possible, serving the daily needs of people in a digitalizing world. As part of that, we partner to secure an accessible communications path between public and private institutions, applying 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.

A recent World Economic Forum-Ipsos survey with more than 23,000 adults from 28 countries asked people to reflect on 7 potential issues and how they would affect their lives over the next 12 months. While people were generally pessimistic about the outlooks for health, employment and climate change, most adults were uniquely optimistic about accessing technology, digital tools and training in the next months. The survey noted a palpable mind-shift when it comes to technology, likely because people throughout the pandemic have experienced technology as a lifeline to living near-normal lives – both personal and for businesses – and are now also seeing technology to hold the key to recovery.

Digital technologies have the potential to shape a world that is more connected, empathetic and resilient. But it requires that governments, platform providers, civil society organizations and other stakeholders come together to ensure that we bridge the digital divide. COVID-19 lockdowns hit people without internet access the hardest and left billions behind. According to the UN, one in two people does not have access to the internet, with many relying on internet cafes and libraries to get online. During

lockdowns those options were no longer viable, leaving already vulnerable population groups unable to get information about the virus, talk to relatives, interview for jobs or asylum applications and access welfare programs and banking services.

The COVID-19 pandemic demonstrated that the internet has become a basic need, not a nice-to-have, as a means to accessing public services, education and a chance in life. We need to ensure that the internet is accessible and affordable for everyone, while also driving inclusive digital literacy skills across population groups, in school and workplace settings. In this context, it is also important to be reminded of the opportunities and challenges presented by growing old in a digital world. A survey published by the European Fundamental Rights Agency in 2020 showed that the digital divide between generations is significant and increases with age. Across the EU, 20% of people aged 75 years and older use the internet at least occasionally, in comparison with 98% of 16-29-year-olds, the so-called 'digital natives'.





## The ‘infodemic’ makes it harder for people to find trustworthy sources

**e-Boks action:** There is a growing understanding that well-functioning digital public infrastructures enable speedy, reliable and frequent communication between governments, authorities, businesses and citizens. Building on our learnings and insights from Denmark and other Nordic countries we are committed to helping leapfrog the creation of effective digital response systems in countries and among businesses who wish to bolster their preparedness and resilience to crises such as the COVID-19 pandemic.

The flip-side to growing digitalization has been the massive ‘infodemic’ – an overabundance of information, some accurate, some not – that has accompanied the COVID-19 pandemic. The infodemic has made it harder for people, decision-makers, and health workers to find trustworthy sources and reliable guidance when they need it, and it has provided fertile ground for rumours and false conspiracy theories about the virus. According to the World Health Organization, misinformation has been one of the greatest threats to public health during the COVID-19 outbreak.

Certainly, the COVID-19 outbreak illustrated the importance of public trust in policymakers, public institutions and experts. Several studies across the world showed that populations with a general low trust in public institutions and experts were more susceptible to misinformation, less likely to follow public health guidance about COVID-19 and less willing to get vaccinated. Platform providers have a key obligation to ensure that people can trust the communication they source.



*According to the World Health Organization, **misinformation has been one of the greatest threats to public health** during the COVID-19 outbreak.*





## Data can be a force for good, but never at the cost of people's rights and freedoms

**e-Boks action:** e-Boks is committed to helping build secure digital platforms that strengthen citizens' data protection rights and freedoms. We partner for the long-term, working with our public and private clients to ensure that they build trusted and secure digital infrastructures that live up to these inviolable criteria.

Trust is at the core of the way policymakers, public institutions, businesses and data platforms approach the ethical questions emerging around the access to and use of our personal data, for example through artificial intelligence, machine learning and the use of algorithms. There is no doubt that data can be a force for good. Internet technologies have for example demonstrated their value for the early detection and prediction of epidemic outbreaks, simply based on our behaviours and search history online. New pandemic electronic surveillance systems have evolved, analysing online data with super-computing power to do virus tracking and enable easy and fast access to information about COVID-19.

