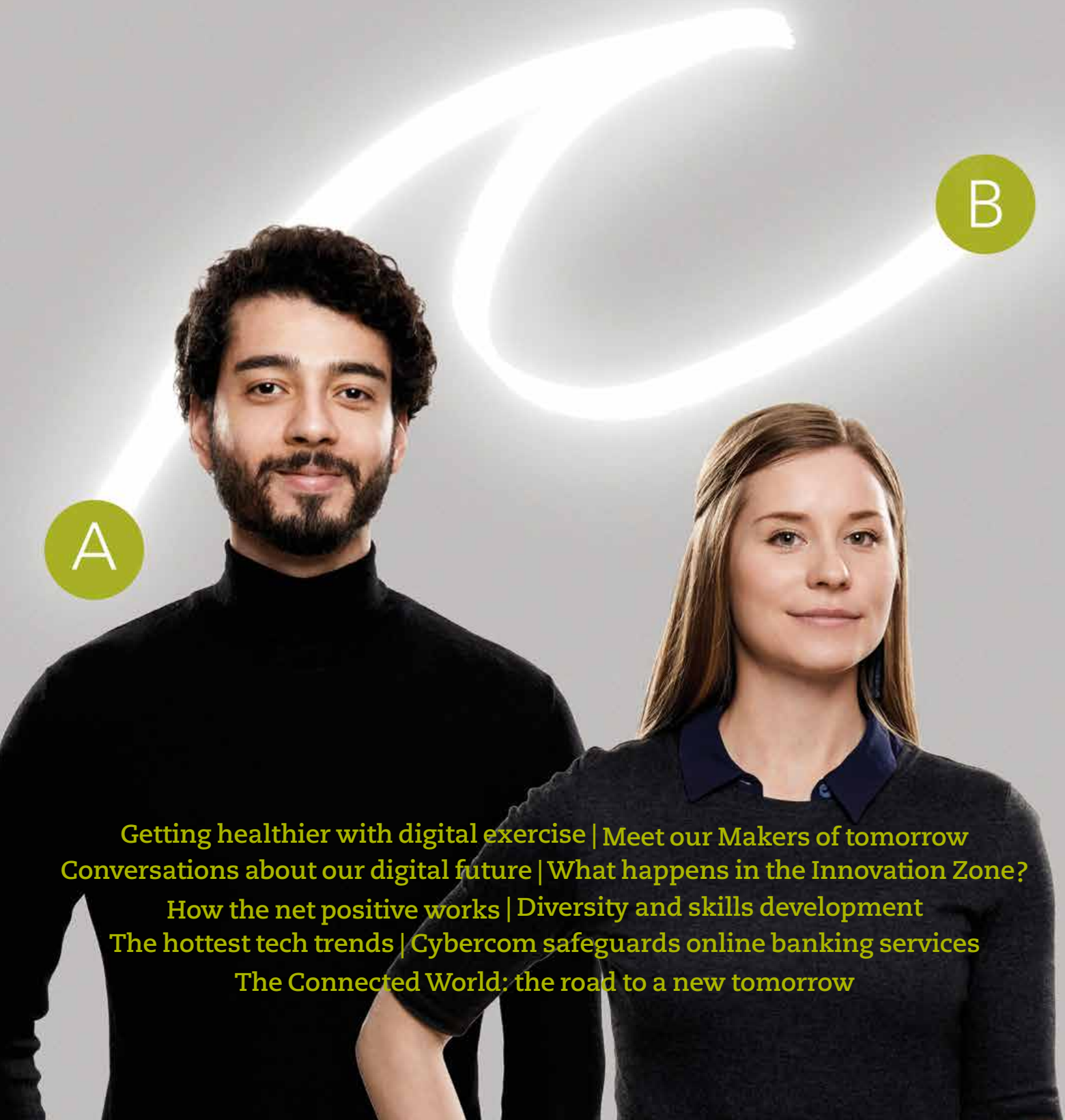


CYBERCOM

SUSTAINABILITY REPORT 2016



Getting healthier with digital exercise | Meet our Makers of tomorrow
Conversations about our digital future | What happens in the Innovation Zone?
How the net positive works | Diversity and skills development
The hottest tech trends | Cybercom safeguards online banking services
The Connected World: the road to a new tomorrow

About Cybercom

Makers of tomorrow

Cybercom is an innovative IT consulting firm that enables leading companies and organisations to benefit from the opportunities of the connected world. Our consultants and the solutions they create take us all the way from e-services in the Nordic public sector to mobility in the Caribbean islands, streaming media and autonomous cars in Europe, national e-IDs, secure card payments, as well as health apps for the care sector, connected cranes and elevators and intelligent industrial robots.

Cybercom was founded in 1995. Today, the company's areas of expertise span the entire ecosystem of communication services and IT security. We are a highly diverse company, with employees ranging vastly in age and of numerous nationalities. We are creating the world of tomorrow in unison, we are creative, fearless and inquisitive – always ready to challenge the status quo. We turn our words into action and empower change. We are the #Makers of tomorrow.

Find out more at www.cybercom.com



Our vision

We want to be our clients' most trusted business partner in the connected world.



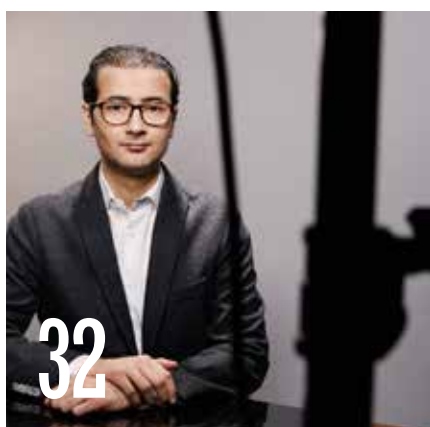
Our business concept

We help our clients to capture the opportunities of the connected world. We provide innovative and sustainable solutions by combining technical edge and strong business insight.



