

Corporate Social Responsibility

Communication on progress 2018, UN Global Compact

Compliance with sections 99a of the Danish Financial Statement Act for the financial year 2018

About Columbus

Columbus is a global IT services and consulting corporation with more than 2,000 employees serving our customers worldwide. We bring digital transformation into your business and position you to thrive far into the future.

We are experts in designing, developing, implementing, upgrading and maintaining digital business applications that help your business succeed in the digital transformation. Our consultants have experience in developing businesses in many different industries all over the world.

We offer a comprehensive solution portfolio with deep industry knowledge, extensive technology expertise and profound customer insight. We have proven this through 29 years of experience serving more than 5,000 customers worldwide.

 <p>1,700,000 hours of consultancy every year</p>	 <p>8,600 business application implementations</p>	 <p>24/7 global support with Columbus care</p>
 <p>75,000 customer cases solved every year</p>	 <p>2,000 employees</p>	 <p>No.1 in digital commerce in the Nordics</p>
 <p>5,000 customers world-wide</p>	 <p>20+ strategic partnership with leading vendors</p>	

Highlights 2018

Revenue

DKK 1,875m

corresponding to a growth of 54%.

EBITDA¹

DKK 181m

corresponding to a growth of 22%.

¹ EBITDA before share-based payment

Columbus Software sales

DKK 103m

corresponding to a growth of 24%

Recurring revenue and cloud revenue

DKK 426m

corresponding to an increase of 26%. The proportion of recurring revenue constitutes 23% of the total revenue.

Profit after tax

DKK 115m

corresponding to an increase of 13%.

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This is our **Communication on Progress** in implementing the principles of the **United Nations Global Compact** and supporting broader UN goals.

We welcome feedback on its contents.

Statement from the CEO

Columbus' mission is to help our customers transform, maximize and futureproof their business digitally. We believe that building innovative business processes and harvesting the advantages of technology are the main drivers in building a sustainable and growing business.

As the global business environment is changing and the focus on building a sustainable business is increasing, the urge to maximize operations and futureproof businesses emerges.

Columbus' core business is to help manufacturing, food and retail companies optimize and improve their business in order to reach their goals for a sustainable and growing business.

We help our customers optimize and improve their business processes and resource consumption, minimize waste in production, diminish emissions of chemicals, reduce energy and water consumption and optimize distribution.

We know that advanced technology and services such as Business Intelligence, Analytics and Enterprise Resource Planning ERP are core enablers to reach sustainability goals while optimizing and growing the business.

Everything starts with people

Columbus is a people business. Everything we do starts with our people and how they support our business, customers, and communities around the world.

Our main focus in Columbus is to ensure the well-being, attractive

working conditions, and development of employee competences.

We emphasize having satisfied employees because they stay with us longer and are committed to contribute to the development of Columbus.

Therefore, we strive to create an environment in which we enjoy working together and where our employees have the opportunities to develop themselves professionally. Our monthly employee satisfaction survey is part of that focus as is our global Career and Competencies Framework (CCF).

Being a global company, 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.

Columbus considers the overall achievements in relation to the company's corporate social responsibility to be satisfactory and in line with the 10 principles of the UN Global Compact.

Thomas Honoré
CEO & President



UN Global Compact Principles

Columbus's goal is to run a sustainable and profitable business. The CSR-efforts is an integrated part of our business model and comply with The UN Global Compact's ten principles.

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.

With this document, we confirm our support of the ten principles of the United Nations Global Compact and describe our actions to continually improve the integration of the principles in our business.



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

A global sustainable business

In Columbus, we are committed to take care of our customers for life and help them reach their goals for a sustainable, growing and profitable future through digital innovation. Columbus's goal is to run a sustainable and profitable business.

A global business

Columbus is a global IT services and consulting corporation with more than 2,000 employees serving our customers worldwide.

Columbus holds a market leading position within the manufacturing, retail, distribution and food industries in our key markets.

We are experts in designing, developing, implementing, upgrading and maintaining digital business applications that help your business succeed in the digital transformation.