Access to population-based health data is critical as we drive real-world evidence for the safety, effectiveness and acceptability of new COVID-19 vaccines across population groups. At the same time, this has raised ethical concerns across a number of its uses: For example, access to population-based health data can be used as a bargaining chip for negotiating early access to COVID-19 vaccines with pharmaceutical companies to the detriment of countries that do not have the same bargaining power.

Testing and vaccine strategies have also raised concerns about the need to protect people's personal data, freedoms and rights. The European Data Protection Board, at their 23rd Plenary Session in March 2021, released a new set of guidelines on the processing of health data for research purposes in the COVID-19 context, including guidelines on geolocation and other tracing tools, as well as international data transfers.

As countries are getting ready to introduce COVID-19 vaccine passports, the need for observing personal data protection rights is in focus. In addition, concerns have been raised that vaccine passports could lead to prejudice against different groups who are unwilling or unable to receive the vaccines for various reasons such as pregnancy and other medical conditions.

The need for observing people's individual freedoms and rights have never been more important, and the coming year will put policymakers, businesses, data platform providers, and civil rights organizations in the spotlight to ensure that we recover fast without violating basic human rights 🇳🇱





# e-Boks in a COVID-19 year

## a Danish case study

**The efficacy of countries' COVID-19 responses has, among other things, relied on the speed and scale of government interventions, and how communities have received, perceived, and acted on the information provided by governments and various agencies. While there is no 'one size fits all' communications strategy to deliver information during a prolonged crisis, the handling of the COVID-19 pandemic in Denmark has been an example of an effective communication strategy that has involved clear messages delivered via appropriate platforms, tailored for diverse audiences, and shared by trusted people. In Denmark, the success of this strategy has been helped by an already high level of public trust, and the fact that a secure digital infrastructure was already in place before the outbreak, with 90% of the Danish population having an e-Boks.**


In 2020, more than 15 million COVID-19 related letters were sent from the e-Boks platform alone, on behalf of the Danish Government, its ministries and agencies, as well as academic institutions and businesses.

The first letter was from the Danish Health Authority which went out to the entire adult population in March 2020, informing people about the COVID-19 pandemic and public action taken to contain its spread. Another letter was sent by the Minister of Industry, Business and Financial Affairs to business owners, in which he informed about economic support packages during lock-down.

In general, the coronavirus has increased the Danish population's use of digital public services. A survey conducted by the Danish Regions during the period April 2020 to March 2021 revealed that the majority of Danes are now comfortable booking appointments with their doctor online, with online medical consultations, and with accessing test results from a homepage. In fact, within a span of 11 months, digital test results and COVID-19 passports were accessed 100 million times and 12 million corona-tests and 335,000 vaccination appointments were booked digitally.

In a media interview earlier this year, the chairperson of Danish Regions, Stephanie Lohse commented: "The very successful uptake of digital health services during COVID-19 has largely been thanks to the fact that technologies and digital platforms were already in place before the coronavirus hit us. But also because healthcare professionals and patients – indeed Danes overall – have been willing to accept that access to their doctor, to test results and to the health system, in general, could happen from their mobile phone or computer."

In order to help the Danish authorities to reach the population with easy access to trusted information on a platform that most Danes use, e-Boks offered a new service for information about COVID-19 from public authorities. The service was launched in the e-Boks app at the very beginning of the pandemic. Via the pre-installed e-Boks app, this service was accessible for more than 4 million users.

See illustrative example of how the e-Boks platform was used to disseminate broad as well-targeted information to the Danish population in a COVID-19 year 







# Working together apart

It is often said that you don't know what you've got until it's gone. At e-Boks, 2020 became a very busy and productive year, despite people having to work from home or taking turns to work in our office. As we adjust to a new normal, it is clear that video meetings go a long way. But it can't replace the daily informality in the way we communicate, connect and create over a cup of coffee in our social lounge.

