

EET GROUP ESG REPORT 2021



ESG impacts through the value chain

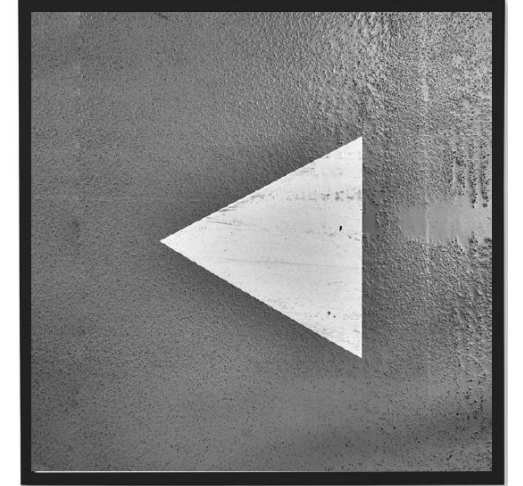
A substantial part of EET's business is to provide spare parts for electronic devices, thereby extending the lifespan of the devices themselves. By doing so, EET contributes to a more sustainable and environmentally friendly approach to the rapid growth in use of technology hardware. EET needs to closely monitor in particular:

- i. the potential impact of the dual use of products for unethical purposes;
- ii. the conditions under which the products are produced; and
- iii. the potential impacts on end-user safety.

Electronic waste presents an environmental impact through the value chain that must be managed through efficient stock management, clear supplier requirements and strict guidelines and processes for handling and disposing of electronic waste.

The environmental impacts of production and the sourcing of raw materials are also important parts of EET's footprint.

The ESG report is reviewed against level and procedural requirements by our financial auditors as part of the Annual Financial Statement.



ESG impacts through the value chain



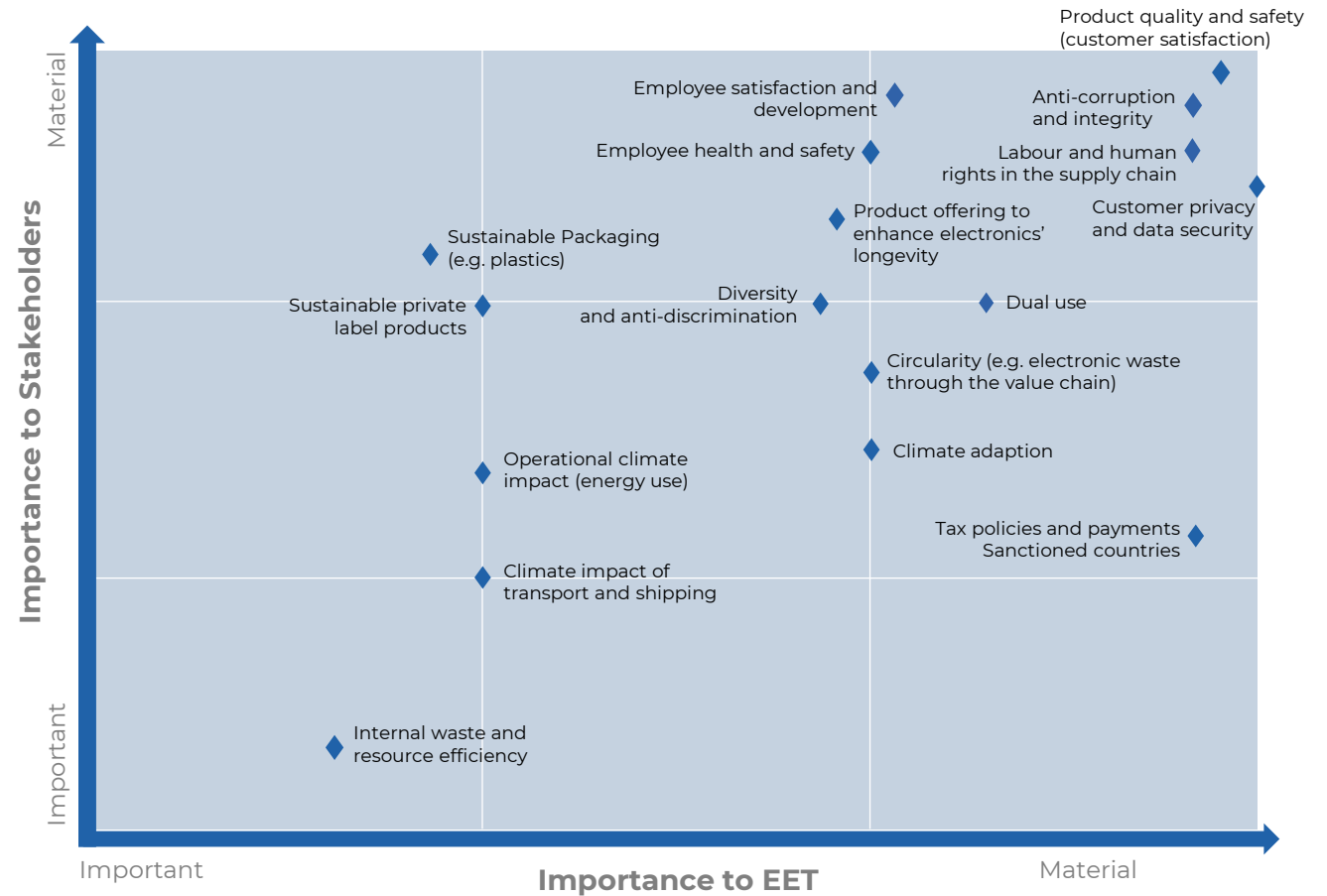
RAW MATERIAL SUPPLY	SUPPLIERS PRODUCTION OF ELECTRONIC PARTS	MARKETING, STORAGE AND DISTRIBUTION	CUSTOMERS - RE-SELLERS AND END-USE
1. RESPONSIBLE AND ACTIVE <u>SUPPLY CHAIN MANAGEMENT</u>		2. A TRUSTED AND ETHICAL BUSINESS PARTNER	5. ENSURE SAFE AND SATISFIED CUSTOMERS AND CONSUMERS
		3. A GREAT PLACE TO WORK	
4. <u>MINIMISE ENVIRONMENTAL IMPACTS THROUGH THE VALUE CHAIN</u>			
<ul style="list-style-type: none"> • Labour conditions and human rights • Conflict minerals • Sanctioned countries 	<ul style="list-style-type: none"> • Labour conditions and human rights • Sustainable packaging in the supply chain 	<ul style="list-style-type: none"> • Anti-corruption and integrity • Employee health and safety • Employee satisfaction and development • Diversity and anti-discrimination • Product offering to enhance electronics' longevity • Internal waste management • Operational climate impact • Sustainable packaging to customers • Tax policies and payments 	<ul style="list-style-type: none"> • Product quality and safety (customer satisfaction) • Customer privacy • Dual use • Sanctioned countries • Climate impact of transport and shipping • Product offering to enhance end-use energy efficiency • Electronic waste (WEEE)

