Sustainability Report 2012

CYBERCOM
GROUP

Cybercom Sustainability Report 2012

This is Cybercom's third sustainability report. In this report, we present Cybercom's sustainability work from the tenets of economic, environmental and social responsibility. The sustainability report is published in conjunction with the annual report for 2012 and is a complement to the annual report. The sustainability report is aimed specifically at those groups who are interested in Cybercom's sustainability work, such as employees, clients, shareholders, interest groups and sustainability analysts.

Cybercom reports in accordance with GRI level C, version GR3.1. The sustainability report is structured as follows: We start with Cybercom's vision and strategic objectives. This is followed by a description of Cybercom as a company and Cybercom's sustainability work and the outcome of that work during the year. We also describe the management and governance of the sustainability work and stakeholder expectations of Cybercom.

Cybercom's work is described and analysed against economic, environmental and social responsibility. This work is then summarised in the GRI table on pages 29-36, which presents the indicators with which Cybercom fully or partially complies. The sustainability report is also Cybercom's annual communication about how the company lives up to and works with the UN Global Compact's ten principles for responsible business.

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Cybercom and UN Global Compact

Cybercom has joined the UN Global Compact in 2012, an initiative that promotes the company's work on human rights, labour rights, the environment and anti-corruption.

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CEO comment

As CEO of Cybercom, I see three important perspectives for us to achieve profitable growth: business, financial and sustainability. Having a sustainability perspective means that we take responsibility for how people and the environment are affected by the company's activities. This means that sustainability is a long-term strategic issue at Cybercom. Our vision is to be the sustainable IT company and it is therefore important that we report and follow up Cybercom's sustainability work. This sustainability report means we are doing this for the third consecutive year.

In our efforts to become the sustainable IT company, we take responsibility in our assignments as IT consultants towards our clients, our employees, the community and the environment as a whole. We evaluate our business before and during the work to ensure that we act ethically and in line with the UN Global Compact guidelines for sustainability and social responsibility. Cybercom has joined the UN Global Compact in 2012, an initiative that emphasises the company's work on human rights, labour rights, the environment and anti-corruption.

Cybercom's three strategic sustainability objectives for 2012

Reducing our CO_2 emissions caused by travel per revenue krona by 5 percent by 2015

A regular meeting at Cybercom should in the first instance be a digital meeting. We have therefore urged our employees to only travel when absolutely necessary and instead use our Lync corporate video conferencing system over the Internet.

The effect has been immediate. The use of video-conferencing, both internally and with clients, grew steadily in 2012. CO_2 emissions associated with travel per revenue krona decreased by 44 percent compared with the year before, which is very gratifying.

Improving the outcome of our employee satisfaction surveys

We implemented a number of measures in 2012 to improve the outcome of our employee satisfaction surveys and increase the commitment of our employees.

We use frameworks for our employees and managers, we have launched our mission, our vision and our values for one Cybercom, and we have signed up to a challenge the business magazine Veckans Affärer with the aim to improve the gender balance in management. In 2012 we ran our system of CSR ambassadors at Cybercom for the third year in a row.

We will conduct a company-wide employee survey in 2013 to measure the results of our efforts for more committed employees.

Cybercom Poland was included in an employee survey conducted by HR consultant Aon Hewitt and Harvard Business Review Poland. Cybercom in Poland was named the country's second-most popular workplace. ▶

Establishing a code of conduct for our suppliers

We developed a code of conduct for our suppliers and partners in 2012, and during the year we contacted them with requests and requirements for them to sign up to complying with our code of conduct. In 2013, we will monitor how well our subcontractors are complying with Cybercom's code of conduct.

Sustainable solutions for our clients

Focus on the sustainability perspective as a company is about dealing with both risks and opportunities. In 2012, we have worked proactively to develop sustainable solutions for our clients.

One example is what we call Green Connectivity, a value proposition that we have developed for our clients in the mobile industry. We assist network owners to become more environmentally friendly and reduce their energy costs by optimising energy consumption in their networks.

Another example is Flexible Learning on Demand (FLOD), which Cybercom implemented for Mediecenter Mälardalen, and which was nominated sustainable project of the year by CIO magazine. Physical distribution and physical media for movies, articles etc are replaced with a digital solution.

We also develop digital solutions to replace paper records, systems for Web-based meetings to reduce travel, and various forms of Green IT such as server hosting.

To further increase our focus on sustainable business we will measure our success in creating sustainable business at Cybercom in 2013. We have therefore partly revised our sustainability objectives.

Cybercom's three strategic sustainability objectives for 2013

In our sustainability work in 2013, we want to take financial, social and environmental responsibility that is focused on employees, clients and society.

Employees: We want to enhance the commitment of our employees by providing them with a good working environment, good conditions and opportunities for positive development. We measure this using a group-wide employee satisfaction survey.

Clients: We want to increase the amount of sustainable business with our clients. We measure this by looking at what business contributes to operating efficiency, money saving or reduced environmental impact for our clients.

Society: We want to reduce our CO_2 emissions as a result of travel per revenue krona by 5 percent by 2015. We measure this by adding up emissions caused by employee air travel and dividing it by the company's sales.

Opportunities and challenges

The objectives we have set for 2013 reflect the opportunities and challenges we see ahead. The opportunities are to develop more sustainable business that helps our clients to save money and time, or reduces their environmental impact. Another opportunity and challenge is to increase the commitment of our core assets – our employees. With regard to environmental impact, it is a constant challenge to get the organisation to work smarter and travel less. Another challenge is to continuously inform employees and subcontractors about our code of conduct and ensure that the code is followed.

Please read more about our commitment and continued work in our sustainability report and feel free to offer suggestions on how we can further improve.

Niklas Flyborg, CEO Cybercom Group

Cybercom is a consulting company operating in the market for IT services, and offers services in the entire ecosystem of communications – Connectivity. Cybercom offers technical solutions that allow mobile phones, systems, equipment and people to communicate with each other. Cybercom's service offering is divided into four areas:

- Connected Engineering
- Connectivity Management
- Digital Solutions
- Secure Connectivity

Within these four areas Cybercom provides consulting, strategy and advice, testing and quality assurance, security solutions, system development, systems integration, system management and hosting. Delivery is available both with local resources and with the assistance of global delivery capabilities. The following key IT trends are driving Cybercom's development:

- The connected society – people, organisations, companies, devices, machines and systems increasingly communicate with each other through Internet Protocol (IP).
- Increased need for network capacity – mobile and data network operators need to maximise utility and expand and upgrade their networks to address increasing demand.
- Corporate delivery models – companies are investing in online solutions and e-commerce services to reach their customers.
- Productisation of IT – IT is increasingly becoming an industrialised service, increasingly cloud-based.
- Increased proportion of offshore.

With 1,335 employees with extensive industry experience and business expertise, the company is able to offer strategic and technological expertise to companies in telecoms, industry, media, public sector, retail, and banking and finance.

The industrial sector and the public sector are major buyers of IT services in the Nordic region. The telecom sector has been the dominant client sector for Cybercom for many years, but has declined relative to the other sectors as IT-based communication solutions become a major part of any business activity. The public sector has in recent years increased its purchases of IT services as government agencies and ministries increasingly use the Internet to provide information and communicate with the public.

With operations in seven countries, Cybercom undertakes assignments in most parts of the world. Cybercom works in close collaboration with its clients and can also offer global delivery capabilities. Cybercom's operations have a strong platform in the Nordics, a

Cybercom is a consulting company offering services within Connected Engineering, Connectivity Management, Digital Solutions and Secure Connectivity.

presence in Eastern Europe and Asia, and sales offices in Dubai.

Cybercom is a growing company that has mainly expanded through acquisitions, from sales of approximately SEK 535 million in 2006 to SEK 1,340 million in 2012.

Contracts in the telecom segment make up the largest share of Cybercom's sales, at 40 percent. The company was founded in 1995 and has been quoted on the NASDAQ OMX Stockholm exchange since 1999. For more information about Cybercom as a company, please refer to our annual report.

Cybercom's CSR work during the year

GOVERNANCE AND MANAGEMENT

GOAL	OUTCOME	DEVELOPMENT
RAISING AWARENESS AND COMMIT-MENT TO OUR SUSTAINABILITY WORK: In order to increase internal awareness and commitment for our sustainability work, we have established CSR ambassadors at the company. Our CSR ambassadors work with CSR issues both internally and externally.	CSR ambassadors and CSR managers have held talks internally across the organisation. Cybercom has been invited to give talks externally, such as in schools, and represen-tatives of Cybercom have been interviewed about the company's CSR work. This in turn has raised awareness of Cybercom's work externally, and has improved commitment to sustainability issues internally.	Cybercom has for the third consecutive year ap-pointed CSR ambassadors who work internally and externally with CSR issues. The purpose of this is that the ambassadors will help develop Cybercom's sustainability efforts and help to increase awareness of the company's sustain-ability efforts internally and externally.
ESTABLISHING OUR CODE OF CONDUCT WITH SUPPLIERS: Cybercom's values, norms and principles are set out in the code of conduct introduced in 2004 and revised in 2010. In 2012, Cybercom also introduced a code of conduct for its suppliers and part-ners, the "Suppliers Code of Conduct". The code is appended to Cybercom's subcon-tractor contracts.	Cybercom has contacted existing and new suppliers and partners and asked them to sign the code.	Monitoring will take place during 2013 to ensure suppliers and partners live up to the code.
ESTABLISHING FRAMEWORKS FOR EMPLOYEES AND MANAGERS: To further establish Cybercom's vision and values, Cybercom has developed Employee Stand-ards and Leadership Profile, frameworks that reflect Cybercom's vision and values as the sustainable IT company.	The frameworks were established and adopted by Cybercom's executive team.	In 2013, the frameworks will be implemented for employees and managers.

