



Columbus Corporate Social Responsibility
2014 report

Columbus[®]
Once you *know* how...

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Columbus & CSR

Columbus constantly strive to create value to customers, employees and shareholders. As a global consultancy, our most valuable asset is our employees, therefore a central part of running a healthy business is to ensure human and labour rights in all areas where we operate and to take social responsibility within the communities where we live and work.

In 2012, Columbus joined the UN Global Compact. This CSR report states Columbus' engagement and compliance with the 10 principles of the UN Global Compact within the areas of Human Rights, Labour, Environment and Anti-Corruption.

Columbus is a people business and our talented employees are crucial to our successes. In Columbus, our employees are experts within our core fields, and work closely together across country borders sharing knowledge and expertise in order to grow and keep abreast of trends in our industry on a global level.

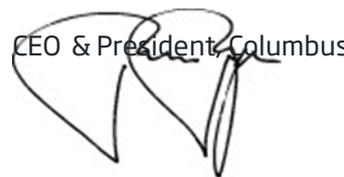
Columbus has chosen to focus our CSR effort on employee well-being and development. We strive to create an environment in which we enjoy working together and where our employees are satisfied with their job and continue to develop themselves professionally. We want our employees to be engaged in building a great company for the benefit of employees, customers and shareholders.

Columbus is committed to giving back to our communities. We operate locally and in close proximity to our customers. We encourage and support our employees' desire to use their time and talent to charity work. As we share in this report, our subsidiaries are all engaged in charity activities in their local communities helping people in need.

Being an international consultancy, there are natural differences in business cultures, rules and laws in the countries, where Columbus operates. To ensure that all subsidiaries operate within the same business conduct, we have completed Columbus' Code of Conduct, which prospectively is the ethical guideline for our business operations and at the same time the strategic guiding principle for our CSR.

Columbus considers the overall achievements in relation to the company's corporate social responsibility to be satisfactory. We commit to share this information with our stakeholders using our primary channels of communication.

Thomas Honoré
CEO & President, Columbus



Columbus - a "people business"

Columbus is an international consultancy listed on the stock exchange in Copenhagen. We own subsidiaries and have partners all over the world, primarily in US, England, Holland (To-Increase), Norway, Denmark, Poland, Baltics, Russia and India. On a global level, we are more than 1.000 employees.

Columbus celebrated its 25 anniversary in 2014, and our business is a unique combination of industry consultancy expertise and industry specific software.

Our core business is sale of our consultancy services, sale of our own software and subscriptions and sale of support packages, together with sale of Microsoft software and subscriptions.

Our industry expertise and our software are targeted towards companies worldwide within the food, manufacturing and retail industries. We operate across country borders, and a global delivery model is an integrated part of our business. This means, that we can provide services to multinational customers, and that our employees work closely together internationally.

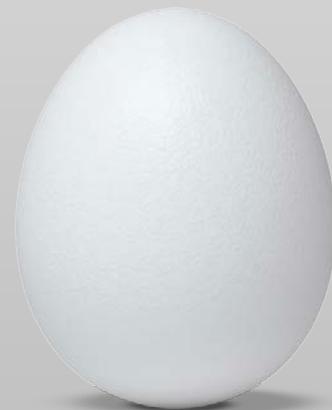
Columbus' mission

Columbus maximizes productivity for organizations by implementing leading end-to-end industry solutions.

Columbus' vision

Our best practice services and repeatable industry solutions will change the way organizations implement and use business applications.

Columbus aspires to be the leading global value provider in selected industries.



Code of Conduct

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

Code of Conduct applies to Columbus' parent company and all subsidiaries. We expect and demand that all parties acting on behalf of Columbus respect our Code of Conduct.

Transparency and Credibility

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

Among other things, we show this by making our internal newsletters to employees available on our public website.

Anti-corruption

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

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

Multiplicity and Non-discrimination

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

Diversity

It is essential that all employees experience that Columbus has an open and unprejudiced culture where each individual is able to make the best use of his/her competencies, and that all regardless of gender have the same possibilities for career development and management positions.

In 2013, Columbus defined targets and action plan on how to ensure a more equal gender distribution in Columbus. Today, women constitute 29% of non-management roles, while women only constitute 20% at management level.

An action plan was implemented in 2013 with the target to increase the proportion of female managers to 20% in 2015 and ensure that both genders are represented in Columbus Board of Directors with at least 40% in 2017.

Taking Care of Employees

In Columbus, we wish to attract the most competent employees and to retain them. Therefore, we strive to create a healthy and safe work environment. In addition, we aim to create high quality and stimulating working conditions for all employees globally.