We offer a comprehensive solution portfolio with deep industry knowledge, extensive technology expertise and profound customer insight.

Columbus' business model is highly transparent, and is built on three value drivers:

- Sale of consultancy and project implementation services
- Sale of Columbus Software licenses
- Sale of Columbus Care, Columbus Software, third-party software subscriptions, cloud and hosting which is recurring revenue

Columbus' main deliverables are services related to software and consultancy. We operate with a global

delivery model that allows us to deliver 24/7 support to our customers.

Columbus2020 strategy

Columbus' five-year strategy, Columbus2020 was born with the ambition to be a leading global value provider of digital business solutions in selected industries.

Columbus continues to invest in new innovative business solutions, while at the same time optimizing and streamlining our services business. Ensuring satisfied and successful customers is an essential focus area for Columbus, as well as engaged and motivated employees.

Columbus2020 comprises four strategic interconnected elements; Customer Success, Digital Leadership, Our People and Process Excellence.

Risks related to CSR

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

As Columbus has grown and developed over time, focus on risk management

has increased and become an integrated part of the Group's business activities. By constantly monitoring and mitigating risks, Columbus aims to reduce risks to an acceptable level.

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

The main drivers for Columbus' CSR actions are related to employees. Employee retention and recruitment are important focus areas. Therefore, the main risk identified within CSR is the failure to attract and keep our skilled employees. In addition, the brand and reputation of Columbus is a key area as this is key in attracting talents to Columbus. As we do not produce any physical products the non-financial risks related to the environment are limited.

Our due diligence processes and guidelines for good business behaviour established for employees and suppliers is formulated in our Code of Conduct and include firm value-based principles that address any risk that could occur concerning these matters.

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

Columbus has described our main risks and the measures installed to mitigate them in the Annual Report for 2018.



CUSTOMER
SUCCESS

Customer Success – Taking care of our customers for life

Columbus aims to be widely recognized as a business partner that enhances our customers' success by improving the value realization of their business applications investments.

Therefore, we will intensify our focus on creating a unique customer experience, including an extensive focus on better quality and project delivery throughout our business.

Taking care of our customers is a fundamental goal for Columbus. An important foundation for reaching that goal is our lifetime support offering, Columbus Care, which ensures our customers high quality support around the clock. We will extend the Columbus Care offering with new services towards a total service concept that takes care of our customers – for life.



DIGITAL
LEADERSHIP

Digital Leadership – Accelerate business innovation

Columbus helps our customers accelerate business innovation by maximizing the value realization of business applications and by leading them in the digital business transformation. Digital Leadership comprises two different, yet closely connected types of innovation:

Columbus will continue to strengthen our leadership position within ERP and business applications. This means that we will invest in new business applications, new methodologies and new business processes to make the experience of buying and implementing business applications from Columbus faster, better, less risky and with high returns.

Columbus will extend our business and build a new leadership position in digital business transformation. Our customers are seeking a business partner that is able to lead them in the digital transformation of their business. Columbus wants to be that partner. We will build a leadership position using cloud, social, analytics and IoT (Internet of Things) technologies and business models, to enable our customers to take advantage of the digital opportunities.



PROCESS
EXCELLENCE

Process Excellence – Quality in everything we do

In Columbus, we constantly strive to optimize and streamline the business operations in order to achieve global sales excellence and deliver high quality services to our customer. Our goal is to create the best customer experience for our customers, when engaging with Columbus.

The focal point is quality in everything we do – from the initial contact with customers, over sales and design of

the business solution to the implementation process and lifetime support engagement. We want to be best in class in ensuring the value realization of the project and manage the inherent risks in the implementation. In order to reach that goal, we will optimize our sales, services and support delivery capabilities – always striving to improve the quality.



OUR
PEOPLE

Our People – Attract, develop and retain the best people

Columbus is a people business. Our greatest asset is our people and therefore it is crucial for our success that we attract and retain the best people in the industry. We want Columbus to be a company attracting highly skilled people to join, because it is the best place for competence development. We will achieve this goal by providing challenging career opportunities, attractive working conditions and professional and personal growth.