Our values

INNOVATION
PASSION
TRUST



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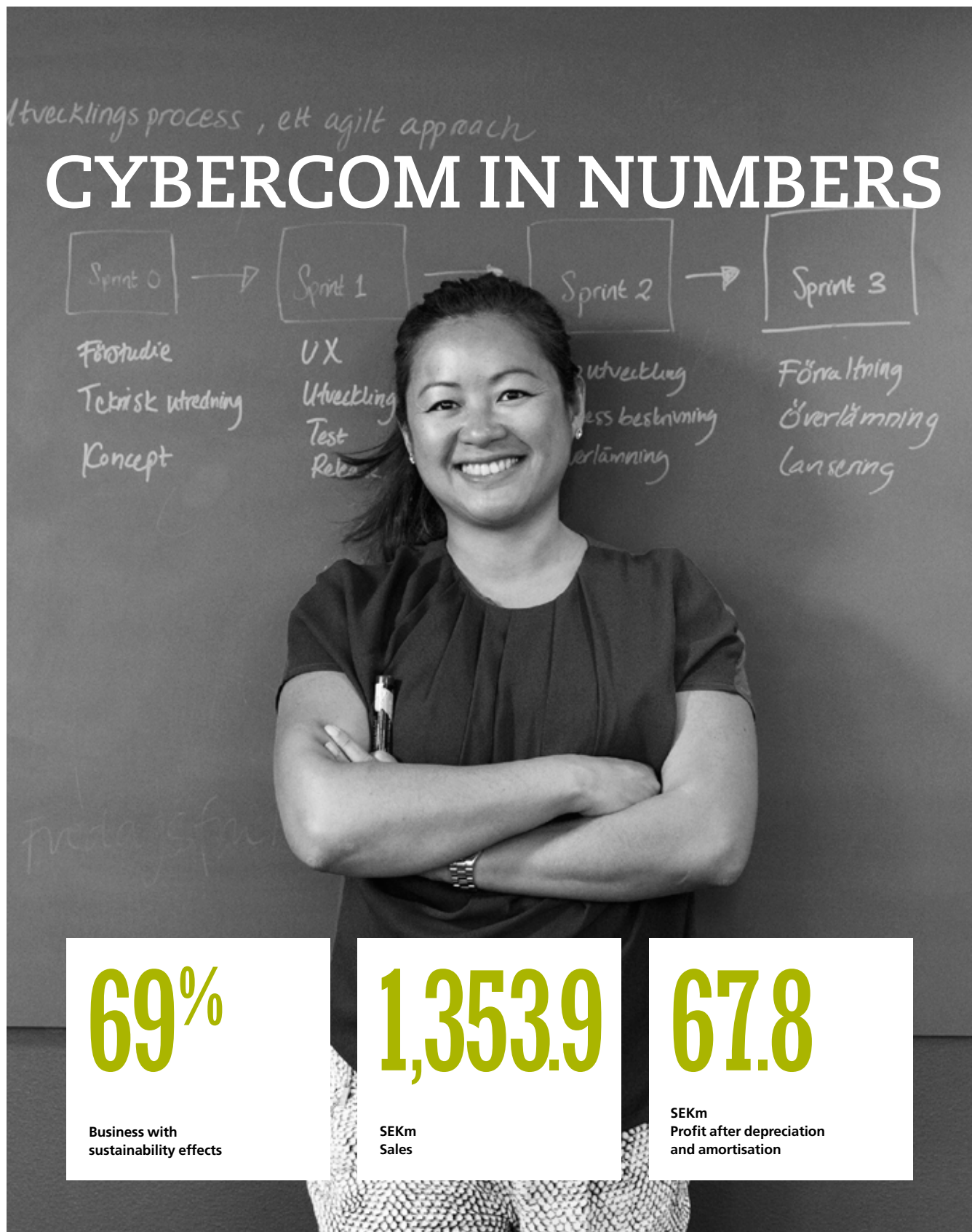
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List of our GRI indicators

About the report: Cybercom presents an annual sustainability report in accordance with GRI. This is Cybercom's sustainability report for 2016. The report is prepared in accordance with the GRI G4 international guidelines for sustainability reporting, Core option. In 2011, Cybercom signed up to the UN Global Compact and complies with its ten principles for responsible business. This report is Cybercom's annual communication about how we are living up to, and working with, these principles.

Focus & boundaries: The information presented refers to Cybercom Holding AB and its group companies. Subsidiaries and joint ventures are accounted for on the basis of Cybercom's ownership interest. Any organisational boundaries are mentioned in connection with the reported information. Many aspects of sustainability have an impact beyond Cybercom's legal framework, such as with our clients and suppliers. Cybercom regularly reports for each material sustainability aspect where it has its influence in the company's value chain.



1,203 Employees

45 Nationalities

20 Assignments in 20 countries

We are here

SWEDEN
FINLAND
DENMARK
POLAND
INDIA
DUBAI
SINGAPORE

*) The operations in Dubai and Singapore were subject to an MBO on December 31, 2016

Our clients

A selection

ALMA MEDIA
ASSA ABLOY
ERICSSON
SWEDISH DEFENCE MATERIEL
ADMINISTRATION (FMV)
H&M
HUSQVARNA
IKEA
KONE
SWEDISH ENFORCEMENT AUTHORITY
MTV OY
OPETUSHALLITUS¹
OUTOTEC
SWEDISH POLICE AUTHORITY
SAAB
SWEDISH TAX AGENCY
SONY MOBILE
TOMTOM
VOLVO
VÄSTÖREKISTERIKESKUS²

1) Finnish National Agency for Education
2) Finnish Population Register Centre

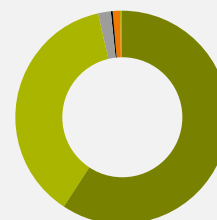
FIVE-YEAR REVIEW

Operational performance and key figures ¹	2016	2015	2014	2013	2012
Operating income, SEKm	1,353,9	1,259,6	1,262,9	1,195,1	1,339,2
Operating profit/loss after depreciation and amortisation, SEKm ²	67.8	38.3	65.8	60.2	0.3
Total assets, SEKm	895,0	879,4	1,265,9	1,228,7	1,354,2
Average number of employees	1,217	1,169	1,222	1,180	1,367
Number of employees at end of year	1,203	1,218	1,307	1,267	1,335
Operating margin, %	5.0	3.0	5.2	5.0	0.0
Equity/assets, %	48	44	73	70	60

1) In conjunction with Cybercom Holding's acquisition of Cybercom Group, a new Group was formed on 1 December 2015. Accordingly, the multi-year summary was prepared using a mix of the former and the new Group. The figures for the 2016 financial year pertain to Cybercom Holding. For 2015, the figures for the full period pertain to Cyber-

com Group, while the figures at 31 December pertain to Cybercom Holding. The figures for 2014 and earlier pertain to Cybercom Group.
2) Operating profit after depreciation and amortisation pertains to profit before impairment losses on goodwill and a capital loss on the sale of a subsidiary.

DISTRIBUTED VALUE 2016



- Employee benefits, incl. social charges 59.4%
- Other external expenses 37.2%
- Investment activities 1.8%
- Net finance income/expense 0.4%
- Tax 1.1%
- Charitable donations 0.04%*

*SOS Barnbyar, Universeum, Hello World!

The world is suffering from a water shortage, and we are even seeing water-related challenges nearby in the Baltic Sea. Our oceans are growing increasingly polluted and filled with plastic. Water – clean water – is a prerequisite for sustaining life on Earth. Each and every litre we conserve makes a difference. Together, we can act to preserve and harness the oceans and marine resources in a sustainable way – SDG 14.



PARTNERSHIPS, COLLABORATIONS AND TURNKEY SOLUTIONS



Backed by tailwinds from a strong market, Cybercom is experiencing a highly positive trend. We are growing our share of sustainable business, our clients are more satisfied and our leadership index is high. Our positions in the Nordic region and Poland are strong. We are halfway through our strategic plan for 2016-2018, and see solid progress toward our goals (p.38–39). Our new executive team in Finland has successfully reversed the trend from previous challenging years. In Denmark, Sweden and Poland, we are experiencing robust growth and strong profitability.

