

Columbus® | Once you  
know how...

# Sustainability Report 2022

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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 2022. The report includes Columbus' statutory report on Corporate Social Responsibility, cf. section 99a of the Danish Financial Statements Act, and Columbus' statutory report on gender distribution, cf. section 99b of the Danish Financial Statements Act.

# Setting the direction for a sustainable future

At Columbus, we understand our responsibility in shaping a sustainable future, and we are committed to making a significant contribution to the sustainability agenda. I am proud to affirm Columbus' continued support for the United Nations Global Compact and its mission to promote sustainability, human rights, and ethical business practices on a global scale.

2022 has been an important year in our sustainability journey. We have made significant progress in aligning our business practices with the UN Global Compact principles, and we are dedicated to continuing this work in the future.

Our people worked with great dedication to embark on an ambitious sustainability strategy process, which dives deeper into our impact on the environment, social matters, and governance issues (ESG). As a result, we have defined an ambitious, yet realistic sustainability strategy and have made substantial strides in its implementation.

## Our Sustainability Strategy

As a digital consultancy with strong domain knowledge within the industries Food & Beverage, Retail & Distribution and Manufacturing, we play a pivotal role in

facilitating the transition of businesses towards sustainability. Columbus has the great opportunity of offering digital solutions that support companies in assessing and improving their environmental impact by evaluating their supply chain, optimizing resource utilization, and reducing waste.

We are excited to seize this opportunity and are continuously enhancing our skills and expertise to provide tailor-made solutions and services that meet the individual needs of our customers. This way, we want to help our customers assess their ESG impact and achieve their sustainability goals. In addition, we aim to support our customers in their reporting approach. By working together, we can create a more sustainable and equitable future for all.

With our purpose "Digital transformation for a better tomorrow", we are determined to address climate change with a dual approach. We provide our customers with the means to decrease their environmental impact while simultaneously evaluating and mitigating the effects of our own operations. Our new sustainability strategy is designed to prioritize the reduction of energy and resource consumption, fostering a diverse and talented corporate culture, and ensuring responsible business practices.

## Our way forward

We are committed to continuously assessing and improving our performance and transparently sharing our progress with stakeholders. We have initiated our sustainability journey and made a crucial first step.

Our aim for 2023 is to solidify our strategy and integrate environmental, social and governance considerations into our daily operations.

We attach considerable significance to the involvement and collaboration of all our employees in pursuing our goals. With a robust sustainability strategy in place, Columbus is positioned to assume a substantial role in addressing our planet's and our communities' needs.

Thank you for your continued support as we work towards this shared goal. I am looking forward to a year in which commitment and action will serve as crucial drivers for the growth and success of Columbus.



Søren Krogh Knudsen  
CEO & President



# About Columbus

Columbus helps ambitious companies transform, maximize and futureproof their business digitally.



## +30 years

Founded in 1989 and headquartered in Denmark.



## 1,550+

employees globally, located in 10 countries.



## 2,500+

Columbus is serving 2,500+ customers worldwide.



## Advisory

and **Business Critical Solutions** within Cloud ERP, Digital Commerce, Data & Analytics, Application Management and Strategy & Change.



## Industries

Columbus creates **digital solutions** that address the lifecycle and sustainability demands of the Retail & Distribution; Food & Beverage products; and Manufacturing industries.

# Business model – creating customer value

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

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

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

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

### Growing loyal customer base

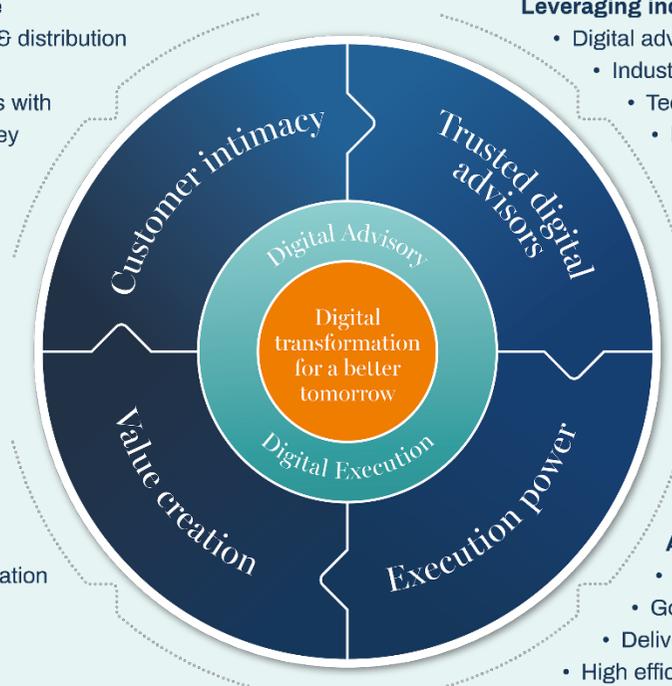
- Industry focus on food, retail & distribution and manufacturing
- International large enterprises with a digital mindset and within key eco-systems

### Business Critical solutions

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

### Leveraging industry expertise

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



### Agile global delivery setup

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

### Solutions i strong ecosystems



...and other key partners

# Columbus supports the UN Global Compact

In Columbus, we are committed to contribute 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 2022, we have initiated an ambitious ESG strategy process.

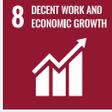


Columbus support the UN Global Compact

Columbus has been part of the UN Global Compact since 2012, which shows our commitment to being socially and environmentally responsible.

Columbus supports and enacts ten general principles of corporate social responsibility.

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

<p><b>Gender equality</b></p>	<p><b>Decent work and economic growth</b></p>	<p><b>Industry, innovation and infrastructure</b></p>	<p><b>Reduce inequalities</b></p>	<p><b>Responsible consumption and production</b></p>	<p><b>Climate action</b></p>	<p><b>Peace, justice and strong institutions</b></p>
<p><b>5 GENDER EQUALITY</b></p>  <p>We commit to growing a diverse, inclusive, and talented culture. We continue to increase the proportion of women in Columbus.</p>	<p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></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><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b></p>  <p>We help our customers accelerate their sustainable performance with digital advisory and innovative solutions within the industries Food &amp; Beverage, Retail &amp; Distribution and Manufacturing.</p>	<p><b>10 REDUCED INEQUALITIES</b></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><b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b></p>  <p>We improve daily operations to create significant sustainable outcome by striving to recycle waste and optimize energy and water consumption. We advise our customers and develop innovative digital solutions that help our customers enable sustainable production patterns.</p>	<p><b>13 CLIMATE ACTION</b></p>  <p>We aim to reduce our environmental footprint globally by improving our daily operation such as flight travel, increase green transportation, recycle our waste and optimize our consumption and energy mix.</p>	<p><b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b></p>  <p>We ensure responsible business conduct by acting transparently and as a morally accountable company.</p>

# Our new Sustainability Strategy

In 2022, Columbus launched a new sustainability strategy aimed at contributing to the sustainability agenda. 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.

