



Columbus

Corporate Social Responsibility 2021

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.



1,750+

1,750+ employees
Columbus is a global IT services and consulting company with more than 1,750 employees.



2,500+

Serving 2,500+ customers
Columbus is serving 2,500+ customers worldwide. Columbus helps ambitious companies to maximize, transform and futureproof their business digitally.



Solutions

Business Critical Solutions
Columbus' innovative solutions and services portfolio 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.



Compliance with Danish Financial Statement Act reporting class D for the financial year 2021. The report is a supplement to the Annual Report for 2021 and will provide links when relevant.

Setting the direction for a sustainable future

The role of businesses is undergoing a fundamental change. Today, businesses are expected to take a stand when it comes to sustainability. To do good in a larger perspective, rather than only do good business.

At Columbus, our experience is that doing good business and solving environmental challenges can go hand in hand.

Digital transformation is more important than ever, and we believe that Columbus has an important role to play helping our customers in their sustainability journey.

As a global digital consultancy with strong domain knowledge within the industries food & beverage, retail & distribution and manufacturing, we experience a demand to utilize data to become more sustainable by optimizing supply chain, minimizing waste and increase efficiency in operations.

Planning for a sustainable future

Our purpose "Digital transformation for a better tomorrow" sets the direction for us to contribute to the global sustainability agenda.

At Columbus we continue to sharpen our focus in relation to our sustainable impact on our customers, employees, and the society in general. Therefore, we have laid the road going forward and planned an ambitious ESG strategy process starting early 2022.

We will dive deeper into the impact we have in relation to the environment, social matters and governance issues (ESG) and assess how we as a company can have ESG impact and how we can help our customers reduce their footprint when they collaborate with Columbus.

As part of the initiative, we will also dedicate our time to reach compliance with the new EU sustainability regulation.

Strengthen the One Columbus culture

With our new strategy Focus23, we have set an ambition to focus our business and become digital advisors for larger enterprise in our key industries. This implied major organizational changes, divestments, and new roles across our company. Combined with a range of acquisitions during the past years, we have seen a need to work with our culture to become One Columbus.

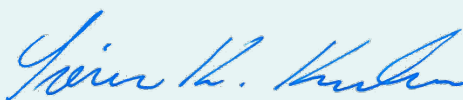
Therefore, we initiated a global values program in September to define our shared values in Columbus. Our Shared Columbus Values are:

- Stay Curious
- Build Trust
- Collaborate
- Deliver Customer Success

The values were developed from within the business through several initiatives. These values are the glue that bind us together as One Columbus – they empower our employees, drive our behaviours and leadership principles in the business and act as guiding stars in everything we do both internally and with our customers.

Through 2022 we will start to really live our values in everything we do in Columbus.

I am looking forward to a year with sustainability and employee empowerment as key drivers for Columbus.



Søren Krogh Knudsen, CEO & President



Columbus supports the UN Global Compact

In Columbus, we are committed to contribute to the UN Sustainable Development Goals. We focus on five of the 17 SDGs. In each of the SDG targets, we have formulated our commitment and focus points. In 2022, we have initiated an ambitious ESG strategy process.



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.

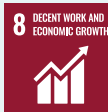
These principles are based on internationally recognized conventions on human rights, labour standards, environment, and anti-corruption.

Gender equality



We commit to gender equality and continue to increase the proportion of women in Columbus.

Decent work and economic growth



We ensure high-quality work and safe working conditions for our people and we strive to foster an inclusive workplace where people thrive and grow with equal career opportunities for all.

Industry, innovation and infrastructure



We help our customers modernize their infrastructure by building new, innovative digital solutions that help our customers run a sustainable business.

Responsible consumption and production



We reduce waste generation through reduction, recycling and reuse in our offices globally. We develop innovative digital solutions that monitor, analyse and report production patterns in order to help our customers reduce waste and loss in production and optimize supply chain to enable sustainable production patterns.

Climate action



We reduce our environmental footprint globally by reducing flight travel, recycle and optimize our consumption and energy mix.

Digital transformation for a better tomorrow

In 2020, Columbus launched the Focus23 strategy which has put strategic focus on implementing solutions within sustainability that address our customers' need for organizing data to actionable insights and delivering solutions complying with regulatory requirements.

Columbus has a clear goal of contributing to the sustainability agenda by reducing our operational impact and improving our societal impact from services to our customers.

In 2019, Columbus launched our corporate purpose "Digital transformation for a better tomorrow". By clearly formulating our purpose we have set a clear ambition 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 run sustainable business processes.