Agenda 2030

Cybercom is embracing the fourth industrial revolution in order to drive development toward Agenda 2030. Despite the political turmoil around us, I have noted substantial interest and robust initiatives among our clients to improve society using the opportunities afforded by digitalisation. Our clients include many of the world's leading corporations and organisations and they are becoming increasingly involved in achieving the Agenda 2030 goals. At Cybercom, innovation, digitalisation and a reduced environmental impact go hand in hand with IT security, transparency and privacy. We endorse the UN Global Compact because we want to be involved, drive social developments and take responsibility – this serves as our guide in both the short and long term.

Innovation toward a sustainable horizon

We foresee many new business opportunities in using our knowledge to guide our clients into new business models in which products become services, the circular economy takes root, privacy is protected, the exchange of knowledge is strengthened and democratic solutions are created locally and globally. Our passion lies in being inventive, in always thinking anew, and incorporating security and quality into the solutions we develop. This has led to actions such as introducing Innovation Zones at our offices, where we create prototypes and test our way forward. Our clients expect us to proactively take responsibility that goes beyond the technology. We have continued to develop turnkey concepts in areas including compliance, cloud solutions and V2X wireless communications (autonomous cars). All of these solutions have grown successfully during the year. Our agile team is also a factor in our success, particularly among our major industrial clients where we are involved in the forefront of areas such as 5G development. In line with our strategy, we are deliberately working with key select clients and expanding our presence with them.

Focus and partnerships for the future

We are delivering our full array of services to an increasing number of our clients, which solidifies our partnerships and our ability to be more efficient in our delivery. Our focus is on

four areas of expertise: Digitalisation, IoT, Security and Cloud Services, which we regard as the most pivotal in helping our clients with their digital transformation. This focus is what lies behind allowing our Region International team (the Singapore and Dubai offices) to take over our operations centred on mobile networks, in continued collaboration with Cybercom when joint business opportunities arise. In my assessment, this independence provides the best means forward for them, our clients in the region and us. I foresee partnerships and collaborations becoming an increasingly key element in the future of business, including internally at Cybercom, where the Embrace Collaboration – one of three main prongs of our strategy – generated positive outcomes at several levels of our organisation during the year.

Makers of tomorrow

For me, each and every employee is a fantastic asset. Together, we are driving development forward for both Cybercom and our clients. The business that we have secured and the solutions that we created in 2016 have taken us all the way from e-services in the Nordic public sector to mobility in the Caribbean islands, autonomous cars in Europe, national e-IDs, secure card payments, health apps for the care sector, connected cranes, elevators, industrial robots and other smart IoT solutions. Our numerous assignments are exciting, challenging and performed on a daily basis worldwide. IT is a universal language with no nationality, which builds bridges across continents and catalyses a migration that enables growth.

Cybercom currently engages staff from more than 45 countries. Our industry will suffer from a deficit of more than 50,000 IT professionals in the Nordic region alone within a few years. As such, migration serves as an opportunity for us and gains a clear purpose within the framework of our sustainability efforts. Attracting and retaining employees is our greatest challenge. We are engaged in this issue and in sparking an interest in technology and the sciences. We collaborate with organisations including Hello World! and Universeum in order to achieve improvements. We are also focused on enhancing our brand to clarify what it is we specifically create – please feel free to have a look at our client cases and videos at cybercom.com.

Endless possibilities on our continued journey

In conclusion, I would like to thank all of our fantastic employees, partners and inspirational clients who made 2016 an important year. We have endless possibilities to continue to help our clients and Cybercom advance using digitalisation. I am proud and inspired to be able to stand at the helm on our continued journey.

Niklas Flyborg

President and CEO

UN sustainability goals

3

Good health and well-being

Ensure healthy lives and promote well-being for all at all ages.

Physical inactivity is one of the ten biggest risk factors for premature death. Cybercom has developed a mobile app called Moverex that supports physical activity on prescription to deal with this.

Find out more on page 12



The UN has adopted 17 global goals, known as Agenda 2030, that world leaders have pledged to achieve. These goals aim to:

- End extreme poverty
- Reduce inequality and injustice in the world
- Solve the climate crisis

Technology and innovation are important in helping companies, cities and societies progress in this direction. Digitalisation is an accelerator in the development toward a smarter future. The technology we have today is adequate, but we must harness it in an intelligent way, which requires changes among organisations, regulations and habits. In light of this, Cybercom took part in roundtable discussions at the UN Global Compact Private Sector Forum during the year.

Cybercom plays a key role in explaining to its clients and decision-makers what underlying solutions are necessary to enable smart sustainability solutions. Without encryption, compression algorithms, cloud storage and real-time data, we could not create smart buildings, smart mobility or smart consumption patterns. We believe this to be the infrastructure of tomorrow for global sustainability. Listed below are a few examples of the contributions made by Cybercom in 2016.

4

Quality education

Ensure inclusive and equitable quality education and promote lifelong learning for all.

In partnership with the Finnish National Agency for Education, Cybercom has developed a solution that allows users to apply online for all searchable educational programmes in the country.

Find out more on page 13

5

Gender equality

Achieve gender equality and empower all women and girls.

Cybercom's goal is for women to represent 30 percent of our staff, since women represent 30 percent of those who graduate with technical degrees. We also highlighted the importance of diversity in a filmed social experiment using our own AR-based True Colors app.

Find out more on page 36

8

Decent work and economic growth

Promote inclusive and sustainable economic growth, employment and decent work for all.

Coop MedMera Bank enlisted help in securing its online banking services with Cybercom's IdentityHub service to manage customer logins and multi-method authentication using Single Sign-On.

Find out more on page 17

9

Industry, innovation and infrastructure

Build resilient infrastructure, promote sustainable industrialisation and foster innovation.

Cybercom has developed an entire IT system for Husqvarna's robotic Automower Connect lawnmower, which gives customers full control of the machine using an app.

Find out more on page 16



11

Sustainable cities and communities

Make cities inclusive, safe, resilient and sustainable.

Cybercom has helped load handling company Hiab to develop a solution to connect the company's cranes. This allows customers to monitor their equipment in real time and thus optimise the structure and use of their fleets.

Find out more on page 13

13

Climate action

Take urgent action to combat climate change and its impacts.

Cybercom is a partner in a project using its OsCar solution that was initiated by the French government and the EU in collaboration with Renault and Peugeot, under which a large number of cars will be equipped with Intelligent Transport Systems (ITS).

Find out more on page 14

17

Partnerships for the goals

Revitalise the global partnership for sustainable development.

Cybercom has been a signatory of the UN Global Compact since 2011.

Find out more on page 4

Sharing made easy

A



Connectivity makes it easier to share things with each other. You can save money while giving nature a much needed break.



Servicification is an incremental advance in achieving circular recycling systems in which we value access rather than ownership. Instead of a linear system in which we create something that is ultimately disposed of, it can be reused several times. I find that more and more companies are interested in this, particularly in areas where connected technology enables something that was previously impossible.