Columbus' objective is to equip our customers with the resources necessary to mitigate their ecological footprint while concurrently assessing our internal performance in the following aspects: Growing a diverse and talented culture, ensuring responsible business conduct and evaluating the environmental implications of our operations.

## Customers - Enabling sustainable impact

We help our customers accelerate sustainable performance and development by providing digital solutions that promote sustainability, growth, and profitability in their business. There is vast potential within digitalization and the green transition – two engines of change in our societies that cannot be separated. We, as digital advisors, have a golden opportunity to help our customers in our key industries, Manufacturing, Food, Beverage & Process and Retail & Distribution, to achieve their sustainability goals through ESG solutions and advisory.

We offer end-to-end sustainable digital solutions such as Cloud ERP, Strategy &

Change, Digital Commerce, Data & Analytics, Application Management and Customer Experience to address the lifecycle and sustainability demands of the food and beverage, retail and distribution, and the manufacturing industries.

In addition to our existing digital solutions that are further outlined on page 9, we are currently working on offerings that specialise in our customers' needs. For instance, these offerings include an ESG Program Management Solution to help customers accelerate and manage their ESG compliance and reporting initiatives. Another offering aims to help customers to focus and consolidate their sustainability initiatives by providing ESG Advisory Services that will enable companies to lead a sustainable business culture and provide governance for the organization's sustainability initiatives.

These offerings, complete with sales and consulting toolkits, will be launched in Q2 2023, with other customized solutions to follow.



### Culture - Growing a diverse and talented culture

Our vision is to grow a diverse and talented culture within Columbus. We support people to grow, develop, and collaborate within an inclusive culture. We see the value in differences that enrich our company and each individual. Therefore, Columbus has initiated work in mainly three focus areas to move in this direction:

#### Diversity and Inclusion

We want to grow a culture that encourages managers and employees to embrace diversity and set it on the internal communication and management agenda.

#### Attract and develop talents

Our crucial flagship is to grow a diverse and talented culture in Columbus and to ensure that our people thrive and stay with us. Our ambition is to attract, retain and develop competence to meet future needs and to remain attractive in the candidate market.

#### Employee engagement

We want to focus on employee engagement and create an inclusive workplace where we treat each other equally and respectfully. Essential aspects of this work are developing meaningfulness and engaging employees in projects that align with their own and the company's values and dreams.

### Operations - Building sustainable operations

We strive to improve daily operations to achieve significant sustainable outcomes.

Building sustainable operations will focus on Columbus' carbon emissions as well as waste and energy management.

We started monitoring our greenhouse gas emissions globally in 2022 to understand better how our operations affect the climate. After identifying data sources and selecting tools for data collection, storage, calculation, and reporting, we have created an overview of our Carbon footprint by calculating CO2 emissions according to the Greenhouse Gas (GHG) Protocol.

We have established a baseline that will enable us to confidently set short, medium, and long-term targets to reduce GHG emissions in our operations and create a roadmap on initiatives to fulfil our science-based targets that are aligned with the Paris agreement.

Our Scope 3 emissions include only business travel data; therefore, Scope 3.6. In 2023, we are determined to expand our efforts and start waste and energy management programs.

More information on our initiatives can be found in this report's "Environment and climate impact" section (page 11).

### Conduct - Ensuring responsible business conduct

The complexity and need for documentation are increasing while governance of sustainability and compliance is increasingly important to stakeholders. Therefore, we empower and strengthen compliance, governance, and responsible behavior within the strategic focus area: "Ensuring responsible business conduct".

We ensure Columbus' EU taxonomy readiness within a compliance program and create policies in close cooperation with "Building sustainable operations" and "Growing a diverse and talented culture".

Strong policy frameworks guide employees and managers in Columbus in their decision-making and daily operations. Examples of policies currently being developed include our Diversity & Inclusion Policy, an Anti-corruption Policy and a Facility and Procurement Policy.

More information on our initiatives can be found in this report's "Environment and climate impact" (page 11) section.



# Helping our customers run a growing, profitable and sustainable business

With ever-increasing emphasis on sustainability, organizations seek new, innovative business models to future-proof, transform, and modernize their infrastructure.

Columbus helps our customers future-proof their business by enabling them to run a sustainable, growing, and profitable business through digitalization.

Columbus has strong domain knowledge within key industries based on more than 30 years of experience and profound insights with more than 2,500 customers. As sustainability is becoming increasingly important, we are stepping forward and leading our customers in creating a better tomorrow.

We offer end-to-end sustainable digital solutions such as Cloud ERP, Strategy & Change, Digital Commerce, Data & Analytics, Application Management and Customer Experience to address the lifecycle and sustainability demands of the food, retail and manufacturing industries.

## Manufacturing

An acute shortage of skilled workforce, expensive machinery, and increasing production costs have a high impact on the manufacturing sector. Columbus supports manufacturers to stay ahead of the competition

curve by bringing Industry 4.0 best practices into the picture. We enable the players to upgrade their technological capabilities and build a sustainable, reliable, and resilient infrastructure.

Our services include, but are not limited to, efficient global supply chain integration, IoT for improved connectivity, personalization, and configuration, as well as artificial intelligence and machine learning-related expertise for demand prediction and planning.

This results in streamlined production at a lesser cost, and an efficient global supply chain.

## Food, Beverage & Process

The last few decades have seen an infuse of IT in the food and beverage industry. Increased competition from medium and small companies and evolving consumer needs necessitates food manufacturers and retailers to build capabilities around technology for pricing, to forecast customer demand, ensure high levels of quality in a highly regulated industry.

Columbus solutions help our clients increase transparency and traceability across the supply chain to ensure a granular Material Requirements Planning (MRP).

Columbus solutions help our customers respond to changing customer dietary preferences and compliance mandates by minimizing wastes, improving the efficiency of supply chains and inventories, optimizing delivery routes, automating manual processes, and ensuring that the food products adhere to the highest quality and safety standards.

## Retail & Distribution

A modern-day consumer goes through several touchpoints before making a purchase. Columbus enables retailers, distributors, and brands to ensure a seamless customer experience throughout this journey. Our solutions enable our customers to provide a unified customer experience across all channels and touchpoints, optimize costs with centralized inventory management, increase order values through improved engagement, maximize revenue from existing customers, and gain new customers.