ECONOMIC

GOAL	OUTCOME	DEVELOPMENT
HOLDING MORE VIDEO CONFERENCES TO REDUCE TRAVEL: Introduction of the Lync video conferencing system to increase the proportion of conferences over the Internet and reduce the proportion of confe-rences that require travel.	During 2012, more and more employees started to use Lync. Use increased by 50 percent between May and October 2012. The number of business flights decreased by 66 percent compared to 2011 and the burden on society decreased.	In 2013, the goal is to retain continued high Lync usage and further reduce air travel for business and therefore reduce the burden on society.

ENVIRONMENTAL

GOAL	OUTCOME	DEVELOPMENT
REDUCING TRAVEL EMISSIONS IN RELATION TO SALES: In the long run, reduce travel emissions through the introduction of the Lync IT-based conference system.	CO_2 emissions decreased in 2012 from 0.605 kg per revenue krona to 0.338 kg per revenue krona.	In 2013, the goal is to continue the positive trend by further reducing emissions resulting from travel.
INCREASING CYBERCOM'S POSI-TIVE ENVIRONMENTAL IMPACT FOR CLIENTS: Identify services that can improve Cybercom's positive environmental impact among clients.	In 2012, Cybercom identified two new of-ferings that provide sustainable business for clients. Through the Green Connectivity of-fering, Cybercom helps network owners to become more energy efficient and reduce their energy costs. Business Effectiveness is about saving time and money, and reducing travel by introducing social intranets.	Cybercom's goal for 2013 is to increase the amount of sustainable business.

Cybercom's CSR work during the year

EMPLOYEES AND THE WORKPLACE

GOAL	OUTCOME	DEVELOPMENT
IMPROVING EMPLOYEE PERCEPTION OF CYBERCOM THROUGHOUT THE GROUP: Implementing a group-wide employee satisfaction survey to capture how employees feel, develop and perceive Cybercom as a workplace in any country where we operate.	Cybercom did not conduct a group-wide employee satisfaction survey in 2012. However, Cybercom Poland was included in an employee satisfaction survey conducted by HR consultant Aon Hewitt and Harvard Business Review, and was named the second-best workplace in Poland.	In 2013, Cybercom intends to conduct a new group-wide employee survey and improve the outcome compared with the previous survey.

CLIENTS AND SUPPLIERS

GOAL	OUTCOME	DEVELOPMENT
IMPROVING CLIENT SATISFACTION: Implementing a group-wide client satisfaction survey to find out what clients think of Cybercom and what the company can improve in relation to them.	Cybercom did not conduct a group-wide client satisfaction survey in 2012. Client feedback was assessed individually for completed projects.	In 2013, Cybercom intends to conduct a new group-wide client satisfaction survey and improve the outcome compared with the 2011 survey.
EXPANDING CYBERCOM'S SOCIAL RESPONSIBILITY IN THE SUPPLY CHAIN: To better secure good business ethics, integrity and data security throughout the chain, Cybercom adopted a code of conduct in 2012 for suppliers and partners, the Suppliers Code of Conduct.	Cybercom has urged new and existing suppliers and partners to sign.	Cybercom will in 2013 ensure that suppliers live up to the code.

COMMUNITY INVOLVEMENT

GOAL	OUTCOME	DEVELOPMENT
IMPROVING CIRCUMSTANCES FOR CHILDREN IN SWEDEN: Encouraging employees to acquire a payment card that Cybercom developed with the Swedish Childhood Cancer Foundation, where SEK 135 per card and year goes to the foundation. Encouraging employees to become involved with other initiatives such as cycling for childhood cancer.	In 2012, the Swedish Childhood Cancer Foundation received SEK 69,000 through employees' credit card purchases. This is less than in 2012 (75,000) due to a reduction in Cybercom employee numbers during the year. But Cybercom also raised SEK 10,000 through a competition aimed at students and young people. The total was therefore SEK 79,000 to the Swedish Childhood Cancer Foundation.	Continuing to promote the card among our staff and initiating other fund-raising activities to increase the money raised for the Childhood Cancer Foundation.
IMPROVING CIRCUMSTANCES FOR CHILDREN IN DEVELOPING COUNTRIES: Continued cooperation with SOS Children's Villages.	The Cybercom group continued to contribute money to SOS Children's Villages. In one voluntary initiative, 23 Cybercom employees ran a race in which everyone who passed the finishing line raised SEK 1,000 for SOS Children's Villages. In addition, Cybercom employees initiated a voluntary project to raise money for SOS Children's Villages, called ADAM, A Donation A Month. Every month, 113 Cybercom employees donate the equivalent of one dollar from their salary to SOS Children's Villages. In 2012, Cybercom was one of the companies that the secretary-general of SOS Children's Villages listed as positive examples in the book "Affärsaktivisten" (the Business Activist).	Continue cooperation with SOS Children's Villages and inform employees about more approaches to support the children helped by SOS Children's Villages.

Governance and management of CSR work

CYBERCOM GROUP

Cybercom's sustainability work is led ultimately by the company's executive team and is governed primarily by the company's codes of conduct for employees and suppliers.

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Cybercom's executive team leads the company's sustainability work. The work is coordinated by the CSR manager at the communications department and is run operationally in the company's various business units.

Cybercom's code of conduct was introduced in 2004 and was updated in 2010, and the revised code was implemented in the organisation in 2011. It is included in the introduction package for new employees. In 2012, the code was introduced and established among our suppliers through our **Suppliers Code of Conduct**. The code forms part of Cybercom's new business contracts with suppliers and partners. Existing suppliers have also received the code on invoicing.

The code sets out the company's social and environmental values, norms, principles and the requirements and expectations we have of our employees and our subcontractors. The code covers ten different areas, including human rights, labour standards, environment and business ethics, including anti-corruption. The code is used as an aid to solving ethical dilemmas in the organisation with regard to issues of responsibility. The code complies with the UN Global Compact's ten principles in these four areas.

The basis for the code's contents includes our clients' requirements and expectations regarding our sustainability work. This includes minimising environmental impact. Furthermore, the code should address the dilemmas that Cybercom encounters in its daily activities. It is very important for employees and partners to know where Cybercom stands on issues such as workers' rights, and desired behaviour in terms of ethics and morality in business.

In 2012, the executive team decided to develop **Employee Standards** and **Leadership Profile**, frameworks for employees and managers that reflect the company's vision and values as the sustainable IT company. These standards will be rolled out in 2013 and provide instruments for governing the company's sustainability work going forward.

Cybercom's CSR ambassadors in the organisation are another important part of Cybercom's governance and management of CSR issues. The ambassadors work in close partnership with Cybercom's communications department and management to bring into effect the guidelines and objectives Cybercom has established and to communicate these issues internally and externally.

A fourth tool for governance and management of Cybercom's CSR work are the **guidelines for sustainability and social responsibility of the UN Global Compact.** This means that Cybercom as a company is committed to:

- Implementing changes in activities so that the UN Global Compact and its 10 principles in the areas of human rights, labour rights, environment and anti-corruption become part of Cybercom's strategy, culture and daily operations, including subsidiaries and subcontractors.

- Advocating and promoting the UN Global Compact and its ten principles.

- Annually measuring, presenting and communicating Cybercom's CSR work and how we work with the UN Global Compact's principles.

Cybercom's CSR ambassadors

Cybercom has since 2010 had a programme of CSR ambassadors. Each year, all the employees in the company are invited to apply, and three are selected. They are given in-depth training in Cybercom's CSR work and also visit Cybercom's community engagement projects.

Ambassadors play a key role in implementing and explaining Cybercom's CSR work to colleagues, clients and other stakeholders. This implementation work includes the CSR ambassadors recounting Cybercom's CSR work internally, including via our intranet and newsletters, as well as externally when Cybercom is invited to give talks about our CSR work. Ambassadors give lectures, blog in Cybercom's newsroom on the Web and address the key CSR issues for internal and external discussion.

During the year, the focus of the CSR ambassadors has been the question of how Cybercom can spread the commitment to sustainability issues throughout the organisation and at the same time capture ideas from around the offices. The result is that in 2013 Cybercom will propose that all office managers take responsibility for, channel and measure the sustainability work in the organisation. The objective of this is to better utilise and implement sustainability initiatives throughout the organisation.

Some questions to CSR ambassador Salla Heinänen:

Salla Heinänen, CSR ambassador, in Rwanda.

What have you achieved as a CSR ambassador at Cybercom?

