

Columbus®

Sustainability Report 2023

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



The Sustainability Report is a supplement to the Annual Report for 2023. The report includes Columbus' statutory report on Corporate Social Responsibility, cf. section 99a of the Danish Financial Statements Act.

Taking ESG into action

2023 was the year where our focus on sustainability started to really materialize. We launched our new sustainability strategy in Q3 2022 and during 2023, we have made significant progress, both in terms of our own ESG ambitions and towards developing services that address our customers challenges in running a sustainable business and aligning with the increasing regulatory demands.

People First company

In November 2023, we launched our three-year strategy, named New Heights, with a key focus on being a “People First” company. As a digital consultancy, it is crucial that we attract and retain the best talents and it is therefore essential to ensure an inclusive working environment that is engaging with meaningful work and where people can explore and grow.

In 2023, we launched a new career framework to improve personal development and growth and we implemented a new HR system to support career development that enhances employee impact and ensures streamlined processes across our global company.

Promoting diversity, equity and inclusion

We have also made significant strides in promoting diversity, equity and inclusion

(DE&I). We believe that a diverse and inclusive workforce is essential to our success and our ability to create value for all of our stakeholders.

In 2023, we launched a new DE&I course in our Columbus Academy to help gain a better understanding of the significance and impact of diversity, equity and inclusion. We further launched a new DE&I policy and started a network for women in Columbus, named Women Inspirational Network (WIN), to inspire with role models and strengthen women’s network. Lastly, we have strengthened both our onboarding and offboarding processes with Candidate NPS and global exit surveys with a particular focus on inclusion.

Taking environment ambitions into action

As a 100% consultancy company, Columbus does not produce any physical products or develop any software solutions. However, we are committed to reducing our carbon footprint and promoting sustainable practices across our operations. Most of Columbus’ CO2 emissions stem from business travel, data centers and the impact of running our offices.

In 2023, we have focused on transitioning the energy mix in our offices to more renewable energy and today over 70% of our

electricity comes from renewable sources. In addition, we are in the process of implementing a company car policy, transitioning all company cars from internal combustion to electric by 2028. We are also working on optimizing our ways of travelling with a new travel policy and guidelines. In 2024, we will restate our baseline to comply with the CSRD requirements.

Aligning with the CSRD requirements

At the end of the year, we initiated a Double Materiality Assessment to comply with the CSRD requirements, which will become effective for Columbus for the financial year 2024. This will help us prioritize our efforts and focus on the areas where we can make the most significant impact.

Embedding our sustainability strategy into the business

It is essential for us that our sustainability initiatives become an integrated part of our organization, not being run as a side-line project with no link to our business. Therefore, we have defined a governance model going forward, with organizational ownership of ESG initiatives and commercial sustainability activities.

Helping our customers improve their sustainability ambitions

Digitalization and data are essential for all companies to improve sustainable perfor-

mance and become ESG compliant. The challenge for many companies is to get the right data from their ERP system and transform it into ESG metrics to help monitor and report progress. For many companies this is a manual and tiresome process. As a digital consultancy, we are experts in data and ERP systems and can help companies automate ESG data to not only follow progress in real time but also being able to act on it, while pulling the right data for ESG reporting.

In 2023, we launched a new framework named “ESG Data Accelerator”, which helps companies with doing exactly that, and we are building partnerships to ensure that we can assist our customers from A-Z in complying with the new CSRS requirements from the EU. In addition, we have launched a range of industry specific services, such as “Resource-efficient Food Manufacturing” and advisory services within ESG.

Taking Columbus forward

Overall, 2023 has been a year full of progress in our ambition to take sustainability into action. I am proud of the progress we have made so far, and I am confident that 2024 will progress in our sustainability journey.



Søren Krogh Knudsen
CEO & President

Who we are

Global digital consultancy dedicated to solving complex industry challenges for customers in the manufacturing, retail & distribution, food & beverage, and life science industries.

+1600

EMPLOYEES

+1100

CUSTOMERS

We make digital transformation happen

DIGITAL CONSULTANCY

SERVICES

Cloud ERP

Digital Commerce

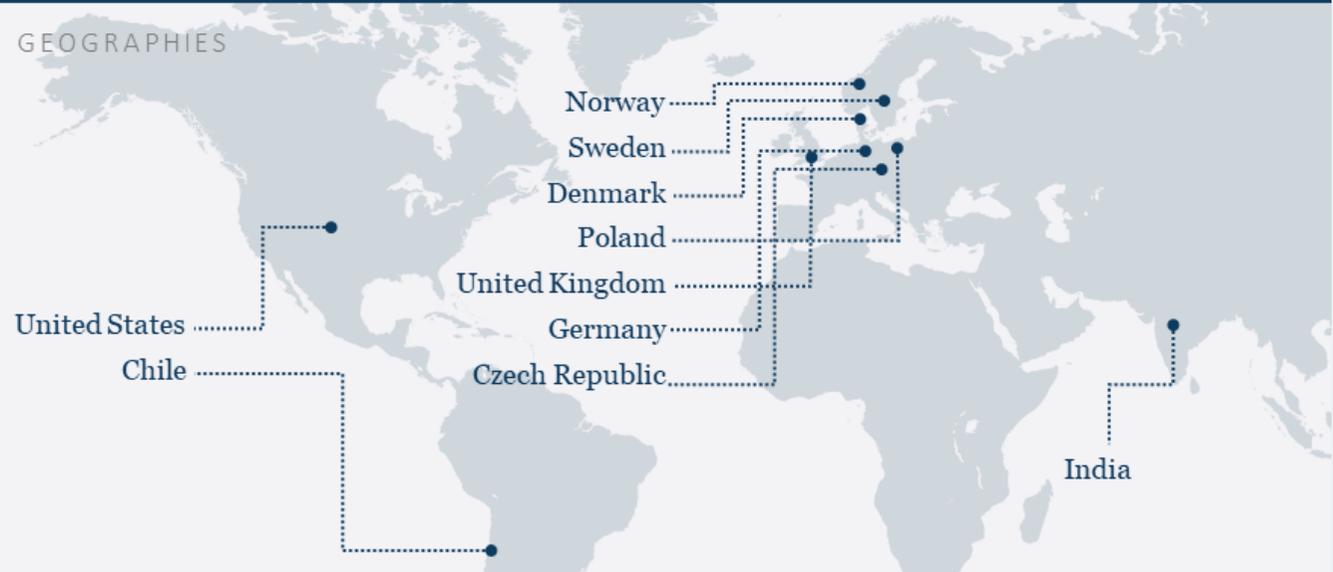
Data & Analytics

Customer Experience

Digital Advisory

Security

GEOGRAPHIES



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 35 years of industry expertise, delivering advisory and business critical solutions for larger enterprises. Our global delivery setup has been essential in 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 a 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 our strategic goals in the three-year growth strategy, New Heights.

Growing loyal customer base

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

Core business services

- Digital Advisory
- Cloud ERP
- Data & Analytics
- Digital Commerce
- Application Management & Evolve
- AI Innovation
- Security
- Customer Experience & Engagement
- Compliance & Business Continuity
- Sustainability

Solutions in strong ecosystems



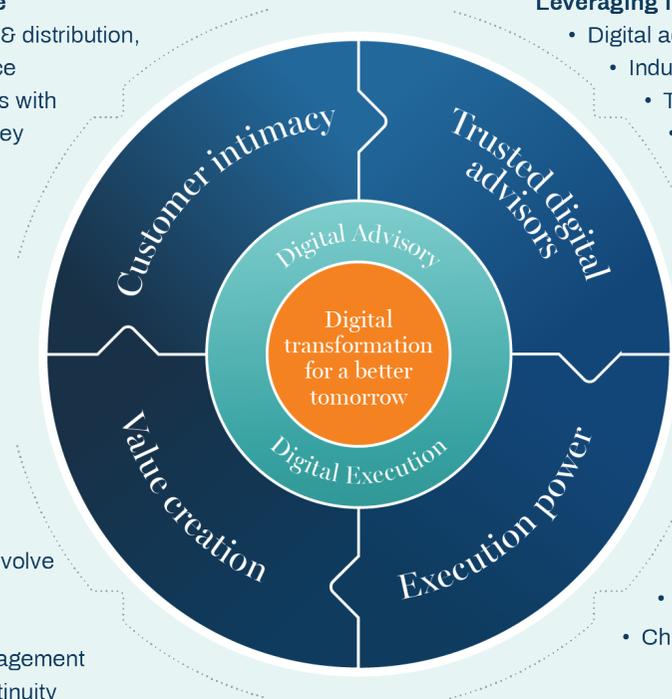
...and other key partners

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
- Change readiness and adaptability



Columbus supports the UN Global Compact

In Columbus, we are committed to contributing to the UN Sustainable Development Goals. We focus on seven of the 17 SDGs. In each of the SDG targets, we have formulated our commitment and focus points. In 2023, we have taken important steps within all SDG targets.

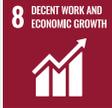


Columbus supports the UN Global Compact

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	Decent work and economic growth	Industry, innovation and infrastructure	Reduce inequalities	Responsible consumption and production	Climate action	Peace, justice and strong institutions
<p>5 GENDER EQUALITY</p>  <p>We commit to growing a diverse, inclusive, and talented culture. We continue to increase the proportion of women in Columbus.</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>  <p>We ensure high-quality work and safe working conditions for our people, and we ensure equal opportunities for career progression and talent development for all employees.</p>	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>  <p>We help our customers accelerate their sustainable performance with digital advisory and innovative solutions within the industries Food & Beverage, Retail & Distribution, Manufacturing and Life Science.</p>	<p>10 REDUCED INEQUALITIES</p>  <p>We ensure equal rights, conditions and opportunities for all candidates and employees, irrespective of age, gender, disability, race, ethnicity, origin, religion, or other status.</p>	<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>  <p>We improve daily operations to create significant sustainable outcomes by striving to recycle waste and optimize our energy consumption. We advise our customers and develop innovative digital solutions that help our customers enable sustainable production practices.</p>	<p>13 CLIMATE ACTION</p>  <p>We aim to reduce our environmental footprint globally by improving our daily operations, encouraging greener transportation, recycling our waste and optimizing our consumption and energy mix.</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>  <p>We ensure responsible business conduct by acting transparently and as a morally accountable company and comply with EU, UN and OECD regulations, such as UDHR and CSRD.</p>

From strategy to action: Our progress in 2023

2023 marked the year where Columbus put its sustainability ambitions into action. We defined our ESG roadmap, and we took services to market to help customers accelerate their sustainable performance and ESG compliance.

In 2022, we launched a sustainability strategy aimed at contributing to the sustainability agenda by acting responsibly as a global business in relation to ESG, while helping our customers accelerate their sustainable performance.

The EU' Corporate Sustainability Reporting Directive (CSRD) requires companies to disclose information regarding their environment, social and governance (ESG) performance. For Columbus, CSRD will become effective from the financial year 2024 where the sustainability report will be an integrated part of the annual report.

We have initiated a Double Materiality Assessment to identify material topics for Columbus which will guide us throughout 2024. Thus, becoming compliant with the CSRD requirements prior to reporting on the financial year 2024.