# ESG key figures

ESG key figures overview		2022	Unit	2021	2020	2019
	<b>Environment</b>					
	CO <sub>2</sub> e, scope 1 (direct GHG emissions)	91.86	tCO <sub>2</sub> e	–	–	–
	CO <sub>2</sub> e, scope 2 (indirect GHG emissions)	153.56	tCO <sub>2</sub> e	–	–	–
	CO <sub>2</sub> e, scope 3 (other indirect GHG emissions)	1,630.87	tCO <sub>2</sub> e	–	–	–
	<b>Social</b>					
	Average full-time employees	1,535	FTE	1,455	1,655	1,834
	Gender diversity	31%/69%	f/m	29%/71%	28%/72%	–
	Gender diversity for managers, principals and partners	28%/72%	f/m	29%/71%	29%/71%	–
	Sickness absence	2.34	%	–	–	–
Employee satisfaction	+47	eNPS	+40	+33	–	
	<b>Governance</b>					
	Gender diversity – Board of Directors (BoD)	20%/80%	f/m	25%/75%	25%/75%	25%/75%
	Attendance at the BoD meetings	100	%	100	100	100
CEO pay ratio	1:7	times	1:8	1:22 <sup>1</sup>	1:9	

<sup>1</sup> In 2020, total remuneration for the CEO & President, Thomas Honoré, included severance pay. The CEO pay ratio excluding the severance pay was 1:9. See Remuneration Report 2022 for further information.

# Environmental and climate impact

As part of Columbus' commitment to the UN Sustainable Development Goals, Columbus has chosen to focus on goal #12 Ensure responsible consumption and production patterns and #13 Climate Action.

## Our footprint

We are committed to improving daily operations to create significant sustainable outcomes.

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) and the production of purchased goods and services (Scope 3 emissions).

### 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 2022. For example, three offices were opened recently and did not cover the period of 12 consecutive months. These cases are described in more detail in our accounting principles.

### Direct emissions (CO2e Scope 1)

In 2022, our direct emissions amounted to 91.86 metric tonnes of CO2 equivalents (t CO2e). Scope 1.1 and Scope 1.3 are not included in the calculations since Columbus has no processes involving the onsite combustion of fossil fuels or consumption of fugitive emissions. All the emissions stem from mobile combustion emissions

from Columbus' owned or leased mobile sources. Columbus continuously encourages sustainable employee behavior and advises choosing more sustainable alternatives for work-related transportation whenever possible. We are currently exploring policies to govern company travel, including company cars.

### Indirect emissions (CO2e Scope 2)

Our indirect GHG emissions result from the consumption of purchased or acquired energy such as electricity, heating, cooling, and steam equaled 153.56 t CO2e in 2022. We are committed to improving our energy

## Our Footprint

Our emissions in the three scopes, 2022



\* Location-based, the market based emission is 1,209.8 tCO<sub>2</sub>e

efficiency and strive to increase our usage of renewable energy. With the goal of maintaining or reducing our indirect greenhouse gas emissions in 2023, we are committed to improving our energy efficiency and strive to increase our usage of renewable energy.

In a next step, we will define targets and specific improvement initiatives to demonstrate our progress.

#### Other indirect emissions (CO<sub>2</sub>e Scope 3)

Other indirect GHG emissions measured 1.630,87 t CO<sub>2</sub>e in 2022. Currently, Scope 3 only includes data from business travel, therefore Scope 3.6. Being a geographically distributed global company, we see business travel for both internal and customer related work, which include transportation by air and by car. As transportation constitutes Columbus' major environmental impact, we aim to minimize the CO<sub>2</sub>e emission from this scope. As we progress through our initiatives during 2023, it is our intention to incorporate additional Scope 3 components into our calculations. This will provide us with a more comprehensive and accurate representation.

#### Our way forward

We made a significant effort to create an overview of our Carbon footprint in 2022, along with important data collection improvements. This accurate and comprehensive data on emissions enables us to create visibility and to understand as well as address our environmental impact. In a next step, our baseline will guide us in

developing strategies to reduce our footprint. After having set a confident baseline, we strive to establish specific targets and develop concrete steps to reduce our carbon footprint in 2023 and beyond, with the ambition of establishing a carbon-neutral organization in the future.

Furthermore, we are expanding our carbon emission data collection scope to include energy consumption, renewable energy share as well as water consumption.

We have started sustainable initiatives such as recycling IT assets and using re-furnished furniture or recyclable cups. These factors have not been included in our scope calculations in 2022. However, we plan on including them in 2023.



# People in Columbus

Candidate experience, culture, incentive alignment, sustainability and career pathways have been the focus areas in our CSR agenda in 2022.

Our people are the heart of Columbus and in 2022 we have been engaging many of our people globally to ensure we deliver a great employee experience and journey.

We have continued our transformation as a global customer-centric organisation with a matrix operating model during 2022, using our company Shared Values and newly introduced Leadership Principles to facilitate the creation of a One-Columbus culture.

Columbus' shared Columbus Values are:

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

During 2022, the Company has been working on many levels to integrate our values into our everyday work lives and processes such as our onboarding/offboarding, 1-1s and appraisal conversations.

The focus during 2023 will be to evolve them even more and to share stories about our values externally.

Columbus has a core group of global 'Value Ambassadors' who shared examples from their own countries about the use of the values and generated ideas on activities to continue to build on the operational use of the values. These ambassadors will become 'Culture Ambassadors' in 2023, as the role is widened and includes our Diversity & Inclusion (D&I) initiatives.

Using the shared Columbus Values as the foundation stone and guiding stars, we developed and launched our Leadership Principles in 2022 to support the creation of our One-Columbus culture.

From this initiative we were keen to:

- Complement the values covering aspects of leadership
- Align day-to-day decisions with our strategy
- Inspire and improve leadership globally
- Increase the level of empowerment at all levels

Our view is that everyone is a leader in the role they have at Columbus, and therefore

the Leadership Principles were launched to all employees.

Within the Leadership Principles framework, there are three core pillars; **Strategy, Operations and People** and each have two main leadership principles.

## Operations

### Understand the bigger picture

As Columbus leaders we are guided by our purpose and values, and we seek the best

ways to execute upon our strategy and deliver customer success.

We think ahead of our own tasks and immediate teams and consider implications and changes in a proactive manner. All of this makes us a resilient and united company. We make decisions based on what is best for both Columbus, our people, and the customers we serve.

## Columbus Shared Values



**Build for the future**

We continuously improve our ways of working, processes, and methods to secure our organizational resilience. The starting point for initiatives and activities is our purpose, vision, and strategy. We acquire, hire, and develop new skills that are needed for our future success. By doing this, we build trust and stay relevant for our people and customers for many years to come.