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.

We focus on two areas of sustainability:

- We advise and offer digital solutions to customers in our key industries food, retail, and manufacturing to help run a sustainable business.
- We reduce our operational impact on the environment. We ensure high working conditions for our employees, commit to diversity and gender equality and contribute to our societies.

We will intensify the focus on applying and implementing solutions within sustainability that address our customers' need for digitalization to comply with the increasing need for sustainable production.



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 2,500 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, Strategy & Change, Digital Commerce, Data & Analytics, Application Management and Customer Experience to address the lifecycle and sustainability demands of the food, retail and manufacturing 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 necessitates 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 Material Requirements Planning (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.

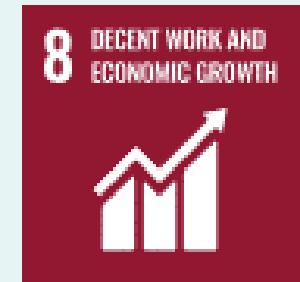
Retail & Distribution

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 customers 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.



People in Columbus

Shared Values, Employee development, Diversity & Inclusion and well-being are the focus areas in our CSR effort.



Columbus is a people business and without our talented team we could not be the business we are today.

We strive to improve our employee journey, well-being and development/engagement as a core part of our strategy.

In 2021, we have achieved a huge organizational change, transforming from a country-centric business to a customer-centric business enabling servicing customers across business lines in all markets. We introduced new global shared values, as well as continuing to align our employee processes globally as we work towards a One-Columbus ethos.

Attract

Attracting people

Key success factors to attract talent are to ensure that Columbus has a strong employer brand and shared values, with a strong Employee Value Proposition.

Employer brand

Our brand is under transformation as a result of the global initiative in the second

half of 2021 to define our shared Columbus Values.

Our Shared Columbus Values are:

- Stay Curious
- Build Trust
- Collaborate
- Deliver Customer Success

These values were developed from within the business, through a number of initiatives that have taken place since September 2021. Over 850 people were involved in the generation of the values, through the completion of surveys, participating in workshops and then voting for the final outcome.

Our Shared Values are the glue that bind us together as One Columbus – they drive our behaviours and leadership principles in the business and act as guiding stars in everything we do both internally and with our customers and in respect of our employer brand and for talent attraction.

Taking a deeper dive in to the meanings behind the values:

Through CURIOSITY we keep an open mind, which enables us to see new possibilities internally and for our customers. We dare to challenge the norm to deliver creative solutions and we advocate learning and seeking out knowledge to develop skills and benefit our customers. We are all explorers.

We BUILD TRUST by proactively taking responsibility and delivering on what we promise. We communicate clearly and quickly and 'tell it as it is'. We listen, ask and challenge and become trusted advisors. We have got each other's backs.

We COLLABORATE with colleagues, partners and customers as one global team. We add value and get things done – having a little fun along the way and we respect each other and embrace diversity of thought to ensure the best outcomes. We win and lose together.

We DELIVER CUSTOMER SUCCESS through the creation of long lasting relationships, leading and guiding to ensure digital improvement and transformation

and improve business results for our customers. We make a difference in the world.

Through 2022 we will start to really embed and live our values in everything we do in the employee journey with Columbus and have already completed workshops globally on how to use these values in our everyday work.

Recruit

Candidate experience

We feel our new shared values sit well alongside our Employee Value Proposition: HEART.

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.

By combining our shared values with the HEART framework, we can showcase why Columbus is the best place to work as both were defined by the business and authentically support the attraction of new team members and retention of our current employees.

Our Shared Columbus Values

STAY CURIOUS

WE ARE EXPLORERS



COLLABORATE

WE WIN AND LOSE TOGETHER



BUILD TRUST

WE'VE GOT EACH OTHER'S BACKS



DELIVER CUSTOMER SUCCESS

IT'S HOW WE MAKE A DIFFERENCE IN THE WORLD



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.