## Great Place to Work-Certified™ fourth year in a row

As a digital platform, e-Boks could in principle conduct most of its work virtually. With our teams of skilled specialists, and with well-established processes, procedures and management systems, people are well-used to working in a highly autonomous working environment. During a year where society went into lock-down e-Boks maintained a high degree of productivity, where 2020 turned out to be a busy year, with e-Boks playing an important societal role as a go-to-platform and trusted source of important COVID-19 information.

The e-Boks team is proud of the way they contribute to society, and during the COVID-19 outbreak, this contribution took on a whole new meaning. The strong sense of purpose is likely one of the reasons behind another year of positive results from the annual confidential employee survey that feeds into The Great Place to Work-Certification. Fully 87% of employees highlight that they feel good about the way e-Boks contributes to the community; people feel valued for who they are, no matter their gender, sexual orientation or ethnicity, and they generally highlight e-Boks as a safe place to work where people care about each other. This level of engagement has no doubt bolstered team resilience in a difficult year, but it doesn't mean that we should be blind to the long-term impact on the team- and individual well-being.

## Beware of growing corona-fatigue

The Danish Centre for Management, together with the consultancy firm Human Engage, recently conducted a survey among 3,800 employees among 20 public and private Danish workplaces. The survey was conducted in May 2020 and again in February 2021, building on the WHO Well-being Index: a short self-reported measure of current mental well-being. It revealed that people are reaching a dangerous stage of 'corona-fatigue'. During this period, people saw an average drop in their experienced mental health and well-being from Index 75 to Index 62. Numbers below Index 50 indicate long-term stress-related impact and a heightened risk of depression and anxiety. This is a grave concern as people are beginning to wear thin after months of isolation and the stress of working from home, not least for the many families, who also have to keep young children entertained and juggle home-schooling. It is an indication that we need to think very carefully about how we help people return to business as usual, recognizing that for some, it may be associated with added stress and anxiety after more than a year in semi-lockdown. As an experiment to be reviewed on an ongoing basis, e-Boks is making it optional for people to work from home.

## What we missed

During the coronavirus we went on a steep learning curve, experimenting with how to work together apart. At e-Boks we learned how to problem solve, conduct meetings, brainstorm and innovate through videoconferencing. But

we also realized that the glue that keeps us together and enhances our creativity and capacity to co-create, is the informality of everyday working that is difficult to achieve digitally – the informal chatting over a cup of coffee, impromptu meetings, celebrating someone's birthday or a shared success. At e-Boks we could in principle carry out much of our work apart, and this past year has created food for thought on what a 'new normal' may look like after corona. Our key conclusion is that people are different. Some thrive from the home office; others have a hard time. Going forward we will work to find the right balance between working physically together and from home so that we can continue to be a high-performing team that serves both individual needs, while at the same time allowing for the magic glue that is in the informality of everyday working – together 🍷

## Great Place To Work Certified™ four years in a row




I feel good about the ways we contribute to the community	87%
This is a physically safe place to work	95%
Our office facilities contribute to a good working environment	85%
People care about each other here	91%
People are treated equally irrespective of their gender, sexual orientation or ethnicity	97%
People are encouraged to balance their work life and personal life	82%
I can be myself when I am at work	94%
People here are given a lot of responsibility	81%



*The e-Boks team  
is proud of the way  
they contribute to  
society, and during the  
COVID-19 outbreak,  
this contribution  
took on a whole new  
meaning.*







## The e-Boks way of doing business

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. During 2020 and into 2021, e-Boks has taken great strides in strengthening our e-Boks way of doing business governance, oversight and controls, including the introduction of an anonymous whistleblower function.