Furthermore, we want to create a customer success culture, where meeting the customers' expectation for high quality sets the direction in everything we do. This means that we always strive to deliver projects on time, within budget and at the highest quality.



Columbus helps ambitious companies transform, maximize and future-proof their business digitally

Columbus – a people business

In 2016, we launched our 5-year strategy Columbus**2020** with the strategic elements Our People as one of four strategic focus areas. Besides being a strategic focus, employee well-being and development is the main focus of our CSR effort.

Our greatest asset is our employees, and therefore it is crucial for our success that we attract and retain the best employees in the industry. We want Columbus to be a company smart people join and where they stay longer. A key focus is thus to offer challenging career opportunities, attractive working conditions and professional and personal development.

In 2018, Columbus acquired three companies thus increasing the number of employees with 600 employees in 2018. At the end of December 2018, Columbus had 2,051 employees.

Columbus is a global company with subsidiaries in 17 countries with very different cultures, religions and traditions. The employee handbooks in our subsidiaries treat local policies on working conditions. Despite that employees' working conditions are already on a high level compared to local standards, we continuously work on improving employee well-being and employee development aiming at common level across the company.

With the Our People focus in Columbus**2020**, we have initiated two strategic programs that will further development Columbus' employees; Performance Excellence and Columbus Academy

Performance Excellence

Columbus' goal is to support high performance across Columbus. Our strategic program Performance Excellence support individuals and organizations in Columbus to accomplish their goals. To support that goal Columbus is using Columbus' Competence and Career Framework (CCF) across the company.

CCF is a system designed to ensure a targeted and structured effort on our employees' competence and career development. The framework includes specific and well-defined targets on how the employees can improve and develop their career to the next level. CCF is running on a digital platform, named GROW.

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

Columbus Academy

In a company like Columbus, continuous learning is essential. We strive to become better, more educated and understanding how we can excel in our industry and deliver excellent customer experience.

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

Columbus Academy is our global virtual training setup which is based on our Competence and Career Framework (CCF) and a well-established consulting skills curriculum developed in Columbus Denmark and US based on internationally acknowledge research. All training is executed virtually combining the newest most modern technologies available.

Today, Columbus Academy primarily covers the Business Consultant role, offering seven modules building the consulting soft skill required to be a world class consultant.

During 2018, we enrolled 400 employees globally in Columbus Academy. Furthermore, we launched an onboarding curriculum for all new employees to complete.

The goal is to have a curriculum for other key roles than Business Consultants by 2020.

Rewarding great work

Columbus want our people to share in our mutual success. Columbus provides compensation and benefits that are market competitive. In 2018, our compensation included salaries, benefits, health insurance, bonuses and stock awards.

Employee recognition is vital to us and we reward our people in other ways, too. Every year Columbus launch a global award program "Columbus

Awards". The purpose is to recognize and celebrate teams, who made a special effort and delivered extraordinary performances, in particular towards our customers. The winners of Columbus Awards are teams and Business Units in Columbus.

Employee Well-being

Employee well-being is a key focus in Columbus, and each month employees rate their job satisfaction through Columbus Heartbeat, our global employee satisfaction survey.

Heartbeat is a simple survey, where employees are asked to answer one question: On a scale from one to ten, the employee are asked to rate their job satisfaction.

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 on a global level in Columbus.

Talent development

Columbus is committed to developing our next generation of talents. Columbus Graduate Program and Young Professionals Program are talent programs for young professionals, either newly educated or talents with a couple of years working experience.

The programs are a one-year program which includes both theoretical and practical training in skills to excel as a business consultant.

Employee Dialogue

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 part of a global team, and that everyone's voice counts and is listened to.