Peter Tyreholt,
Business Developer, Cybercom



In ten years, many people will have opted to move out of cities as technology enables a completely new way of teleworking. For instance, we can easily participate in virtual meetings using VR and AR technology. However, the biggest trend in terms of cities is urbanisation, with more megacities emerging. This will require us to optimise our space, which is one of the catalysts of the sharing economy.

Claudia Olsson,
Future and Technology Analyst,
Exponential and was named
"Young Global Leader" by the World
Economic Forum in 2017

Megatrends

Globalisation, urbanisation and digitalisation are three megatrends that have an impact on us and our environment. Growing cities create new markets, which prompts the need for brand new business models and solutions. Meanwhile, trends in health and personal well-being are gaining an increasingly prominent role in public discourse.

Excessive screen-time can make us passive, an overly sedentary lifestyle could become a new major health scourge and excessive food production is depleting our planet's resources. Today's rapid developments undeniably provide numerous new opportunities, but they also yield sustainability risks.

Digitalisation needs to be anchored by regulations and legislation. Security, privacy and a greater understanding of the world around us are all essential ingredients for being able to safely navigate the digital, urban and globalised world.

On the following pages you can read about some of the trends, challenges and solutions influencing our world – both today and in the future.



Sustainable food production

One of the greatest challenges facing humanity today is providing a growing global population with healthy and nutritious food while also working within safe environmental boundaries.

The EAT Foundation was launched in March 2016 by Dr Gunhild Stordalen, among others, with the aim of reforming the global food system so as to be able to supply a growing global population with quality food from a healthy planet. EAT is pursuing the development of guidelines for consumers and the private sector concerning sustainable and healthy food from farm to

table. For our food management to become more sustainable, the earth's resources must be used more efficiently and in a more environmentally compatible way, transportation must be reduced, and packaging must become more environmentally compatible and lead to less refuse and food waste.

The EAT Stockholm Food Forum is an annual event that gathers experts in order to steer the food system towards greater sustainability, health, safety and fairness within the boundaries of our planet, and to provide a basis for how we can collectively change how we eat.

→ www.eatforum.org

Our health



Although the fact that sugar is unnecessary is nothing new, it has generally been seen as fairly harmless. The impression that has emerged in studies over recent years is that large quantities of sugar can cause direct damage to the body.

"It is not a matter of counting calories, but of being aware of the fact that different types of calories have different effects on the body," says Ann Fernholm, a science journalist whose dissertation focused on molecular biotechnology. She has used her background to immerse herself in the issue of diet and how sugar affects the body.

"The type of sugar known as fructose, which is found in white sugar, is processed by the body in the same way as alcohol. It is absorbed by the liver, and when we overconsume sugar such as by drinking soft drinks and eating sweets, the liver starts to produce fat, which disrupts blood lipids and ultimately causes fatty liver. This was previously most commonly associated with alcoholism. Nowadays, about one in ten Western teenagers has fatty liver and the numbers are even higher for the adult population in the US, for example," says Ann.

"Sugar consumption in the Western world has essentially seen a constant rise since the mid-



1800s, from about 4 kilos of sugar to the current consumption levels of 48.5 kilos annually per capita."

"If you examine sugar from a sustainability perspective, it gets even worse," says Ann. "We talk about the importance of reducing consumption of red meat to save the environment, and that is important. Yet sweets have more of an unnecessary climate impact. We grow sugar beet in fertile soil, but then we discard all of the vitamins, minerals and fibre that are healthy for our bodies. We produce white sugar using an energy-intensive process – pure calories that cause fatty liver, obesity and type 2 diabetes."

According to a study conducted by the Swedish Institute for Food and Biotechnology, the production of marshmallows has just as much of a climate impact as pork production. Swedish consumption of sweets and soft drinks currently causes enormous greenhouse gas emissions.

"And we must remember that all of the calories from soft drinks and sweets are empty calories, while pork contains vitamins and minerals, such as iron, which our bodies need."

"Exercise is an antidote to sugar, and a high sugar intake can be partially offset by exercise. Yet those who consume large quantities of sweet junk food will ultimately suffer poor health, regardless of how much they exercise," says Ann Fernholm. "By taking a more proactive approach to improving our well-being, society could save enormous sums of money every year on sick leave and healthcare costs."

→ <http://ettsotareblod.se> or annfernholm.se

GDPR

Security in a connected Europe

The new GDPR, General Data Protection Regulation, will impose more rigorous standards on the handling of personal data, and may often entail major changes for companies in terms of IT systems. Companies must promptly begin reviewing what personal data they process and cataloguing their systems in order to define what measures need to be taken. On a broad level, this may involve taking outdated systems out of operation, and establishing and implementing processes. The regulation within EU, which is adapted to today's connected society, entails more and stricter rules than under the Swedish Personal Data Act. There will be more severe sanctions for violations than before, which may result in fines of up to EUR 20 million or 4 percent of global revenues.

Cybercom is helping its clients to gain clarity as to their current status and what must be done to achieve compliance before the regulation comes into effect in May 2018. Our information security consultants are collaborating with legal experts under an established process in order to assure clients' systems based on the framework of the new regulation. Cybercom's Compliance Portal enables companies to swiftly begin the important task of cataloguing their processes and IT systems that manage personal data. Göran Dahlberg is the Head of Cybercom Secure Services.

"We are in the process of cataloguing our own systems at Cybercom and helping numerous clients. It is important not to panic ahead of these efforts, despite being on a relatively tight timeline. It is a matter of pursuing long-term legal compliance and taking the right course of action from the beginning."



The hottest tech trends at the Mobile World Congress in Barcelona

5G

The fifth generation mobile network has quickly evolved from concept to more concrete solutions.

Artificial Intelligence (AI)

and Machine Learning (ML) have accelerated in the past five years and are often used for product features from the major players, such as Amazon, Google, Facebook and Apple.

Augmented Reality (AR)

enhances reality by making objects visible in a real environment, and has gained substantial traction in recent years.

The Internet of Things (IoT)

allows products and devices to be connected to cloud services and managed, updated and used regardless of their location.

Low-Power Wide-Area Networks

Wireless networks based on LPWAN and LoRa in particular, have really flourished this year.

Robotic technology

and drones, including everything from social robots, commercial robots and autonomous drones used for deliveries and surveillance, to industrial robotic arms.

Virtual Reality (VR)

user interaction has made significant progress, and an increasing number of applications are based on VR.



Client cases

Getting healthier with digital exercise



Cybercom has developed an app that can help motivate patients who have received a prescription to engage in more physical activity.

→ www.folkhalsomyndigheten.se/far/inledning/fysisk-aktivitet-och-halsa/

Most people are aware that exercising is important. It makes us healthier, more alert and we live longer. Yet not everyone is aware that avoiding exercise is comparable to smoking in terms of health effects. There is substantial scientific support to suggest that prescription of physical activity has positive effects on a number of medical conditions, including hypertension, cardiovascular disease, stroke, diabetes and breast cancer. The field of psychiatry has also established that exercise helps combat mental illness. At the same time, the estimated cost to society of inadequate physical activity is six billion kronor per year.