Being an ambassador has meant several different things, ranging from giving presentations to management teams and conveying and communicating within the company, to organising collections of toys and money for the SOS Children's Village that Cybercom supports in Rwanda. As ambassadors we have blogged a lot about sustainability issues in our everyday work. But the project I'm most proud of is ADAM, A Donation A Month. We created a group-wide donation campaign to raise money for children, either for SOS Children's Villages in the Nordic countries or for SOS Children's Villages in developing countries. To make it easy for those who want to donate, a deduction is automatically made from their salary each month.

What have you learned in your role as a CSR ambassador?

The interest in CSR issues among employees at Cybercom is greater than I thought. We have received a great response to donation campaigns, for example. People want to help.

What can be improved within CSR at Cybercom?

Everyone I talk to is very interested in our CSR work. I can see that more work needs to be done to make everyone in the company aware of our CSR work. So I think we could use CSR ambassadors in all the countries and at all the offices where Cybercom operates. This means that in Finland, for example, where we have several locations, we could organise nationwide events.

CSR-ambassador Salla Heinänen meets schoolchildren at SOS Children´s Village in Gikongoro, Rwanda.

Cybercom has 1,335 employees, 650 clients and over 3,800 shareholders. Dialogue and collaboration with these and other stakeholders is an important part of our efforts to create sustainable value.

Cybercom has identified its key stakeholders as those on which Cybercom believes it has a substantial impact through its activities and those that have a major impact on Cybercom. This mutual interaction is an important factor for Cybercom's ability to pursue and develop its business.

Cybercom has identified employees, clients, investors, suppliers, society and trade unions as its key stakeholders. Stakeholder communication is continuous and is an integral part of operations. The table below shows how the company interacts with these stakeholders.

Cybercom has identified employees, clients, investors, suppliers, society and trade unions as its key stakeholders.

Our key sustainability issues

The key sustainability issues are identified through dialogue with the above stakeholders and in consultation with Cybercom's steering committee for sustainability issues, which includes parts of the executive team.

In the company's employee survey, employees point out the importance of skills development and clear career paths. From a CSR ambassador's perspective an important issue is to find channels that direct the commitment that exists in various offices around the organisation.

From the management perspective, the main question is how Cybercom can enhance employee commitment. This partly involves Cybercom's goals, visions and work in CSR reflecting the company's values (Innovation, Passion, Trust), and partly having frameworks and

tools for employees and managers that reflect "The Cybercom Way".

From a client perspective, it is important that employees live as Cybercom teaches. Connectivity - staying connected and resolving meetings with clients and colleagues through Internet conferences instead of travelling, and finding sustainable business solutions are the focus of our clients.

From an investor perspective, it is important that Cybercom's sustainability work is measurable and can be demonstrated in a fair manner. Important issues are Cybercom's clarity when it comes to business ethics and client confidentiality, as well as the company focusing more on developing sustainable business for our clients.

Stakeholder group	Issues	Dialouge	Outcome
Employees	Professional development, health and safety, company culture, organisation	Employee survey	Training, management conferences, meetings about vision and values
Clients	Value proposition, quality, delivery, security management, integrity	Client survey	Sales training, security systems
Investors/shareholders	Profitability, corporate responsibility	AGM, board work, meetings	Sustainability report, corporate governance report
Suppliers	Environmental work of suppliers, creditworthiness	Suppliers code of conduct, procurement, negotiations	Code compliance, sustainability focus
Social/voluntary organisations	Climate issues, electronics waste, charity	Meetings with charities, schools, companies	Donations to charities, presentations in schools
Unions	Labour rights, terms of employment, professional development, health and safety, co-determination, board issues	Workplace meetings, board meetings	Support in salary negotiations and termination negotiations

Stakeholder interview with Swedbank Robur

Swedbank Robur is one of Cybercom's shareholders. Daniel Paska is a sustainability analyst at Swedbank Robur and analyses Cybercom from a sustainability perspective. He sees opportunities for Cybercom to offer sustainable services and to assist clients with saving energy, paper, time and money, while the risks for IT companies are business ethics, data security, confidentiality and labour issues in developing countries.

What does sustainability mean for you as a shareholder?

It is important for us to be a responsible asset manager. Sustainability risks are part of the financial risks we examine when we analyse companies as investments for our funds. We also have sustainability funds, so sustainability is crucial in determining which companies the funds can invest in; we only invest in the best companies in each industry.

What are the key sustainability issues for an IT consultant like Cybercom?

Sustainability risks are generally low in IT consulting compared with, for example, industrial companies. The risks we look at are related to working conditions in the company's operations in developing countries, business ethics among clients and suppliers, and how client privacy and data security are assured in the systems IT consulting firms build for their clients.

What are the main risks for Cybercom from a sustainability perspective?

Cybercom is a global company with operations in countries such as India. It is pertinent to examine business ethics and labour rights issues. Does the company have clear rules and monitoring mechanisms? Are HR procedures common to the group, or are staff treated very differently in different countries?

Other risks we analyse are how the company handles client privacy and data security in the systems it builds for clients.

What are the main opportunities for Cybercom from a sustainability perspective?

We see opportunities going forward in providing clients with sustainable solutions that save the client

Daniel Paska, sustainability analyst at Swedbank Robur.

energy, reduce paper use, save time and money, and of course drive forward the business of the clients and Cybercom. It's about obtaining leverage for clients from a sustainability perspective. Integrating sustainable solutions for clients improves Cybercom's value proposition and so supports the company's business.

Where should Cybercom concentrate more from a sustainability perspective in future?

We would like to see clearer integration of the company's sustainability benefits from a client perspective, with Cybercom weaving sustainability into its client offering.

Cybercom could also demonstrate more clearly how it works to minimise risks in terms of business ethics.

Where do you see the opportunities for Cybercom to work on sustainability issues?

Cybercom's sustainability work provides you with knowledge that you can use in your marketing and development of new products and services. Cybercom could develop and inform clients about the services that also contribute to reduced environmental impact, such as client server hosting.

Economic responibility

Cybercom's sustainability initiatives are significant to the company's ability to attract clients, employees and investors. From a shareholder perspective, sustainability work helps to increase the value of the company.

Cybercom is a listed company with the requirement from its owners to generate profitability through corporate responsibility, where the company acts in accordance with its Code of Conduct and the guidelines of the UN Global Compact.

In 2012, the retained value in Cybercom was negative. The company has undergone organisational and structural change during the year, designed to create better conditions for profitability. Cybercom therefore divested its operations in China and discontinued operations in Romania. From a sustainability perspective, this reduces Cybercom's risk exposure relating to working conditions and business ethics in countries with a higher risk in terms of these issues.

Cybercom implemented a cost reduction programme whereby 88 employees will leave the company. During 2012, Cybercom also conducted a rights issue of approximately SEK 126 million to strengthen its capital structure and create better conditions for achieving the company's financial targets, including net debt and operating margin.

Donations to SOS Children's Villages and Swedish Childhood Cancer Foundation

In addition to the values Cybercom creates through its core business, Cybercom contributes economically to more sustainable development through the donations the company makes to the Swedish Childhood Cancer Foundation and SOS Children's Villages.

Cybercom donates SEK 135 per payment card per year through its specially developed business payment card with the Swedish Childhood Cancer Foundation. Cybercom also donated money in 2012 for the number of participants in a Code for Life competition. Overall in 2012, this was more than SEK 79,000.

Cybercom donated around SEK 250,000 to the activities of SOS Children's Villages in Rwanda during 2012. This replaces Christmas gifts to clients and staff. In addition, 113 employees have signed up to ADAM (A Donation A Month), a scheme that allows them to make a salary deduction each month to donate to SOS Childers' Villages (see the section on ADAM). In addition, the company has contributed SEK 23,000 from participation in a running race.

Largest shareholders per 31 December 2012

Name	No of shares	Holding %
JCE Group AB	69,826,450	38.70
Swedbank Robur Fonder	14,790,880	8.20
Didner & Gerge Aktiefond	8 373,895	4.64
Nordnet Pensionsförsäkring AB	5,880,351	3.26
SEB Life International Assurance	5,000,000	2.77
JCE Securities AB	4,726,160	2.62
SEB Enskilda	2,636,058	1.46
Fibonacci Asset Management	2,193,225	1.22
Sundman, Dag Olofsson	1,845,000	1.02
Second AP Fund	1,745,135	0.97
Total	**117,017,154**	**64.86**
Other	63,422,341	35.14
Total shares	**180,439,495**	**100.00**

Cybercom Group: Created and distributed direct economic value, 2010 – 2012

kSEK	2012	2011	2010
Created value			
Revenue	1,399,202	1,481,074	1,528,928
Distributed value			
Employee benefits	-892,433	-950,797	-989,669
Other external expenses	-416,539	-464,839	-427,056
Depreciation, amortisation and impairment	-29,857	-190,817	-50,677
Capital losses	-11,792	-	-
Net finance income/ expense	-16,354	-19,058	-21,077
Tax	-25,314	224	2,247
Retained value in Cybercom	**-53,087**	**-144,213**	**42,696**

Cybercom is implementing a series of measures to reduce its environmental impact and to proactively help its clients reduce their environmental impact. In 2012 Cybercom reduced its CO_2 emissions from air travel by 44 percent per revenue krona, and Cybercom has developed new client offerings that reduce their environmental impact and conserve resources.