**Strategy**

**Dare to advise**

We capitalize on our curiosity and continuously learn and build deep knowledge and understanding of our customers' challenges and the world we act in. As leaders we act as role models in being trusted advisors, both to our customers, colleagues, and employees. We are also coaching and supporting our employees to be trusted advisors – together we achieve success and make a difference for our customers.

**Make it easy for all to do a good job**

We collaborate to improve our operations and maximize value, and we constantly strive to set up the next person in the chain of work for success. We listen and understand people's unique needs and challenges, and we help them to find ways forward and remove obstacles to ensure that work can be done smoothly. By doing this, we deliver customer success while developing as a company.

**People**

**Induce energy**

We induce energy by empowering people to grow and act in alignment with the strategic direction. People can perform at their best with our leaders giving the right levels of support and challenge. We encourage collaboration and teamwork, and we celebrate achievements. People are also energized and motivated by the feedback and recognition that is given regularly by our leaders.

**Care for people**

We always put people first – no matter if it is employees, customers, or partners. We listen, show interest and curiosity about our people. We act and communicate with transparency and involve people in our daily operations. As leaders we secure a sustainable and inclusive environment where people can perform at their best and contribute to our common purpose.

We have developed a programme of three workshops to ensure that our people know how to work with the Leadership Principles. This commenced in Q3 2022 and continues to roll-out in the wider organisation. These workshops are being led by our business leaders and involve self-analysis and group activities to help cement the learning, support the One-Columbus culture and create the desired leadership behaviours.



### Employee lifecycle

Employee experience is at the centre of every consideration and decision made. Using our Employee Life-cycle we can highlight a number of people initiatives we delivered in 2022.

### Attract

Attracting the right talent is crucial for our continued growth aspirations. During 2022 we designed and launched a new global careers website as a key tool in supporting the attraction of new talent. The pages now align more with our strategic direction to become our customers' trusted advisors.

This initiative, 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 of course, 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 in recruitment. This team collaborates on employer brand initiatives and will be key to the success of the refresh of our Employee Value Proposition (EVP) in 2023.

37 Young Professionals joined Columbus in 2022. We ran a number of programmes across Scandinavia to onboard these young people in to our company and to their roles.

The programme was run within discrete Business Lines and the desire for 2023 is to run a global Young Professionals Programme across Business Lines, in order to create wider networks within the business and leverage on the learning and knowledge shared across all specialisms and industry sectors.

Our Pre-boarding approach has evolved in 2022 to ensure 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 to

## Young Professionals Programme and Accelerator Programme

Columbus has been running successful Young Professionals Programmes and Accelerator Programmes within different business areas for several years.

We offer Young Professionals Programmes for graduates and Accelerator Programmes for experienced professionals who wish to take the next step in their careers.

The programmes consists of technical training, project methodology, consultancy training and hands-on work on customer projects. All Accelerators will have a mentor guiding them during and after the program.



*"I wanted to be part of the Accelerator program because it offers a unique opportunity to advance your career in the thriving e-commerce industry. As a participant, you will join a globally recognized consulting firm and benefit from a supportive and dynamic learning environment. You will have the chance to gain valuable insights and skills alongside a diverse group of highly competent individuals. The cohesion between the participants was exceptional and the program provides a valuable platform for peer-to-peer learning and professional growth."*

**Philip**  
Business Analyst



*"If I have to pick one thing that has been the best thing about the program, it's how much we've learned during these months. During the program, we have combined self-study, joint case solving and time with our mentors. Early in the program, we got to join our colleagues in meetings and workshops with customers and have since then gradually become more involved in projects as we have become more comfortable in the consultant role".*

**Olivia**  
BI Consultant

Columbus is smooth, efficient and informative. We have piloted an onboarding survey in Columbus UK and received very positive feedback about the process and the content. This will be rolled-out to other Columbus countries in 2023.

The global employee induction e-learning course was refreshed in 2022 and this helps to give the global view of the company to our new colleagues.

**Develop**

The majority of our learning and development curriculum is delivered through our Columbus Academy. The Academy is a hub for both e-learning and facilitated training courses to support the development of soft/people skills, business skills, product knowledge of our colleagues and ensure we meet the mandatory compliance requirements within the company.

Particular attention has been paid this year to improving the effectiveness of the welcoming and onboarding of new employees for induction courses and also for existing employees commencing one of the core curriculum courses within the consulting skills framework. The number of course participants on the instructor lead courses has been increased and the courses are continuously updated and refreshed with new content, to keep them current with new approaches and aligned to the business strategy and priorities.

To ensure that the courses can be brought to life and made relevant to the daily work, we have increased the number of business

coaches involved. The coaches support the participants to turn their learning theory into practice and give participants the opportunity to discuss and anchor their learning and seek feedback. This ensures that their learning can be converted to the benefit of our customers and the solid development of their own skills.

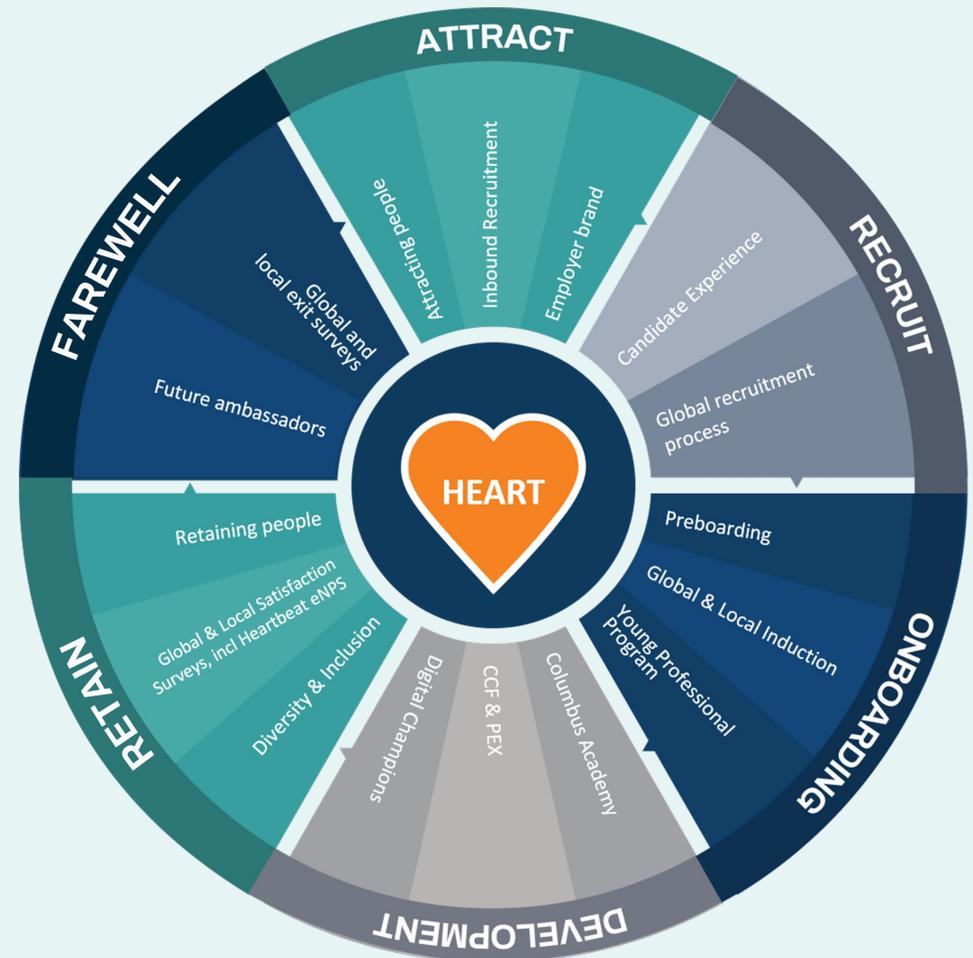
During 2022, 14 new e-learning courses were released. 9,358 certifications were achieved. 295 employees completed consultancy skills courses, 680 employees completed Leadership Principles training, 466 completed our Trusted Digital Advisor course and 343 new employees completed the onboarding training.