The concept of physical activity on prescription (PAP) has been around for 15 years, yet is nonetheless deployed rather sparingly in the care sector. Of all the patients prescribed physical activity, only about half adhere to their prescription.

Commissioned by Blekinge County Council, Cybercom developed a motivational service called Moverex. Patients are equipped with an activity bracelet that measures their pulse and thus level of activity, and this information is transmitted to a smartphone app containing the physical activity prescription.

The app ensures that the patient maintains a sufficiently high pulse while exercising (at least 60 percent of their maximum), provides reminders, and displays their progress toward their weekly goal. In addition to the patients personally being able to monitor their progress, their care providers can also see the results and so provide coaching and motivation to help them achieve the prescribed level of exercise. Cybercom's Johan Persbeck is among those who have worked on the development of this solution.

"We have drawn inspiration from sources such as the world of gaming, which is adept at triggering the reward system. Patients are motivated and prompted to get involved using elements of the pleasure derived from gaming. For instance, patients can compete

with themselves, swap tips with others on social media, share success stories and encourage one another. One of the most powerful motivators is feeling acknowledged and knowing that someone cares about what you are doing. For this reason, the person who issued the prescription can also send messages and coach the patient."

The National Board of Health and Welfare requires PAP prescriptions to be monitored, which in the past has meant that the patient must be called in for additional meetings. Moverex eliminates the need for this since patients can be monitored using the app. There are numerous advantages for the county council: healthier patients and cost savings thanks to fewer meetings.

"The project is based on a key element of Cybercom's core values, and we believe that using digital resources is the right approach in solving many of the problems facing the world today. By making it easier and more fun for patients to monitor their prescribed physical activity, we hope to improve patient health, which can reduce costs for society and the healthcare sector," says Johan Persbeck.

An initial pilot project was conducted in 2016 and the results surpassed our expectations. Motivation increased substantially among the pilot subjects, which resulted in a reduction in both medication levels and waistlines. Two pilot projects are currently in progress under Blekinge County Council, and more county councils are lined up to run trials of the app."

Physical activity on prescription (PAP)

- PAP allows patients to be prescribed some form of physical activity in addition to, or in certain cases as a replacement for, pharmaceuticals.
- This activity then becomes part of their treatment and is adapted to each individual's circumstances and preferences.
- A prescription for physical activity can be issued by all licensed healthcare professionals.
- All county councils have offered PAP since 2008, although only a tiny fraction of doctor visits result in a PAP.



HIAB'S DIGITALISED CRANES MAKE CITIES MORE SUSTAINABLE

The management of Hiab, a load handling company, realised early on that connectivity and the Internet of Things (IoT) would soon become powerful forces for the industry to contend with. They identified two major global trends influencing the logistics industry: sustainability and urbanisation.

Hiab's end customers include contractors, freight companies and leasing companies. Hiab assumes that customers often know very little about the actual use of the loading equipment – the business that generates its revenues. Hiab identified the need for a visionary and experienced partner to draw up product and service development strategies based on global trends.

The company selected Cybercom, which has provided Hiab with advisory services, project management, software development and service design. Initially, the project involved formulating their ambitions and strategies, and identifying which new customer values they could accommodate through their services.

One of the solutions that Hiab developed in partnership with Cybercom was to connect all of the products and link them to an interface that allows the customer to monitor their equipment in real time. The initial customer value lies in the end customer gaining an updated overview of how their cranes are being used and in what

way. Based on this information, the customer can optimise the structure of its fleet and streamline the planning of what jobs are being done, as well as when and where.

Rafal Sornek, Vice President Technology and Quality Development at Hiab, is satisfied with the partnership.

“Cybercom helped us to make the first steps in our Connectivity journey and they stayed focused on creating customer value from the very beginning and throughout the entire journey. Taking this journey alone would certainly be interesting, but what's the point in discovering neighbouring islets when the big ocean is calling?”

“In the future, optimisation will become even more important as limits are imposed on resources in order to meet global sustainability targets,” maintains Peter Tyreholt, a Business Developer at Cybercom.

“We have provided Hiab with concrete assistance in adopting an abstract approach in everything from connecting its products to how to generate customer value from this. It's a relatively complex journey for a traditional product company, but they have succeeded very well.”

Thanks to digitalisation, Hiab has also been able to launch service contracts to guarantee that the equipment works well.



Easier to apply for educational programmes in Finland

The Finnish National Agency for Education has consolidated most of the country's university programmes under one umbrella and has enabled students to apply via its website at Opintopolku.fi. The aggregated digital solution makes the application process more fluid for students, and increases the chances that young people will go on to higher education. The solution was developed by the Finnish National Agency for Education in partnership with Cybercom, which is also in charge of maintaining the site.

“During the development phase, we integrated a number of application services that were previously independent of one another. This simplifies the application procedure for students and substantially reduces maintenance costs,” says Laila Puranen, Application Manager at the Finnish National Agency for Education.

Using Opintopolku.fi, applicants will also be able to apply for financial aid from the Social Insurance Institution of Finland during the same process, thus further streamlining the application process.

Saku Haarala at Cybercom Finland is Service Manager for the service.

“In addition to improving the application procedure, we foresee a major positive impact on the environment by reducing traditional post and paper used for application documents and admission decisions,” notes Saku Haarala.



TECHNOLOGY FOR AUTONOMOUS CARS





INTERVIEW

Entertain the thought. It is time to go home and you order a car to the office, get in and settle into your seat. Once you arrive, you get out and the car drives away – no garage needed and you do not need to think about finding a parking space.

Driverless cars allow transportation and cities to be planned in a completely new and revolutionary way, since technology is infinitely better at driving cars than humans are. Science fiction? No, probably not. This debate has evolved from discussing whether we will have autonomous cars to when they will become a reality.

An autonomous car is controlled by an automatic driving system that does not need a physical driver. Most auto manufacturers are currently working intensely on projects in this field, and even companies like Google and Apple are in the race.

“We are heading towards an era when autonomous cars will be the new norm,” says Kristian Palm, Head of Business Unit at Cybercom, who is involved in the development of the new technology.

An example of a key role for Cybercom is as integration and software development partner in the SCOOP@F project. This project was initiated by the French government and the EU in partnership with auto manufacturers Renault and Peugeot. In the years to come, a vast number of new cars will be equipped with Intelligent Transport Systems (ITS). ITS is based on wireless technology that enables cars to communicate with one another via Vehicle to Vehicle (V2V) and with overhead traffic systems through Vehicle to Infrastructure (V2I).

The systems are key pieces of the puzzle in a world of autonomous cars, as they can take into account the events around them on the roads and process the trajectory, speed and intentions of other vehicles.

“They obtain information on everything

from accidents ahead, slippery road conditions and parked cars to the speed of other vehicles and pedestrians, all while processing this information exponentially faster than human drivers,” says Kristian.

Initially, the V2X systems (Vehicle to everything) will primarily be used for Advanced Driver Assistance Systems (ADAS), prior to being developed into fully autonomous driving. This means, for example, that drivers could be assisted with braking before they manage to react to external factors, thus avoiding collisions.