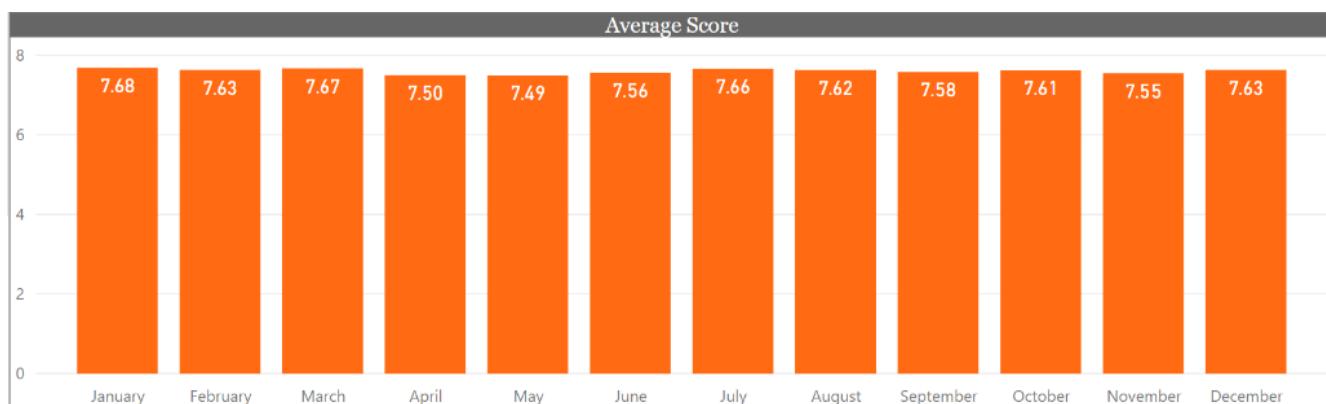
In Columbus we use the following communication channels internally:

- Yammer, which is our social digital forum for all employee to share knowledge and experiences
- Columbus Windrose, which is our monthly global employee newsletter
- Columbus Portal and Intranet, which is our network to share employee relevant documents and tools
- Office meetings and Round Tables with Group and local management

We constantly strive to improve the employee dialogue and communication.

Our People continues as key focus

The Columbus2020 strategy runs until the end of 2020, thus Our People will continue to be one of the main focus areas in Columbus' strategy as well as in our CSR effort.



Code of Conduct

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

Complies with the requirements

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

Transparency and 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.

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.

Human Rights

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

Diversity

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

The Board of Directors has set the following targets for gender distribution in Columbus:

- The proportion of women in the Columbus Board of Directors to 20% by the end of 2018.
- The proportion of female managers in Columbus A/S to obtain a minimum of 20% by the end of 2020 (Columbus only reports on the progress in the Danish Parent Company, Columbus A/S, according to the Danish Business Authority's guidelines).

At the Annual General Meeting in April 2018, a female Board member was elected, thus the target to increase the proportion of women in the Board of Directors to 20% by the end of 2018 has been obtained.

At the end of 2017, the gender distribution at management level in Columbus A/S constituted 14.8% women and 85.2% men. At the end of 2018, the percentage of women at management in Columbus A/S level had increased to 16.67%.

By the end of 2018, the proportion of women at Group management level declined from 27.7% to 25%. Although Columbus does not report on progress for the parent company, Columbus focuses on increasing the proportion of woman at management level in all subsidiaries.

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

Corporate Governance

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

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

Columbus has described our Code of Conduct in the Annual Report for 2018.

Environmental and climate impact

Columbus' impact on environment is relatively small, however we continuously work on minimizing our impact on the environment.

Columbus is committed to operate our business in a way that respects the planet.