In the beginning of 2023 a new Diversity & Inclusion course will be launched. This course is designed to give employees a better understanding of what Diversity & Inclusion is, why it matters and how it can positively impact our people and culture.

**Retain**

A major tool in our retention efforts is our annual Employee Survey.

The intention of the survey is to gather feedback with a view to making changes in the organisation and ensure all of our employees are Ambassadors for Columbus. 2022 was the second year that we have run the survey globally, so we were able to see how our scores have developed in that 12 month period and also use the benchmarking from our external provider to measure our scores against 600,000 responses from other organisations.



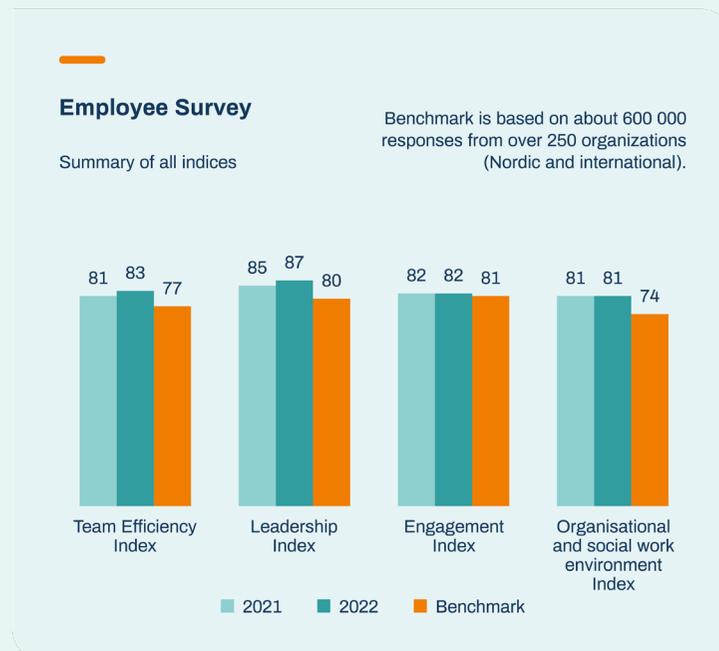
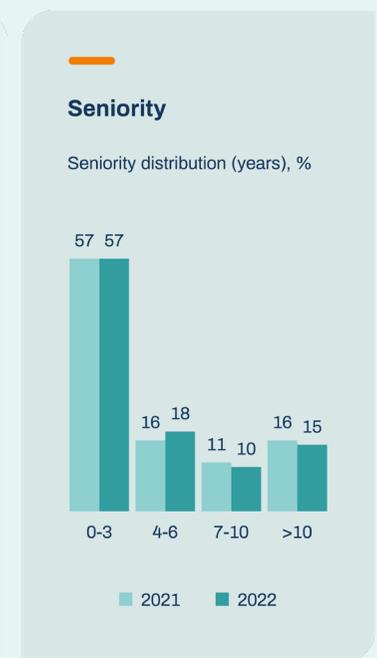
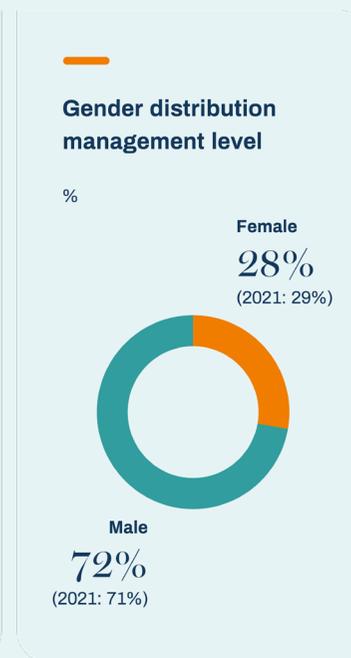
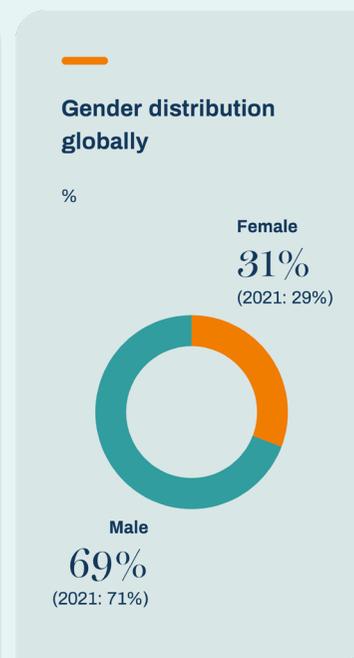
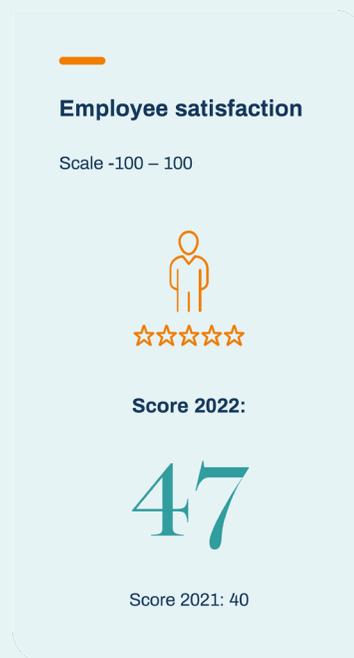
\* CCF stands for Career & Competency Framework  
PEX stands for Performance Excellence

In 2022, we achieved an 87% response rate from the survey globally, which is an improvement compared to 2021, where we achieved a 79% response rate. Overall results of the survey were good and above the benchmark. On topics such as team efficiency and leadership, scores were improved compared to 2021. Scores on engagement and organisational and social work environment remained the same. The survey included questions related to Diversity & Inclusion; such as: "Do you feel that you can be yourself at work" and "Are you able to express your opinions in your team". Scores on these questions were 95 and 96, respectively.