WE ARE HEADING TOWARDS AN ERA WHEN AUTONOMOUS CARS WILL BE THE NEW NORM

Cybercom possesses extensive experience in software development and products for mass-produced vehicles, not least in the form of more than 30 million installations of the BlueGo application framework, Cybercom's proprietary Bluetooth software for advanced vehicle infotainment systems.

This type of service will become more relevant once drivers no longer need to focus their attention on driving the car. Cybercom is also pursuing the new, proprietary developed communication software product, OsCar, which, like SCOOP@F, is being integrated into cars in order to enable communication with other cars, infrastructure and other factors in the vehicle's surroundings.

Advantages of autonomous cars

- **Autonomous cars require less street surface, and traffic lights and signs become superfluous as the cars are communicating with one another and an incorporated, overhead framework.**
- **When traffic flows efficiently, without congestion and jams, energy consumption will decline dramatically.**
- **Asphalt parking lots can become residential areas and verdant parklands once parking no longer becomes necessary in proximity to the destinations.**
- **Nine of ten accidents are caused by humans, so traffic accidents will essentially be eliminated.**

All TV viewers in Finland are familiar with channels MTV3, Sub and AVA, which are provided by the country's largest media company MTV. Thanks to its new online TV service MTV Katsomo, viewers can watch programmes from their channels at any time on any device. The solution is based on the cloud service Amazon Web Services (AWS). As a development and maintenance solution for its cloud platform, MTV has selected Cybercom and its Passionate Support AWS service. The service includes infrastructure, design of AWS environments, implementation, maintenance and round-the-clock service.

"Our experience of Cybercom as a cloud services partner is excellent. Our partnership with Cybercom and the skills of its consultants in cloud platforms mean that we can focus on our core business and develop new digital services," says Risto Koivula, CTO at MTV Corporation.



CLOUD SERVICES FOR FINNISH MEDIA COMPANY



Robots mow the lawn

Husqvarna Group is a world-leading producer of outdoor products including chainsaws, trimmers, robotic lawnmowers and garden tractors. Given Husqvarnas clear focus on user-driven product development it was a natural step to integrate the Internet of Things (IoT) into the product range. Its first launch was the Automower® Connect robotic lawn mower.

In order to retain an experienced partner in the development project, Husqvarna turned to Cybercom, which developed the entire IT system, including both back-end and front-end components for the robotic lawn mower. The Husqvarna Automower® Connect was launched in 2015 and was a resounding success. The solution gives the end user peace of mind and convenience by enabling remote control and monitoring of the robotic mower using an app. It offers full control of the mower from any location. The user can start, stop and park the Automower® Connect, view and modify the clip settings and receive alerts and track the mower's GPS position – with a smartphone. The IoT solution also improves security through notification of the owner if the mower is moved outside a designated area. The security feature also makes it possible to track the lawnmower.

Since Automower® Connect was first launched, Cybercom has continued to provide development and maintenance support for the IoT system and has been involved in Husqvarna's organisational transition from having a clear focus on products to an increasingly distinct focus on services.



Cybercom safeguards Coop MedMera Bank's online services

Coop MedMera Bank was looking for a solution capable of managing customer logins and authentication using several different methods via a single login procedure. After searching the market, they selected Cybercom's proprietary developed IdentityHub service.

I dentityHub is a unified platform built on the concept of identity federations. The service manages various login methods, and connects user catalogues and applications or cloud services. The service offers the "one user, one login" feature, known as Single Sign-On.

Having a single login platform for all applications and services creates considerable flexibility and results in lower costs for companies. IdentityHub supports a large variety of different authentication methods, including Bank-id and Mobile Bank-id, one-time text message passwords, professional identity cards,

HW tokens, 3DSecure for debit-card payments and federated login.

Björn Lindeberg, Business Manager at Cybercom, says:

"There is vast potential in customised applications in which the user has a secure digital identity. Two-factor authentication was previously technically complicated, but IdentityHub's use of the federation principle and open standards creates new opportunities."

CLOUDeID is the cloud version of IdentityHub.

"There are several advantages to hosting services in the cloud," explains Björn Lindeberg. "It is easier to get started and easier to update the services. Meanwhile, the solution still delivers on the operation's requirements concerning digitalisation and maintaining security. We are increasingly noting that customers do not want to maintain the services themselves – only offer them – in which case we opt to locate this type of solution in the cloud."

Carita Weiss is CIO at MedMera Bank and was in charge of developing the services for Coop.

"We have worked in intense and close cooperation with Cybercom in the past year, and I consider them a valuable partner. They are flexible, reliable and they solve our problems swiftly."



Secure and connected



We have worked in intense and close cooperation with Cybercom in the past year, and I consider them a valuable partner. They are flexible and reliable, and they solve our problems swiftly.

Carita Weiss,
CIO MedMera Bank

We always consider both the function and the security of our solutions. This creates reassurance for both you and your customers.

Using Cybercom's own cloud-based IdentityHub service, MedMera Bank gained a more secure and more flexible login for its online banking services.



There is vast potential in customised applications in which the user has a secure digital identity. IdentityHub creates new opportunities.

Björn Lindeberg,
Business Manager
Cybercom

A CONVERSATION ABOUT

Our digital future

We meet Future and Technology Analyst **Claudia Olsson** and Business Developer **Peter Tyreholt** at Cybercom to discuss the future and what digital technology will mean for our society.

Claudia and Peter, what opportunities do you foresee with the connected world in the future?

Claudia: New technology could, for instance, contribute to an improved quality of life in the healthcare sector, where there is greater scope for taking a proactive approach to keeping patients healthy. We can also improve psychiatric health using technology. If you look at the education system, courses will increasingly be based on the individual's circumstances and knowledge to offer the right level. At the wider social level, safety will improve, such as through autonomous cars on the road. Of course another incredibly important issue is sustainability, which is an area where technology gives us the opportunity to better conserve our resources. Ultimately, we will also be able to strengthen our democratic systems using technology, and allow for secure digital voting.

Peter: Another aspect is that, in the future, we will be able to measure the results everything we do to a greater degree, and ensure we are doing the right thing. Today, many things are done on the basis of

opinion. If you instead measure your results every time and get rapid feedback, then you're also able to make corrections early on. A good example of this is the world of apps and the internet, where rapid developments are driven by instant feedback. The steeper the learning curve, the better the things we can build – and that has a positive impact on our world.

What barriers need to be overcome for technology to achieve its full potential?

P: Many of the barriers are there for a reason, such as legislation, privacy and security. So although the technology may already exist, it's often a matter of timing. If we can

adapt the legislation and try to remove some of the barriers then we can be more effective at a significantly lower cost. Healthcare is a good example. Many healthcare appointments do not currently require a physical presence but, despite this, digital appointments by video were long impossible due to regulations. Nowadays, a number of county councils are even replacing their healthcare providers for digital appointments, which saves substantial resources for society. Another barrier is the major focus on technology, when instead we should be discussing customer value and what we are looking to achieve. Only then can we choose the right technology.