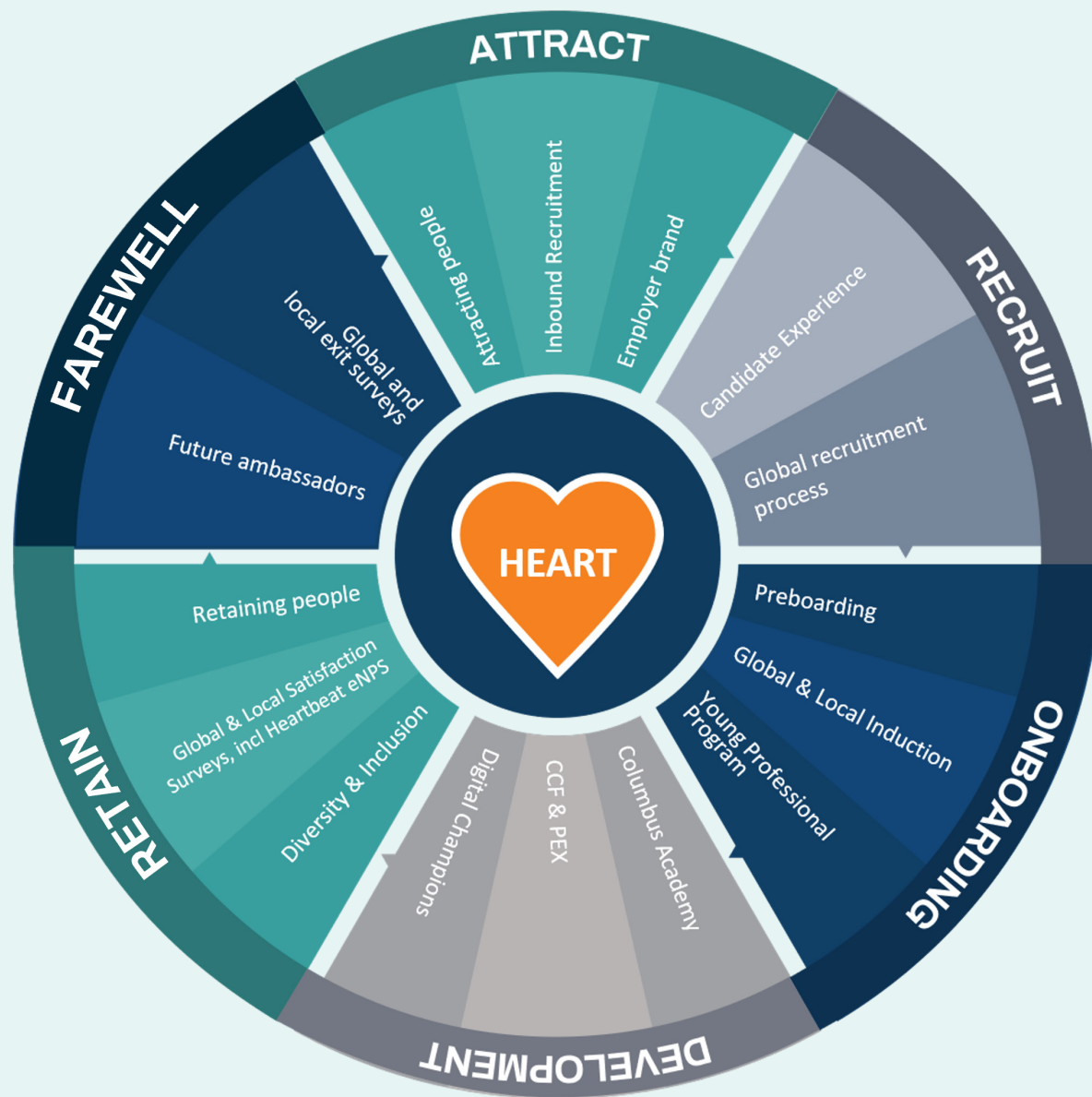
The Global Recruitment School academy course has been well-received by all hiring managers in the company and this global approach to attracting and hiring new talent enabled us to facilitate the onboarding of over 550 new employees in 2021.

Onboarding

Pre- and onboarding

Employee experience has been improved through the introduction of a pre-boarding initiative, which means that new employees start the onboarding before their first day. We ensure they have everything they need to know and their IT equipment in time for their first day and much of this has happened on a remote basis throughout 2021.

We encourage hiring managers to be in touch with their new team members regularly during the pre-boarding period and if possible, catch up for coffee/lunch – even if it is virtually.