ESG risks and opportunities

Innovation in electronic devices moves quickly and it has become common to replace electronic devices frequently. These practices lead to a high amount of electronic waste that is neither being reused nor recycled.

EET serves a growing need among customers and end-users to maintain and update electronic devices. Positioning the business to meet this growing need is an opportunity at the core of the business model. The supply of spare parts extends the life cycle of the repaired equipment and it reduces waste from an otherwise scrapped piece of equipment.

However, the production of electronic parts and devices may involve negative environmental impacts or poor labour conditions, both of which must be avoided. Some products might also be used for unethical purposes or by people in countries that are under sanctions. Corruption and unethical conduct may be present in parts of the value chain, as EET deals with many suppliers and customers across the globe. EET has an opportunity to contribute to SDG 12, sustainable consumption and production patterns; in particular with the management of natural resources, waste, increasing recycling and increasing transparency in supply chains.



UN Sustainable Development Goals

Based on our business strategy and priorities in the years to come, we have carefully analysed the priorities of our stakeholders, the risks and opportunities presented by e.g. market/demand changes, regulations, climate, and we have assessed where amongst the we can make the biggest impact.


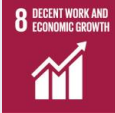



We are impacted by the world around us, but the world is also impacted by us and by what we do.

Ultimately we have a business run, but there are many ways to run it.



We have chosen put our efforts into the context of the UN Sustainable Development Goals of which we have chosen to focus on five:

- No. 5: Gender equality
- No. 8: Decent Work and Economic Growth
- No. 12: Responsible Consumption and production
- No. 13: Climate Action
- No. 16: Peace, Justice and Strong Institutions

On the following pages you will see how we work with each of these.

Key focus areas for EET	
	Achieve gender equality and empower women and girls.
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
	Ensure sustainable Consumption and production patterns.
	Take urgent action to combat climate change and its impacts.
	Promote just, peaceful and inclusive societies.