C: It is also becoming incredibly important to convey the value of sharing data. Regardless of whether we look at healthcare systems or traffic systems, there are vast optimisation gains to be made for society as a whole. In Silicon Valley, I have often seen autonomous cars driving around. This can feel disconcerting since we're used to having eye contact with a driver, but we also know that autonomous vehicles are safer than human drivers and implementing them will save many lives. This needs to be clearly conveyed so that more people are willing to adopt the technology.



WE WILL IDENTIFY NEW SOURCES OF PROTEIN IN THE FUTURE, RANGING FROM VARIOUS TYPES OF 3D-PRINTED AND LAB-GROWN FOODS, SUCH AS MEAT AND MILK.



Peter Tyreholt is a Business Developer and Senior Advisor at Cybercom with a background in several start-ups within apps, connectivity and telecoms.



Claudia Olsson runs the consultancy Exponential, which assists companies and governments in matters of strategy, analysis and implementation. Claudia also serves as Associate Faculty at the future-based university Singularity in Silicon Valley and was named a "Young Global Leader" by the World Economic Forum 2017.

Could the Western world be overtaken by developing nations due to being stuck with antiquated mind-sets and outdated technology?

P: I certainly think that's a possibility. Several of the companies I'm currently working with have a long history, which used to be a competitive advantage. Now that all data suddenly needs to be shared and all IT and business systems communicate with one another, this heritage instead becomes a considerable disadvantage. This allows new operators that have based everything on modern technology right from the very beginning to easily overtake us. Many African countries are already way ahead of Sweden in terms of mobile-first solutions, mobile money and mobile banking systems like M-Pesa.

How likely is it that we will see drones delivering packages to us?

P: I think it will be challenging to use drones in densely built urban environments but, if we look beyond cities, this is already a reality. The Finnish postal service, for example, is using drones to send medicine out to islands on a trial basis. Inner-city transportation routes can be optimised using efficient logistics, and other solutions are also

possible for making deliveries. Volvo's In-car Delivery concept, which delivers packages to the boot of your car in the office car park, is interesting in terms of deliveries, as are food deliveries straight to your refrigerator using a digital one-time code for a security alarm on the front door.

C: When it comes to drone technology, there are clearly safety issues over urban deliveries that need to be overcome. It is currently more common to use autonomous flying vehicles in areas such as agriculture, forestry and surveillance. Further down the line, countries that lack traditional established infrastructure may be potential markets for drone deliveries. In many cases, drone technology may even be faster to implement for transportation than building traditional road networks and transport systems. However, making this possible requires improvement to technological skills and investment in knowledge transfer in emerging areas.

Food production is currently a significant problem and could lead to even greater burdens on our world in the future.

What opportunities are available?

P: There are considerable advantages to be gained from developing digital technology

in food management. Today, much of this is based on centralisation and economies of scale to enhance efficiency and reduce costs. However, just as AirBnB has revolutionised the housing industry by creating an effective platform that allows you to rent to the right people for a small administration fee, this same approach can be implemented in the food industry.

Local small-scale producers have had a tough time reaching a wider market, but as an example, ICA, a Swedish grocer, has now built a platform that allows all shops to buy local products, and allows local producers to be listed in the system despite having limited production.

C: I see three distinct food trends. First, the safety aspect of using blockchain technology and other secure database technologies to be able to track where food comes from and what additives are in it. I also think we will identify new sources of protein in the future, ranging from various types of 3D-printed and lab-grown foods, such as meat and milk, to new types of crops produced through technological advances in synthetic biology. The third strong trend that I believe in is functional food. In the future, food will have more properties than it currently does, such as healing characteristics.

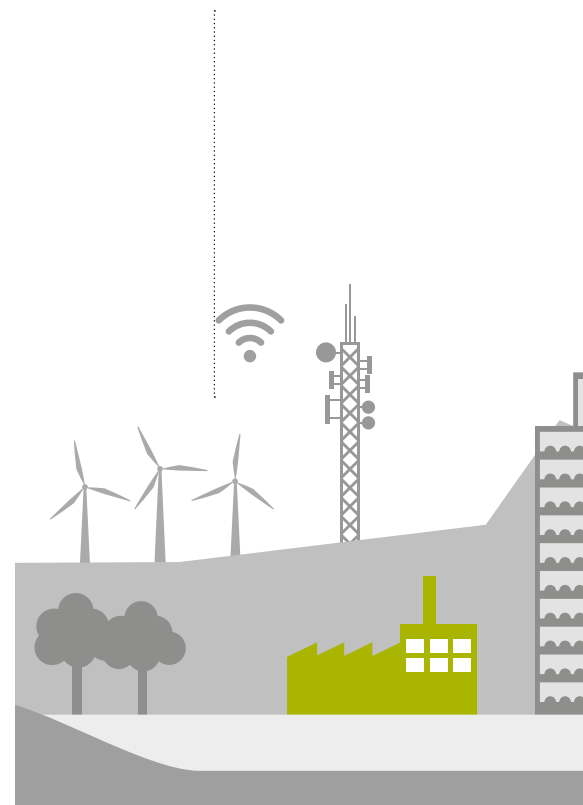
The road to a new tomorrow

At Cybercom we believe it is important to take responsibility for how people, the environment and society are affected by our operations and, ultimately, the operations of our clients. The greatest potential of a consulting company is our ability to influence our clients and, by extension, their users and end customers. Cybercom drives development in the right direction and at an increased pace. We address our clients based on four key societal trends that we monitor, and where we are experts from a connected perspective. We approach these trends using our innovative, secure and effective solutions to contribute to profitability and sustainable development through, for example, cost savings, energy savings and, above all, reducing the consumption of finite resources.



CONNECTED Industry

Digitalisation affects not only the characteristics of products, but also the relevant business models, often in the form of servicification, whereby companies increasingly offer services rather than products. Achieving success often requires a fundamental shift in the perception of how to create value for the end customer. When a product is connected, allowing the collection and analysis of data, it becomes possible to optimise and streamline its use. Individual contexts become connected contexts, where everything is optimised in systems rather than in an individual product. Key sustainability impacts include greater security and reduced energy consumption. To ensure its long-term competitiveness, industry must embrace sustainability and digitalisation, two keywords in future corporate positioning. With our advisory services, we help companies with feasibility studies and implementation to position their services in the connected world.





CONNECTED Consumer

The spread of digitalisation changes the relationship between companies and consumers. A company no longer sells a product, but rather a solution to a customer problem. What were previously associated services could tomorrow become more profitable than the product itself. Business models are changing, and companies need to adapt to existing trends such as social media and online commerce. But new trends like smart homes are also rapidly emerging. It is likely that different ecosystems of owners and participants will emerge. For example, security solutions installed in homes could become ecosystems that can also be carriers of connected services from other suppliers, such as health monitoring or secure transfer of single-use codes for locked doors for home deliveries. Cybercom is able to deliver the technical solutions for future ecosystems, and manage them in flexible cloud services.