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

Employee satisfaction

Scale -100 – 100



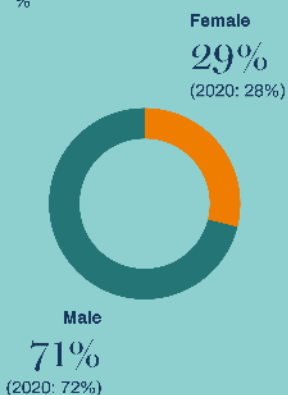
Score 2021:

40

Score 2020: 33

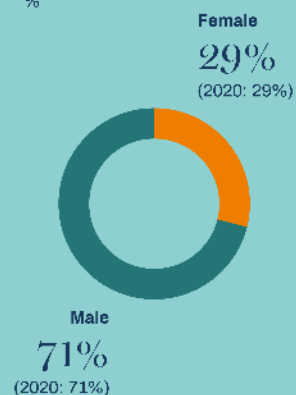
Gender distribution globally

%



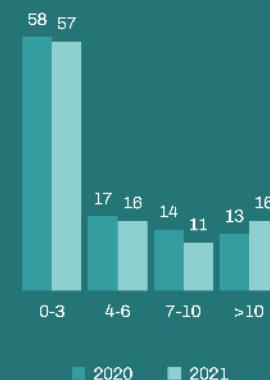
Gender distribution management level

%



Seniority

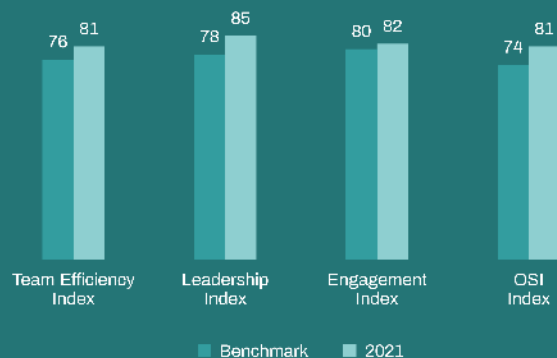
Seniority distribution (years). %



Employee Survey

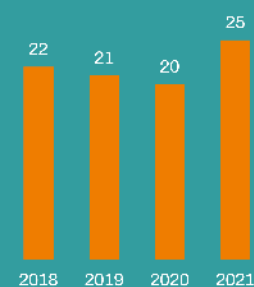
Summary of all indices

Benchmark is based on about 600 000 responses from over 250 organizations (Nordic and international).



Development in attrition

%



Columbus Academy

Number of certifications in 2021



Young Professionals Program

In 2021 we saw 45 young professionals join Columbus and commence local training programmes to kick start their careers at Columbus. Many of our young professionals are now already successfully working on customer projects.

2022 will see the introduction of a global Young Professionals Programme, where they will participate in training together as a cohort and learn together as a network within the company.

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 2021, 8,141 certifications in Columbus Academy were achieved. 329 consultants achieved certifications in consultancy skills courses, covering personal leadership skills, business modelling, value creation and change management. 384 new hires completed the Onboarding training.

The academy is also used to ensure our employees are aware of the compliance requirements in respect of security of information, GDPR, internal financial governance and legal compliance in respect of customer contracts. In 2021 we saw new course content for all of these areas, and participation is on a role-based requirement.

The Columbus Academy curriculum is constantly extended to develop our highly skilled, engaged and loyal employees. In 2022 we will be launching courses on becoming a trusted advisor, negotiation and coaching & mentoring.

Columbus Career Framework

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 reviews each year to identify and follow-up on specific, individual targets related to the company's overall targets. The performance reviews create the visibility of how employee performance can contribute to the company's overall goals and enables them to plan their future career with Columbus.

Retain

Retaining people

2021 saw the phenomena of the 'great resignation' globally. The pandemic created a static workforce in 2020 and unfortunately, we like many other companies, saw higher than average attrition in 2021.

We continue to strive towards retaining our people through local and global initiatives, including the continued use of our monthly internal e-NPS [Heartbeat] to check the pulse of our employees by department and country and enable us to react where the score drops.

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 2021 we saw a global improvement in our e-NPS score, which averaged at 40 for the year, with a response rate of 78%.

Global Employee Survey

In 2021 we conducted a global Employee Survey, which was run by an external provider. The survey enabled our employees to give anonymous feedback on a number of topics including; their engagement (measured on their energy and clarity of the business goals), the view of the leadership and management within Columbus, the organizational and social work environment, the culture and values of the company and how well their teams function. The overall results stood out. In all of the indices measured we achieved scores above the benchmark. Despite the scores being high and the response rate reaching 79%, we have some areas of focus where we know we can improve, and the business is already busy creating action plans for these.

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.

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

We continue to ensure that we learn from the feedback we receive on why people decide to leave Columbus and put in place mechanisms to respond to the feedback given. This is done through a global aligned exit interview process with all voluntary leavers.