Sustainability strategy

Columbus' sustainability strategy is built on two streams; an external stream, focused on enabling sustainable impact for our customers, and an internal stream, focused on our own ESG ambitions; Building sustainable operations (E), Growing a diverse and talented culture (S), Ensuring responsible business conduct (G).

Customers – Enabling sustainable impact

Our ambition is to help our customers accelerate sustainable performance and development by providing digital solutions that promote sustainability, growth, and profitability in their business. In 2023, we took an important step in addressing the challenge for many companies to become compliant with the upcoming CSRD requirements. The challenge for many companies is to get the right data from their ERP system and transform it into ESG metrics to help monitor and report

progress. For many companies, this is a manual and tiresome process.

Columbus has developed the framework ESG Data Accelerator to help our customers take control of their ESG data. The ESG Data Accelerator automates ESG data, enabling companies to follow their sustainability progress in real-time. Thus, being able to act on the data, whilst pulling the right data for ESG reporting.

Another focus is to help customers in our key industries of retail & distribution, food & beverage, manufacturing, and life science to accelerate their sustainable performance.

As these industries all produce physical products, they typically have a high level of greenhouse gas emissions that result from the production, processing, and transportation of products.



Having a clear picture of the product journey from raw materials to the point of sale and ensuring that suppliers comply with environmental and social standards is just one example of the increasing requirements from the EU legislation. Columbus can help elevate our customers' supply chain performance with new technologies such as AI and transform demand forecasting and inventory management.

For the food manufacturing industry, Columbus has launched our Resource-efficient Food Manufacturing service where we help customers drive efficiency across their food production. We follow a step-by-step program to get the full picture of how to improve resource efficiency and sustainable manufacturing of the food product.



Building sustainable operations

We are committed to reducing our environmental footprint by optimizing our daily operations. As a 100% consultancy company, Columbus does not produce any physical products or develop any software solutions. Most of Columbus' CO2 emissions stem from business travel, data centers and the impact of running our offices.

In 2023, we have focused on transitioning the energy mix in our offices over to more renewable energy. Today, 70% of our energy comes from renewable sources. In addition, we are in the process of implementing a company car policy, transitioning all company cars from internal combustion to electric by 2028. We are also working on optimizing our ways of travelling with a new travel policy and guidelines. In 2024, we will restate our baseline to comply with the CSRD requirements.



Growing a diverse and talented culture

As a people first company, our ambition is to ensure an inclusive and diverse working environment which is engaging with meaningful work, where people can explore and grow.

In 2023, we launched a new career framework to improve personal development and growth. We also implemented a new HR system to support career development that enhances the employee's impact and ensures streamlined processes across our global company.

Regarding Diversity, Equity & Inclusion (DE&I), some of our key initiatives have revolved around adapting our existing processes and policies to increase the perspective on DE&I. In 2023, we have strengthened both our onboarding and offboarding processes with a Candidate NPS and global exit surveys with a particular focus on inclusion. We have also incorporated questions about inclusion and diversity in our annual employee satisfaction survey to help us improve.

Columbus has set a goal of increasing the proportion of women in Columbus, thus aiming for 40% women by 2027. Today, the proportion of women in Columbus is 30%. In 2023, we initiated a range of activities to cater for increased diversity. We launched a new Diversity & Inclusion course in our Columbus Academy to help gain a better understanding of the significance and impact of DE&I.

We also applied a new DE&I policy and launched a new network for women in Columbus, named Women Inspirational Network (WIN), to inspire with role models and strengthen women's network.

The new DE&I policy also includes a section covering Human Rights stating that Columbus does not tolerate any kind of discrimination, violence, harassment or bullying of employees and provides a mechanism for reporting and addressing such incidents.

In 2024, we will conduct a human rights impact assessment as part of the sustainability Due Diligence in compliance with the UNGP standard.



Ensuring responsible business conduct

Columbus operates in 10 countries, each with distinctive laws, regulations, and cultures. Therefore, it is key for Columbus to ensure that we act with the same level of integrity across our markets and in compliance with the applicable legislation.

Our Code of Conduct is our ethical guideline for business conduct to ensure that we, on a global level, are dedicated to promoting ethical business practices,

In 2023, we adopted an Anti-bribery and Anti-corruption Policy. The policy will be renewed annually and updated with new

initiatives and actions, if relevant. The policy is available at: www.columbusglobal.com/Investors/PoliciesArticlesofAssociation

As a listed Danish company, we access and report on economic activities in accordance with the EU Taxonomy. At the end of the year, we initiated a Double Materiality Assessment to comply with the CSRD requirements, which will become effective for Columbus for the financial year 2024. This will help us prioritize our efforts and focus on the areas where we can make the most significant impact.

Our sustainability focus is anchored at the highest level in Columbus with the Executive Management and the Board of Directors, who approve the direction and targets. Our Audit Committee monitors the procedures and performance of our sustainability activities.

It is essential for us that our sustainability initiatives become an integrated part of our organization, not being run as a side-line project with no link to our business. Therefore, we have defined a governance model going forward with organizational ownership of ESG initiatives and commercial sustainability activities.



Helping our customers run sustainable business

We combine our 35 years of expertise, leading digital solutions, and end-to-end Core Business Services to help our customers accelerate their sustainable performance.

As digital advisors, we help our customers in key industries with achieving their sustainability goals through digital ESG solutions and advisory. With tech in our DNA, we use the latest tools for the future to ensure that our customers sustainability initiatives are both impactful and meet the specific industry and regulatory requirements.

There is vast potential within digitalization and the green transition. In fact, digitalization and data are essential for all companies to improve sustainable performance and become ESG compliant.

ESG Data Accelerator

The EU's Corporate Sustainability Reporting Directive (CSRD) is transforming ESG reporting. Navigating these changes can be a minefield and there are a lot of open questions that needs to be resolved. Companies know they need to ensure a smooth integration of ESG and annual reporting processes. But exactly what is changing

and how to prepare is still unclear for many companies.

Ultimately, the answer lies in establishing an integrated process, supporting collaboration, and gaining control of the necessary data. The challenge for many companies is to get the right data from their ERP system and transform it into ESG metrics to help monitor and report progress. For many companies this is a manual and tiresome process.

Columbus' framework **ESG Data Accelerator** provides our customers with one truth. It automates ESG data ensuring that all ESG data is easily accessible in one place, and we enable our customers to track their KPI's, follow progress in real time, thus being able to act on it, while pulling the right data for ESG reporting.



Industry offerings

Columbus helps companies in our key industries to optimize sustainable performance with industry sustainability services, such as Resource Efficient Food Manufacturing, and Digital Advisory

In Columbus, we have strong domain knowledge within our key industries of retail & distribution, and food, beverage & process, manufacturing and life science. We have leveraged our 35 years of industry expertise to develop digital solutions that is tailored to address the prevailing sustainability issues within each of our key industries.

The food manufacturing sector has a high sustainability footprint where food loss and waste are big emissions contributors. Consumers demand for sustainable products is rapidly increasing and they view reducing food waste in the manufacturing process, producing sustainable packaging and products as top priorities.

With our **Resource-efficient Food Manufacturing** service, we help our customers drive efficiency across their food production. Problems such as short shelf life, wasteful water usage, seasonal fluctuations, inefficient energy use, and overproduction, makes reducing food loss and waste a difficult task for manufacturing companies.

We follow a step-by-step program to get the full picture of how to improve resource efficiency and sustainable manufacturing of the food product. We elevate our customers supply chain performance with new technologies and transform demand forecasting and inventory management with AI.



ESG Data Accelerator

Client-specific ESG reporting is highly relevant for several reasons, particularly in the context of business or service providers.



Tailored Communication

Allows businesses to tailor their communication to address their specific requirements.



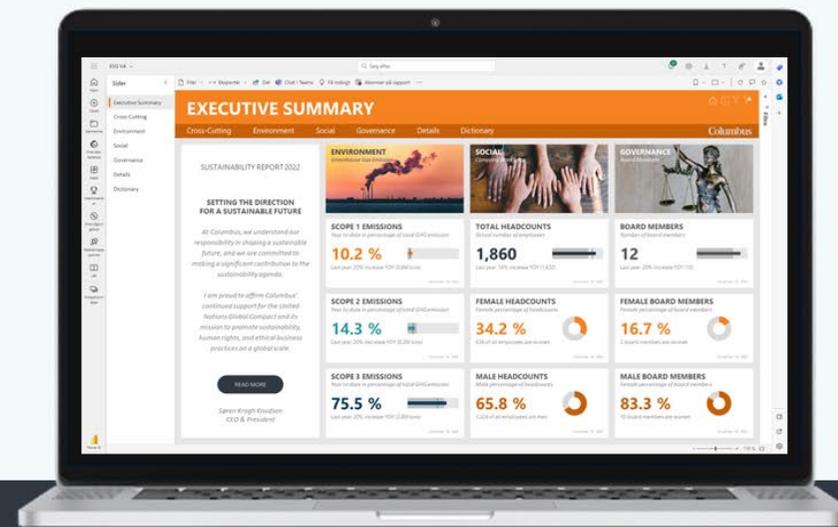
Improved Decision-Making

Client-specific reports provide you with data and insights that are directly related to your operations.



Competitive Advantage

Offering client-specific reporting can be a competitive differentiator in a fast-evolving marketplace.



ESG key figures

ESG key figures overview		2023	Unit	2022	2021	2020	2019
	Environment¹						
	CO ₂ e, scope 1 (direct GHG emissions)	133	tCO ₂ e	92	–	–	–
	CO ₂ e, scope 2 (indirect GHG emissions)	388	tCO ₂ e	154	–	–	–
	CO ₂ e, scope 3 (other indirect GHG emissions)	5,107	tCO ₂ e	1,631	–	–	–
	Social						
	Average full-time employees	1,568	FTE	1,536	1,455	1,655	1,834
	Gender diversity	30%/70%	Female/Male	31%/69%	29%/71%	28%/72%	–
	Gender diversity for managers, principals and partners	28%/72%	Female/Male	28%/72%	29%/71%	29%/71%	–
	Sickness absence	2.17 ²	%	2.34	–	–	–
	Employee satisfaction	+50	eNPS	+47	+40	+33	–
	Governance						
	Gender diversity – Board of Directors (BoD)	20%/80%	f/m	20%/80%	25%/75%	25%/75%	25%/75%
	Attendance at the BoD meetings	100	%	100	100	100	100
	CEO pay ratio	1:9	times	1:7	1:8	1:22 ³	1:9

¹ 2023 figures includes more scopes than 2022. For details see Sustainability report.

² Excluding Columbus India, as illness registration cannot be separated from other paid absence.

³ In 2020, total remuneration for the CEO & President, includes severance pay for former CEO. The CEO pay ratio excluding the severance pay was 1:9. See Remuneration Report 2022 for further information.

Environmental and climate impact

We are committed to reducing our carbon footprint and promoting sustainable practices across our operations. In 2023, we included more scopes in our reporting to create a baseline for 2024 CSRD requirements.

Our footprint

We are committed to improving daily operations to help reduce our impact on the environment and encourage more sustainable behaviour in everything we do as a business.

This means that we need to track our emissions closely and implement policies to reduce them, taking action to help improve our performance with key business activities that have a bearing on our Carbon footprint.