This is ensured through policies in our employee well-being handbooks as well as our competence development program, Columbus Competence and Career framework, and our monthly employee satisfaction survey Heartbeat, which has been rolled out.

As a fundamental aspect of our operation, all employees are encouraged to work in teams and share knowledge across borders. This is substantiated by our global delivery model.

Implementing Code of Conduct

Our Code of Conduct was completed in the beginning of 2013, and we are working determinedly to implement the guideline in Columbus on a global level.

We do this internally by communicating Code of Conduct to all employees, both from Headquarters and through Country Managers.

Furthermore, on our monthly business reviews with the subsidiaries and on our update calls with the Country Managers, we make sure that Code of Conduct is implemented in the daily operations. In regards to our customers, partners, suppliers and other external stakeholders, we communicate our Code of Conduct via our website and in marketing material. Furthermore, we make it clear to potential new customers and partners that we expect them to comply with our Code of Conduct, in particular the anti-corruption principles.



CSR-focus in 2014

Columbus is a people business. Our success depends on our ability to attract and keep the best employees from our industry on a global level. It is crucial that we not only comply with human rights, but on top of that also ensure attractive working conditions for our employees, in particular in regards to salary, well-being and competence development. This applies to all our subsidiaries worldwide.

We have decided that our employees' working conditions are the focus of our CSR efforts.

Our employees in Columbus' parent company and all subsidiaries are highly qualified and attractive on the global career market. Thus, employees' working conditions in Columbus are already on a high level. Furthermore, the employee handbooks in our subsidiaries treat local policies on working conditions, employee well-being and employee development. In our CSR efforts, we focus on current initiatives, which apply to all employees globally, because we strive to do an even greater effort in this field.

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

communities, in which we operate. We fully support this, and we have decided to emphasize these initiatives in our CSR.

Employee Development

In 2013, we rolled out **Columbus Competence and Career framework**, which is a system designed to ensure a targeted and structured effort on our employees' competence and career development. During 2014, all employee in Columbus were enrolled in CCF, where they were ranked, based on aspects as seniority and competences. The framework includes specific and well-defined targets on how the employees can improve and develop their career to the next level. In 2014, all Columbus' consultants on a global level were certified in our unique business concepts such as SureStep+, RapidValue and other technologies.

Employee Well-being

Employee well-being is a key focus in Columbus and each month employee rate their job satisfaction through **Heartbeat**, our global employee satisfaction survey. Heartbeat is a simple survey, where employees are asked to answer one question: One a scale from one to ten the employees are asked to rate their job satisfaction in Columbus.

The purpose of Heartbeat is continuously to improve the employee satisfaction in Columbus. The survey is not anonymous, and this makes us able to follow the

development in employee satisfaction on department, country and global level in Columbus.

The high frequency of the survey provides an exact and up-to-date picture of the employee satisfaction. The result of the survey creates the basis for specific initiatives and improvements.

Currently employee well-being is handled by our local HR departments. It is our objective, that Heartbeat in the longer term will replace other employee well-being surveys.

In 2014, we reached an average Heartbeat response rate of 84%. In the same period, the employee satisfaction also increased, reaching above seven in average, on a scale from one to ten.

Employee Recognition

In Columbus, we are proud of our many talented employees, and therefore we launched the portal **Faces of Columbus** in 2012, where all employees are encouraged to share portraits. We utilize the pictures in both our internal and external communications. The purpose is to promote Columbus as a company which puts employees at the center of attention - and to show our employees that each of them are an important part of Columbus, no matter profession.

Employee recognition is vital. This is why we have launched our annual awards **Columbus Awards** on a global level. The purpose is to recognize and celebrate and teams, who made a special effort and delivered extraordinary performances, in particular towards our customers. The winners of Columbus Awards are teams and subsidiaries.

In 2014, we completed the program **Columbus2020 Social Engagement Program**, where 50 employees across countries and positions in Columbus participated setting the direction of Columbus' future strategy. The participants in the program were all chosen due to their visionary and innovate approach. Besides the opportunity to shine to management and colleagues, the program ensures that employees are being involved in setting the goals for Columbus strategy beyond 2015.

Employee Dialog

We strive to grow the dialogue with our employees and dialogue between employees in Columbus across borders in order to strengthen our community. The aim is that everyone feels as part of a global team, and that everyone's voice counts and is listened to.

In 2012, we launched **Yammer**, our social, digital forum where all employees have the opportunity to debate with each other, ask questions, post inspirational messages and follow each other's achievements.