Human Rights



Labour



Environment

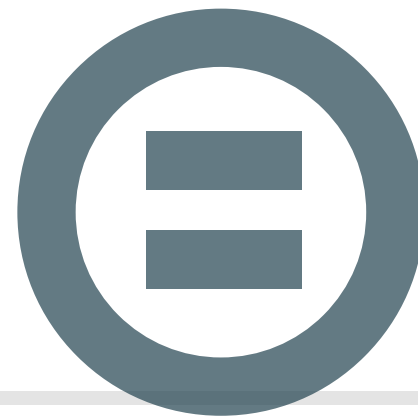


Anti-Corruption



# 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, confidentiality and privacy.



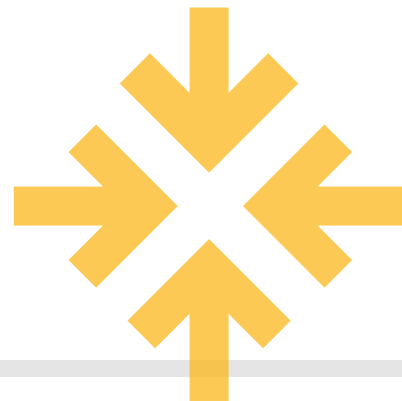
- We apply the principle of **integrity** in the way we strive for accuracy, consistency and trustworthiness of information
- We apply the principle of **availability** in the way we provide access to information, also working to ensure that our systems are accessible for IT-vulnerable groups, such as 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 apply the principle of **privacy**, namely improving transparency and extending the direct control our clients and users can exercise on the data e-Boks processes on their behalf
- 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

- Throughout 2020 and continuing into 2021, e-Boks is working to restructure and formalize security controls and take assurance and compliance efforts to a new maturity level. Among other improvements, e-Boks is mapping controls to different international security frameworks on top of the ISO framework that is generally used in e-Boks
- 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
- Employee training and awareness has been improved to a format of continuous and interactive micro-lessons that does not merely check boxes, but keep e-Boks values and ways of working top of mind
- We are introducing compliance- and security management tools that enable faster, contextualized and more accurate reporting on security and compliance performance
- 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 report
- We communicate transparently about end-user complaints received through the Danish Data Protection Agency as part of our UN Global Compact CoP report. All end-user complaints are handled by our Compliance team as part of our compliance with the rules on the protection of personal data

# 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
- As part of our UN Global Compact CoP report, we communicate transparently about results from the Great Place to Work questionnaire, as well as about our level of gender diversity at management level and overall.

# 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 CO<sub>2</sub> 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 CO<sub>2</sub> 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 report

# 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.

Acting honestly, decently and responsibly is a fundamental part of our values. We provide continuous training of our employees, endorse a speak-up culture and provide means to report unethical behaviour anonymously.



## 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
- We are extending the scope of our supply chain risk management to include more risk categories, associated with the UN Global Compact Ten Principles of human rights, labour rights, environment and anti-corruption
- Training in legal, security and compliance matters is provided to employees on an ongoing basis including training in how to react if exposed to corruption and bribery
- Prior to engaging third parties, we conduct an assessment that is proportionate to any risks identified for such type of third party and the geographical area in which they operate. If compliance risks are flagged Legal and Compliance will be involved to conduct a risk assessment and recommend mitigating actions. Further, we are in the process of developing an improved formal process for conducting the compliance risk assessment of third parties
- In 2020 we have introduced an anonymous whistleblowing function, enabling both internal and external stakeholders to report suspected violations of our code of conduct. All cases are handled confidentially by our Legal and Compliance team







*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 CO<sub>2</sub> emissions*



# Digitalization & the environment

In EU's New Green Deal, and as part of EU's sustainable and resilient recovery plan, one of the focus areas is "to exploit the opportunities of digitalisation for environmental protection, climate action and nature conservation as well as to limit the adverse environmental impacts of digital technologies and infrastructures". At e-Boks we fully recognize the urgency and the need for capturing the benefits of digitalization for the environment, while also recognizing that Information and Communications Technology (ICT) in itself can have a negative environmental and climate-related footprint, which needs to be simultaneously addressed.