Cybercom's internal environmental efforts

At Cybercom we continuously work to raise employees' environmental awareness and integrate environmental considerations into daily tasks. Cybercom's business overall has a relatively low environmental impact.

CO_2 emissions from travel are the most significant direct environmental impact at Cybercom. After that are consumption of office supplies and disposal of computers. Cybercom has investigated its employees' business travel and concluded that air travel accounts for the bulk of CO_2 emissions. If we compare emissions from air travel with emissions from electricity consumption, flights account for approximately 70 percent of CO_2 emissions while electricity consumption accounts for 30 percent.

CO$_2$ Emissions, 2012
Cybercom Group

Electric Power 29.8%
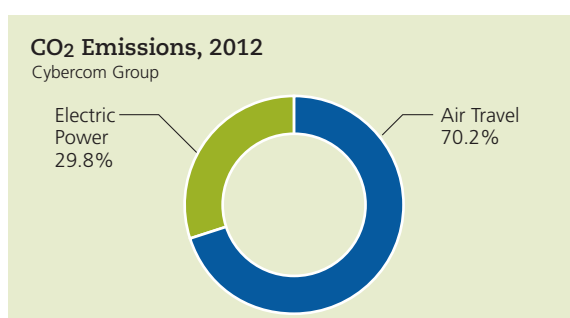
Air Travel 70.2%

As shown in the graph, air travel accounts for approximately 70 percent of the group's carbon dioxide emissions.

In 2011, Cybercom introduced a target to reduce CO_2 emissions from flights per revenue krona by 5 percent by 2015 in order to reduce its environmental impact. In 2012, emissions fell by 44 percent.

This is partly because the group has introduced restrictions on travel. A regular meeting at Cybercom should in the first instance be a digital meeting. For this reason the company in 2012 introduced a system

for online meetings in all offices using the IT- based communication tool Lync. The use of videoconferencing, both internally and with clients, increased by 50 percent to approximately 300 video conferences a week, if we compare the average usage in May with October, November and December 2012.

To maintain the positive trend of reduced carbon dioxide emissions, Cybercom is retaining its target of continuing to reduce CO_2 emissions from flights per revenue krona by 2015.

In addition to Lync, Cybercom is conducting a systematic effort to reduce the group's environmental impact. Some examples of actions taken are:

- Lights switched off by timer after business hours.
- Handling of old IT equipment which, when possible, is sold for reuse or otherwise goes to partners for recycling.
- Handling of discarded electronic products that are recycled when possible.
- All printers are set by default to duplex printing, and employees are encouraged to avoid using hard copies as far as possible.
- Recycling of paper and other waste.
- Procurement of products, consumables and services must, if possible, meet high environmental standards.
- Purchase of renewable electricity.
- Cybercom places requirements on suppliers of office materials and computers. These suppliers must meet the environmental requirements of TCO 95 and TCO 99, and the materials must be recyclable.

Carbon dioxide emissions from air travel in relation to the company's sales

|	2012	2011	Percentage change
Carbon dioxide*	0.338 kg	0.605 kg	-44%

* Data excludes Cybercom's joint venture in India. Employees in the joint venture use more or less no business air travel.

Environmental certification

Cybercom is working with environmental certification of the company's activities in accordance with ISO14001. Cybercom is striving for all our businesses to eventually be certified, and work has begun. The Gothenburg office was the first part of Cybercom to be certified and this was achieved in 2008. In 2012, the work on this was at the same level as in 2011. The executive team is evaluating an extension of the certification in 2013.

Energy Use by Energy Source, 2012
Cybercom Group

Oil, 0.2%
Nuclear Power, 8.5%
Wind, 6.4%
Natural Gas, 3.7%
Coal, 18.2%
Water, 63.0%
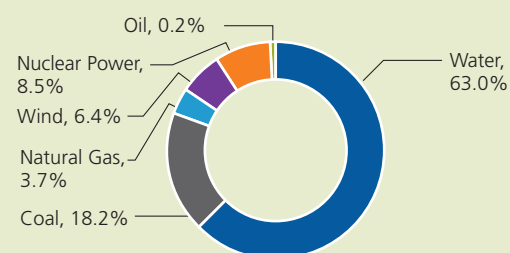
Total energy use 2,777 MWh

CO_2 Emissions by Energy Source, 2012
Cybercom Group

CO_2 emissions, tonnes

	Water	Coal	Natural Gas	Wind	Nuclear Power	Oil	Peat
	0,0	169.0	21.1	0.0	0.0	1.3	0.0
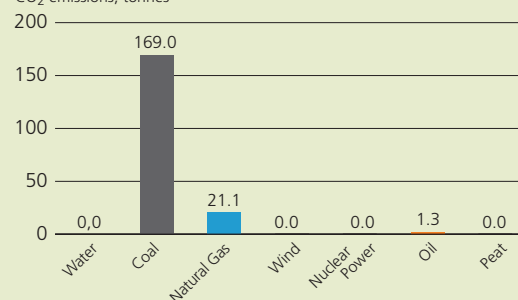
Sustainable business

In 2012, Cybercom has worked to identify and develop sustainable business that reduces our clients' environmental impact, saving time and money. The results so far are two new offerings, Green Connectivity and Business Effectiveness.

Green Connectivity is an offering that caters to clients in the mobile industry. Cybercom helps network owners to reduce their energy costs by optimising energy consumption in the networks and optimising the mix of hydro, solar and wind power. Savings of around SEK 20 million can be achieved through optimisation of some 100 sites in a network.

Business Effectiveness is an offering that is all about saving time and money for clients through the introduction of digital solutions. Cybercom develops for example a social intranet for a client in the real estate industry. The client is expected to make great savings from a more efficient way of working through the new intranet.

Some examples of areas where IT can improve efficiency and reduce the consumption of resources are industrial processes, traffic flow and indoor climate. Cybercom has, for example, developed a remote control system for elevators.

A generic name for this type of offering in the IT industry is Green IT. Green IT also includes more eco-friendly and power-efficient computers. Cybercom provides what is known as server hosting. This means that clients' servers are run for them. Cybercom can carry out this work in a more energy efficient manner than if each individual client were to run their own servers.

Furthermore, IT can replace physical products and activities with electronic information. One such example is the Flexible Learning on Demand (FLOD)
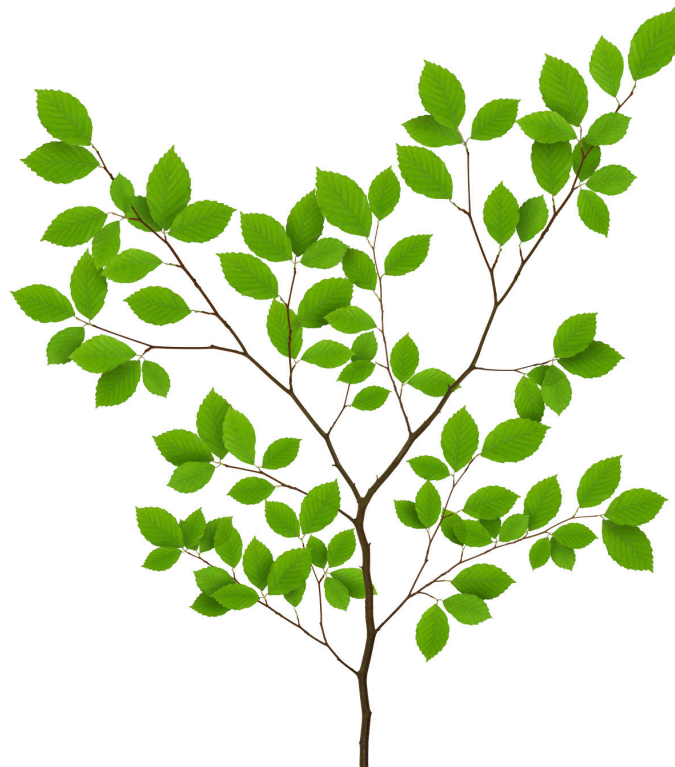
that Cybercom implemented for Mediecenter in Mälardalen. FLOD was named sustainable project of the year by CIO magazine. Physical distribution and physical media for movies, articles etc are replaced with a digital solution.

In addition Cybercom can, by using the proper equipment, create the right environment for remote working, something that not only reduces physical journeys but also creates a more flexible workplace.

Cybercom has a well-tried offering of bundled services for government agencies, municipalities and county councils. Many of these services are designed specifically to reduce environmental impact by using services for remote meetings, meeting administration (paperless), sustainability reporting and compliance with environmental policies. If you would like to find out more about these services they are described in detail in Cybercom's catalogue of services.

Cybercom's infrastructure services also contribute greatly to the convenience of the citizen and make it easy to access services digitally and thereby reduce environmental impact.

In order to increase the focus of the organisation on sustainable business, we aim to increase the amount of sustainable business with our clients. We measure this by looking at what business contributes to operating efficiency, money saving or reduced environmental impact for our clients.