Company ESG performance 2020 and plan for 2021

KEY ESG GOALS	AMBITIONS 2020	EFFORTS AND PERFORMANCE 2020	AMBITIONS AND KPI'S 2021
<p>1. Responsible and Active Supply Chain Management</p>  	<ol style="list-style-type: none"> We will continue our work on <u>quality assurance</u> and vendor qualification. We aim to reach 95% of our overall top80 vendors both regarding roll out of new contracts as well as self-assessments We will actively ask our Private Label vendors to <u>provide climate friendly alternatives</u> to standard products 20 of our Private Label suppliers are scheduled to be audited Keep internal list of <u>sanctioned countries</u> updated according to global developments 	<ol style="list-style-type: none"> We have achieved an <u>adoption rate</u> (of either contracts or self-assessment questionnaires) of more than 95% of our spend (in total 680 vendors out of 1459). These vendors are either publicly listed (=approved ESG policy), have an approved ESG policy, or have completed the EET Self-Assessment Questionnaire (SAQ) within 2019 or 2020. This applies to 58 of 292 Private Label suppliers. We continue to work with our Private Label vendors to provide <u>climate friendly alternatives</u> to standard products. We have performed 20 <u>audits of our Private Label suppliers</u> in the far East and even though no findings have resulted in sanctions of any kind some of the most frequent observations have been around: <ul style="list-style-type: none"> a) <u>Fire safety</u>: locked fire exits, missing signage or emergency light, lack of evacuation plans and fire drills. b) <u>Certifications</u>: visibility/display of certificates in rooms where toxic chemicals are used and airing of such rooms. c) <u>Overtime</u>: quite a few of our suppliers in China struggle to establish agreements with employees about overtime payment and maximum levels of overtime. <p>All observations (even minor) are conveyed to our suppliers.</p> <p>Audits are prioritized based on largest spend.</p> List of <u>sanctioned countries</u> is updated on an ongoing basis. 	<p>We will ensure that ALL new vendors sign our terms & conditions (as opposed to us signing theirs) or the SAQ as well as an ESG agreement. We expect this to apply to about 40 new vendors (hereof 25-30 in Private Label).</p> <p>We will thus ensure to maintain that vendors covering 98% or more of EET spend are either publicly listed (=approved ESG policy), have an approved ESG policy, or have completed the EET SAQ. This also applies to ALL Private Label vendors.</p> <p>For vendors that refuse the above we will consider discontinuing cooperation.</p> <p>We will also work with the remaining about 770 vendors (covering only 5% spend) but on a more selective basis.</p> <p>We will perform 20 audits (or reaudits) and gradually increase audit capacity over the next 3 years. Audits are repeated every 3 years.</p>


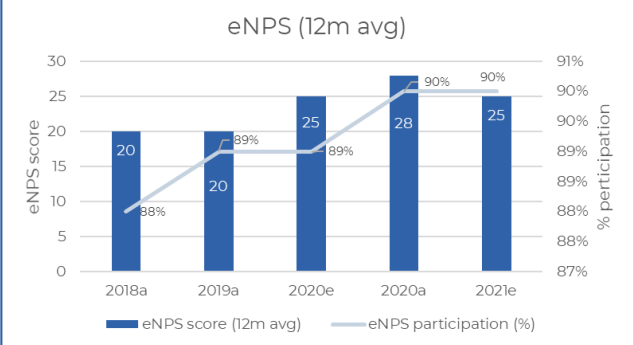
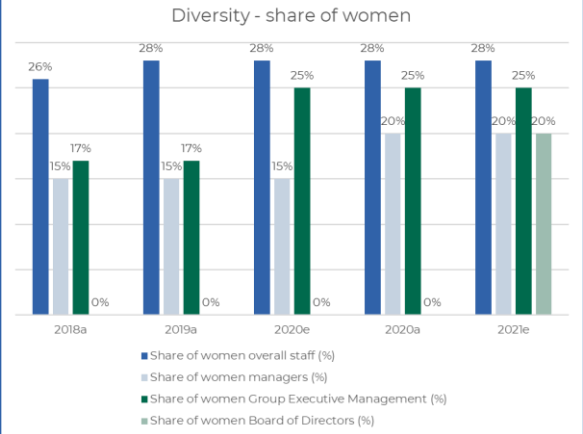
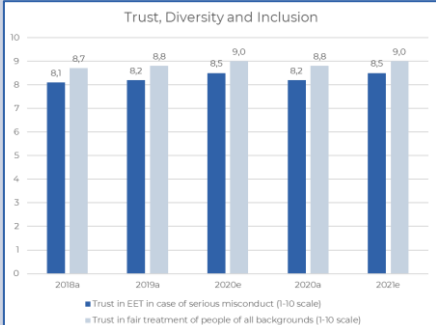
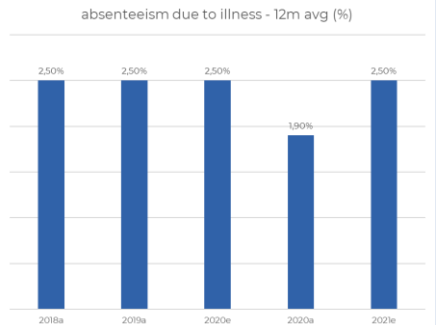
Company ESG performance 2020 and plan for 2021