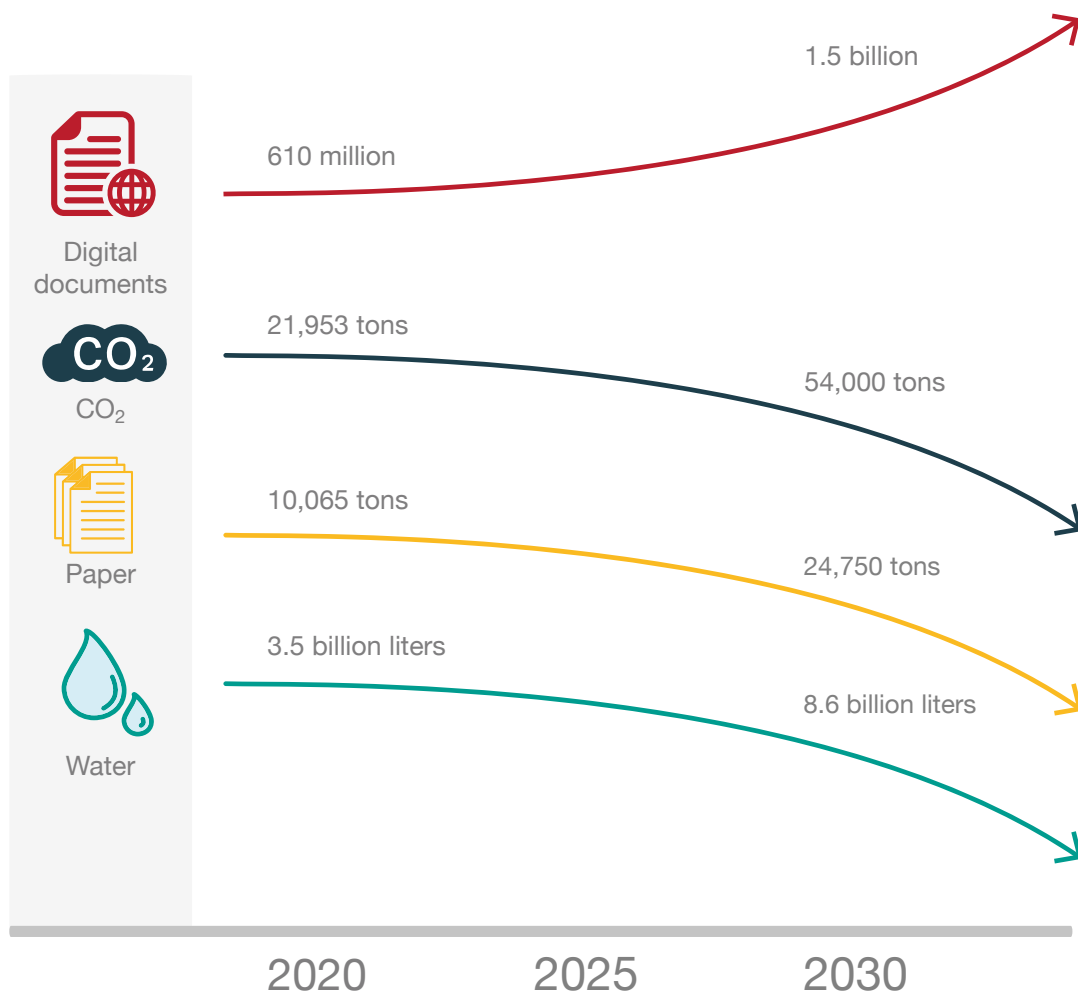
## Digitalization can help **decouple growth** from environmental impact

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 2020, we reached 610 million digital documents, which is the equivalent of 10,065 tons of paper saved, 3.5 billion litres of water usage saved, and 21,953 tons of CO<sub>2</sub> saved.





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 paperless 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 CO<sub>2</sub> emissions.