Social responsibility
– Employees and the workplace

During 2012 Cybercom launched the company's three values: Innovation, Passion, Trust.

Employee satisfaction survey

Cybercom has implemented a number of measures in 2012 to improve the outcome of our employee surveys and increase the commitment of our employees. This has already produced results in Poland. Cybercom in Poland was named the country's second-best workplace in a national survey.

The "Best Employers Program" survey was conducted by HR consulting firm Aon Hewitt in partnership with Harvard Business Review Poland. The survey identified the best employers, and studied how organisations can achieve a real competitive advantage through their employees and what is crucial for an organisation to be a good place to work. This year's survey involved 90 companies and over 50,000 employees.

Cybercom Poland was the second-best workplace, and best workplace among IT companies in Poland. Cybercom will conduct the next group-wide employee survey in 2013. The goal is to enhance the commitment of our employees.

In 2012, the company has focused on various measures to improve employee commitment in the future.

- We have developed standards for our employees and our managers, called Employee Standards and Leadership Profile, that reflect the company's vision and values as the sustainable IT company. These will be presented in 2013.

- We have launched our mission, our vision and our values for one Cybercom at conferences, company meetings and other events. Cybercom's mission is: "Boosting your performance in the connected world". The company's vision is: "We are our clients' most trusted business partner in the connected world". Cybercom's three core values are: Innovation, Passion and Trust.

- We have introduced a suggestion box on the intranet where our employees make suggestions on how they want to improve Cybercom.

- We have signed up to improving the gender balance in management, Veckans Affärer's "30 percent club" challenge. Joining the "30 percent club" means that Cybercom as a company should strive to have at least 30 percent of women in management. In early 2012, Cybercom had one woman and six men in the executive team. At the end of the year, the division was four women and seven men.

- In 2012, we implemented our system of CSR ambassadors at Cybercom for the third consecutive year. In addition to their regular work, three IT consultants were assigned to get to know about Cybercom's sustainability work, develop it in collaboration with management and CSR managers, and communicate about the work internally and externally.

Stakeholder interview with HR Cybercom in Poland

Marzena Tyrann is head of HR at Cybercom in Poland, which was named the second-best workplace in a nationwide survey in 2012, arranged by HR consulting firm Aon Hewitt and Harvard Business Review Poland.

Cybercom in Poland stood out among our Cybercom offices with "Best Employer 2012". What can other Cybercom offices learn from you?

"Best Employer 2012" is a fantastic award to receive. This shows us that our employees believe in us and that we have created a great place to work. So what is the key to this success? Mainly it's about living according to our key values of Passion, Innovation and Trust. We try to be an open workplace. We listen to our employees' needs and look after social benefits. We try to communicate frequently and provide information about changes that are underway.

We believe that our professional success is strongly related to our values. Our values are an integral part of the business and at the heart of any decision taken. We hire people with diverse backgrounds and skills, but with the passion and desire to develop.

We strive to provide working conditions so that the work becomes a passion, not a duty. We strive to create an open culture-based environment built on trust and open communication that provides innovative ideas that revolutionise the IT market.

Why were you named the second-best workplace in Poland?

It is first and foremost that we have committed and competent employees. We strive to create a culture of open and honest communication with respect and trust. We strive to create a good working environment with an open atmosphere. We support our employees so that they can focus on development and fulfilment. Our goal is to achieve a balance between our employees' needs and the company's business strategy.

It is also important that the management of the company can get involved and lead the employees individually and create a future vision for the company. Since the employees know the company's goals well, they know how to help achieve these goals.

We promote efficiency and loyalty among our employees. This is why we created the Cybercom Prestige Club, to encourage employees who have worked more than 10,000 hours on a commercial project.
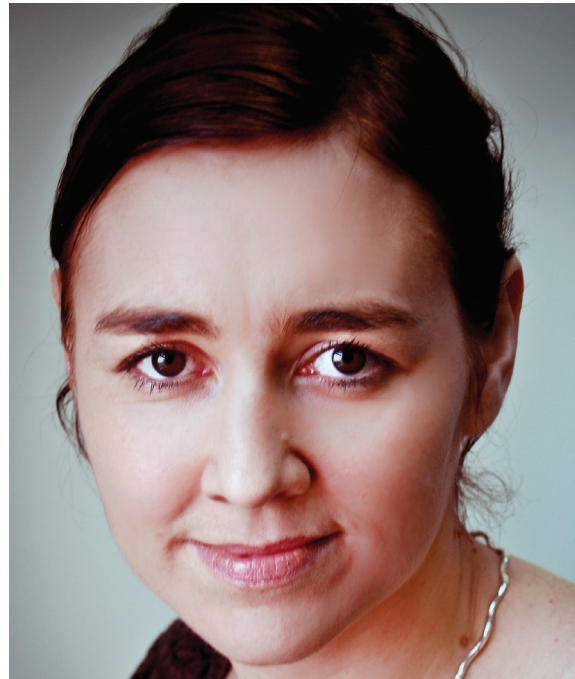
Marzena Tyrann, HR Manager at Cybercom in Poland.

What have you done to achieve success?

We support our employees' commitment by providing the resources they need to accomplish their tasks. We believe that clear communication within the organisation is important for employees to know what they can expect and what is expected of them. An important part of engagement is about emotional attachment. It is therefore important to have good friends at work and to be supported both professionally and personally. We encourage this through our employees meeting both at work and in leisure time.

Each office organises events and outings that help the employees to get to know each other better. We offer our employees benefit packages through which they all have private health care insurance, opportunities to exercise, to learn foreign languages, and have support for further training and group insurance.

How do you want to develop Cybercom Poland as a workplace in the future?

To continue the development of Cybercom, we will focus on the following areas: the organisation, our teams and individuals. When it comes to each employee, it is about motivating and expanding their knowledge and getting them involved. To achieve this we will:

- Organise technical training to improve skills.
- Develop soft skills through the internal Academy of Leadership programme.
- Develop an internal programme to measure employee performance and reward the most active employees.
- Develop English skills through teaching.
- Participate in IT conferences and events, and give employees the opportunity to make professional appearances.
- Hold lectures at the Universities of Warsaw and Lodz.

Different groups at Cybercom must feel supported by the management working effectively with their projects and developing innovative solutions. Our communication between managers, team leaders and employees must be consistent and open. Policies and procedures should be clear and open, and employees should be informed of changes.

Our intranet is one tool for achieving this; another is our internal newsletter; and the third is our HR department, which supports our employees. Our TIP days (Trust, Innovation, and Passion) are another way to capture and talk about how we can develop.

Developing the workplace is also about being visible on the local IT market and maintaining a positive image of the company and the brand.

BEST EMPLOYER 2012

Cybercom Poland was chosen to be the second best place to work in a nationwide survey by HR consultant Aon Hewitt and Harward Business Review Poland.

Development and retention of expertise

Cybercom has solid knowledge assets that the company must continually develop to remain at the forefront of the IT industry.

In 2012, employees received on average 29 hours of training, compared with an average of 27 hours the year before. Training hours have been gradually increasing, which is a conscious effort to respond to the desire for professional development that employees expressed in the 2011 employee survey.

The increase occurred primarily in Poland and Sweden. Among other things, Cybercom has worked to develop its network of internal skills, internal networking among consultants where various experts teach each other and share knowledge.

An important part of this is having structured methods to monitor the skills development of individual employees. Cybercom achieves this through annual performance reviews at all offices, where the manager and the employee draw up individual development plans and goals for the future year.

In 2012, 84 percent of the employees had a performance review, compared with an average of 76 percent in the previous year. One explanation for not all employees having a performance review is that new employees began after the year's reviews had taken place.

Training hours per employee, 2010 – 2012
Cybercom Group

No of hours
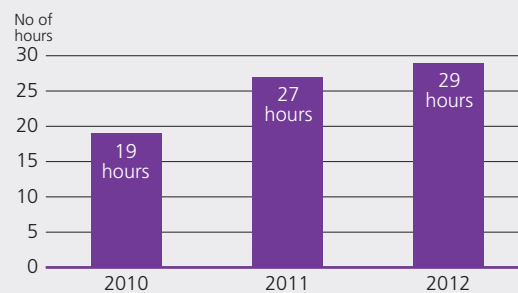
Average training level of employees has increased by 7 percent.

Social responsibility
– Employees and the workplace

CYBERCOM GROUP

Well-being of our employees

Employee well-being is of paramount importance to Cybercom and a prerequisite for us to be competitive and to grow our business. All employees must feel respected and relevant. No matter where in the world people work for Cybercom, they have the same rights. Through Cybercom's Code of Conduct the company lays the foundation for the rights and opportunities that each employee has as a complement to applicable legislation. Cybercom has zero tolerance for discrimination or unethical behaviour towards a colleague or business partner. All employees must, regardless of where they operate, have access to a healthy and safe working environment. Where relevant, staff are trained in health and safety. In our code we also state that Cybercom does not participate in political parties or organisations, and does not participate in lobbying activities or support these financially. Employees have read Cybercom's Code of Conduct and are trained in the code's content.