KEY ESG GOALS	AMBITIONS 2020	EFFORTS AND PERFORMANCE 2020	AMBITIONS AND KPI'S 2021
<p>2. A trusted and ethical business partner</p>  		<p>EFFORTS 2020</p> <p>Our <u>internal policies</u> (Code of Conduct, Anticorruption and Whistleblower) have been updated where applicable. In 2020 one whistleblower case was raised and processed.</p> <p>Our TCFD report has been updated, and new policies for Quality, ESG and Conflict minerals have been issued (all available on our website).</p>	<p>We will ensure that our policies and other documents describing our preferred culture are continuously updated to keep up with changes in “mood”, focus and trends the societies where we operate.</p> <p>We will ensure that these documents “live” with our employees and thus define our culture. We will look into the possibility of offering e-learning on these topics and we will focus our follow-up discussions on e.g. employee engagement survey to reflect new or enhanced areas of priority.</p> <p>We will introduce a more elaborate stand on behaviour and wellbeing as well as ways to work with this in a both preventive and curative manner.</p> <p>Particularly for the Whistleblower policy we will introduce a possibility to report anonymously in line with changing regulation in the area.</p> <p>In order to further sharpen our people analytics basis we will implement a human resource management system.</p>



Company ESG performance 2020 and plan for 2021

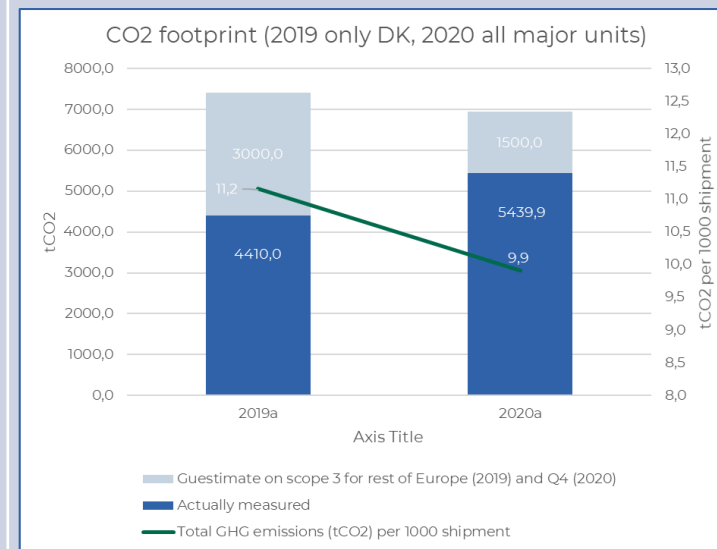
KEY ESG GOALS	AMBITIONS 2020	EFFORTS AND PERFORMANCE 2020	AMBITIONS AND KPI'S 2021
<p>3. A great place to work</p> 	<p>(see next page)</p>	<p>EFFORTS 2020:</p> <p>2020 was a special year due to the <u>COVID19 pandemic</u>. Leadership was put to a test and focused intensely on communication, remote management, health & safety in the workplace, close dialogues with each individual about the needs and fears, and a nearly day-by-day interpretation of business developments and changing customer needs. Other elements of the originally planned activities such as face-to-face training, recruitment/onboarding, face-to-face dialogue meetings about satisfaction survey findings and actions etc. have however been transformed to online interfaces at adjusted ambition levels.</p> <p>A few weeks before borders closing down and travel being discouraged throughout Europe CEO and CCO conducted a “<u>Strategy road trip</u>” to ALL our locations across Europe in order to meet all employees, share strategy for 2020 and forward and get their questions and input directly. We are quite convinced that this exercise can also be seen in the employee satisfaction survey results around strategy.</p> <p>Our close follow-up on business developments, the firm control of costs via selective use of country support measures as well as our business model set-up, allowed us to maintain the workforce in terms of head count more or less unchanged during all of 2020. Non-Covid related decisions to streamline the number of locations within certain country entities have led to minor change of staff in these areas.</p> <p>Our work with <u>Diversity and Inclusion</u> is imbedded in our policies, processes and (we believe) our culture. Apart from gender diversity our size, combined with the respect for what is personal sensitive data, prevents us from registering and analysing more widely on diversity parameters.</p> <p>We have changed the frequency and detail level of reporting on <u>absenteeism</u> from monthly overall numbers to weekly reporting with full details, allowing us to do better follow-up as well as suggest preventive actions.</p> <p>No <u>workplace survey</u> was conducted in Denmark in 2020 (only done every 3 years) but considerable efforts have been made across our entities due to Covid19. Cleaning scope and frequency were expanded in many locations. Social distancing was put in place through reduction of staff in offices, reminder messages, forced distance and introduction of shifts in canteens, etc. Hand hygiene was emphasized through reminder messages and more widely available hand sanitisation installations. Also we have shared recommendations on how to keep both spirits and physical wellbeing up during periods of work-from-home.</p> <p>We highly value close cooperation with <u>employee committees</u> where applicable (where size of entity makes it relevant)</p> <p>Though circumstances did limit hiring for part of 2020 we did not experience any overall issues neither retaining our key employees nor attracting new talent. Judging by what candidates say about us during job interviews and what current and past staff share about us in relevant platforms, we are fortunate to have a good employer branding.</p>	<p>We wish to further promote a <u>culture of respect and wellbeing</u> and we will work with specific initiatives to create awareness of how to prevent disrespectful behaviour.</p> <p>We will work with employee <u>Growth</u> through our continued focus on manager/employee dialogues (performance review, development conversations and 1to1 touch ins). Also we will continue to expand offering of training of our sales staff via the app Sales on the GO.</p> <p>We will work with <u>Reward</u> in that we in our biggest entities in Denmark will implement a structured process for review, including manager training in both review mechanisms and communication. The aligned incentive models/programmes for senior directors are being finetuned and further rolled out where appropriate to create transparency, clear governance and to motivate performance.</p> <p>We will aim to introduce a KPI for employee attrition.</p> <p>Targets for the KPI's in this section will be to remain at the current high level. For actual KPI measures see graphics below.</p>