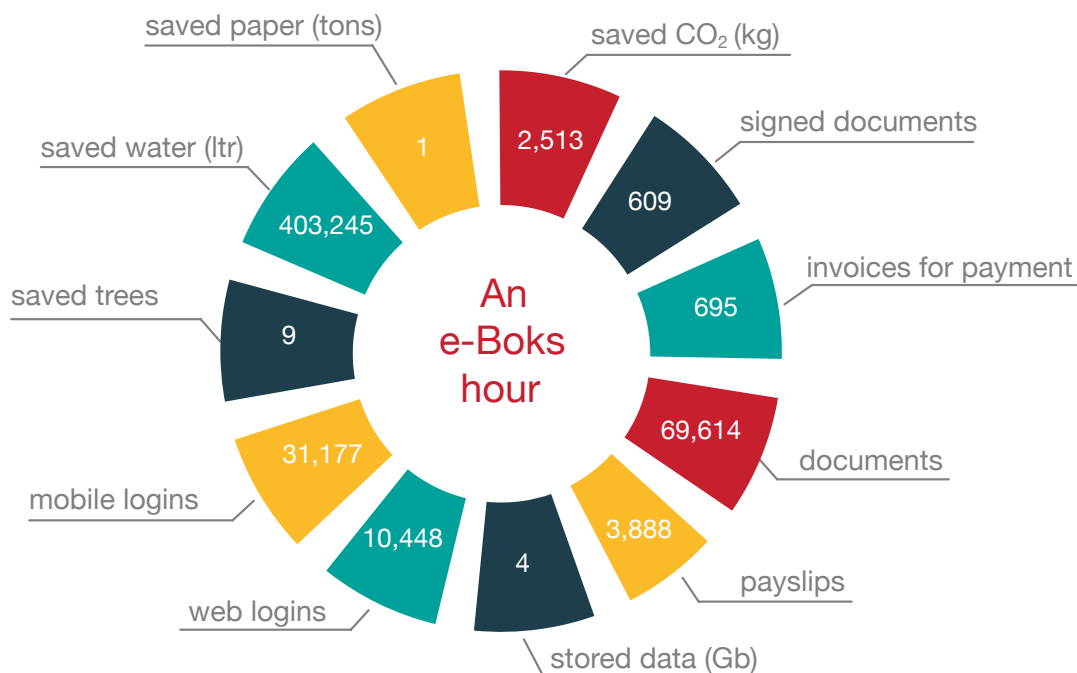
#### **Mother nature needs a helping hand**

The United Nations Decade of Biodiversity came to an end in 2020 with a global review of progress towards the so-called Aichi biodiversity targets. The conclusion was that the world had failed to meet a single target to stop the destruction of nature. The UN Food and Agriculture Organization (FAO) produced a comprehensive report on 'The State of the World's Forests' in which they concluded that the health of the world's forests is essential for the future of biodiversity, home to 60 000 different tree species, habitats for 80% of amphibian species, 75% of bird species and 68% of mammal species. And yet, deforestation and forest degradation continue to take place at alarming rates.

According to the World Wild Fund for Nature (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 the 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 litres 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. In Denmark, e-Boks – used by 90% of the Danish population – contributes to saving approx. 10,000 tons of paper annually.

#### **EU Taxonomy calls for environmental disclosures across the full value-chain**

With EU's new 'taxonomy for sustainable activities', Europe is showing the way to net-zero by 2050. The EU taxonomy is a classification tool, or list, of economic activities and performance criteria consistent with Europe's commitment to net-zero carbon emissions by 2050 with a focus on building resilience to climate change, environmental degradation and loss of biodiversity. The taxonomy is also part of the EU's New Green Deal towards sustainable recovery.



Under the recently agreed Taxonomy regulation, coming into effect in 2021, investors and companies will now need to disclose the environmental performance of the activities they invest in. e-Boks has over the past years provided a special service to our larger clients, tracking their e-Boks performance on the reduction of the material footprint on trees, water, and CO<sub>2</sub> as part of our quarterly reporting. We have developed a communications tool 'An e-Boks hour' that visualizes the correlation between user logins, the number of paperless documents and water, trees and CO<sub>2</sub> emissions saved. With growing stakeholder demands for transparency of environmental impacts across the full value chain, we expect that such tools will be in demand more than ever.