We have continued to monitor our greenhouse gas emissions and in 2023, we have added more categories from the GHG protocol. Building on our reporting from last year, we will include our Scope 2 emissions from heating, Scope 3 emissions 3.1 Products and Services, and Scope 3.7 Employee Commute.

We started monitoring our greenhouse gas emissions globally in 2022 to better understand how our operations affect the climate. To develop effective sustainable practices and contribute to creating a more sustainable future, we are quantifying and

reporting our emissions based on the guidelines of the Greenhouse Gas (GHG) Protocol and in line with World Resources Institute's (WRI) GHG Protocol Corporate Accounting.

The GHG Protocol includes both direct emissions from the company's own operations (Scope 1 emissions), indirect emissions from purchased energy (Scope 2 emissions), travel activities and the production of purchased goods and services (Scope 3 emissions).

To accurately track our emissions progress, we provide our Total Carbon emissions and intensity figures per net revenue for our total emissions. We will also provide our intensity per employee for each scope.

These intensity measures help us to track our emissions and ensure they consider acquisitions of new companies, an increase or decrease in employee numbers, and the new EU legislation coming into effect in 2024.



Scope

Our data scope includes all Columbus Group companies and offices with more than five employees and/or above 50 m2 of office space.

In some cases, it is only possible to extract the data for part of the year 2023. For example, we acquired ICY in April 2023, which has its own offices, and we expanded our office in Middelfart Denmark. These cases are described in more detail in our accounting principles.

Direct emissions (CO2e Scope 1)

In 2023, our direct emissions (scope 1.2 mobile emissions) amounted to **133.11** metric tons of CO2 equivalents (t CO2e). Our Carbon intensity for Scope 1 emissions *CO2e/no. of employees* was **0.08** t CO2e per employee.

Scope 1.1 and Scope 1.3 and 1.4 are not included in the calculations since Columbus has no processes involving the onsite combustion of fossil fuels, fugitive emissions or process emissions. All the emissions we emit stem from mobile combustion emissions from Columbus' owned or leased company vehicles.

Columbus continuously encourages sustainable employee behavior and advises choosing more sustainable alternatives for work-related transportation whenever possible.

In 2024, we will be implementing a new policy regarding company cars to help reduce our scope 1 emissions. From 2028, all of our company vehicles in Scandinavia will have to be electric or run on new sustainable technology which will be available by then.

Indirect emissions (CO2e Scope 2)

Our indirect GHG emissions resulting from the consumption of purchased or acquired energy such as electricity, heating, cooling, and steam equaled **387.82** t CO2e in 2023 for market-based emissions. For location-based emissions the figure was **385.3** t CO2e. Our Carbon intensity based on *t CO2e/no. of employees* was **0.24** t CO2e per employee.

Last year we did not report our heating but from 2023 we are including this information. With the goal of maintaining or reducing our indirect greenhouse gas emissions in 2024, we are committed to proving our energy efficiency and striving to increase our usage of renewable energy.

Other indirect emissions (CO2e Scope 3)

Other indirect GHG emissions were **5,106.63** t CO2e in 2023. Last year, we only included data from Business Travel for Scope 3.6. However, this year we have also included Scope 3.1 Products and Services and Scope 3.7 Employee Commute.

Scope 3.6

Being a geographically distributed global company, we see business travel counting for both internal and customer-related work, which includes transportation by air, rail and car. As transportation constitutes Columbus' major environmental impact, we aim to minimize the CO2e emission from this scope wherever possible.

In 2023, we have also included hotel visits in our business travel calculations. We have also noticed that there is an increase in travel activity, mainly due to the coming out of the Corona pandemic.

Our Footprint

Our emissions in the three scopes, 2023



Our Scope 3.6 Business travel emissions for 2023 were **4,184.34 t CO₂e** and our Carbon intensity based on *t CO₂e/no. of employees* was **2.53 t CO₂e per employee**.

Scope 3.7

Progressing from our 2022 report from, we are including Scope 3.7 Employee commute, gaining data from our employees in Scandinavia and the UK which represents 74% of our total workforce. Our Scope 3.7 emissions Employee commute for 2023 were **763.55 t CO₂e** and our Carbon intensity based on *t CO₂e /no. of employees* - included in the calculations - 74%, was **0.63 t CO₂e tons per employee**.

Scope 3.1

Furthermore, we are also including Scope 3.1 Products and Services for 2023, which constitutes our server usage from our major suppliers of cloud services we use, as well as IT equipment purchased throughout 2023. Last year, we included some of these emissions in Scopes 1 & 2, but we have corrected it for this year. Our Scope 3.1 emissions for 2023 were **194.74 t CO₂e** and our Carbon intensity based on *t CO₂e /no. of employees* was **0,12 t CO₂ per employee**.

We strive to reuse or recycle as much IT equipment as possible and in 2023, we managed to reuse 62 computers and recycle 15, as well as recycling other IT equipment including monitors, server equipment and hard drives. We collaborate with ATEA to help improve our circular loop resource use and this has resulted in total climate savings of 17,618 Kg CO₂. These savings

take into consideration reuse against buying new computers (8,562Kg) and recycling instead of waste disposal (9,056Kg). These savings have not been taken into consideration with our scope 3.1 emissions total calculations.

Total Carbon emissions

Our total Carbon emissions from all scopes in 2023 was **5,627.56t CO₂e** and our Carbon intensity *t CO₂e /net revenue DKK* was **0,0000037 t per DKK**, or **3.7 grams CO₂ per DKK net revenue earned**.

Our way forward

We made a significant effort to improve the overview of our Carbon footprint in 2023, along with important data collection and calculation improvements. This accurate and comprehensive data on emissions enables us to create visibility and to understand, as well as address our environmental impact.

In the next step, our baseline will be set in 2024 and it will guide us in developing strategies to reduce our Carbon footprint. We have the ambition to establish a carbon-neutral organization in the future in line with the Paris agreement.

With the new CSRD EU legislation coming into effect in 2024, we will be reporting on more Environmental metrics from next year as well as having policies, targets and actions in place to not only comply with the new legislation but also to improve our sustainability performance relating to the Environment.

We have already started sustainable initiatives such as recycling IT assets and using refurbished furniture or recyclable cups. These factors have not been included in our scope calculations in 2023.

In 2024, we will be establishing local office recycling policies to help us improve our performance within these areas and to encourage a mindset of sustainable behaviour from our employees.



Upgrading office environment

In 2023, Columbus undertook office adjustments to create more sustainable offices and ensure a great working environment for all our employees.

As part of our office adjustments in 2023, we have increased the sizes of the offices in Pune, Aalborg, Middelfart, Düsseldorf, and Trondheim. Furthermore, we have moved to newly renovated and increased facilities in Oslo as well as established new offices in Norrköping and Växjö to match the number of employees in our organization. To ensure that we do not have excess of space, we have closed our offices in Kalix and Karlskrona.

In the process of upgrading the office environment, we have prioritized the creation of social areas to foster employee interaction and relaxation. These spaces provide opportunities for our colleagues to build stronger relationships and foster a sense of community in the workplace.

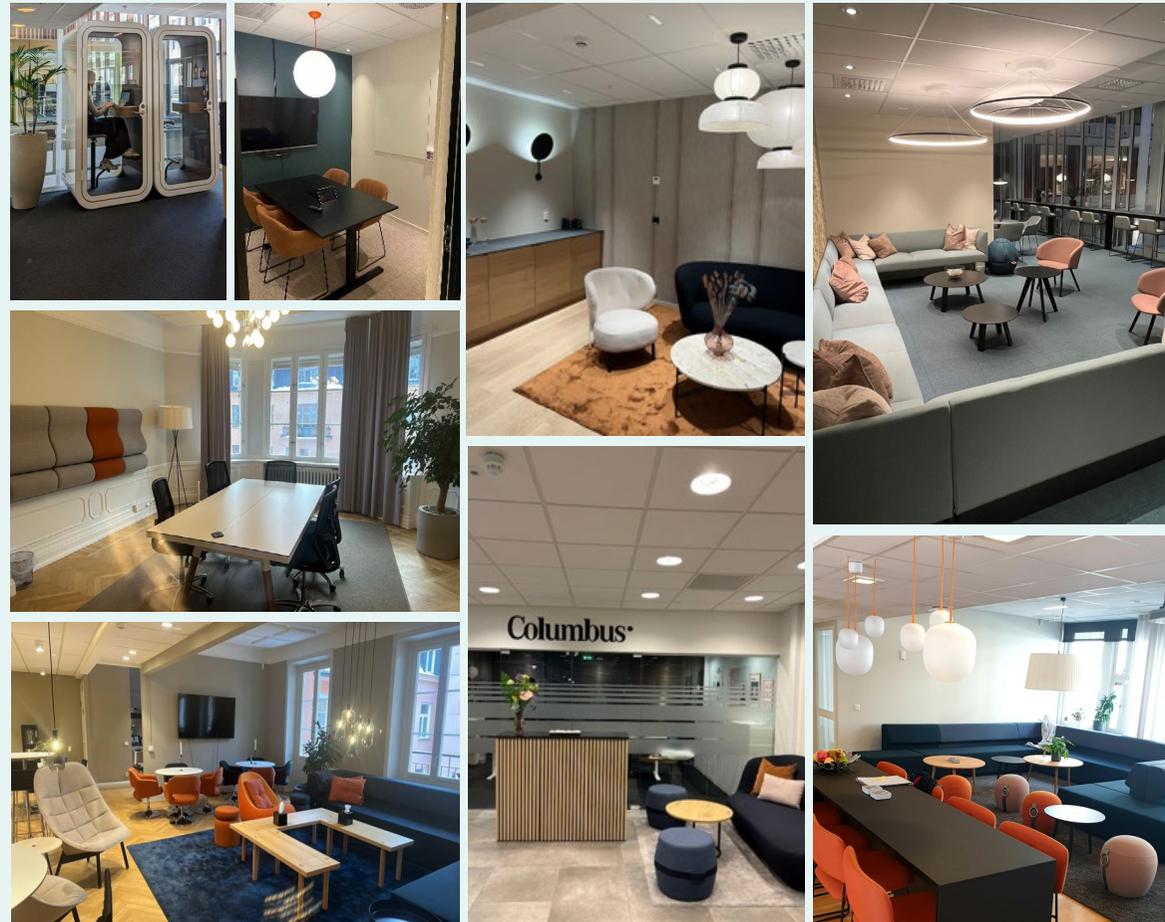
To facilitate collaboration, we have established several small meeting rooms and focus rooms, as well as mute boxes and quiet zones. The purpose is to offer our employees privacy in the open offices where it is possible to concentrate, have conversations without disturbance, focus on sensitive tasks, and enjoy the comfort of an isolated office space. It is further important to us that all our offices are

handicap-friendly to ensure diversity, prioritizing large spaces and elevators in the buildings. This also includes having an on-site facility team at each of the larger offices to help and assist when necessary.

We are on a journey to embrace sustainability and environmental awareness in our office spaces. Several initiatives have been taken to speed up the process. We have chosen to reuse and purchase refurbished furniture, as well as recycling old items through external vendors across all offices. This also means selling company furniture to our employees when we reorganize.