Company ESG performance 2020 and plan for 2021


KEY ESG GOALS	AMBITIONS 2020	EFFORTS AND PERFORMANCE 2020	AMBITIONS AND KPI'S 2021																																																																														
<p>3. A great place to work</p>  <p>(continued)</p>	<p>1. As a supplement to the focus on engagement scores (which we aim to keep at current level or higher) we will follow the <u>development of the bottom drivers</u> (below our own average of 7.5 and below external benchmark) of engagement: personal Growth and Reward.</p> <p>2. We will conduct the <u>engagement survey only once a year</u> (as opposed to previously two) and thus provide more time to work thoroughly with the findings in each team.</p>	<p>EFFORTS 2020</p> <ol style="list-style-type: none"> The particular work on the 2019 <u>lowest scoring satisfaction drivers</u>, Growth and Reward, will be carried into 2021. The <u>employee satisfaction survey</u> was sent out in the middle of March i.e. in the middle of virus chaos, sudden work-from-home, employee anxiety both related to health but also to job situation and a highly increased need for leadership and guidance in a new and unpredictable situation. The management team decided to go ahead with the survey as planned and results were both surprising and encouraging. The results can be seen below. <p>In addition, we have worked more focused with absenteeism, both measuring more frequently and performing tighter follow-up.</p> <p>To actively impact gender diversity, we have increased the share of women leaders (starting from the top) which we believe will lead to more gender diversity throughout the organisation.</p> <p>KPI'S 2020</p> <ul style="list-style-type: none"> The overall <u>engagement score</u> increased from 7.5 to 7.8 (eNPS increased from 20 to 30!). On a 12-month average basis this meant that 2020 eNPS rose to 28. Participation increased from 89% to 90%. 3 out of nearly 40 questions in the annual employee satisfaction survey are compiled into an engagement score. Employees submit their answers to all questions in an anonymized cloud-based tool. The <u>top drivers</u> of overall engagement (those above our own average of 7.8) were Goal setting, Organisational fit, Peer relationship, Management support, Meaningful work, Autonomy, Strategy, Accomplishment, Environment and Freedom of Opinions. Growth and Reward are still the <u>drivers</u> scoring the <u>lowest</u> even if they are scored 4-6% higher than suggested by external benchmark. <u>Absenteeism due to illness</u> (defined as number of days absent from work due to own illness) dropped from 2.5% to 1.9% (12m avg) mainly due to 2 things - the workplace efforts mentioned have undoubtedly reduced the level of illness. On top of that the more widespread work-from-home has reduced the number of days called in sick. We compile weekly input by country into an absenteeism share: number of days absent / (number of employees * number of workdays in period) The measured score on the anonymous employee satisfaction survey question <u>Trust in EET taking action in case of serious misconduct</u> is unchanged at 8.2 since 2019. The measured score on the anonymous employee satisfaction survey question <u>Trust in fair treatment of people of all backgrounds</u> is also unchanged at 8.8 since 2019. <u>Share of women</u> in total workforce remain at 28% and share of women in leadership roles are up by 5pp to 20% compared to 2019. In the top management team, the share of women is up 8pp to 25% compared to 2019. For BoD and C-level the number is counted. For managers and employees across the entire company this is reported based on the employee master data reporting (currently in a Citrix environment employee app). 	 <p>eNPS (12m avg)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>eNPS score (12m avg)</th> <th>eNPS participation (%)</th> </tr> </thead> <tbody> <tr> <td>2018a</td> <td>20</td> <td>88%</td> </tr> <tr> <td>2019a</td> <td>20</td> <td>89%</td> </tr> <tr> <td>2020e</td> <td>25</td> <td>89%</td> </tr> <tr> <td>2020a</td> <td>28</td> <td>90%</td> </tr> <tr> <td>2021e</td> <td>25</td> <td>90%</td> </tr> </tbody> </table>  <p>Diversity - share of women</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Share of women overall staff (%)</th> <th>Share of women managers (%)</th> <th>Share of women Group Executive Management (%)</th> <th>Share of women Board of Directors (%)</th> </tr> </thead> <tbody> <tr> <td>2018a</td> <td>26%</td> <td>15%</td> <td>17%</td> <td>0%</td> </tr> <tr> <td>2019a</td> <td>28%</td> <td>15%</td> <td>17%</td> <td>0%</td> </tr> <tr> <td>2020e</td> <td>28%</td> <td>15%</td> <td>25%</td> <td>0%</td> </tr> <tr> <td>2020a</td> <td>28%</td> <td>20%</td> <td>25%</td> <td>0%</td> </tr> <tr> <td>2021e</td> <td>28%</td> <td>20%</td> <td>25%</td> <td>20%</td> </tr> </tbody> </table>  <p>Trust, Diversity and Inclusion</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Trust in EET in case of serious misconduct (1-10 scale)</th> <th>Trust in fair treatment of people of all backgrounds (1-10 scale)</th> </tr> </thead> <tbody> <tr> <td>2018a</td> <td>8.1</td> <td>8.7</td> </tr> <tr> <td>2019a</td> <td>8.2</td> <td>8.8</td> </tr> <tr> <td>2020e</td> <td>8.5</td> <td>9.0</td> </tr> <tr> <td>2020a</td> <td>8.2</td> <td>8.8</td> </tr> <tr> <td>2021e</td> <td>8.5</td> <td>9.0</td> </tr> </tbody> </table>  <p>absenteeism due to illness - 12m avg (%)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>absenteeism due to illness - 12m avg (%)</th> </tr> </thead> <tbody> <tr> <td>2018a</td> <td>2.50%</td> </tr> <tr> <td>2019a</td> <td>2.50%</td> </tr> <tr> <td>2020e</td> <td>2.50%</td> </tr> <tr> <td>2020a</td> <td>1.90%</td> </tr> <tr> <td>2021e</td> <td>2.50%</td> </tr> </tbody> </table>	Year	eNPS score (12m avg)	eNPS participation (%)	2018a	20	88%	2019a	20	89%	2020e	25	89%	2020a	28	90%	2021e	25	90%	Year	Share of women overall staff (%)	Share of women managers (%)	Share of women Group Executive Management (%)	Share of women Board of Directors (%)	2018a	26%	15%	17%	0%	2019a	28%	15%	17%	0%	2020e	28%	15%	25%	0%	2020a	28%	20%	25%	0%	2021e	28%	20%	25%	20%	Year	Trust in EET in case of serious misconduct (1-10 scale)	Trust in fair treatment of people of all backgrounds (1-10 scale)	2018a	8.1	8.7	2019a	8.2	8.8	2020e	8.5	9.0	2020a	8.2	8.8	2021e	8.5	9.0	Year	absenteeism due to illness - 12m avg (%)	2018a	2.50%	2019a	2.50%	2020e	2.50%	2020a	1.90%	2021e	2.50%
Year	eNPS score (12m avg)	eNPS participation (%)																																																																															
2018a	20	88%																																																																															
2019a	20	89%																																																																															
2020e	25	89%																																																																															
2020a	28	90%																																																																															
2021e	25	90%																																																																															
Year	Share of women overall staff (%)	Share of women managers (%)	Share of women Group Executive Management (%)	Share of women Board of Directors (%)																																																																													
2018a	26%	15%	17%	0%																																																																													
2019a	28%	15%	17%	0%																																																																													
2020e	28%	15%	25%	0%																																																																													
2020a	28%	20%	25%	0%																																																																													
2021e	28%	20%	25%	20%																																																																													
Year	Trust in EET in case of serious misconduct (1-10 scale)	Trust in fair treatment of people of all backgrounds (1-10 scale)																																																																															
2018a	8.1	8.7																																																																															
2019a	8.2	8.8																																																																															
2020e	8.5	9.0																																																																															
2020a	8.2	8.8																																																																															
2021e	8.5	9.0																																																																															
Year	absenteeism due to illness - 12m avg (%)																																																																																
2018a	2.50%																																																																																
2019a	2.50%																																																																																
2020e	2.50%																																																																																
2020a	1.90%																																																																																
2021e	2.50%																																																																																