Cybercom acts in accordance with the conventions and recommendations of the International Labour Organisation (ILO) and our remuneration exceeds minimum wage. The company's remuneration must be competitive, as this is a very important factor in attracting and retaining skills. Cybercom supports the right to freedom of organisation and association. Eighty-one percent of the employees are covered by collective bargaining agreements. In Sweden, around half of the employees are union members. For the entire group it is a smaller proportion.

Cybercom Group: employees 2011-2012

	2012	2011
Percentage of female employees in management 31 Dec	27%	N/A
Percentage of employees covered by collective bargaining agreements 31 Dec	81%	73%
Sick leave (as percentage of hours worked)	2%	2,4%
Training hours per employee	29 h	27 h

Cybercom Group: Total number of employees by gender, 2008–2012

	2008	2009	2010	2011	2012
Women	377	327	328	288	225
Men	1,605	1,491	1,399	1,276	1,110
Total	1,982	1,818	1,727	1,564	1,335

Cybercom works actively to ensure men and women have equal opportunity to be home with their children. This applies to both care of sick children and parental leave. In Sweden the company has created economic opportunities for employees to take parental leave, with a parental supplement. In 2012, 89 people claimed parental supplement in Sweden.

Cybercom Group: Workforce by country, 2012

Country	Sweden	Denmark	India	Poland	Finland	Singapore	Total
Female employees 31 Dec	167	3	7	13	32	3	225
Male employees 31 Dec	690	29	51	79	229	32	1,110
Total employees 31 Dec	857	32	58	92	261	35	1,335

Cybercom has a social responsibility towards its clients and suppliers. This includes business ethics, integrity and data security. It is also about helping clients to achieve sustainable business.

To better secure good business ethics, privacy and data security throughout the chain, Cybercom has in 2012 introduced a code of conduct for its suppliers and partners, the "Suppliers Code of Conduct". Cybercom appends the code to new contracts with suppliers and partners. The code has also been provided to existing suppliers and partners. In 2013, Cybercom will ensure that suppliers and partners are complying with the code.

Being responsible in relation to our clients includes observing what the clients' and Cybercom's products and services are used for. For example, if Cybercom is invited to do business in an undemocratic country or a country with a high risk of human rights violations, Cybercom evaluates the risk of making the situation worse for the people of the country. As part of the evaluation, dilemma discussions are held with the relevant functions within Cybercom. One example of when Cybercom has evaluated a client before conducting business and has then decided to collaborate is in the construction of a mobile network in Rwanda. Cybercom feels that the project contributes to improved Internet and mobile telephony access, two vital tools in creating a more transparent society and for people to be able to practice their human rights and rights such as freedom of expression.

In many cases, the Internet and mobile phones are crucial in pursuing business activities and being able to support oneself. Being involved in providing these services enables Cybercom to contribute to economic development. In other cases, Cybercom has found the opposite and has chosen to turn down assignments.

Cybercom is obligated to do all it can to combat criminality within the framework of its business activities. Developing products that fulfil client security requirements help reduce the risk of them being used in irregularities. This is not only an obligation towards our clients but also to society in general and its citizens. Examples of services where this is a central issue are the securing and certification of payment card solutions and Internet bank platforms for the banking and finance sector. Cybercom also actively combats IT crime through fraud investigations and industrial espionage investigations in collaboration with international police and law enforcement authorities.

Like many IT and telecom companies, Cybercom has chosen to actively combat the spread of child pornography on the Internet. We do not collaborate with this type of company or companies related to these types of activity.

To assess how clients perceive Cybercom's work, we conduct an evaluation after each project, in which the client evaluates Cybercom's work.

Being socially responsible to our clients includes helping to **increase the amount of sustainable business**. Cybercom has therefore set as one of its goals in 2013 to increase the amount of sustainable business with our clients. We will measure this by looking at what business contributes to operating efficiency, money saving or reduced environmental impact for our clients.

As part of our community involvement, Cybercom supports SOS Children's Villages and the Swedish Childhood Cancer Foundation. This commitment is long-term and has involved employees through various activities.

The choice of SOS Children's Villages and the Swedish Childhood Cancer Foundation as Cybercom's community projects is based on how Cybercom can contribute and the markets in which the company operates. Cybercom considers which groups are in particular need of assistance, which groups that can, through their own development, contribute to the development of a society, and the products and services that are of great benefit to these groups.

Cybercom and SOS Children's Villages in Rwanda

In 2012, our work continued with SOS Children's Villages in Rwanda. Cybercom signed a long-term agreement with SOS Children's Villages in 2009, and finances a major part of the activities at a primary school for 400 children in Gikongoro, Rwanda. During the year, employees and CSR managers have visited the project and demonstrated their support for the work of SOS Children's Villages.

ADAM, A-Donation-A-Month

To further reinforce Cybercom's commitment to SOS Children's Villages among employees, the company's CSR ambassadors initiated a campaign called ADAM, A-Donation-A-Month or A-Dollar-A-Month.

Employees can deduct the equivalent of one dollar a month from their salary. The money goes to the work of SOS Children's Villages in the country where the employee resides, or if there are no local operations in that country, to SOS Children's Villages in Rwanda. SOS Children's Villages has operations in many of the countries where Cybercom operates, such as Finland, Poland and India.

So far, 113 employees have joined ADAM from offices in Sweden, Finland, Singapore and Poland.

Do you want to donate about a dollar a month to support Cybercom SOS Children? Join ADAM, A Donation A Month, one of the winning sustainability concepts at Cybercom.

Cybercom has chosen SOS Children Villages as our main good cause to support. Each year we help around 400 school children in the village of Gikongoro in Rwanda. Now we give you the opportunity to be part of helping out children at SOS Children Villages at a village near you or in Rwanda.

You sign up by mailing us on CSR@Cybercom.com giving us your name, employment number and the amount you would like to donate. You will then be signed up until further notice. Corresponding to a dollar a month will be deducted from your salary.

Our goal is that one out of five will join ADAM. Mail us now!

SOS BARNBYAR SVERIGE   CYBERCOM GROUP

Run for life

Employees have also been involved with SOS Children's Villages through the "run for life" campaign. On 16 June, 23 employees in Sweden ran the MalmöMilen 10 km race. Cybercom donated SEK 1,000 for every runner who completed the course. The result was SEK 23,000 to the SOS Children's Villages sponsorship campaign. This corresponds to ten sponsored children for one year.

Choice of project

The choice of SOS Children's' Villages in Rwanda has a direct link to Cybercom's operations. Cybercom runs client projects worldwide, including in Rwanda, where the company has built the country's third national mobile network for operator Tigo and is optimising the network's performance. Cybercom contributes to improving the living conditions in Rwanda by increasing the availability of cheap telephony. The new telephone network improves access to telephony, increases competition and cuts call prices, which benefits the user.

Through the Rwanda project, Cybercom supports SOS Children's Villages as a way of helping to further develop the country. Cybercom is an international knowledge-based company looking to contribute to knowledge development in countries in which it has projects. Education is the basis for a child's development and gives children a chance to escape poverty. Cybercom's partnership with SOS Children's

Villages is a long-term project with repeat activities. All the subsidiaries are engaged in the children's village in Gikongoro, and Cybercom's commitment to SOS Children's Villages is a source of pride among its employees.

SOS Children's Villages helps vulnerable children around the world. They give orphaned and abandoned children a home, a family and an education. SOS Children's Villages has been active in Rwanda for 30 years. The primary school in Gikongoro was built in 1992 and consists of six classrooms that provide education for around 400 children from the SOS Children's Village. The primary school has doubled in size since it was opened.

Instead of giving Christmas presents, Cybercom donates funds to Rwanda. The company sends Christmas cards to clients and other stakeholders that have pictures of Cybercom's work with SOS Children's Villages in Rwanda.

Season's Greetings
from Cybercom and SOS Children's Village in Gikongoro, Rwanda.

Cybercom is supporting SOS Children's Villages and its school in Gikongoro in lieu of gift-giving during the holiday season.

During 2012, 20 new children have arrived at the village and been given a home, a loving family, and the possibility to educate themselves all the way to university. The SOS Children's Village in Gikongoro is home to 120 children and provides an education to 400 children in the nearby area. This year, a national vaccination program against cervical cancer has been rolled out and all girls in sixth grade are invited to participate.

SOS CHILDREN'S VILLAGES

CYBERCOM GROUP

Cybercom works with the Swedish Childhood Cancer Foundation

Cybercom also works on a project together with the Swedish Childhood Cancer Foundation. When employees at Cybercom Sweden use payment cards in their work, SEK 135 per card per year is donated to the Swedish Childhood Cancer Foundation. The organisation has its logo on the company cards and Cybercom helps to promote the foundation to other potential donors. In 2012, SEK 69,000 was raised for the Swedish Childhood Cancer Foundation, which is slightly less than in 2011. This is because Cybercom had fewer employees in 2012. But thanks to other fundraising activities the total contribution to the Swedish Childhood Cancer Foundation was SEK 79,000, overall SEK 4,000 more than in 2011.