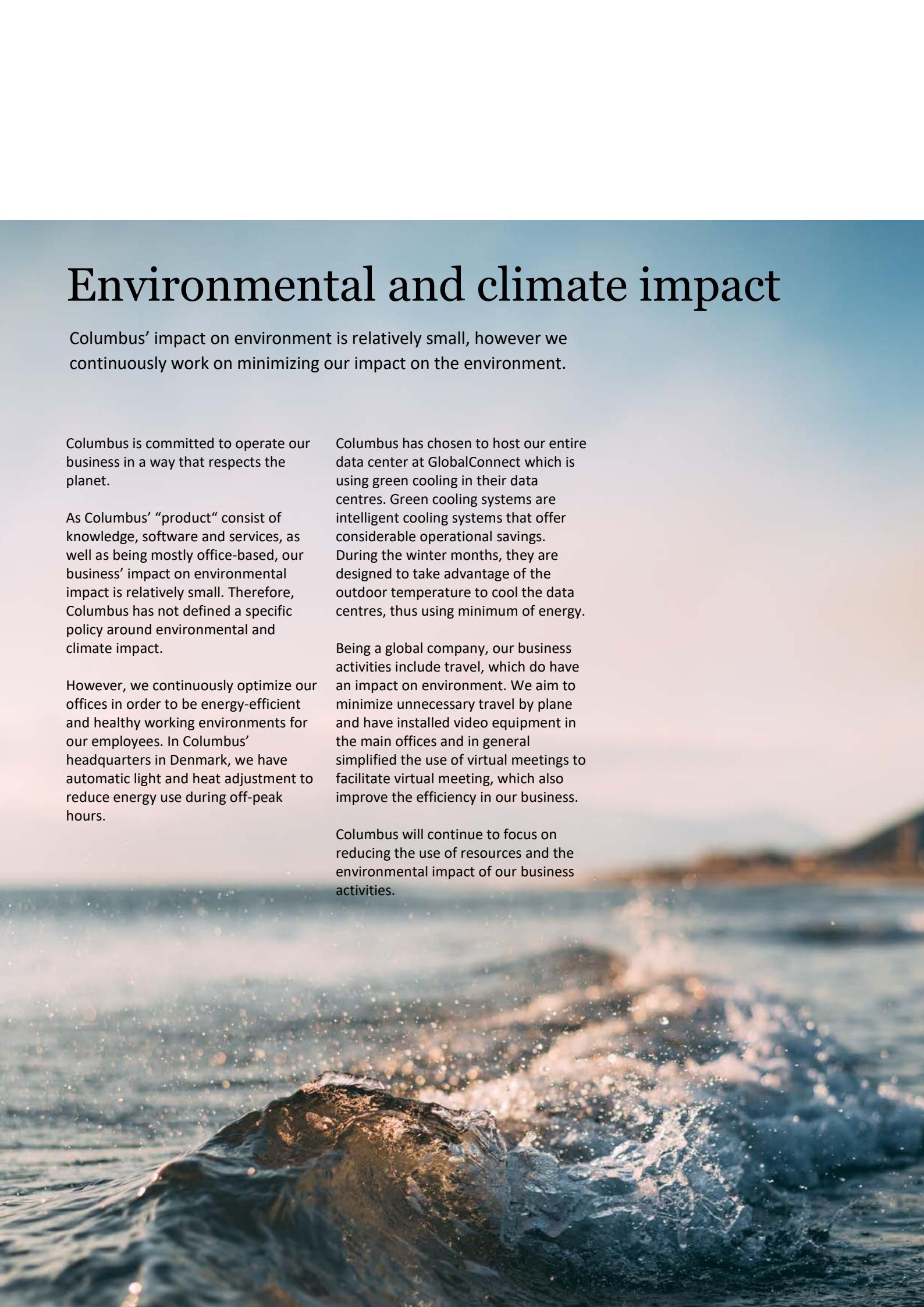
As Columbus' "product" consist of knowledge, software and services, as well as being mostly office-based, our business' impact on environmental impact is relatively small. Therefore, Columbus has not defined a specific policy around environmental and climate impact.

However, we continuously optimize our offices in order to be energy-efficient and healthy working environments for our employees. In Columbus' headquarters in Denmark, we have automatic light and heat adjustment to reduce energy use during off-peak hours.

Columbus has chosen to host our entire data center at GlobalConnect which is using green cooling in their data centres. Green cooling systems are intelligent cooling systems that offer considerable operational savings. During the winter months, they are designed to take advantage of the outdoor temperature to cool the data centres, thus using minimum of energy.