#### **e-Boks strives to source 100% climate-neutral data by 2030**

According to the International Energy Agency, data centres consumed less than 1% of global electricity demand in 2019 and, as of 2018, were responsible for 0.3% of global carbon emissions. Efficiencies in large 'hyper-scale' data centres, the conversion to cloud systems, and a greening data sector have contributed to a plateauing of energy consumption over the past 6 years, while data and applications have multiplied during the same period.

As of January 2021, approximately 60% of the global population was digital. To bridge the digital divide and ensure affordable and universal access to the internet for all, it is critical that we simultaneously green digitalization. Data centres in Northern Europe, where 95% of the population is digital, are leading the green transition. This is also the case for KMD that provides e-Boks' international data centre, as well as our Hybrid-Cloud solution in Ireland, which is powered by wind. We are pleased to note that KMD has set an ambition of becoming net-zero by 2030. In 2020, KMD reached its ambition of net-zero energy consumption, among other things by sourcing their energy through Ørsted's offshore windmill farm Horns Rev 2, and through certificates of origin on renewable energy from Norwegian hydropower.


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 committed to annually plant 10,000 trees through Trees for the Future. org, resulting in a total of 120,000 trees planted by 2030. To date, 20,000 trees have been planted, supporting the vision of Trees for the Future of creating forest gardens that can provide smallholder farmers pathways out of poverty and hunger 🌱



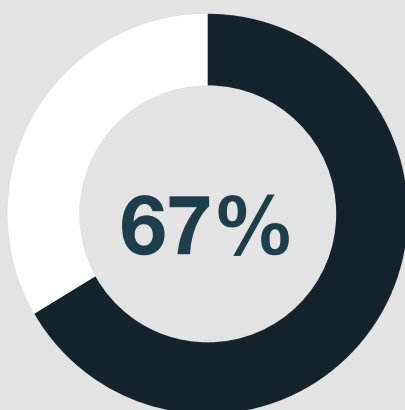
# Key performance indicators

We place human rights at the core of our business

Our contribution	Management system	2020 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	<p>100% of our employees know and understand our Information Security Policy</p> <p>We have a high level of security, rated by PwC</p>	
<p>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</p> <p><b>SDG Goal 16:</b> Peace, Justice and Strong Institutions</p> 	<p>e-Boks Information Security Policy</p> <p>The e-Boks Way of Doing Business</p> <p>Management Board performance evaluation</p>	<p>2020 result: 20 million users reached</p> <p>End-user complaints received through the Danish Data Protection Agency: 5</p>	By 2030 we have reached 30 million users through e-Boks