Code for life

Cybercom in Karlskrona organised a "Code for Life" competition to attract young talent. The company donated SEK 1,000 to the Swedish Childhood Cancer Foundation for each participant. The competition resulted in a total of donation of SEK 10,000 to the Swedish Childhood Cancer Foundation.

This engagement with the Swedish Childhood Cancer Foundation strengthens the company culture at Cybercom through the company and its employees being able to rally around an important issue. Cybercom is a young company with a relatively low average age and at Cybercom many employees have children. Approximately 300 children are diagnosed each year with cancer in Sweden and Cybercom want to do something to help, while giving expression to Cybercom's corporate culture.

Appendix 1

Cybercom's Code of Conduct in brief

Cybercom's Code of Conduct is based on the UN Global Compact principles on human rights, labor, environment and anti-corruption. The code is for the employees. During 2012, Cybercom adapted the code to the company's suppliers.

1 Comply with laws, rules and regulations

All Cybercom employees are responsible for acting in compliance with laws and regulations applicable to Cybercom's business activity and deliveries. In case of a specific issue they shall seek legal advice. Cybercom applies the Swedish Code of Corporate Governance. Cybercom's share is listed on Nasdaq OMX and Cybercom follows the Rule Book for Issuers, NASDAQ OMX Stockholm. It is for Cybercom to ensure that all employees have the knowledge relevant for their work. Cybercom presents and reports financial and corporate information in compliance with applicable law and regulations, inter alia the International Financial Reporting Standards (IFRS).

2 Human rights

Cybercom respects human rights as laid down in UN conventions. Everybody in the organisation must show respect for the integrity and dignity of all people. Cybercom will not in any way contribute to the violation of human rights.

3 Labour law and working conditions

Cybercom supports freedom of association and the right to collective bargaining.

Cybercom does not permit child labour. Cybercom applies the principle that a child is a person younger than 15 years of age unless national legislation states an older age, in which case the older age applies. Cybercom applies the definition of child labour as laid down by the International Labour Organization (ILO).

Cybercom does not tolerate any forms of discrimination. All employees have equal rights and must never be subjected to unjust treatment due to gender, sexual orientation, ethnic origin or disability. All employees must show respect for each other and for Cybercom's business partners and will take responsibility for combating discrimination. Cybercom works unabatedly to combat discrimination. This permeates the company's policies and processes during, for example, recruitment, setting of wage rates, and skills enhancement.

Cybercom offers salaries that comply with the minimum wage, as laid down in national legislation, with correctly prepared employment contracts. Cybercom also ensures that working hours are compliant with local legislation. Cybercom seeks to give all employees time for rest with economic compensation.

Cybercom shall not in any way utilise forced labour and will always ensure that the working relationship between employee and organisation is at the employee's own free will.

4 Health and safety

Cybercom shall provide a healthy and safe workplace in compliance with internationally acknowledged standards. Cybercom works proactively to prevent accidents and work-related illnesses. All employees are offered health and safety training when and if required.

5 Environment

Our aim is to minimise the company's negative environmental impact. Cybercom respects the precautionary principle and seeks to actively contribute to reducing negative environmental impact through responsible measures and technological advancement. Cybercom is in the process of environmentally certifying its offices. Cybercom always acts in compliance with laws and internationally recognised directives.

6 Prohibited business practices

Cybercom complies with the Swedish Anti-Corruption Institute's Code of Gifts, Rewards and other benefits in Business, 1 September 2012, and works actively to combat corruption and unethical practices. Employees must not give or receive gifts, benefits or bribes that constitute a breach of this code. Cybercom is politically independent and does not sponsor political organisations. Cybercom is opposed to any form of money laundering and have taken the measures deemed relevant to prevent financial transactions that are of criminal intent.

7 Promote accurate disclosure in financial reports and other public communications

Cybercom shall be transparent and provide relevant information when so required. This means that the company shall always provide fair and correct information. Cybercom's goal is for all communication to contribute to a stronger brand.

8 Properly use and protect company assets and confidential information

All business decisions shall be made with the good of the company in mind. All consultants will be professional in their relationship with Cybercom and will not pursue competitive activities.

Client trust is of vital importance to Cybercom. All employees will treat client information in complete confidentiality. Information about Cybercom's clients may only be used in the implementation of the project in question. This confidentiality remains in force even after the project has been completed. Cybercom has clear guidelines for the handling of confidential information.

9 Protect our clients' and partners' confidential and proprietary information

Cybercom requires all employees to sign a confidentiality agreement. There are clear rules for the handling of, and access to, material belonging to Cybercom.

10 Take a professional pride in the consultancy role

Freedom with accountability, and focus on the individual are important contributory factors in Cybercom being able to attract highly skilled staff. Cybercom seeks to offer all employees the opportunity for personal and professional development. A workplace that is open, creative and flexible sets the course for being able to offer clients professional and attractive products and services.

To sum up, Cybercom shall always conduct itself ethically in its dealings with all its stakeholders. Cybercom shall be characterised by professionalism and integrity.

You find Cybercom's Code of Conduct in full on www.cybercom.com/Code-of-Conduct

The UN Global Compact's 10 principles

At the World Economic Forum in Davos in 1999, the UN's secretary-general Kofi Annan challenged the business community to take global responsibility. The secretary-general's initiative led to the formation of the Global Compact, which includes principles of human rights, labour rights, environment issues and corruption in business. The principles are based on the UN Declaration of Human Rights, the ILO core conventions on human rights in the workplace, the Rio Declaration and the UN Convention against Corruption.

Human rights

Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2

make sure that they are not complicit in human rights abuses.

Labour

Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4

the elimination of all forms of forced and compulsory labour;

Principle 5

the effective abolition of child labour; and

Principle 6

the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7

Businesses should support a precautionary approach to environmental challenges;

Principle 8

undertake initiatives to promote greater environmental responsibility; and

Principle 9

encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

Principle 10

Businesses should work against corruption in all its forms, including extortion and bribery.

About Cybercom's Sustainability Report 2012

This is Cybercom's third Sustainability Report and covers key impacts during the 2012 financial year. Cybercom has chosen to apply the Global Reporting Initiative (GRI) voluntary guidelines for reporting sustainability information, G3.1, at application level C. In drawing up the report Cybercom has taken into consideration GRI's ten reporting principles. The information contained in the Sustainability Report has not been audited by a third party, but Cybercom regards all the information in the 2012 Annual and Sustainability Reports, along with that on the company website, as being sufficient to meet GRI's information requirements at application level C. The information provided refers to the entire group unless otherwise specified. Certain limitations of the performance indicators have been necessary based on relevance and access to reliable information. This chiefly concerns energy consumption and carbon dioxide emissions.

Key to symbols of reporting scope:
- ● Complete
- ◗ Partial
- ○ Not reported

Reference abbreviations:
- Annual Report = **AR**
- Sustainability Report = **SR**
- Website = **www**

Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information	Comments
1. Vision and strategy					
1.1 CEO's comments	AR 6-7, SR 3-4	Interview with CEO Niklas Flyborg that starts on 4 of Annual Report 2012 (AR) and "Cybercom's sustainability vision and strategic objectives" in Sustainability Report 3-4 (SR).	●	Account of continued support for Global Compact	
1.2 Description of key impacts, risks and opportunities	SR 6-8	Cybercom's CSR efforts during the year and governance and management of CSR efforts SR 6-8.	●	Account of continued support for Global Compact	
2. Organisational profile					
2.1 Name of the organisation	AR 19	Cybercom Group AB	●		
2.2 Primary brands, products and services	AR 2, SR 5	Summary 2 of AR 5 in SR. The company's most important products are detailed in the AR P 21-22 and P 5 SR.	●		
2.3 Operational structure	AR 20	Description and organisational diagram can be found on 20 of AR.	●		
2.4 Location of headquarters	AR 84	P.O. Box 7574, SE–103 93 Stockholm Sweden. Visiting address: Lindhagensgatan 126, SE–112 51 Stockholm, Sweden.	●		
2.5 Countries in which the organisation operates	AR 20	Cybercom operates in Sweden, Finland, India, Denmark, Singapore, Dubai and Poland.	●		
2.6 Nature of ownership and legal form	AR 2, 31	Cybercom Group AB is a market-listed company traded on the NASDAQ OMX Stockholm exchange.	●		
2.7 Markets	AR 21	Cybercom's home market is the Nordic countries, but the company provides its services internationally. (More details in first paragraph AR 21.) Information about different sectors/customers on 8 of AR.	●		
2.8 Scale of the organisation	AR 5, SR 5	AR 5 contains a description of the company's scope (sales SEK 1,318 m and 1,335 employees).	●		
2.9 Significant changes during the reporting period	AR 4-5	AR 4-5 summarises the company's events during the year and per quarter.	●		
2.10 Awards received in reporting period	HR 18-19 HR 4	"Best employer 2012 Cybercom Poland". Nominated sustainable project of the year by CIO magazine	●		