Furthermore, most of our offices have replaced bottled water with water fountains and paper cups with reusable coffee mugs, furthering our commitment to waste reduction. It is a prioritization for us that all our offices embrace this change.

In 2024, we will introduce a new waste management policy to ensure proper disposal and recycling practices across all our facilities. By encouraging waste sorting and responsible disposal, we aim to minimize our environmental impact and contribute to a greener future.



People in Columbus

Columbus' new strategy, New Heights, has a clear focus on our people. Our commitment to "People First" is a key growth pillar.

In 2023, Columbus launched the new strategy, New Heights, including a strategic growth pillar People First, which focuses on standing out as an attractive and caring employer. As a digital consultancy, it is crucial that we can attract and retain the best talents. It is key to growing our company. Through employer branding projects, a strong united company culture and by offering exciting development opportunities, we help our employees explore their potential.

Throughout the year, we have been actively working on projects to bring People First to a new level and strengthen our standing as an employer of choice.

Columbus culture

The Leadership Principles framework was implemented during 2022 and has now become an integrated part of our culture - supported by our company values. Together, these guide us in fostering a value-driven culture.

Throughout the year, our commitment to living our values and Leadership Principles has continued. New employees at Columbus took part in workshops, getting acquainted with our company culture during their onboarding. The Culture Ambassador Community, consisting of employees from various parts of the organization, has actively been working to promote Diversity, Equity and Inclusion (DE&I), our values and Leadership Principles in our daily work.

We have been proactively integrating our values and Leadership Principles into relevant internal processes, such as our new Career Pathways. Regular evaluations, conducted mainly through our extensive annual employee survey, have given us valuable insight into how our employees perceive and connect with the values and the principles.

As we continue to work with our culture, our goal is to increase employee engagement and align it with our commitment to People First.

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



Employee lifecycle

Employee experience is at the centre of every consideration and decision made. By using our Employee Lifecycle, we can highlight a number of people initiatives we delivered in 2023, as well as initiatives planned for 2024.

Attract

Our global careers website is a key tool in supporting the attraction of new talent. The site is aligned with our strategic direction to become our customers' trusted advisors.

This career website, backed by the use of a global talent management solution and our global recruitment processes, ensures that we are operating collaboratively across our countries and supporting the formation of our global employer brand.

We are actively using the Values and Leadership Principles in our talent acquisition and employer brand activities to personify our culture and encourage candidates to apply to join our Columbus family.

Recruit

We have a team of talented recruiters who form an energetic community, generating ideas for improving global recruitment processes and educating our hiring managers on best practices within recruitment.

Our Pre-boarding approach ensures that newly offered employees are connected with prior to joining, to feel part of the team from the day they accept an offer. The People team ensures that everything is ready for their first day and that their

induction and onboarding at Columbus is smooth, efficient and informative.

The global employee induction e-learning course helps to give the global view of the company to our new colleagues.

Columbus offers an Accelerator Program that fits a mix of graduates and more experienced professionals, who wish to take the next step in their careers. This year we have had 28 accelerators participating in the program across our Market Units.

DE&I has also been prioritized in our global recruitment process. Analyzing and adapting our global recruitment process through a DE&I perspective has resulted in the implementation of new practices and positive advancements. One such example is the implementation of Candidate-NPS, aimed at evaluating how candidates perceive the recruitment process, with a particular focus on inclusion.

As part of our strategic vision for 2024, we are further organising our focus on DE&I within our recruitment and employment brand strategies. Recognizing the benefits that a diverse and inclusive workforce brings to an organization, we are dedicated to intensifying our efforts to cultivate an environment where innovation, productivity, and resilience are the norm.



Strategic DE&I Initiatives for 2024 Recruitment Process Review:

Actionable Insights: A review of our recruitment process, informed by a comprehensive survey, resulted in a workshop outlining five key actions. Notably, this includes the introduction of a gender decoder in job descriptions and enhanced manager training on our ALVA test-tool for diversified hiring. Alva is a science-backed candidate assessment platform.

Strategic Business Decision: Prioritizing DE&I in recruitment is a strategic business imperative that can bring a more innovative and adaptable organization, well-equipped to navigate the complexities of a rapidly changing business landscape.

Empowering Hiring Managers:
Focused DE&I Training: To set our commitment, we are developing targeted DE&I training for our hiring managers, ensuring that our recruitment practices reflect our values and contribute to our competitive edge in the global market.

Candidate Experience and Branding:
Global CNPS Inclusion: We are innovating our candidate net promoter score system by incorporating DE&I questions, giving us a clearer picture of our standing among potential hires.

Extended Brand Survey: Building on the insights from this year's survey, we plan to execute a more extensive survey, demonstrating our proactive stance on DE&I issues.

Ongoing Research and Brand Development:

Attraction Strategy Review: Earlier surveys have shed light on our attraction strategies' strengths and gaps. A follow-up survey will help track our progress and fine-tune our approach.

Content Strategy for Employee Branding: A yearly content plan is in place, and preparations are underway for the upcoming year to ensure our employee branding initiatives remain fresh and impactful.

Career Development

Career Pathways is Columbus' new career framework that was launched in 2023. The framework aims to improve personal development and growth, provide clear career path options, increase fulfillment and engagement, retain talent and attract new talents to Columbus. This initiative is a key strategic milestone in our People First pillar of the "New Heights" strategy.

The framework currently consists of three career pathways for consultants: *Engagement Path*, *Business Path* and *Technical Path*, where each is divided into seniority levels to clarify competence requirements and expectations. Regardless of the career pathway one belongs to as a consultant, the Common Foundation is the basis for all. The Common Foundation consists of shared expectations we have of our consultants which consists of four areas: *Lead Yourself and Others*, *Build Business*, *Industry Expertise*, and *Build Culture*.

Career Pathways will be used for full-year and mid-year performance conversations and create greater transparency to support progression and promotion within a pathway or across pathways. The framework will undergo further development in 2024.

An important pillar of our career development in Columbus is our Columbus Academy, which is the online platform where most of our learning and development curriculum is delivered. It supports the development of soft/people skills, business skills for our colleagues and ensures we meet the mandatory compliance requirements within the company.

2023 has been a remarkable journey for Columbus Academy, shaping our training portal into a hub of innovation and learning for both current and new employees.

These are some key achievements that prove our commitment to employee development:

- Throughout the year, Columbus Academy has successfully hired/onboarded 25+ global internal coaches and 2 trainers.
- We have developed our learning platform with additional functionalities to streamline processes and reduce manual work. Increased utilization of AI has expanded system capabilities.
- The release of 14 new courses and a comprehensive accelerator training program, represents a big step forward in our training offerings.
- Information regarding the Columbus Academy and its offerings has been

widely communicated throughout the organization and a new page has been created on our Intranet Polaris.

- To increase training effectiveness, participants are now encouraged to share their feedback through a new survey, providing us with an NPS score for specific courses.

In 2023, Columbus furthermore achieved a major milestone with the launch of Bamboo, our new common HR system. The system solution includes onboarding, offboarding and a tool for performance appraisals, including career pathway.

Aligned with our strategic goals of achieving operational efficiency and enhancing the employees' impact, Bamboo will provide streamlined processes with superior and consistent employee experience. The system was launched at the end of 2023 and has started to be used by employees in the organization.

Throughout the year, we have also been working on developing a mentorship program aimed at helping employees accelerate their careers, develop new skills and achieve their career aspirations within the organization.

The Career Mentorship Program at Columbus is planned to be launched during spring 2024, crafted to support our employees' professional paths. This program is the link between ambition and achievement, providing the guidance necessary for our workforce to realize their career

potential while fostering an inclusive workplace culture.

This program is designed as a promoter for career progression, aiming to offer employees the necessary support and insight to advance professionally. It emphasizes personal growth, with mentors providing guidance for the development of new competencies and the refinement of existing ones. A key feature of the program is the encouragement of a flow of knowledge, allowing all participants to gain valuable insights. Additionally, it focuses on enhancing leadership capabilities and interpersonal skills, which can be crucial for professional success.

In terms of its structure and outcomes, the program for each mentor/mentee team is set to run for six months, aligning seamlessly with Columbus' DE&I strategies. This alignment creates an interaction between individual growth and the organization's goals. A significant aspect of the program is the careful pairing of mentors and mentees based on their professional backgrounds, to ensure relevance and impact. Regular interaction sessions will be supported with additional resources and training for mentors, ensuring effective guidance. The program will conclude with a thorough feedback process, allowing for continual improvement. Another important aspect of the structure is the marriage between the mentorship program and the newly launched career pathways. We believe the career pathways can provide our mentees next development step being even more clear to reach.

Regarding the program's scope, it will initially target mid-level employees and commence with a pilot in Sweden and Denmark in spring 2024. Following the anticipated success of the pilot, a global launch is planned for Autumn 2024, making the program available to all employees. This approach aims to gradually expand the program's reach, ensuring it effectively meets the needs of a diverse workforce.

Retain

An important tool in our retention efforts is our anonymous annual Employee Survey, covering over 60 questions on team efficiency, workplace environment, engagement, leadership and employer brand (eNPS).

The 2023 survey, now in its third year, had an impressive 89% response rate, ensuring robust data.

It consistently showcases significant progress across all areas, placing us well above industry benchmarks and affirming our commitment to a nurturing and productive workplace as part of our People First approach.

We observed positive developments in both the work environment and team efficiency, with scores of 83 and 84 respectively. These indices are fundamental to creating a great workplace, and we are delighted with the progress made. Engagement levels have remained consistent with the previous year, indicating stability in this crucial area. Additionally, our focus on

leadership continues to yield positive developments.

For the second consecutive year, we included questions related to DE&I, underscoring its significance as a key area of focus for us. This initiative reflects our commitment to fostering an inclusive and diverse work environment.

Post survey, teams with five or more responses collaboratively review their scores to pinpoint and improve areas of concern to assure anonymity.

Within the business, leaders were encouraged in 2023 to share the survey results with their teams and create working groups and action plans to address the lower scoring responses. We are proud to see that these initiatives are reflected in the results of the 2023 survey.

As predicted last year, our attrition rate has continued to decline, reaching 17.1% for 2023, which is significantly lower than in previous years. This positive trend is consistent across all our market units.