Within the business, leaders are encouraged to share the survey results with their teams and create working groups and action plans to address some of the lower scoring responses, which we hope will be reflected in the results of the 2023 survey.

In 2022, our attrition was 25%, which was the same level as in 2021. The phenomena of the "great resignation" which we saw in 2021 continued in first half of 2022. During Q3 and Q4 2022, we started to see attrition stabilizing. For 2023, we anticipate a reduction in our attrition level.

Our monthly heartbeat initiative measures eNPS but it is not anonymous. In 2022 we saw another year of global improvement in our eNPS score, which averaged at 47 with a response rate of 81%.



Columbus is committed to have a diverse and inclusive work culture, where our people thrive and grow with equal career opportunities and where our people feel heard and included in the organization. We believe that diversity within gender, age, experience, educational and socio-economic background, ethnicity, sexuality, disability etc. is important, and we do not tolerate any kind of discrimination, harassment or bullying of employees.

Diversity and inclusion initiatives are being included in the Sustain pillar of our Focus2023 strategy. Clear goals are being set for improvements in the gender distribution in the company, along with other initiatives.

We commenced a global project to simplify our career development and performance management in the second half of 2022. This project continues into 2023, with a view to launching a new framework of career pathways which gives clarity and transparency in terms of the assessment of individual performance as well as the progression and promotion opportunities across the business. This initiative is being run close to the business, with a global reference group, so we can ensure we have buy-in across all business lines and countries. Once launched, the career pathways will provide a foundation across the employee lifecycle from attracting new employees, developing their skills and competences through to retaining employees with the variety of career opportunities open to them.

### **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 market place.

Looking forward in to 2023, our investment in People will include the following initiatives; we will further develop the Diversity & Inclusion investment through our sustainability actions, review remuneration and incentive schemes in line with market trends, launch our career pathways project, introduce a global Young Professionals Programme and continue to gather employee feedback through the global survey.



# Gender distribution in Columbus

This statutory report constitutes the management's report to the Annual Report 2022 for Columbus A/S, cf section 99b of the Danish Financial Statements Act. This statutory report covers the financial year 1 January 2022 to 31 December 2022.

Columbus A/S has chosen to set target figures and report on target figures only for the companies in the Group that individually meet the criteria for being subject to the rules, cf. The Danish Business Authority's "Guidelines on target figures, policies and reporting on the gender composition of management". Only the parent company, Columbus A/S meets the criteria, and therefore target setting and reporting on development in relation to targets will only apply for Columbus A/S.

Columbus strives to be an attractive workplace with equal opportunities for all. We are convinced that a reasonable distribution of gender at all levels in the Company has a positive effect on the working environment and contributes to the creation of a successful company culture which will attract and retain the best talent.

It is essential for Columbus that all employees experience that Columbus has an open and unprejudiced culture where each individual is able to make the best use of their competencies, and that all, regardless

of gender, have the same possibilities for career development and management positions.

## Gender distribution in the Board of Directors in Columbus A/S

According to the Danish Business Authority's guidelines on target figures, policies and reporting on the gender composition of management from March 2016, a distribution of 25/75% in a company with four Board members is considered to be an equal gender distribution.

By the end of 2021, the proportion of women in Columbus' Board of Directors was 25%, and thereby the gender distribution in the Board of Directors was considered to be equal. Therefore, the Board of Directors decided not to increase the target for the proportion of women in the Board of Directors in 2021.

In 2022 the Board was extended with a new male Board member, and consequently, the proportion of women in

Columbus' Board of Directors has decreased to 20%.

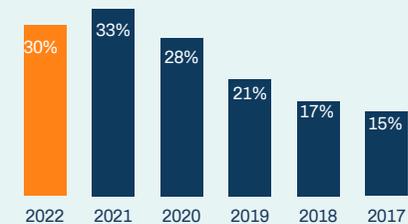
All Board members have been chosen based on their individual relevant special competencies to perform the tasks of the Board of Directors and the way their expertise complements each other. Gender is taken into consideration, but candidates are chosen based on competences necessary for the specific role

In 2022, the Board of Directors has set a new target to increase the proportion of women in the Board of Directors to 33% in 2025.

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

In the period 2016 to 2021, the percentage of women at management level in Columbus A/S increased from 12.5% to 33%. At the end of 2022, the percentage of women at management level had decreased to 30%.

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



The decrease is partly due to reorganizations in the Company and partly a consequence of women at management level, who have left Columbus and been replaced by a male manager.

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

The decrease in 2022 does not mean that we have de-prioritized our efforts to increase the percentage of women at management level. The section “Measures and new Sustainability Strategy”, describes the measures we are pursuing to increase the proportion of women at management level.

### Development in gender distribution in Columbus globally

Although Columbus has decided only to report progress on target figures for the parent company, Columbus also focuses on increasing the proportion of women at management level globally.

In the period from 2016 to 2021, the percentage of women at management level in Columbus globally increased from 26% to 29%. At the end of 2022, this percentage declined slightly to 28%.

From 2020, when we started measuring the gender distribution globally across all levels in the organisation, the percentage of women has increased slightly from 28% to 29% in 2021 and to 31% at the end of 2022. Of the 37 Young Professionals who were hired for Columbus' Young Professional Programme in August 2022, 43% were women. Thus Columbus' women talent pool is increasing.

### Measures and new Sustainability Strategy

In order to increase the proportion of women at management level in Columbus A/S as well as globally, and thereby be able to reach our targets, Columbus is pursuing the measures described below; recruitment, career development and promotions<sup>1</sup>.

To address the decline in women at management level in 2022, our talent acquisition team will review all selection processes to ensure that they are inclusive and to approach each recruitment process with the aim to diversify the company. We are also reviewing our internal career pathways, competency framework and promotion processes to address this issue and to ensure they are equitable to all employees.

Furthermore, Columbus has launched a Sustainability Strategy, which includes a diversity program and targets.