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

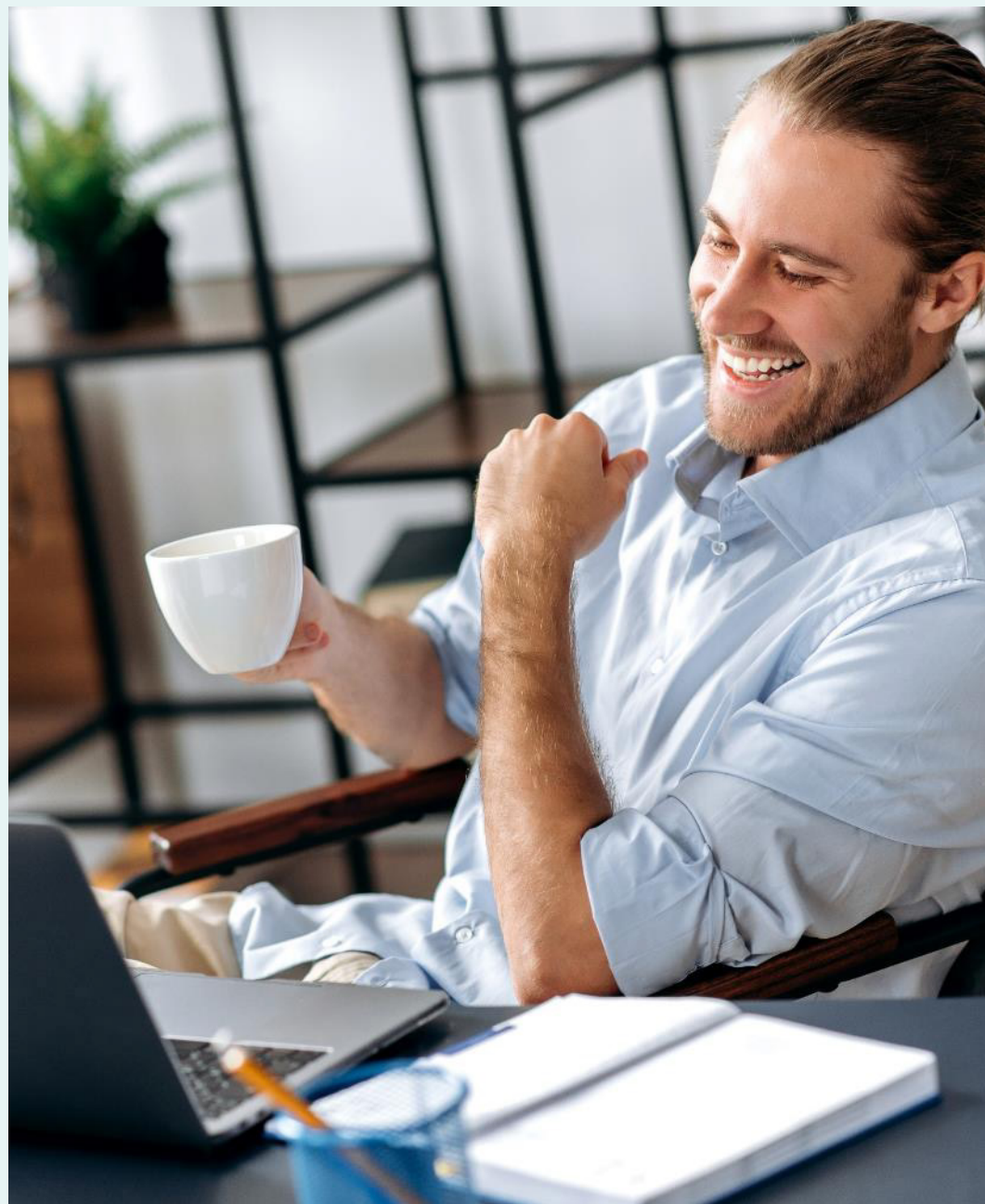
- Asking departing employees about the best part of working at the organization and what could have been better as in the exit interview
- Recognize them for contributing to the mission, values and business objectives of the organization.
- Demonstrate to co-workers that departing employees is treated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

Results from the exit interviews are collected and shared globally with local leadership teams.

By parting with employees using a structured and positive approach we are creating our external future ambassadors.

Covid-19

2021 continued to be challenging in respect of Covid-19. We remained true to our priority of keeping our employees safe, abiding by local government guidance and continuing to support working from home as needed.



Gender distribution in Columbus

This statutory report constitutes part of the management's report to the Annual Report 2021 for Columbus A/S, cf section 99b of the Danish Financial Statements Act. This statutory report covers the financial year 1 January 2021 to 31 December 2021.



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 workplace 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.