In alignment with our People First strategy, we actively engage in meaningful dialogues with our employees to ensure a supportive work environment and provide all the necessary resources for exceptional performance. Rooted in our Leadership Principles, "Make it Easy for All to Do a Good Job" and "Care for People," this engagement includes regular one-on-one sessions with managers and our Monthly



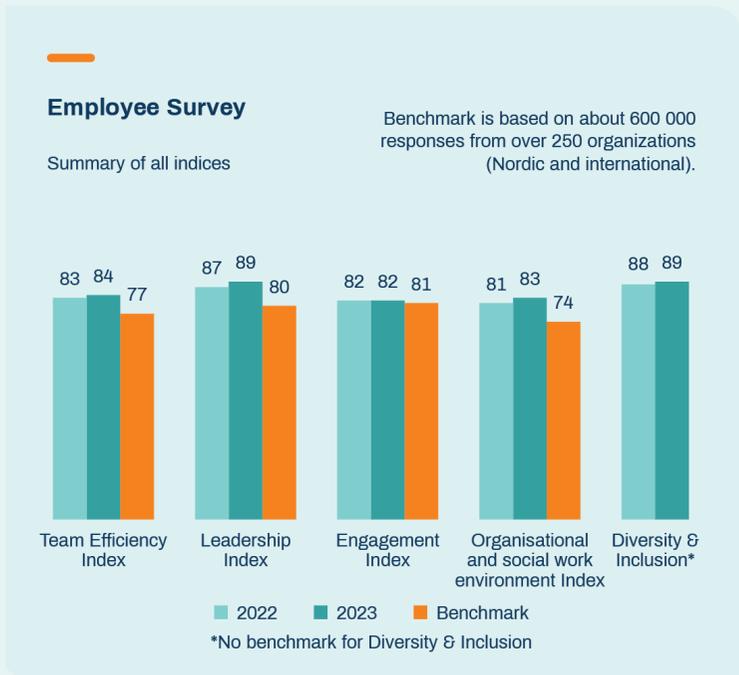
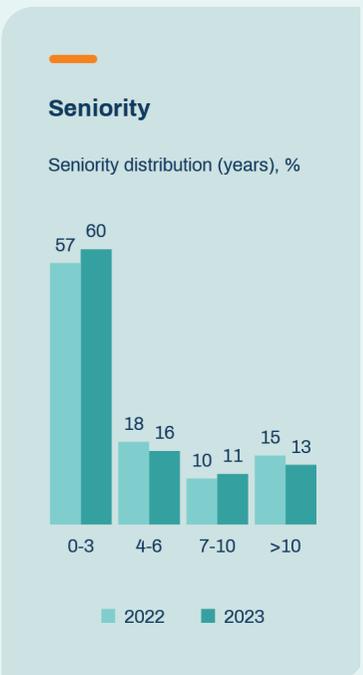
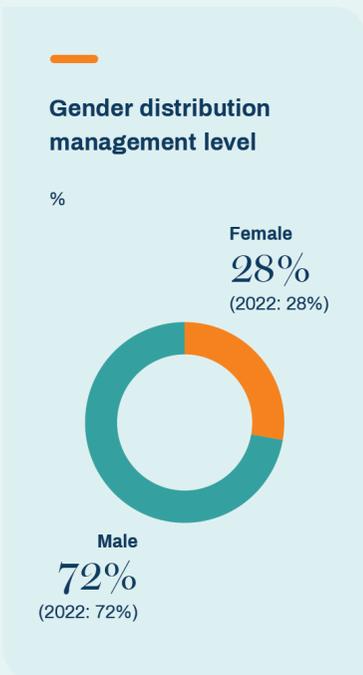
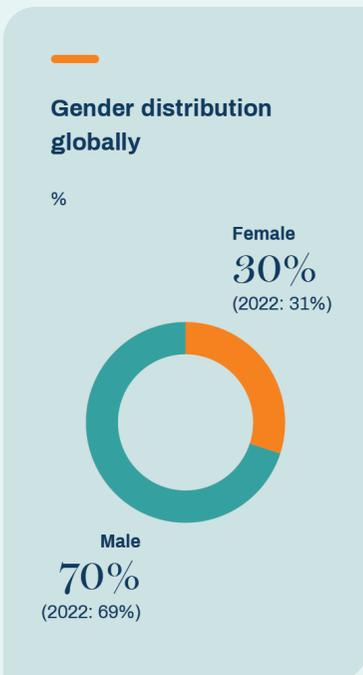
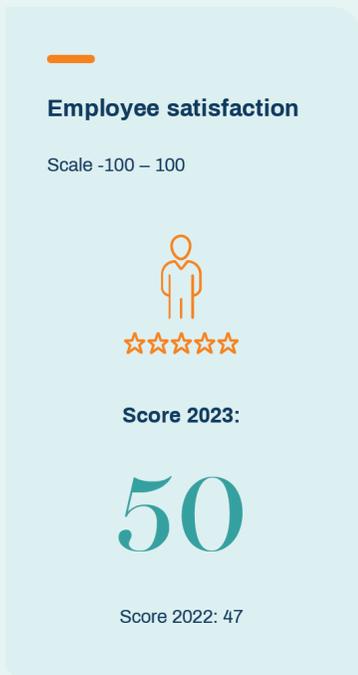
Heartbeat survey. This non-anonymous survey asks employees if they would recommend Columbus as an employer, enabling direct follow-up on feedback shifts. Our Heartbeat scored 50 eNPS in 2023, along with a commendable response rate 80%, highlighting our dedication in this area.

In 2023, our organic growth has led to some changes in our team's composition. We've seen a 3% increase in employees with 0-3 years of service, reflecting our successful integration of new talent. Conversely, the proportion of employees with more than 3 years of service has decreased by 3%, highlighting a natural evolution in our workforce.

Farewell

Exit surveys are a standard part of the leaving process and we use the feedback from these to identify any common factors causing an employee to leave the company. Parting with an employee in a structured and positive way is critical to ensuring we have ex-employees as ambassadors in the marketplace.

In line with our DE&I initiatives, we carried out a new global exit procedure and survey. This was designed to foster a uniform process and system for follow-ups, facilitating analyses on an international scale.



Accelerator program

Columbus has been running a successful Accelerator Program within different business areas for several years.

We offer an Accelerator Program that fits a mix of graduates and more experienced professionals who wish to take the next

step in their careers. This year we have had 28 accelerators participating in the program across our Market Units

A very important element of the program is to build a strong network both between the accelerators and across Business Lines.



MATHIAS SCHMIDT

D&A, DK

"Becoming part of Columbus' Accelerator Program helped me transition smoothly from student life to a professional role. The program provides a fantastic opportunity to advance your career in the consulting industry. As an accelerator, you have the chance to join a global company, meet a wide range of people, delve into areas that grab your interest, and collaborate with skilled colleagues that are always willing to share their knowledge. One of my personal highlights has been the opportunity to delve deeper into data and analytics - a field that's hugely relevant at the moment. I highly recommend Columbus to anyone looking for a career boost and is eager to learn and grow."



JENNI WOODWARD

Dynamics, UK

"I chose Columbus because a friend recommended it, and after doing some research, I really liked what they were all about. I joined the accelerator program because I wanted to make a career change from teaching and needed structured guidance. The program's schedule is well-organized, and even though I don't come from a tech background, I've learned a lot about ERP systems, finance, and how to set up legal entities. The accelerator program has also helped me realize that I have a lot of existing skills too. Some of the highlights so far have been visiting Copenhagen, meeting fellow accelerators, and going on a factory tour of one of our customers. It's been a valuable learning experience."



MIKKEL MIKKELSEN

Dynamics, DK

"The accelerator program at Columbus has been amazing! I joined because I wanted to expand my technical knowledge and build a network of like-minded people. Throughout the program, I've learned a lot about systems, project approaches, and what it means to be a consultant at Columbus. The highlight was definitely when all of us accelerators from different countries met in the Ballerup office in Denmark. We've had a range of trainers teaching us the ins and outs of consulting, and it's been great getting to know everyone. The joint activities and training sessions with accelerators from other countries have been invaluable too."

Diversity, Equity and Inclusion

Columbus is dedicated to cultivating a varied workforce that respects our unique attributes. By assembling teams with diverse backgrounds, we aim to enhance innovation, employee commitment, and ultimately improve team results. Our commitment lies in creating an inclusive environment where all individuals have equal chances for growth and achievement.

Throughout the year, we introduced a new Diversity & Inclusion course in Columbus Academy, aiming to gain a better understanding of the significance and impact of Diversity, Equity and Inclusion (DE&I). The objective was to lay down a common groundwork.

Furthermore, we formulated a new Diversity, Equity & Inclusion (DE&I) policy that provides a better understanding of the direction.

Gender distribution in Columbus

The Growing a Diverse and Talented Culture program in Columbus' Sustainability includes a diversity and inclusion program and a target of reaching a gender distribution of 40% women and 60% men in 2027 globally in Columbus.

At the end of 2023, the proportion of women globally in Columbus was 30%,

slightly declining from 31% at the end of 2022.

The proportion of women across all management levels globally in Columbus was 28%, which is the same level as at the end of 2022.

In April 2023, Columbus acquired the Cyber Security company ICY Security where 83% of the employees were men. Excluding ICY, we would have been at the same level as last year.

The gender distribution target is supported by our recruitment and career development processes in our Employee Lifecycle. Further development of initiatives to reach the target will continue during 2024. We expect that our initiatives will start showing results during 2024.

Initiatives are described in further detail in our Diversity, Equity & Inclusion (DE&I) policy and in the section "Employee Lifecycle" on page 17.

Inclusion by accessibility

At Columbus, we recognize that accessibility is a critical component of our DE&I efforts. We are committed to creating an environment where every employee, regardless of their abilities, can access the same information and opportunities. Therefore,

we have taken proactive steps to ensure that our company's communications — both internal and external — are fully accessible on a global scale. We have established the following key recommendations for our marketing department, as well as other teams, to ensure that our commitment to accessibility is upheld in all our communications:

Web Accessibility: Ensure that our websites and digital platforms comply with Web Content Accessibility Guidelines (WCAG) 2.2, enabling people with disabilities to perceive, understand, navigate, and interact with the Web.

Inclusive Language: Use inclusive language in all marketing materials, which is free from stereotypes and respects all cultures, genders, and abilities.

Alternative Formats: Provide alternative text for images, subtitles for videos, and transcripts for audio content to ensure that individuals with visual or hearing impairments can access the information.

User-Friendly Design: Design all marketing materials with readability in mind, including sufficient contrast, resizable text, and a clear font to accommodate those with visual impairments.

Continuous Learning: Regularly train marketing staff on accessibility standards and the importance of DE&I to maintain awareness and adapt to new best practices.

Feedback Loop: Create channels for feedback from employees with disabilities to continually refine our approach to accessibility.

Women's Inspirational Network

In 2023, Columbus launched a global company network for women; Women's Inspirational Network (WIN), aiming to empower our female employees and position ourselves as an appealing prospect for up-and-coming female professionals. This network intends networking opportunities, exchange knowledge, and both inspire and celebrate female role models. Its inaugural event in November 2023 was a success. Moving forward, Columbus plans to organize seminars two or three times a year that include group discussions on targeted topics.



Columbus

The Women's Inspirational Network at Columbus stands as a cornerstone of our diversity and inclusion efforts, dedicated to cultivating a workplace where women are

empowered to lead and succeed. In 2023, WIN has established itself as a pivotal force for nurturing talent, fostering inclusion, and driving innovation within our organization and the larger Columbus tech community.

Pay gap analysis

The Pay Gap Analysis is conducted annually in Sweden, and during 2024, it will also be implemented in Norway and Denmark. The process starts in August/September and concludes in November. During the first quarter, we will focus on conducting job evaluations to ensure that we establish comparable groups/positions.

The purpose of the Pay Gap Analysis is to identify and address unjustified pay differences related to gender, with the aim of promoting equality. It is also an integral part of our wage policy and provides an overview of the company's wage structure.

The analysis has covered: 1) Regulations and practices on wages and other employment conditions that are applied; 2) Pay differences between women and men performing equal work; and 3) Pay differences between women and men performing work of equal value.