### Recruitment

Columbus has a global recruitment process, defining how Columbus attracts, finds and selects candidates. In relation to this, there is an increased focus on improving the percentage of women at management level, and when hiring for a position at management level externally, wherever possible at least one female candidate must be identified.

### Career development

Columbus wants to ensure that all employees experience that Columbus has an open and unprejudiced culture where each individual is able to make the best use of his/her competencies, and that all employees, regardless of gender have the same possibilities for career development and to reach management positions. To ensure this, Columbus is using the Columbus Career and Competency Framework (CCF).

CCF is a structured program for competence and career development in Columbus, which includes all employees globally. With this framework, it is possible to monitor and track improved performance of all employees, thereby ensuring equal opportunities for all employees when considering internal candidates for management positions in Columbus.

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

### Promotions

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

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

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

### New Sustainability Strategy

In September 2022, Columbus launched a new Sustainability Strategy, which includes a diversity program and a target of reaching a gender distribution of 40% women and 60% men in 2027 globally in Columbus.

Although Columbus strives to have a diverse workforce, it is essential for Columbus to always ensure that the most closely matched people are appointed/hired when recruiting for open positions. Candidates are chosen based on competences necessary for the specific positions.

### Follow-up and reporting

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

Once a year at a Board meeting, the Board of Directors follows up on the progress against the targets set on gender distribution. Based on the progress, the Board of Directors and Executive Board assess whether Columbus is taking the necessary measures to obtain the actions.

<sup>1</sup> For further details, see Diversity & Inclusion Policy, which is available on the Company's website: [www.columbusglobal.com/Investors/Diversity&Inclusion](http://www.columbusglobal.com/Investors/Diversity&Inclusion)

# Social Commitment

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

## Charity in Columbus

In Columbus, we are engaged in community and charity initiatives. In 2022, Columbus made donations to humanitarian Aid for the Ukrainian families in need. We donated DKK 50,000 to Red Cross and DKK 50,000 to UNICEF.

In addition, many of our subsidiaries express their commitment and team spirit through social engagement. The local 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 Sustainability Report. By emphasizing local community and charity initiatives in Columbus, we hope to generate similar initiatives. However, we find it important that these are always based solely on our employees' voluntary commitment. Below is a brief description of some of our local initiatives:

Columbus Sweden chose to exchange their annual Christmas gifts for donations to Ukraine and collected a total of SEK 184,000.

Columbus Global Delivery in India has contributed Rs 451,000 to COE Cyber Security. COE Cyber Security is a global hub aiming to catalyze innovation, entrepreneurship and capability building in cybersecurity and privacy.

Our colleagues' solidarity also was evident following the Russian invasion of Ukraine. Columbus colleagues offered to assist their Ukrainian counterparts and their families in leaving the country. Seven families accepted the offer and were able to depart. Colleagues in Poland hosted the families, citing Columbus values of mutual support. External parties, including an interpreter and a project coordinator from Columbus, facilitated the coordination. This effort was deemed exceptional and touching, demonstrating how people can provide assistance across borders, roles, and levels in times of crisis and daily life.

**WE SUPPORT THE  
EMERGENCY RESPONSE  
IN UKRAINE WITH  
DANISH RED CROSS**



# Business Ethics and Governance

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

## Complies with the requirements

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

## Transparency and 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 and anti-bribery

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.

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. The CARMR rules are reviewed annually.

In 2023, Columbus will implement an Anti-corruption and Anti-bribery Policy, which will be published and rolled out globally in Columbus.

## Human Rights

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

Columbus has established a whistleblower system, which allows people to report suspicions or knowledge of mistreatment.

Columbus A/S' Working Environment Council continuously work to create optimal work conditions for employees and secure the absence of workplace accidents. Following Danish legislation, Columbus carries out the mandatory APV (workplace assessment survey) every three years. Actions based on the results of the survey are taken.

## Diversity

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

For detailed information, see the Company's Diversity & Inclusion Policy, which is available at Columbus' Investor site.

The Diversity & Inclusion Policy is reviewed annually.

## Data Ethics

Columbus has adopted a Data Ethics Policy with the purpose of establishing the high standards for data ethics that Columbus wishes to adhere to and to emphasize our commitment to a responsible and sustainable use of data.

See Statutory Report on Data Ethics in 2022, cf. section 99d of the Danish Financial Statements Act, in the management commentary in the Annual Report 2022 (page 33).

## Taxation

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 policy is reviewed at least annually on the basis of the Group's operations and regulatory changes.

### **Sustainability**

In 2022 Columbus launched a Sustainability Strategy, which contains four strategic programs; Enabling sustainable impact, Growing af diverse and talented culture, Building sustainable operations and Ensuring responsible business conduct. For further details about the Sustainability Strategy, see page 7.