Company ESG performance 2020 and plan for 2021

KEY ESG GOALS	AMBITIONS 2020	EFFORTS AND PERFORMANCE 2020	AMBITIONS AND KPI'S 2021
<p>4. Minimise environmental impacts through the value chain</p>  	<ol style="list-style-type: none"> We will do work with our OEM vendors to e.g. reuse end-of-lease products – results will be limited however in 2020. We will continuously work with our transportation partners on the <u>climate impact</u> of transport and shipping. We expect them to provide carbon footprint data related to our activities. We will introduce new packaging compressors, which will significantly reduce the number of annual waste pickups from 40-50 to 6-8 times a year. This will reduce transportation and thereby <u>carbon emissions</u>. We will introduce a plastic waste compressor to <u>improve recyclability</u> of this type of waste. We will extend the procedures followed in our main distribution centre in Denmark related to <u>reduction of waste, energy consumption, transportation and packaging optimisation</u> to our warehouses in UK, Spain and France 	<p>EFFORTS 2020</p> <ol style="list-style-type: none"> As we see demand of <u>refurbished</u> products continue to decline, other initiatives such as winning contracts on <u>“right to repair”</u> for several of our major supply partners will strengthen our circularity contribution. The “right to repair” concept operates under EU legislation and ensures consumers a right to have electronic devices repaired for up to 10 years. We have also reviewed several solutions to ensure core partners an <u>offset of the CO2</u> generated by their orders. We have obtained <u>carbon footprint data</u> from the vast majority of our transportation partners even though their reporting is often 1-2 quarters delayed. In addition to our ongoing dialogue with suppliers to reduce packaging or replace high climate impact packaging types with more climate friendly alternatives our work on <u>packaging compression</u> is ongoing and implemented. We have also implemented <u>plastic waste compressor</u> and work on optimising the efficiency of this. Covid19 have delayed our work with <u>local warehouses</u> to 2021 <p>KPI's 2020</p> <ul style="list-style-type: none"> Definitions of GHG emissions are based on the GHG Protocol corporate standard and they are measured based on various input from each country i.e. invoiced electricity/heating, freight, travel, company cars, etc.). we register it all in a cloud-based conversion software, CemaSys, that translates invoiced units to tCO2. In the second year of measuring, we have expanded our <u>GHG emissions tracking</u> to cover not only Denmark but all major entities (Denmark, Norway, Sweden, Finland, UK, France, Spain and Poland): <u>Scope 1 emissions</u> (company cars): 96 tCO2 (down from 121) (company cars). <u>Scope 2 emissions</u> (electricity and district heating): 81 tCO2 (down from 351). <u>Scope 3 emissions</u> (goods transportation, waste and air travel): 6763 tCO2 down from 6938). These numbers in order to be comparable include guestimates for emissions outside Denmark in 2019 and for Q4 of 2020 as these numbers are not available at the time of issuing this report. Air travel alone dropped to 0 tCO2 in 2020 due to Covid19. As the by far largest source of GHG emissions in EET is outbound transportation, it makes sense to look at <u>tCO2 per 1000 shipments</u> as a measure of whether we improve our emissions or not. With the reservation of the many guestimates, it seems that we are reducing this from 11.2 in 2019 to 9.9 tCO2 per 1000 units in 2020. 	<p>EET aims to provide <u>CO2 neutral outbound deliveries</u> for the majority of shipments across all markets by 2H2021, this will be done by investing in <u>carbon offsetting projects</u> that will compensate our emissions. We will work with 1-2 providers and the details and benefits of the projects will be communicated to our business partners on relevant delivery notes, as well as on digital and social media.</p> <p>EET invests to win more projects under the EU “<u>right to repair</u>” obligation for manufacturers of white goods appliances and displays. The EU law comes into effect by Nov 2021. One of the core skills of EET, logistics, can thus help reduce e-waste and increase product lifetime. Winning more agreements will remain a strategic priority throughout 2021.</p> <p>We aim to be able to more precisely <u>measure</u> our efforts in areas like RMA, Waste segregation and waste reduction.</p>