The pay report includes summarized wage statistics, as well as analyses and conclusions based on the statistics. The mapping encompasses both individual and group analyses and proposed actions.

To ensure that we maintain fair wages at Columbus, we will not only ensure that women have comparable wages to their male colleagues in the same or equivalent roles. We will also ensure that women, just like their male colleagues, are given increased responsibility, enhanced authority, and assigned more qualified roles which in turn contribute to a positive wage development. Columbus is focused on providing equal opportunities for professional development to everyone, regardless of gender.



Social Commitment

We acknowledge our social responsibility to create a positive impact on society. It is important for us to participate in community and charitable efforts.

Charity in Columbus

In Columbus, we commit to contribute positively to society by investing in social impact projects and local initiatives. In 2023, Columbus made donations to humanitarian aid. We donated DKK 30,000 to the non-profit organization Red Cross, with DKK 15,000 supporting the Ukrainian families in need and DKK 15,000 aiding the victims of massive earthquakes in Turkey and Syria.

We are dedicated to enhancing the welfare of our local communities that we live and work in, and to the communities in need. It is important to us that these initiatives are based on voluntary commitments from our employees. Here is a brief description of some of the initiatives we have contributed to in 2023:

Denmark

Columbus Denmark chose to support Team Rynkeby which is a European charity cycling team that cycles from Denmark to Paris, with the purpose of raising money for the Child Cancer Foundation. Columbus DK further donated to the Danish Hospital Clowns, who strengthen the hospitalized children joy of life.

Also, Columbus DK is heavily engaged in the local grassroots sport's teams, having contributed with several smaller donations. The total amounted to DKK 61,000 in 2023.

United Kingdom

Employees in Columbus UK took on the challenge of raising money for charity and held several fundraising events at our offices. Together with family and friends, our employees held a Macmillan Coffee Morning, donating money to the Macmillan Cancer Support, and arranged a collection for Local Foodbanks where team members brought food items to donate.

In UK, we further supported Sheffield Don District Scouts, Race for Life, Foundation for USP7 Related Diseases, MND Association, Maggie's Cancer Care Centre, and Dove Cottage Hospice. Columbus was a proud sponsor of our colleagues' voluntary charity initiatives.

Sweden

Columbus Sweden chose again this year, to exchange their annual Christmas gifts for donations to Red Cross, Doctors

Without Borders in Ukraine, who provides health care and mental health services to people affected by the hostilities in Luhansk and Donetsk regions, and to My Special Day, which is an organization that works to make a difference for children and adolescents with critical illnesses and diagnoses. Columbus Sweden collected a total of SEK 183,200.

"The joy of helping people in need is satisfying and very much in line with Columbus' values. Witnessing the collective decision and support to donate our Christmas presents to charity reinforced the idea that our work in Columbus goes beyond the professional realm, which I take pride in."



Lena Ridström
Managing Director
Sweden & D&A



India

Columbus India contributed INR 3,615,000 to the LV Prasad Hospital with a total project contribution of INR 5,350,000 over a three-year period. The donation is dedicated to building the Resource Centre for Children with Visual Impairments (CVI) which serves as a comprehensive resource for children with CVI, their families, and the professionals who work with them.

This new facility is important for the LV Prasad Hospital as CVI is currently a predominant condition for young children affected by vision loss. The disease is commonly present in children from birth. It is an untreatable condition where there are no physical issues with the eyes, but due to brain damage, the brain is unable to effectively convert raw data received from the eyes into a properly perceived image.

There is currently no treatment available, and the only option for affected families and children is rehabilitation intervention. Moreover, a generic rehabilitation plan is ineffective in this case. Instead, it needs to be uniquely designed and developed for each child.

The CVI Resources Center possess both the facilities and expertise required to provide rehabilitation services to children affected by CVI. The goal is to support 300 children and families during the year of operation.

The inauguration of this center marks a significant milestone for the local community, and children affected by CVI have already begun utilizing its facilities.

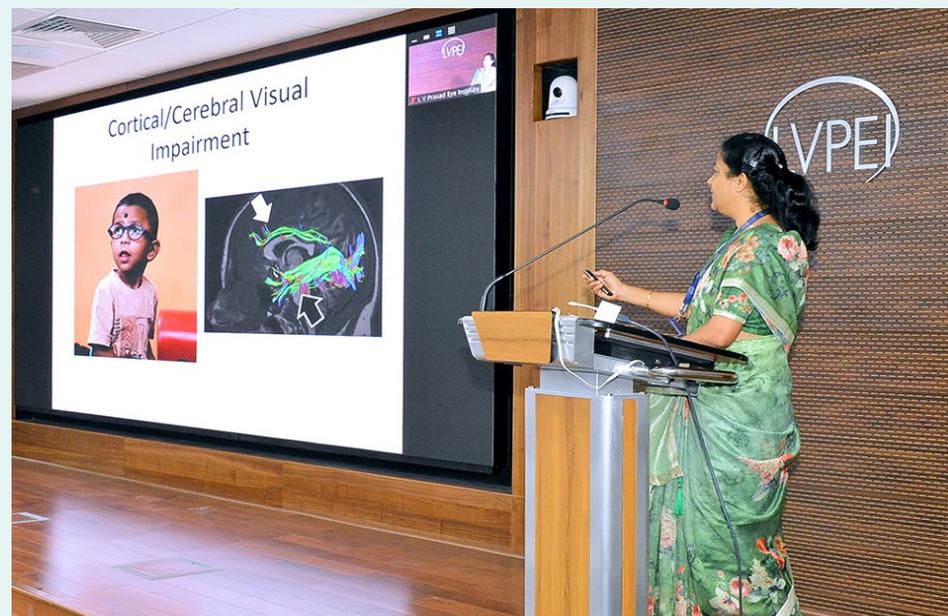
The Columbus Management Team was in India to present the donation to the LV Prasad Hospital and to learn more about CVI and its impacts on children and their families. It was a joyous day filled with smiles, anticipation, and knowledge sharing.

“A business is truly sustainable when it is aligned to and contributes to the long-term interests of society. We at Columbus share this vision and take pride in these modest efforts to make a difference to lives of young children.”



Kapil Mishra
Head of Columbus
Global Delivery

Columbus India also supported the Akshaya Patra Foundation with a total of INR 447,200. The Mid-Day Meal foundation is feeding two million school children every day and aims to serve three million meals per day by 2025.



Business Ethics and Governance

Columbus' Code of Conduct is our general ethical guidelines for business conduct to ensure that we, in Columbus, are dedicated to promoting ethical business practices and to protect Columbus against corruption and other unethical business behavior.

Introduction

Columbus is committed to being socially and environmentally responsible and has been part of the UN Global Compact since 2012. Columbus supports and enacts the UN Global Compact's ten general principles of corporate social responsibility. These principles are based on internationally recognized conventions on human rights, labour standards, environment, and anti-corruption.

Compliance

Columbus complies with the requirements of the Universal Declaration of Human Rights and The United Nations Convention against Corruption, as well as the laws of each country in which we operate.

Transparency and credibility

Columbus is committed to showing openness towards customers, employees, shareholders, suppliers and other stakeholders. It is essential that their understanding of our services and products is accurate, up to date and truthful. Therefore, there is no incongruence between

what we communicate within the company and what we do externally.

Corporate Governance

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

Business partners

Columbus is committed to responsible sourcing and collaboration with third parties. We expect all business partners to adhere to applicable laws of each country in which they operate.

Whistleblower function

Columbus has established a whistleblower function, which enables employees, former employees, customers, suppliers, business partners, shareholders and other stakeholders to report any suspected unlawful activity or unethical misconduct within the Columbus Group. It can be in the form of, for example: financial fraud, bribery, corruption, violation of competition laws, any form of sexual harassment and

harassment due to race, gender, religious or political affiliation, as well as infringements of EU law, which fall within the scope of the Directive of the European Parliament and of the Council on the protection of persons who report infringements of EU law.

All communication may be reported anonymously and will be handled confidentially and securely.

The link to the reporting system can be found on Columbus' global website, on local country websites and on the intranet.

Link to global website:
www.columbusglobal.com/en/whistleblower-reporting

Sustainability

Columbus' Sustainability Strategy contains four strategic programs: Enabling sustainable impact, Growing a diverse and talented culture, Building sustainable operations and Ensuring responsible business conduct. All seven of our SDG's are covered by these four strategic programs.

The strategy comprises two streams; an external stream aiming at accelerating our customers' sustainable performance by advising and providing digital solutions, and an ESG stream focusing on our culture, conduct and our operations' impact on the environment.

Anti-corruption and anti-bribery

Columbus will not tolerate corruption, money laundering, fraud bribery or other illegal or unethical business activities.

Our performance and competitiveness are strengthened solely through lawful conduct, and all employees must at all times comply with applicable laws, rules and regulations.

Columbus has adopted an Anti-bribery and Anti-corruption Policy, which is available at: www.columbusglobal.com/Investors/Policies&ArticlesofAssociation

Human Rights

In Columbus, we respect the human rights of all employees, and all employees in Columbus have been carefully selected on

the basis of professional competencies without regard to religion, race, skin colour, gender, age, disability or sexual or political orientation. We regard multiplicity as a strength, and we will not tolerate any kind of discrimination, harassment or bullying of employees.

To support this, Columbus has adopted a Diversity, Equity & Inclusion Policy, which is available at www.columbusglobal.com/Investors/Diversity.Equity&Inclusion

Labour rights

Columbus will not tolerate any kind of child labour, forced labour, slavery or human trafficking.

We strive to take good care of our employees and to treat all with respect, and we do not tolerate any kind of discrimination and harassment. Columbus respects employee privacy and supports the freedom of association and collective bargaining.

We continuously work to improve working conditions, such as equal pay, employee benefits and working environment to ensure that our workplaces are operated safely and responsibly, and to secure avoidance of workplace accidents.

Data Ethics

Columbus has adopted a Data Ethics Policy. The purpose of the policy is to establish the high standards for data ethics, to emphasize our commitment to a responsible and sustainable use of data, and to

account for our general data collection and use in order to ensure transparency.

The Data Ethics Policy is available at: www.columbusglobal.com/Investors/Policies&Articlesofassociation

Taxation

Columbus Group aims to be a good corporate citizen from a tax payment perspective in all countries in which the Group companies operate.

Columbus has adopted a Tax Policy, which applies to all companies in the Columbus Group, and aims to ensure that all taxes are paid according to local tax rules in all countries the Columbus companies operate in.

The Tax Policy is available at: www.columbusglobal.com/Investors/Policies&ArticlesofAssociation



The full Code of Conduct is available at:

www.columbusglobal.com/Investors/Policies&Articlesofassociation

ESG Governance

It is essential for us that our sustainability initiatives become an integrated part of our organization, not being run as a side-line project with no link to our business. Therefore, we have defined a governance model going forward, with organizational ownership of ESG initiatives and commercial sustainability activities.

The responsibility for the Sustainability Strategy is grounded at our highest levels with the Board of Directors and the Executive Management in Columbus.