### **Corporate Governance**

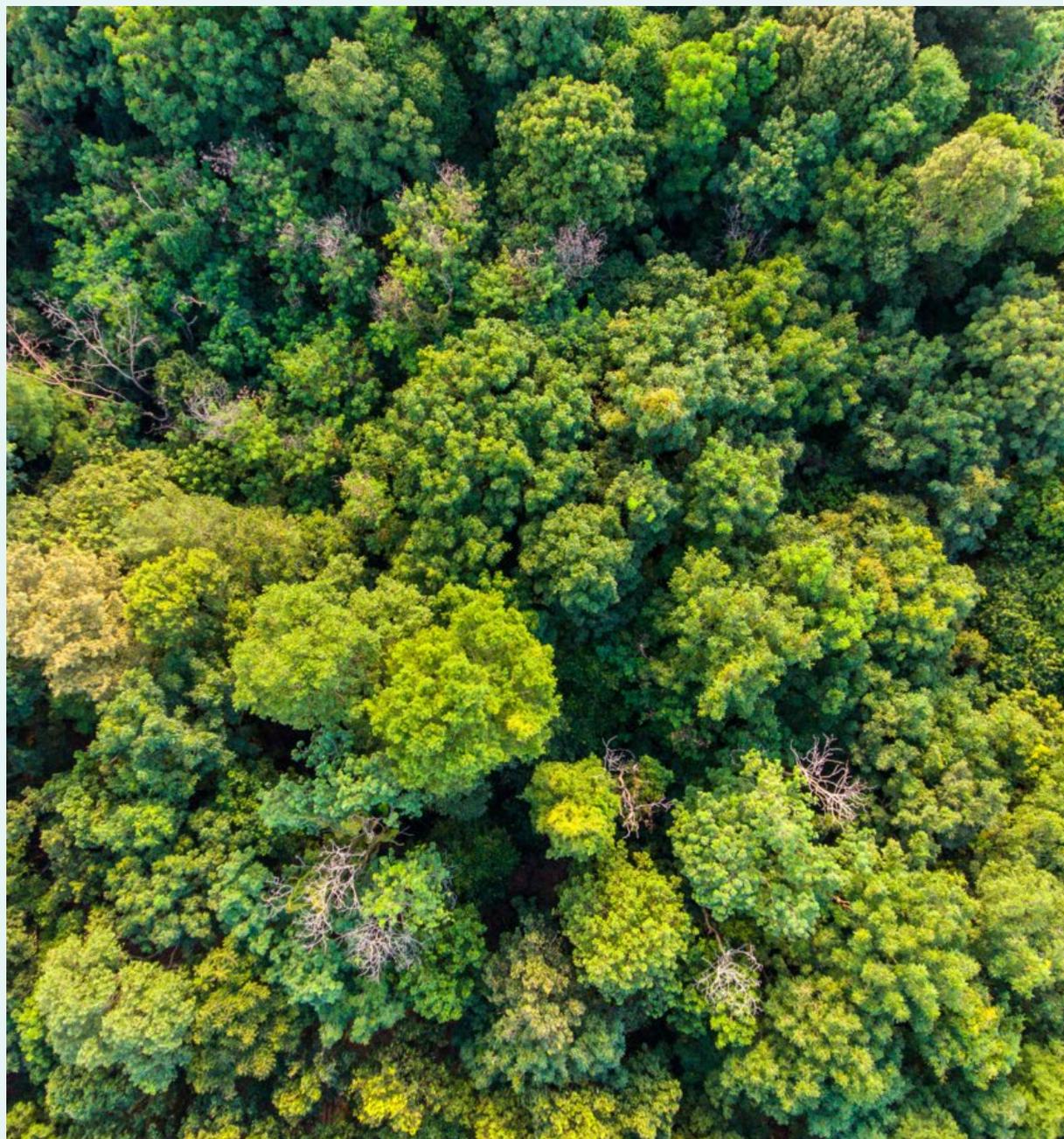
Columbus' commitment to run a sustainable business is firmly based on the company's core values, our Leadership Principles and our Code of Conduct and our Corporate Governance Guidelines.

Columbus is committed to follow the Danish Recommendations for Corporate Governance as implemented on 2 December 2020 by NASDAQ Copenhagen in its Rules for Issuers of Shares.

### **Whistleblower function**

Columbus A/S has established a whistleblower system, which enables employees, former employees, customers, suppliers, business partners, shareholders and other stakeholders to report any suspected unlawful activity or unethical misconduct in the Columbus Group 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.

At the end of 2022, no cases have been reported through the whistleblower scheme.



# Risk related to CSR

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

Consequently, it is essential for Columbus to ensure that risks are constantly identified, monitored and controlled in order to reduce potential negative impact on growth, activities and results. As Columbus has grown and developed over time, focus on risk management has increased and become an integrated part of the Group's business activities. By constantly monitoring and mitigating risks, Columbus aims to reduce risks to an acceptable level. The Executive Board is responsible for the ongoing risk management and continuously considers and reviews key risks. Risk management is reported to and discussed with the Audit Committee at committee meetings during the year.

An important part of Columbus' CSR actions are related to employees. Employee retention and recruitment are important focus areas. Therefore, the main risk identified within CSR is the failure to attract and keep our skilled employees. Columbus considers stress as a risk factor to keeping a healthy working environment, and therefore we continuously focus on stress handling and prevention in the local business units. In addition, the brand and reputation

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

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.

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

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

Columbus has described our main risks and the measures installed to mitigate them in the Annual Report for 2022 on page 43.



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

A delegated act specifying which technical screening criteria specific economic activities must comply with for the first two environmental objectives, climate change mitigation and climate change adaptation

(environmental objective a. and b.) was adopted on 4 June 2021.

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

In the 2022 Sustainability Report, Columbus is reporting on the Groups taxonomy eligible turnover and CapEx. Columbus does not consider to have any activities that fall under the EU Taxonomy definition of OpEx and does not report on this. Taxonomy eligibility is characterized as an economic activity that is covered by the Taxonomy regulations delegated acts.

For 2022, 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 in the future.

## Taxonomy eligibility

In order to assess which of Columbus economic activities that is covered 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.

## 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 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 and Manufacturing, which by definition have significant environmental impact, we recognize our role as a key player in

making sustainability happen by organizing data to actionable insights and delivering solutions complying with regulatory requirements.





# 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 2022 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 2022 - 31 December 2022.

Our data scope includes all Columbus Group companies and offices with more than five employees and/or above 50 m<sup>2</sup> of office space.

In some cases, it is only possible to extract the data for part of the year 2022. For example, three offices were opened recently and did not cover the period of 12 consecutive months. The following offices are new in 2022 and the data period for actuals will not cover all of 2022:

Hyderabad (opened in March 2022)

Viborg (opened May 2022)

Helsingborg (opened in September 2022)

## Direct GHG emissions (CO<sub>2</sub>e Scope 1)

Direct GHG emissions (CO<sub>2</sub>e 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 2022 for the relevant fuel type. The data is retrieved from the suppliers of our car schemes as well as petrol station companies from where we buy petrol cards.

## Indirect GHG emissions (CO<sub>2</sub>e Scope 2)

Indirect GHG emissions (CO<sub>2</sub>e scope 2) include emissions that derive from the energy used to produce electricity for all Columbus Group entities.

We have not covered heating and water usage. This will be included next year but it may still be quite difficult to extract valid data, as heating and especially water is often included in the rent for the office and therefore not possible to extract the usage.

Any site where we control the consumption of energy and therefore control our carbon footprint/CO<sub>2</sub> 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.

## Other indirect GHG emissions (CO<sub>2</sub>e Scope 3)

Other indirect GHG emissions (CO<sub>2</sub>e scope 3) include emissions that derive from business travel by flight, train, taxi, and employees' own cars.

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

Columbus' emissions deriving from business travel by flight are based on actual CO<sub>2</sub>e 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 the DEFRA emission factor source from 2011 and have been adjusted for VAT and inflation.

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.

## 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

The ratio between the number of males and females globally in Columbus.

## Gender diversity for managers, principals and partners

The ratio between the number of males and females for managers, principals and partners in Columbus.

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 completed in 2022 as part of Columbus' internal academy courses. In addition, the graph is showing a selection of Columbus' different courses and how many certifications which were completed in 2022.

**Governance: accounting principles****Gender diversity – Board of Directors**

The ratio between the number of males and females in the Board of Directors.

**Attendance at the BoD meetings**

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

**CEO pay ratio**

CEO pay ratio is calculated by dividing the CEOs 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](http://www.columbusglobal.com)