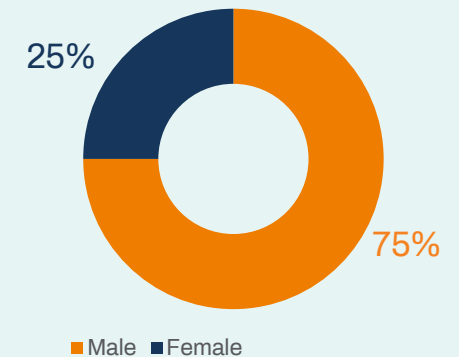
For now, the Board of Directors has decided not to increase the target for the proportion of women in the Board of Directors. However, this however, this is being considered on an ongoing basis.

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

In 2020 the gender distribution at management level in Columbus A/S constituted 28% women and 72% men. At the end of 2021, the percentage of women at management level had increased to 33%.

In 2020, Columbus set a target to increase the percentage of female managers in Columbus A/S to a minimum of 35% by the end of 2023. Columbus maintains this target.

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 2021, the percentage of women at management level group-wide was 29%, hence the percentage of female managers group-wide is unchanged compared to 2020.

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 measures described below.

Recruitment

Columbus has a global recruitment process, defining 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, wherever possible at least one female candidate must be identified.

Career development

Columbus wants to 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 track improved performance of all employees, thereby ensuring equal opportunities for all employees when considering internal candidates for management positions in Columbus.

Columbus is continuously investing in career and skills development, which also supports equal opportunities for all employees.

Promotions

Internal promotion opportunities are open to all employees, and we actively encourage our team members to strive to take the next step in their careers.

Promotions to management positions include a careful assessment of professional experience and skills needed with a view to ensuring the presence of the necessary competences at all management levels.

Having an openness for internal promotions ensures equal access for all employees to progress in their careers, regardless of level.

Although Columbus strives to increase the percentage of women at manager level, it is essential for Columbus to always ensure that the most closely matched people are appointed/hired when recruiting for open positions. Candidates are chosen based on competences necessary for the specific positions.

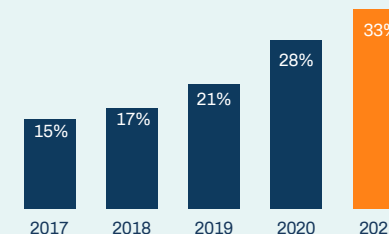
Follow-up and reporting

The development in gender distribution is part of the monthly people reporting, which is shared with all Business Lines, Market Units and People Directors.

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



EU Taxonomy

Columbus is an IT services and consulting company that accelerate our customer's digital transformation. Columbus is registered under the NACE CODE J62.02, Computer Consultancy activities.

The Taxonomy Regulation provides a definition of environmentally sustainable economic activities. To qualify as environmentally sustainable, an economic activity shall, among other things, contribute substantially to one or more of the six environmental objectives stated in article 9 of the regulation.

A delegated act specifying which technical screening criteria specific economic activities must comply with for the first two environmental objectives, climate change mitigation and climate change adaptation (environmental objective a. and b.) was adopted on 4 June 2021.

A delegated act specifying the final four environmental objectives, (the sustainable use and protection of water and marine resources, the transition to a circular economy, pollution prevention and control and the protection and restoration of biodiversity and ecosystems) has not been adopted yet.

According to the EU Taxonomy Regulations delegated act adopted 4 June,

companies providing data processing, hosting and related economic activities are considered taxonomy relevant.

As Columbus' economic activities are 100% consulting services with no economic activities within data processing or hosting data, we consider Columbus not being eligible by the EU taxonomy regulations delegated act adopted 4 June.

ESG in the future

Columbus has planned an ambitious ESG strategy process starting early 2022.

We will dive deeper into the impact we have in relation to the environment, social matters and governance issues (ESG) and assess how we both as a company can have ESG impact and how we can help our customers reduce their footprint when they collaborate with Columbus.

Being at the forefront of digital transformation our main markets being the industries food, retail, and manufacturing, which by definition have significant environmental impact, we recognize our role as a key player in making sustainability happen by organizing data to actionable insights and delivering solutions complying with regulatory requirements.



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 2021, 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.

Data Ethics

The Board adopted a Data Ethics Policy in 2021 with the purpose of establishing the high standards for data ethics that Columbus wishes to adhere to and to emphasize our commitment to a responsible and sustainable use of data. Please find the Data Ethics Policy in the Annual report page 27.

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 2 December 2020 by NASDAQ Copenhagen in its Rules for Issuers of Shares.

Business model – creating customer value

Columbus' purpose is digital transformation for a better tomorrow, and our solid business model ensures we can deliver on our purpose.