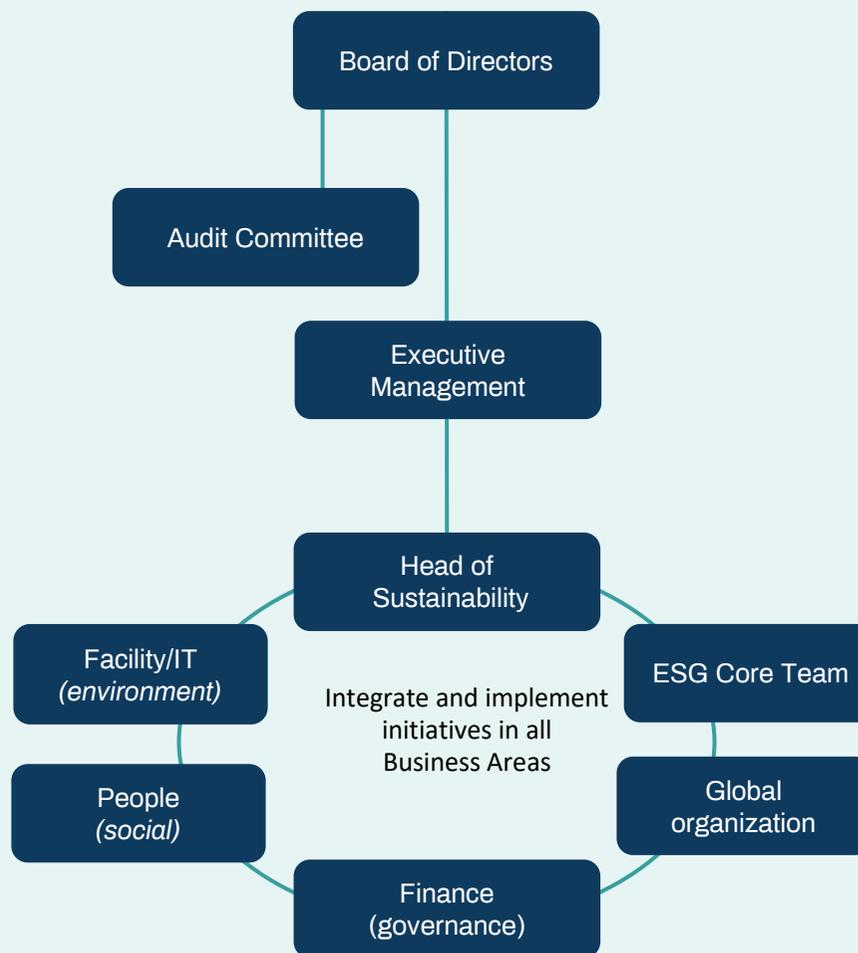
The Audit Committee monitors the procedures and performance of the sustainability activities.

The Executive Management is responsible for the overall operations of our organization, in the resource allocation, shaping of the strategy, and decision making. The Executives are in close contact with the Head of Sustainability to ensure alignment with our strategy and long-term organizational goals.

Our Head of Sustainability is responsible for setting the overall direction of Columbus' sustainability strategy and determines the targets in close collaboration with the Executive Board and with support from the Core ESG Team.

The team works in close alignment with the Head of Sustainability to develop, implement and support the strategic direction within sustainability. The team also ensures the collecting, controlling and reporting of our ESG data, ESRS compliance, data policy, project management and much more.

The ESG Core Team works closely with Facility/IT, People, Finance, and the Market Units to integrate and implement the ESG initiatives and ensure alignment across our organization.



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 has 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 is 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 committed to following the United Nations' Declaration of Human Rights through several policies, including our Code of Conduct and Antislavery Policy.

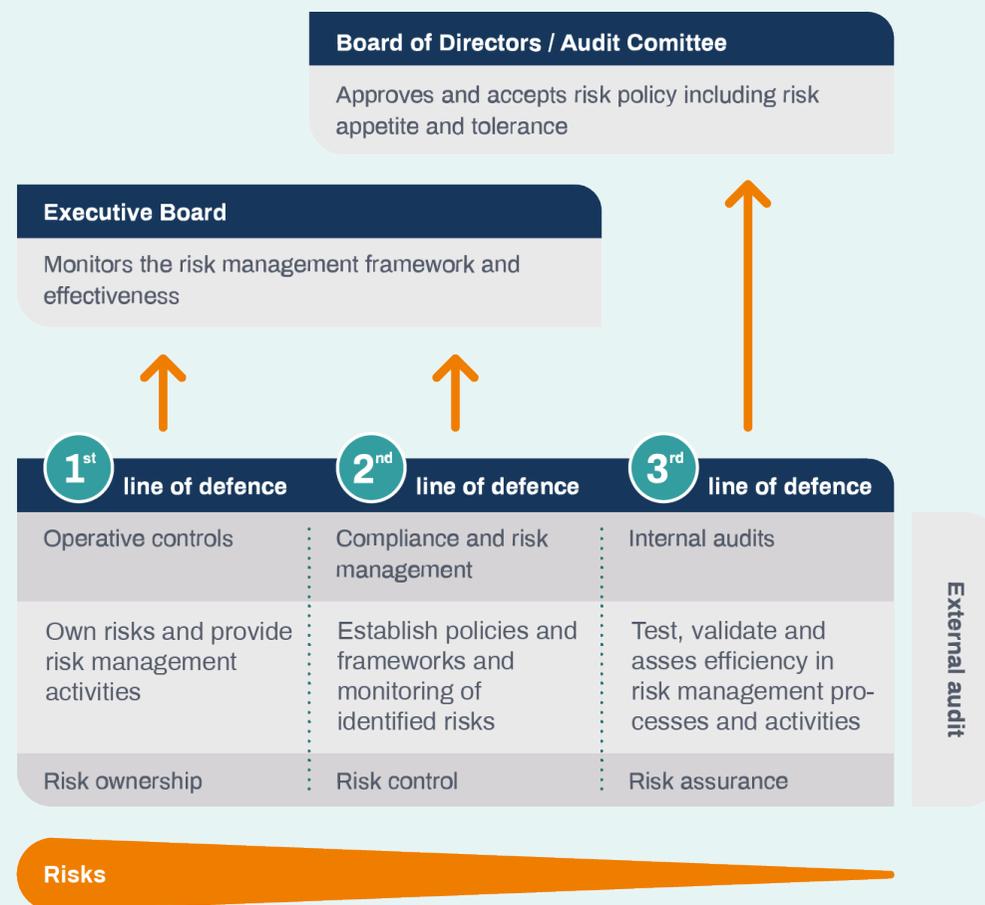
Our due diligence processes and guidelines for good business behaviour established for employees and suppliers is formulated in our Code of Conduct and include firm value-based principles that address risks that could occur concerning these matters. Columbus therefore considers the risks related to anticorruption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

We also further assess risks in our Double Materiality Assessment, which determines the sustainability related areas which we need to report on. This is described on the next page.

As we do not produce any physical products the non-financial risks related to the environment mainly concerns office operations 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 2023 on page 47.



Double Materiality Assessment

In 2023, we conducted a Double Materiality Assessment that helps to determine Columbus' material impact on people and the environment, as well as the financial risks and opportunities from sustainability related matters.

During Q4 of 2023, we started conducting a Double Materiality Assessment (DMA) in Columbus, where we identified material risks, impacts and opportunities, by engaging with key subject matter experts and stakeholders.

The DMA helps determine which sustainability related matters are material for Columbus and thus outline the key areas and required data points.

As a listed company, the new CSRD legislation will take effect from the financial year 2024, and therefore, completing the DMA by the end of 2023 was essential in order to start collecting the required data from the beginning of 2024 and also to identify the gaps in our data.

The DMA process consisted of various steps to take to make sure that we considered impacts, risks and opportunities that could have a bearing on people, the environment and finance. This included a value chain mapping of Columbus' activities engaging with internal subject matter experts responsible for working with our facilities, IT, human resources, sales,

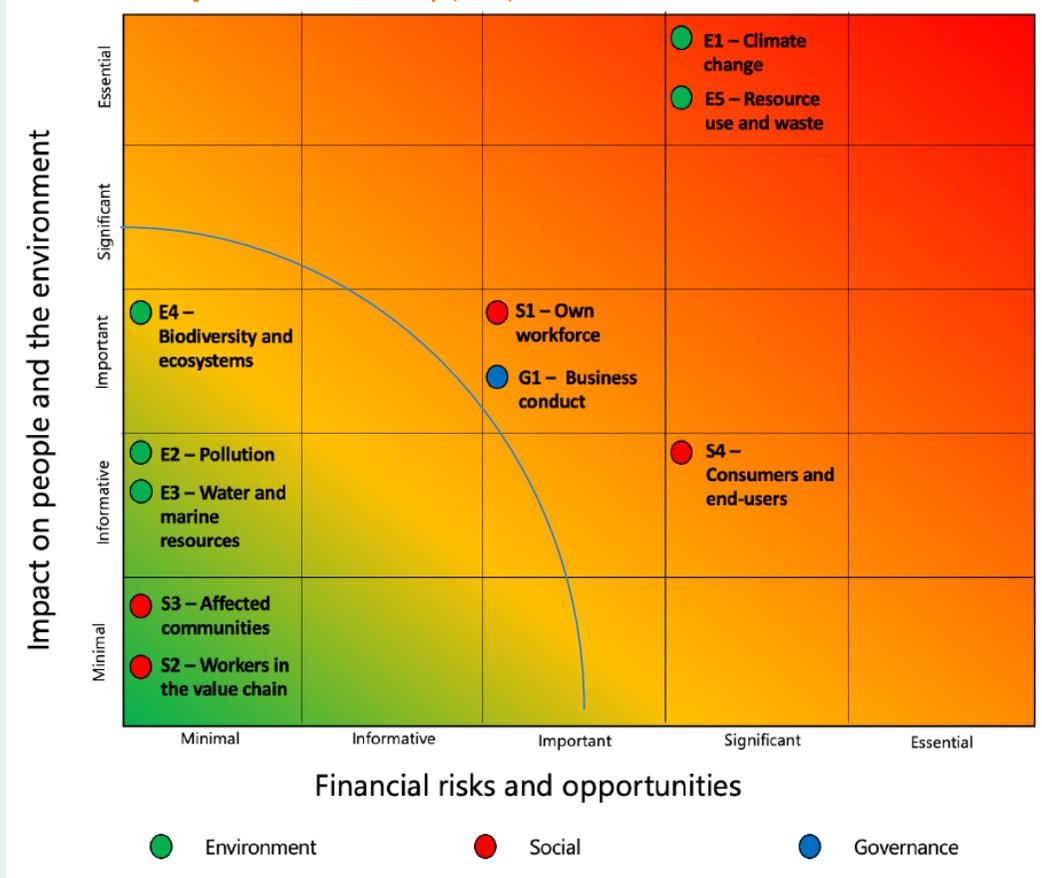
communications, strategy and finance, including our business model, so that we could take into consideration our upstream activities, own operations and downstream activities for this assessment.

The DMA followed an outside-in approach and covered what and how our business is affected from the outside world, such as climate change, increased regulations, and access to resources. It also considered an inside-out approach concerning how our business impacts the environment, society and people.

In December 2023, the DMA process was approved by the Sustainability SteerCo consisting of Executive Management and a member of the Board of Directors.

The outcome of the assessment is plotted on the graph to the right. Everything plotted above the curve is material for Columbus. The Assessment concluded that there were certain material matters which represented risks and impacts but there were also some opportunities to consider, which are listed in the graphics on the next page.