GRI index

Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information	Comments
3. Report parame-ters					
Report profile					
3.1 Reporting period		Reporting year 2012	●		
3.2 Date of most recent report		Published in April 2012	●		
3.3 Reporting cycle		January-December	●		
3.4 Contact point for questions regarding the report or its contents	SR 1		●		
Report scope and boundary					
3.5 Process for defi-ning report content	SR 11		●		
3.6 Boundary of the report	SR 29		●		
3.7 Limitations on the scope or boundary of the report	SR 1		●		
3.8 Basis for reporting on joint ventures, subsidiaries, etc.	AR Note 1 42		●		See Note 1 on reporting principles.
3.10 Comparability with previous reports			●		
3.11 Significant changes from previous reporting periods in the scope, boun-dary, or measurement methods applied in the report			●		In the SR report 2012 air travel for employees in Singapore is included.
GRI-table					
3.12 Table identifying the location of the Standard Disclosures in the report	SR 29-36		●		

Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information	Comments
4. Governance, commitments and engagement					
Governance					
4.1 Governance structure	AR Corporate Governan-ce Report 73-82	The company's board and management structure are detailed in the Corporate Governance Report 72-82 of AR, with a figure illustrating the structure on the first page of this section.	●	Activities and decisions taken for implementa-tion 1-10	
4.2 The chairman of the board's role in the organisation	AR Corporate Governan-ce Report 73-82	Chairman Hampus Ericsson is described on 77. He is not included in Cybercom's executive team.	●	Activities and decisions taken for implementa-tion 1-10	
4.3 Independent and/or non-executive board members	AR Corporate Governan-ce Report 73-82	The company has an executive manage-ment and a board with various members.	●	Activities and decisions taken for implementa-tion 1-10	
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	AR Corporate Governan-ce Report 73-82	Contact information and information about the AGM is presented in the AR, Corporate Governance report 73-82.	●	Activities and decisions taken for implementa-tion 1-10	
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	SR 1, 3, 8, 26		●	Activities and decisions taken for implementa-tion 1-10	UN Global Compact principles and guidelines
Stakeholder engagement					
4.14 Stakeholder groups engaged by the organisation	SR 11-12		●		
4.15 Basis for identi-fication and selection of stakeholders with whom to engage	SR 11		●		
4.16 Approaches to stakeholder engagement	SR 11-12		●		
4.17 Key topics and concerns that have been raised through stakeholder engagement	SR 11-12		●		

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Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information	Comments
5. Economic perfor-mance indicators					
Economic perfor-mance					
EC1. Direct economic value generated and distributed, including revenues, operating costs, employee com-pensation, donations and other com-munity investments, retained earnings, and payments to capital providers and governments.	SR 13	Heading: Economic responsibility. Table: Cybercom Group Created and distributed direct economic value.	●		
EC2. Financial implications and other risks and opportunities for the organisation's activities due to climate change.	SR 16	Heading: Sustainable business. Describes how Cybercom's products and services create opportunities for companies that need to reduce their emissions of greenhouse gases.	◑	Principle 7	
EC3. Coverage of the organisation's defined benefit plan obligations.	AR 'Em-ployees, employee benefits expense and remu-neration to senior executives' AR 40, Note 3	Employee benefits are presented under 'Employees, employee benefits expense and remuneration to senior executives, AR 40, Note 3.	●		
EC4. Significant finan-cial assistance received from government.			●		Cybercom has not received any significant financial assistance from government in 2012.

Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information	Comments
6. Environmental performance indicators					
Energy					
EN4. Indirect energy consumption by primary source.	SR 14-16		●	Principle 8	
EN6. Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	SR 16	Heading: Sustainable business. 16 SR describes how Cybercom assists its clients to reduce their environmental impact.	◑	Principles 8 & 9	
EN7. Initiatives to reduce indirect energy consumption and reductions achieved.	SR 14	A list of some of Cybercom's methods for reducing energy use and environmental impact, 14 SR.	◑	Principles 8 & 9	
Emissions, effluents and waste					
EN17. Other indirect greenhouse gas emissions by weight.	SR 14-15	Table and graph: Cybercom Group's air travel, Table: Cybercom Group: Energy use and carbon dioxide equivalents by energy source.	●	Principle 8	
EN18. Initiatives to reduce greenhouse gas emissions and reductions achieved.	SR 14	A list of some of Cybercom's methods for reducing energy use and environmental impact 14 SR.	◑	Principles 7, 8 & 9	

Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information	Comments
7. Social performance indicators					
Employment and working conditions					
Employment					
LA1. Total workforce by employment type, employment contract, and region.	AR 20, SR 21	Total staff by region can be found in SR 21 table: Cybercom Group: Workforce by country	◑		
Employee/management relations					
LA4. Percentage of employees covered by collective bargaining agreements.	SR 21	SR 21 Heading: Well-being of our employees. Table: Cybercom Group employees, 2012.	●	Principles 1 & 3	
Health and safety					
LA7. Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region.	SR 21	SR 21 Heading: Well-being of our employees. Table: Cybercom Group employees, 2012 Table: Labour force by gender and sick leave.	◑	Principle 1	Cybercom measures only absence due to illness, since other parameters required for the indicator are not relevant to our activities.
Training and education					
LA10. Average hours of training per year per employee by employee category.	SR 21	Heading: Development and retention of expertise. Table: Cybercom Group employees, 2012.	◑		
LA12. Percentage of employees receiving regular performance and career development reviews.	SR 21	SR 21 Table: Cybercom Group employees, 2012.	●		All employees have annual employee reviews.
Diversity and equal opportunity					
LA13. Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	AR 52, 76-81, HR 21	The AR contains tables for this on 52 and detailed info on the company's management on 76-81.	●	Principles 1 & 6	Categorisation of employees by minority group and other indicators of diversity is not permitted under Swedish law.

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Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information	Comments
Human rights performance indicators					
Investments and procurement practices					
HR1. Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	SR 22	This process is described under SR 22 heading: Cybercom's responsibility in relation to clients.	◗	Principles 1, 2, 3, 4, 5 & 6	Investment decisions include requirements and surveys but statistics are not currently maintained.
Non-discrimination					
HR4. Total number of incidents of discrimination and actions taken.			●	Principles 1, 2 & 6	No cases of discrimination were reported in 2012.
Society performance indicators					
Anti-corruption					
SO3. Percentage of employees trained in organisation's anti-corruption policies and procedures.	SR 21		◗	Principle 10	
SO4. Actions taken in response to incidents of corruption.			●	Principle 10	No incidents of corruption or anti-competitive actions have arisen in 2012.
Political performance indicators					
SO5. Public policy positions and participation in public policy development and lobbying.	HR 21		●	Principle 10	
SO6. Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	HR 21		●	Principle 10	

Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information	Comments
Anti-competitive practices					
SO7. Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.			●		No such incidents in 2012.
Compliance with applicable laws and regulations					
SO8. Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.			●		In 2012 Cybercom was not fined or sanctioned for non-compliance with laws and regulations.
Product responsi-bility performance indicators					
PR5. Practices related to customer satisfac-tion, including results of surveys measuring customer satisfaction.	SR 22	SR 22 Heading: Clients and suppliers	◑		
Marketing com-munications					
PR7. Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes.			●		No such incidents in 2012.
Customer integrity					
PR8. Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.			●	Principle 1	No such incidents in 2012.
Compliance					
PR9. Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.			●		No such incidents in 2012.

CYBERCOM GROUP

CSR (Corporate Social Responsibility)

The concept of corporate social responsibility includes the responsibility a company takes for its activities, products and services, environmental, social and economic impact on society and stakeholders.

UN Global Compact

Is the UN's strategic policy initiative to promote corporate social responsibility in the areas of human rights, labor rights, environment and anti-corruption. (www.unglobalcompact.org/)

Sustainable development

The Brundtland Commission coined the term sustainable development in 1987 and it had an impact during the Rio conference 1992. The parameter is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs". The three dimensions of sustainable development - economic, social and environmental - should be coherent and mutually reinforce each other.

Global Reporting Initiative (GRI)

GRI is an international organisation that has developed global guidelines for how companies should report on their sustainability efforts. The framework includes indicators for the organisation, stakeholders and the economic, environmental and social aspects.

ILO

International Labour Organization (ILO) is the UN specialised agency for employment and workplace issues. ILO seeks to promote social justice and internationally recognised human and labor rights.

Stakeholders

Stakeholders mean stakeholders who have mutual influence and activities of the company, its services and its processes, both directly and indirectly. For example, employees, shareholders, customers, consumers, suppliers and partners.

ISO 14001

An internationally recognised standard for certifying ones EMS. ISO 14001 is the name of the standards dealing with environmental management. These standards in turn, create an environmental management system that can be easily integrated into existing operations.

Carbon offsetting

A measure that provides a reduction of greenhouse gases equal to the emissions of greenhouse gases that the business would like to compensate for.

Carbon dioxide (CO_2)

Carbon dioxide occurs naturally in the atmosphere and is involved in the photosynthesis and is also an effect of combustion.

SOS Children's Villages

SOS Children's Villages Sweden is a member association and part of the international umbrella organisation SOS-Kinderdorf International, which has its headquarters in Innsbruck, Austria. SOS Children's Villages is an independent, non-governmental organisation. The organisation takes care of orphaned and abandoned children and provides them a home, family and education.