Columbus is leveraging on 30+ years of industry expertise delivering advisory and business critical solutions for larger enterprises, and our global delivery setup has been essential for creating value for the growing loyal customer base with a need for digital transformation

Our business model is based on customer intimacy, which makes it possible to act as trusted advisor ensuring that customers get exactly what they need to digitize their business.

Columbus' core strength is also expressed in the execution power - the ability to deliver high quality anchored in good industry practice. The business model supports the creation of customer value and makes it possible to implement and deliver on the set goals in the three-year growth strategy, Focus23.

Growing loyal customer base

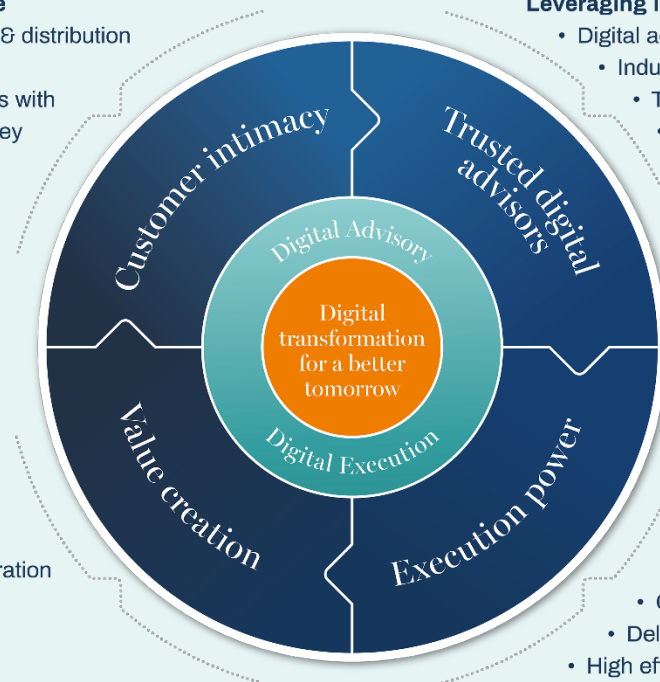
- Industry focus on food, retail & distribution and manufacturing
- International large enterprises with a digital mindset and within key eco-systems

Business Critical solutions

- Strategy & Change
- Cloud ERP
- Data & Analytics
- Business & Application Integration
- Application Management
- Digital Commerce
- Customer Experience

Leveraging industry expertise

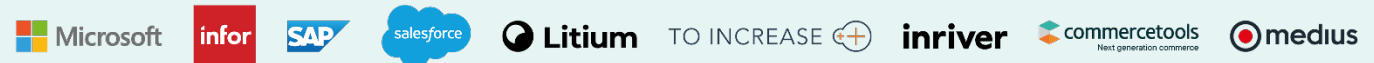
- Digital advisors
- Industry & process experts
- Technology experts
- Execution experts
- Change management expertise



Agile global delivery setup

- Uniform approach to ensure quality
- Good Industry Practice (GxP)
- Delivery capacity across time zones
- High efficiency and scalability

Solutions i strong ecosystems



...and other key partners

Risk related to CSR

As a global company operating in a continuously changing environment, Columbus is exposed to several 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.