Double Materiality Assessment heatmap (2023)





Environment

E 1 Climate change

Impacts
CO2 emissions

Opportunities
ESG Data Accelerator and Industry offerings

E 5 Resource use and circular economy

Impacts
IT and office equipment

Opportunities
Helping customers reduce waste with digital solutions



Social

S 1 Own workforce

Impacts
Working conditions - Flexibility to deal with workload and providing health insurance

Opportunities
Attracting and retaining talent

S 4 End users

Risks
Customer data breaches

Opportunities
Acquiring IT security company (ICY)



Governance

G 1 Business conduct

Impacts
Corporate culture - Training, values, and employee satisfaction

Opportunities
Culture and values evident for recruitment

EU Taxonomy

In July 2020, the European Commission adopted the EU Taxonomy Regulation as a key component of its action plan to redirect capital flows towards a more sustainable economy.

The EU taxonomy for sustainable activities is a classification system established to clarify which investments are environmentally sustainable. It represents an important step towards achieving carbon neutrality by 2050 in line with EU climate goals.

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

The Taxonomy Regulation provides a definition for 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.

In the 2023 Sustainability Report, Columbus is reporting on the Groups taxonomy eligible turnover and CapEx. Columbus does not have any material expenditures that fall under the EU Taxonomy definition of OpEx in the business model and does

not report on this in accordance with point 1.1.3.2. Based on this, the denominator for OpEx is close to 0. Taxonomy eligibility is characterized as an economic activity that is covered by the Taxonomy regulations delegated acts.

For 2023, Columbus does not consider any of its economic activities to be aligned with the EU taxonomy guidelines for being environmentally sustainable. Columbus expects the proportion of activities classified as aligned to increase as the taxonomy expands in the future.

Taxonomy eligibility

In order to assess which of Columbus' economic activities are eligible by the Taxonomy delegated acts, each of the activities have been reviewed and compared to the taxonomy description. Columbus has three defined activities that match the delegated acts:

- Activity 6.5 Transport by motorbikes, passenger cars and light commercial vehicles: Addition of long-term leases of cars measured at cost.
- Activity 8.1 Data processing, hosting and related activities: Additions of intangible assets related to data warehouse hosted in a cloud environment.

- Activity 8.2 Computer programming, consultancy and related activities: This includes turnover from the Group's activities, where Columbus develops, tests and supports customers with software solutions.

Taxonomy 2023

Revenue

Taxonomy-eligible revenue share grew 1 percentage points to 96% (DKK 1.475m). The increase in share is mainly derived from decreased sales of products. Consequently, an increasing share of the total revenue comprises of Computer programming, consultancy and related activities.

Capex

Taxonomy-eligible Capex share decreased 5 percentage points to 39%. The decrease is mainly related to less capitalized work related to internal IT systems.

ESG in the future

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 an 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 & Beverage, Retail & Distribution, Manufacturing and Life Science, which by definition have significant environmental impact, we recognize our role as a key player in making sustainability happen by organizing data for actionable insights and delivering solutions complying with regulatory requirements.

KPI for turnover**Numerator – Eligibility**

Taxonomy eligible turnover is calculated as the turnover from the taxonomy eligible activity stated below, which is generated from one of the activities presented below.

- Activity 8.2 Computer programming, consultancy and related activities: This includes turnover from the Group's activities, where Columbus develops, tests and supports customers with software solutions.

Revenue from the sale of services is measured based on the consideration which the Group expects to be entitled in a contract with a customer.

Denominator – Eligibility

Net turnover as shown in note 3 in the annual report.

KPI for CapEx**Numerator – Eligibility**

Taxonomy eligible CapEx is calculated as the additions from the taxonomy eligible activity stated below, which is generated from one of the activities presented below.

- Activity 6.5 Transport by motorbikes, passenger cars and light commercial vehicles: Addition of long-term leases of cars measured at cost.
- Activity 8.1 Data processing, hosting and related activities: Additions of intangible assets related to data warehouse hosted in a cloud environment.

Denominator – Eligibility

The Group's additions of tangible and intangible assets determined at the fair value shown in notes 10, 11 and 12 in the annual report. Included in the figures is the value from additions of long term leased assets.

Double counting

There is no risk of double counting in the numerator, since no proportion of the allocated CapEx to either activity 6.5 or 8.1 can be classified as being related to both activities.

Financial year 2023	2023			Substantial Contribution Criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic activities (1)	Code (2)	OpEx (3)	Proportion of OpEx, year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy aligned (A.1.) or eligible (A.2.) (18)	Category enabling activity (19)	Category transitional activity (20)
		DKK	%	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y;N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
N/A		0	0%														0%		
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		0	0%														0%		
Of which Enabling			0%														0%	E	
Of which Transitional			0%														0%		T
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL										
N/A		0	0%																
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		0	0%	0%	0%	0%	0%	0%	0%										
A. OpEx of Taxonomy eligible activities (A1 + A2)		0	0%	0%	0%	0%	0%	0%	0%										
B. TAXONOMY-NON-ELIGIBLE ACTIVITIES																			
OpEx of Taxonomy-non-eligible activities		0	0%																
Total		0	0%																

Accounting principles

The following accounting principles lay the foundation for the contents of this report. Unless otherwise specified, all content in this report describes the entire Columbus Group.

Environment: accounting principles Presentation of figures

We report on our climate impact for the year 2023 using the ESG Reporting Guide 2.0 by Nasdaq and the GHG Protocol. Our GHG emissions are calculated using the market-based method. The figures cover the period of 1 January 2023 - 31 December 2023.

Our data scope includes all Columbus Group companies and offices with more than five employees and/or above 50 m² of office space.

In some cases, it is only possible to extract the data for part of the year 2023. For example, we acquired ICY in April 2023, which has an office in Ballerup, Denmark. We also opened a new office in Norrköping, Sweden in August 2023.

We also closed some offices, Kalix in September and Karlsrona in December, both in Sweden. Some offices increased in size (Göteborg - Sweden, Oslo & Trondheim - Norway, Aalborg & Middelfart - Denmark and Nottingham, UK) and others

decreased in size (Stockholm & Örebro - Sweden)

Direct GHG emissions (CO₂e Scope 1)

Direct GHG emissions (CO₂e Scope 1) include emissions that derive from the combustion of fossil fuels through Columbus Group's car schemes. The fossil fuels are based on the emission factors from DEFRA 2023 for the relevant fuel type with a normal fuel blend and we have used the average category for the car type. The data is retrieved from the suppliers of our car schemes as well as petrol station companies from where we buy petrol cards. We have not included electric cars in this calculation as they can be assumed as emission free and the energy mix in the countries where they exist is mainly a very high renewable mix.

Indirect GHG emissions (CO₂e Scope 2)

Indirect GHG emissions (CO₂e scope 2) include emissions that derive from the energy used to produce heat, cooling and electricity for all Columbus Group entities. We have also covered heating this year. We have provided the market-based method, used in total calculations, and the location-based method, for information purposes, for Scope 2 emissions.

Any site where we control the consumption of energy and therefore control our carbon

footprint/CO₂ emission, will be covered (though following the boundaries for offices included in the inventory tool).

Many of our offices are using electricity from 100% renewable energy sources. In cases, where only part of the consumption or none is renewable, the residual mix factor for the specific country is used. We will apply the level stated on our renewable energy certificates in all of our Scope 2 GHG calculations.

Where we could not get accurate data we will use an estimation based on other offices per square metre or employee, which is only a small number of offices.

Other indirect GHG emissions (CO₂e Scope 3)

Other indirect GHG emissions (CO₂e scope 3) include emissions that derive from our products and services, business travel by flight, train, taxi, and employees' own cars, as well as other forms of transport used for the Employee Commute

Columbus' emissions deriving from business travel and employee commute by own car are based on distance/actual kilometres driven and DEFRA emission factor source.

The Public transport emissions for Employee commute are also based on emission factor provided by DEFRA.

Columbus' emissions deriving from business travel by flight are based on actual CO₂e data provided by Columbus' travel agencies; TravelPool Europe and Yatra. Furthermore, some air travel emissions derive from a spend based approach because some employees have booked business travels without using the travel agencies, and some legal entities in the Columbus Group do not have access to TravelPool Europe or Yatra as a travel agency. The calculations of the spend based GHG emissions are based on a mix of the DEFRA emission factor source from 2023 and Climate Compass DK.

GHG emissions from the business-related taxi and train travel are also derived from a spend-based methodology and have been regulated for VAT and inflation.

All spend based calculations are adjusted to Columbus' spend currency. The emissions for products and services have been obtained from our suppliers, who state in their reports that they adhere to the Greenhouse Gas Protocol rules in calculating CO₂e emissions.

Social: accounting principles Average full-time employees

The calculation of full-time equivalent (FTE) is an employee's scheduled hours

divided by the employer's hours for a full-time workweek. When an employer has a 40-hour workweek, employees who are scheduled to work 40 hours per week are 1.0 FTEs. Employees scheduled to work 20 hours per week are 0.5 FTEs.

Average number of FTEs for the year is calculated as total FTEs per month and divided the total by 12.

Gender diversity

When calculating the global gender distribution in Columbus, only the two legal genders (male/female) are considered. Sub-contractors are excluded from the calculation.

Gender diversity for managers, principals and partners

When calculating the gender distribution for managers, principals and partners in Columbus, only the two legal genders (male/female) are considered.

A manager is defined as an employee with people management.

Sickness absence

The calculation of sickness absence % is calculated as the total sick hours divided by total available hours/norm hours.

eNPS score

Employee Net Promoter Score (eNPS) is calculated as percentage of promoters minus percentage of detractors. The result can range from -100 to +100. The eNPS score is based on asking the following question to our employees: "How likely is it

that you would recommend working at Columbus to a friend or colleague?"

An employee is asked to answer this question using a scale that goes from: 0 (= 'Not at all likely') to 10 (= 'Extremely likely').

Scores of 0-6 are called detractors, scores of 7-8 are called passives and scores of 9-10 are called promoters.

Seniority

The ratio is showing the total number of full years in which the employee has been employed.

The graph is showing how the percentages of the total employees which have 0-3, 4-6, 7-10 and above 10 years seniority.

Employee Survey

All employees receive a yearly employee survey. The questions can be summarized in the following indices:

- Team efficiency
- Leadership
- Engagement
- Organisational and social work environment

The result of the survey is compared with the result from the previous year and in addition, with a benchmark with about 600,000 responses from over 250 organisations (Nordic and international).

Attrition

Attrition is calculated as total YTD attrition divided by average headcount. The calculation includes both voluntary and involuntary attrition.

Columbus Academy

Showing the total number of certifications issued in 2023 as part of Columbus' internal academy courses. In addition, the graph is showing a selection of Columbus' different courses and how many certifications were issued in 2023 per course.

Governance: accounting principles

Attendance at the BoD meetings

Showing the percentage of Board members who have attended the Board of Directors meetings during the year.

CEO pay ratio

CEO pay ratio is calculated by dividing the CEO's salary costs by the average pay for the Group's employees.

Whistleblower

Number of cases reported via Columbus's whistleblower scheme available at www.columbusglobal.com