Once every month since January 2012, all employees in Columbus have received a **global newsletter**. The newsletters ensures that all employees obtain a thorough knowledge of the strategy and the development in Columbus' business. Furthermore, the newsletters are aimed to be inspiration and motivation to work towards our common goals.

We continually strive to create more employee involvement and dialog. Among other things, we will work determinedly to make the newsletters become our employees' mouthpiece to an even larger degree.

Community and charity initiatives

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

Parent company

Columbus' parent company supports the association Hjælperytterne on an annual basis. Hjælperytterne is a bicycle association, which supports the Danish association for rheumatic patients, Gigtforeningen.

Columbus Denmark

Every year Columbus Denmark donates to charity instead of giving Christmas presents to customers. In 2014, Columbus Denmark donated to Doctors without Borders.

Furthermore, the employees can choose to donate their company Christmas present to charity and in 2014, these Christmas presents were donated to Children's Cancer Foundation.

Columbus UK

In 2014, Columbus UK launched more charity initiatives. Among other, the subsidiary arranged a Customer charity dinner for Columbus customers and partner including a raffle and auction raising money to The Bone Cancer Research and the Brain Tumour Charity.

Columbus UK also set up a Fit Bit Charity Challenge including 62 employees of the UK team, who jointly counted their steps every day and together they endeavoured the equivalent steps to walking around the world twice.

In total Columbus UK raised over £17,000 in total for charity in 2014.

Columbus US

Columbus US hosted the 12th annual golf outing in June 2014. Attended by more than 70 clients, nearly 20 business partners and many of our Royal Oak Columbus team members, the 'outing' is an annual event that Customers, employees and business partners look forward to each year. The event is focused on building new and strengthening existing relationships with customers and business partners in a relaxed atmosphere.

In addition, Columbus features a 'charity hole', allowing Columbus US to raise funds for a local charity that benefits families in need; this year's event raised nearly \$2,000.

Columbus Norway

Columbus Norway participates in the bike ride Team Rynkeby Norge, which is a bike ride from Oslo to Paris to raise awareness and money for children with cancer through Barnekreftforeningen. In 2014, one Columbus employee took part in the tour, and four employees will take part in the tour in 2015. Columbus donated NKR 25.000 directly to the foundation; in addition to this, employees conduct a number of activities to raise money.

Columbus Norway is Save the Children Partner. This means that Columbus Norway has committed to donate 100.000 Norwegian Kroner to Save the Children each year. Columbus Norway collects these donations through sale of Christmas calendars in favor of Save the Children and lottery on Columbus Norway's annual Juleverkstedet.

Columbus Norway has contributed financially to the initiative Aid to Play, which focuses on helping children and youngsters in difficult conditions to get a better life through sports and play

Furthermore the employees in Columbus Norway voluntarily donate a monthly amount from their salary to Save the Children; an amount which otherwise would have been spent on employee Christmas presents.

Columbus Russia

Columbus Russia participated in a charity race called "5275", where three colleagues participated in a running race of 5275 meters for helping seriously ill children. The donation was distributed between two charity funds: Life Line and United Way.

Columbus Russia also participate in the "Any coin's cost" campaign, where people can donate small changes to "Life Line", which provides hi-tech operation for children with severe diseases.

Community and Charity Initiatives in 2015

By emphasizing local community and charity initiatives in Columbus we hope to generate more similar initiatives. However, these must always be based solely on our employees' voluntary commitment.



United Nations Global Compact

In 2012, we joined the United Nations Global Compact. United Nations Global Compact is the world's largest volunteer network for companies working with Corporate Social Responsibility, CSR. UN Global Compact was established in 2000 by 30 companies from different nations together with the UN Secretary-General of the time, Kofi Annan.

By partnering with the UN Global Compact Columbus affirms that we embrace, support and enact ten general principles of corporate social responsibility. These principles are based on international recognized conventions on human rights, labor standards, the environment and anti-corruption.

Once every year Columbus has committed to upload a COP, "Communication on Progress", on UN Global Compact's website. In the COP we describe our CSR efforts and results. Until 2015, we have decided to focus our CSR on employees' working conditions.

The motivation to partner with the UN Global Compact is that we wish to show our employees, customers, partners and investors that we take our corporate social responsibility very seriously.

Reporting

During 2014, we focused on implementing the CSR report's initiatives.

At the end of 2014, we evaluate our CSR efforts during the year and report these in our CSR-report, which will be uploaded on the UN Global Compact portal.