Being a global company, our business activities include travel, which do have an impact on environment. We aim to minimize unnecessary travel by plane and have installed video equipment in the main offices and in general simplified the use of virtual meetings to facilitate virtual meeting, which also improve the efficiency in our business.

Columbus will continue to focus on reducing the use of resources and the environmental impact of our business activities.



Social Commitment

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

Charity in Columbus

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

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

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

- Columbus Estonia: Employee program to gather Christmas presents for families with children with disabilities
- Columbus DK: Donation to Doctors without Borders
- Columbus UK: Donations via employee and company activities, donating to the NHS, Cancer Research and Team Lewis Trust.



Corporate social responsibility in short

Columbus' Corporate Social Responsibility report is prepared in accordance with the Danish Financial Statements Act, section 99 a.



Transparency and credibility

In Columbus we are committed to being socially and environmentally responsible as well as comply with all relevant laws, standards and guidelines. We maintain a strong corporate governance structure and communicate openly and transparently about our CSR efforts, which are primarily concentrated on human rights, anti-corruption, labour, social commitment and responsible tax practices in the countries we work in as well as environment and climate.

Human rights and anti-corruption

Columbus' goal is to influence that our employees and all our business partners respect the Universal Declaration of Human Rights.

To ensure that we have set up a Code of Conduct, to make our position clear to our stakeholders. Our Code of Conduct is our general ethical guidelines 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.

Labour

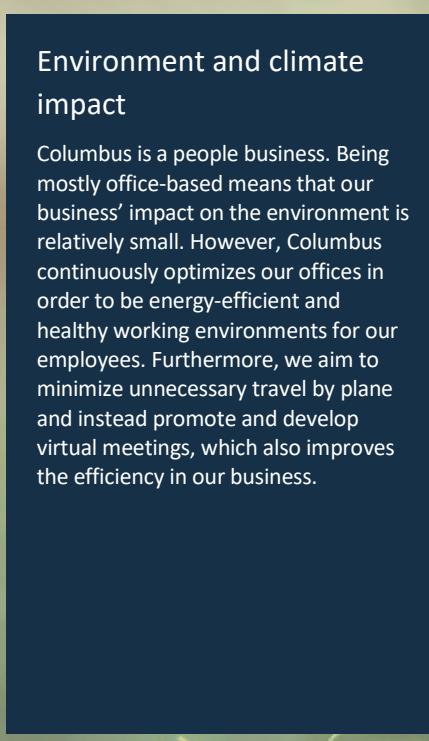
Columbus' key asset is our employees. Our success depends on our ability to attract and keep the best employees in our industry. It is crucial that we not only comply with human rights, but on top of that ensure attractive working conditions for our employees, in particular in regards to salary, wellbeing and competence development. This applies to all our subsidiaries worldwide. We have decided that our employee's working conditions are the core focus of our CSR effort.



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Social commitment

Columbus is a global business that operates locally and in close proximity with our customers. We believe it is essential that we are involved in community and charitable activities and therefore we have decided to emphasize these initiatives in our CSR report. Columbus is committed to giving back to our communities. We encourage and support our employees' desire to use their time and talent for charity work. Many of Columbus' subsidiaries engage in local charity.



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Environment and climate impact

Columbus is a people business. Being mostly office-based means that our business' impact on the environment is relatively small. However, Columbus continuously optimizes our offices in order to be energy-efficient and healthy working environments for our employees. Furthermore, we aim to minimize unnecessary travel by plane and instead promote and develop virtual meetings, which also improves the efficiency in our business.



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Our CSR focus in 2018

In 2018, we continued our focus on employee's well-being with special attention to ensuring a unified and high-learning curve across our organization.

Columbus Academy is our global virtual training setup which more than 400 employees have been enrolled to in 2018.

Employee-well being is a central focus in retaining our skilled people. In 2018, we implemented Heartbeat in our acquired companies while keeping the employee satisfaction at an average high score.



Columbus[®] | Once you
know how...

For more information about Columbus visit
www.columbusglobal.com