An important part of 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

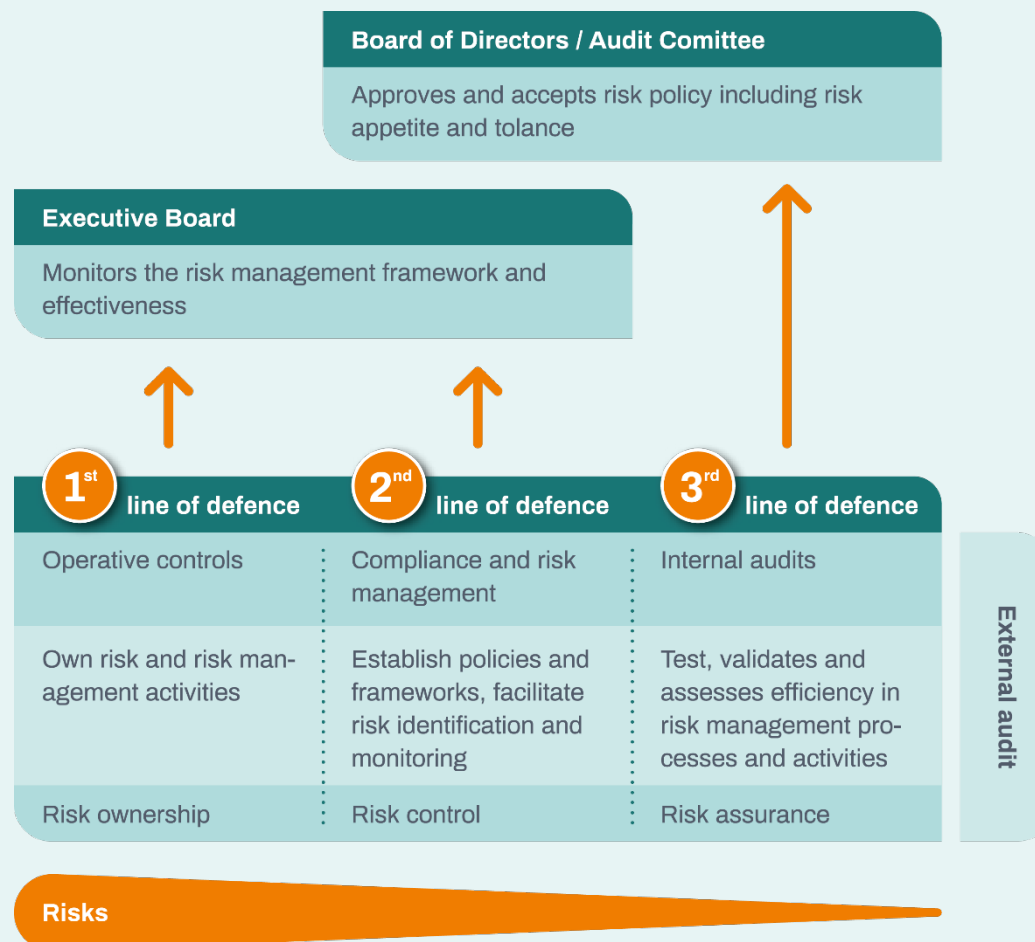
of Columbus is a key area as this is key in attracting talents to Columbus and commitment to human rights, thus committing to follow the United Nations' Declaration of Human Rights through several policies including our Code of Conduct and Antislavery Policy.

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 risks 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 we do not produce any physical products the non-financial risks related to the environment are limited and mainly constitutes office operation and business travel. We continuously focus on reducing our energy consumption as part of reducing our environmental footprint.

As part of the risk management, Columbus has 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 2021 on page 32.



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 and services, as well as being mostly office-based, our business' impact on environmental impact is relatively small. Therefore, we have not yet created an environmental policy, however it will be part of our corporate sustainability strategy and ESG reporting in 2022.

Travel & Transportation

Being a global company, our business activities include flight 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. As a direct consequence of the global pandemic, travel has been

significantly reduced for Columbus during the past two years. In fact, travel cost declined by 70% in 2020 and further by 28% in 2021. Not all is related to flight, but it tells us that new ways of working have lasted as the world started to open up in 2021, resulting in less need for travel.

Hosting of our datacenter

In 2021, we moved our existing datacenter to Atea, who is rated #1 on ecovadis sustainability ratings, uses 95% sustainable energy in the datacenters, and has committed to being carbon neutral by 2030. Apart from this, we have embarked on the journey of increasing our footprint in Azure with our new ERP-platform running in Microsoft Cloud.

ESG in the future

We are now initiating a structured process to define our corporate sustainability strategy, including the impact we have in relation to the environment, and assess how we both as a company can have ESG impact and how we can help our customers reduce their footprint when they collaborate with Columbus.



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:

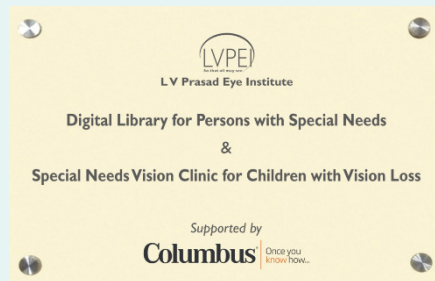
Columbus DK donated DKK 15,000 for Doctors Without Borders.



Columbus U.S. employees donated DKK 16,000 to Habitat for Humanity



Columbus Global Delivery in India has contributed DKK 130,000 to LV Prasad Eye Institute contributing towards setting up video recording facilities for children with vision impairment and multiple disabilities at their campus, Bhubaneshwar, Odisha.



Columbus UK took part in Diabetes UK Virtual Coast to Coast cycling 3,500 miles raising just over DKK 22,000 as a collective Columbus effort.

Columbus Sweden donated DKK 35,000 to Musikhjälpen.