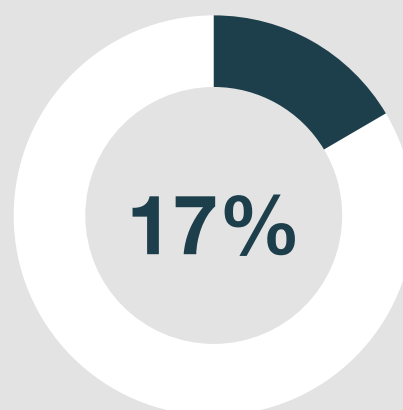
## e-Boks users

**Target:** 30 million users by 2030  
**Progress:** 20 million users in 2020



## Trees planted

**Target:** 120,000 trees planted by 2030  
**Progress:** 20,000 trees planted since 2019



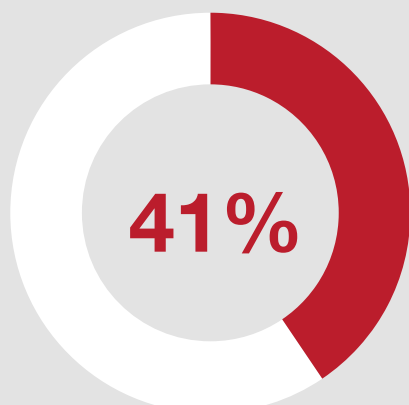
## We protect the environment

Our contribution	Management system	2020 key performance indicators	Long term impact indicators
<p>We support SDG 12: Responsible Production and Consumption. We contribute to reducing the material footprint per capita and per GDP (SDG 12.2.1)</p> <p><b>SDG Goal 12:</b> Responsible Consumption and Production</p> <p><b>SDG 12.2.1:</b> Reduce the material footprint per capita and per GDP</p>	<p>The e-Boks Way of Doing Business</p> <p>Management Board performance evaluation</p>	<p>2020 result: 610 million digital documents*:</p> <ul style="list-style-type: none"> <li>10,056 tons of paper saved</li> <li>3.5 billion liters of water usage saved</li> <li>21,952 tons of CO<sub>2</sub> saved</li> </ul>	<p>By 2030 we have reached 1.5 billion digital documents, which is equivalent to</p> <ul style="list-style-type: none"> <li>24,750 tons of saved paper yearly</li> <li>8.6 billion liters of saved water yearly</li> <li>54,000 tons CO<sub>2</sub> yearly</li> </ul> <p>By 2030 we source 100% carbon neutral data</p> <p>By 2030 we have planted 120,000 trees through Trees for the Future.org</p>



## Digital documents

**Target:** 1.5 billion documents sent by 2030  
**Progress:** 610 million documents sent in 2020




**We reached 41% of our 2030 target equal to:**



	10,065 tons Paper	3.5 billion liters water	21,953 tons CO <sub>2</sub>
<b>Target:</b>	24,750 tons saved yearly by 2030	8.6 billion liters saved yearly by 2030	54,000 tons saved yearly by 2030
<b>Progress:</b>	10,065 tons saved in 2020	3.5 billion liters saved in 2020	21,953 tons saved in 2020

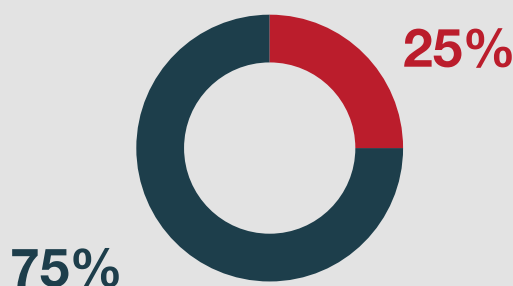
# Key performance indicators

We strive to be a great place to work



Our contribution	Management system	2020 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™ 	<p>Overall ratings show a high level of employee health and safety reported</p> <p>Our office facilities contribute to a good working environment: 85%</p> <p>This is a psychologically and emotionally healthy place to work: 78%</p> <p>This is a physically safe place to work: 95%</p> <p>People care about each other here: 91%</p> <p>Continuous improvements achieved for employee engagement within focus areas in individual department (Great Place to Work™ Questionnaire &amp; follow-up mechanisms)</p> <p>Great Place To Work Certified™ four years in a row</p>	We strive for gender diversity across all levels of the e-Boks organization

## Gender diversity in senior management

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



## Gender diversity among all employees

 Men: 74 (75%)  
 Women: 25 (25%)





## Stakeholder trust is our license to operate

Our contribution	Management system	2020 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	<p>Code of Business Conduct (integrated in employee handbook)</p> <p>External Trust &amp; Like Score by Caliber and Deloitte</p>	<p>100% of our employees know our Code of Business Conduct</p> <p>Through our supplier contracts all significant suppliers agree to adhere to our Code of Business Conduct</p> <p>No caliber ranking in 2020 for "Trust &amp; Like Score" with the Danish public</p>	



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.

# **Boks**

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