Company ESG performance 2020 and plan for 2021

KEY ESG GOALS	AMBITIONS 2020	EFFORTS AND PERFORMANCE 2020	AMBITIONS AND KPI'S 2021												
<p>5. Ensure safe and satisfied Customers and Consumers</p> 	<ol style="list-style-type: none"> Maintain or increase the <u>customer satisfaction</u> (cNPS) score and again consider whether we want to increase participation rate. This will be achieved through working with customer segmentation and differentiated processes and/or offering. Increase level of product related data in our product information Management system (PIM) and upgrade data presentation on customer facing IT platforms incl. web, email and data integrations. Update our IT Policy, IT Security Policy and our IT Disaster & Recovery Policy. 	<p>EFFORTS 2020 As mentioned in the previous chapter we see demand of <u>refurbished products</u> continue to decline. However, other initiatives that will contribute to circularity and extended lifetime are our commitments on the “<u>right to repair</u>” programme and also the efforts aimed at optimisation/reduction of packaging and other waste.</p> <p>Our advanced level of digitalisation of both internal work tools, processes and customer interfaces proved to be both well functioning and a necessity to conduct business during times of social distancing and work-from-home introduced by countermeasures to the Covid-19 pandemic.</p> <p>KPI's 2020</p> <ol style="list-style-type: none"> The overall <u>cNPS</u> score is 1 up from last year to 29 (12 month average for all customers). In 2020 we have launched a <u>new online shop</u> aiming to give our customers access to very enhanced product information. We have not updated our <u>policies</u> on IT, IT security, IT disaster and recovery, however we solicited an external audit of our security landscape the findings of which will be translated into a roadmap of actions to work with in 2021. <div data-bbox="838 962 1437 1260"> <table border="1"> <caption>cNPS (12m avg)</caption> <thead> <tr> <th>Year</th> <th>cNPS (12m avg)</th> </tr> </thead> <tbody> <tr> <td>2018a</td> <td>22</td> </tr> <tr> <td>2019a</td> <td>27</td> </tr> <tr> <td>2020e</td> <td>27</td> </tr> <tr> <td>2020a</td> <td>29</td> </tr> <tr> <td>2021e</td> <td>30</td> </tr> </tbody> </table> </div>	Year	cNPS (12m avg)	2018a	22	2019a	27	2020e	27	2020a	29	2021e	30	<p>The Satisfaction program will be analysed and changed in order to <u>increase the participation rate</u>. This will be achieved through working with <u>customer segmentation</u> and differentiated processes and/or offerings.</p> <p>In addition to <u>segmentation</u> of our direct customers (B2B resellers, installers, retail and e-tail) we will also work on our customers' customers in <u>industry "verticals"</u> i.e. pharmaceuticals, hospitality (hotels, airports, etc.), transportation, education etc.</p> <p>We will continue our targeted efforts of <u>enhancing customer interfaces</u> both with</p> <ul style="list-style-type: none"> EET sales representatives EET customer service representatives EET technical service representatives Website buying solution Individual EDI/xml customer solutions <p>We work with all of these “channels” to improve skills, processes, systems, service and communication to ensure a world class customer experience.</p> <p>We will look into possibilities to get a deeper understanding of which ESG related priorities our customers have and thus introduce ways to measure and work with these.</p>
Year	cNPS (12m avg)														
2018a	22														
2019a	27														
2020e	27														
2020a	29														
2021e	30														