CONNECTED City

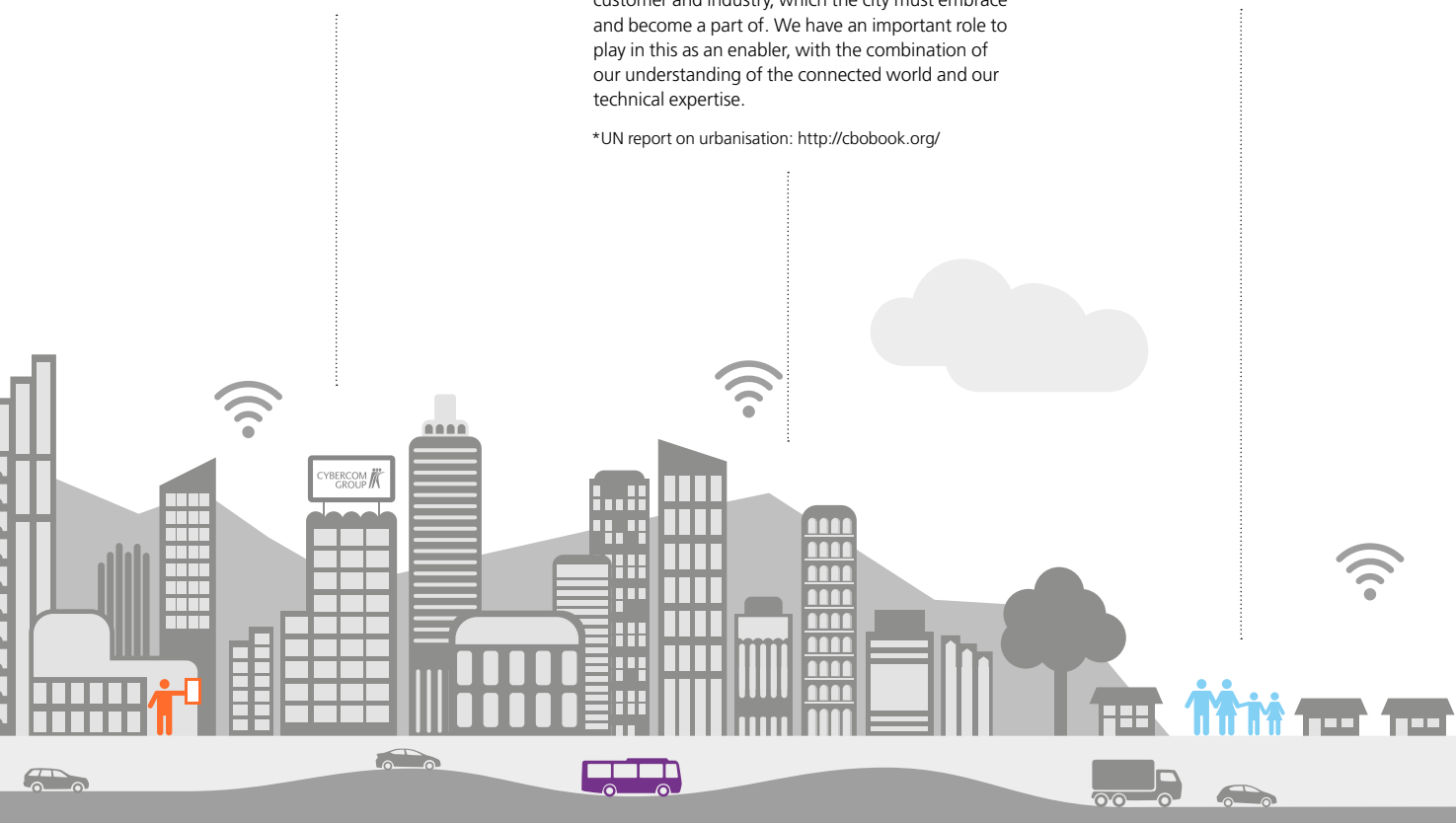
By around 2050, just over 70% of the earth's population will live in urban environments covering an area three times bigger than in 2000, according to a UN report*. This means that a substantial number of the cities of tomorrow have not even been built yet. Urbanisation yields significant opportunities to make the cities of the future more sustainable in terms of energy consumption, infrastructure and waste management. Digitalisation enables us to make better use of our resources, intelligently, sustainably, and in an ethically defensible way in urban life. Smart homes are the close perspective, and many smart homes create the building blocks of a smart city, with even more efficient functions. The city becomes a device, able to control how it uses energy, to avoid traffic jams or manage electric driverless cars that communicate with each other and with their surroundings. This will also affect corporate business models and the relationships between the customer and industry, which the city must embrace and become a part of. We have an important role to play in this as an enabler, with the combination of our understanding of the connected world and our technical expertise.

*UN report on urbanisation: <http://cbobook.org/>



CONNECTED Citizen

Society faces a huge challenge in the form of the expectations of its citizens for digitalisation, apps, communication in many different channels, paperless forms, and the ability to easily interact with the community. This places completely new demands on public authorities in terms of mind-set and the building of systems, not only for ease of use, but also for security, identity management, and compliance, which must all be managed from a totally new perspective. One important trend is the aging population, with a rising dependency ratio. Should we use digitalised solutions such as health monitoring and automation? This is an interdisciplinary challenge with ethical, technological, political, economic, and business perspectives brought to the fore, and as advisors we must be able to handle every aspect.



Global challenges are creating new business

Innovative start-ups, technological developments and a digital generation are today challenging many traditional industries and established truths. We all need to think innovatively and responsibly. Cybercom is making a contribution with its newly developed Sustainable Digitalisation Advisor service. Within the framework of our advisory services we help our clients to understand how they can contribute to a net positive impact on society.

The net positive is a new way of doing business. It simply means giving back more to the environment or society than an organisation takes out, with an overall positive net effect. We can already see today that organisations that strive to become net positive strengthen their brands, deliver strong earnings growth and attract the best talent. Every organisation must choose its own unique path, but the objective is the same: profitable organisations that improve the world.

The reason Cybercom is aiming to create more net positive operations is based on a few clear trends.

- More and more companies realise that they can contribute to the **UN's global sustainability goals**, such as by becoming net producers of renewable energy or creating products that have a positive environmental impact.
- There is strong **servicification** in many fields, which means a shift from products to services.

- There is **dematerialisation**, whereby consumers receive the same or similar services, but with less consumption of natural resources.

One sector that has experienced these trends is the music industry, which has been completely remodelled after consumers began to subscribe to digital services instead of buying CDs. A similar development is taking place today in areas such as transport, real estate and food. What enables this development is digitalisation and, used in the right way, this is an important tool for us to solve our global challenges.

Cybercom's processes for creating net positive activities includes the proven methodology of the Business Model Canvas, where we add a strategic sustainability filter. We help our clients to shift their focus from internal sustainability issues to external business opportunities. Including the net positive approach allows greater advances in companies, making them dare to think bigger and in new ways. Our experience is that this leads to innovative services and new revenue streams.

Contributing with a net positive impact on society

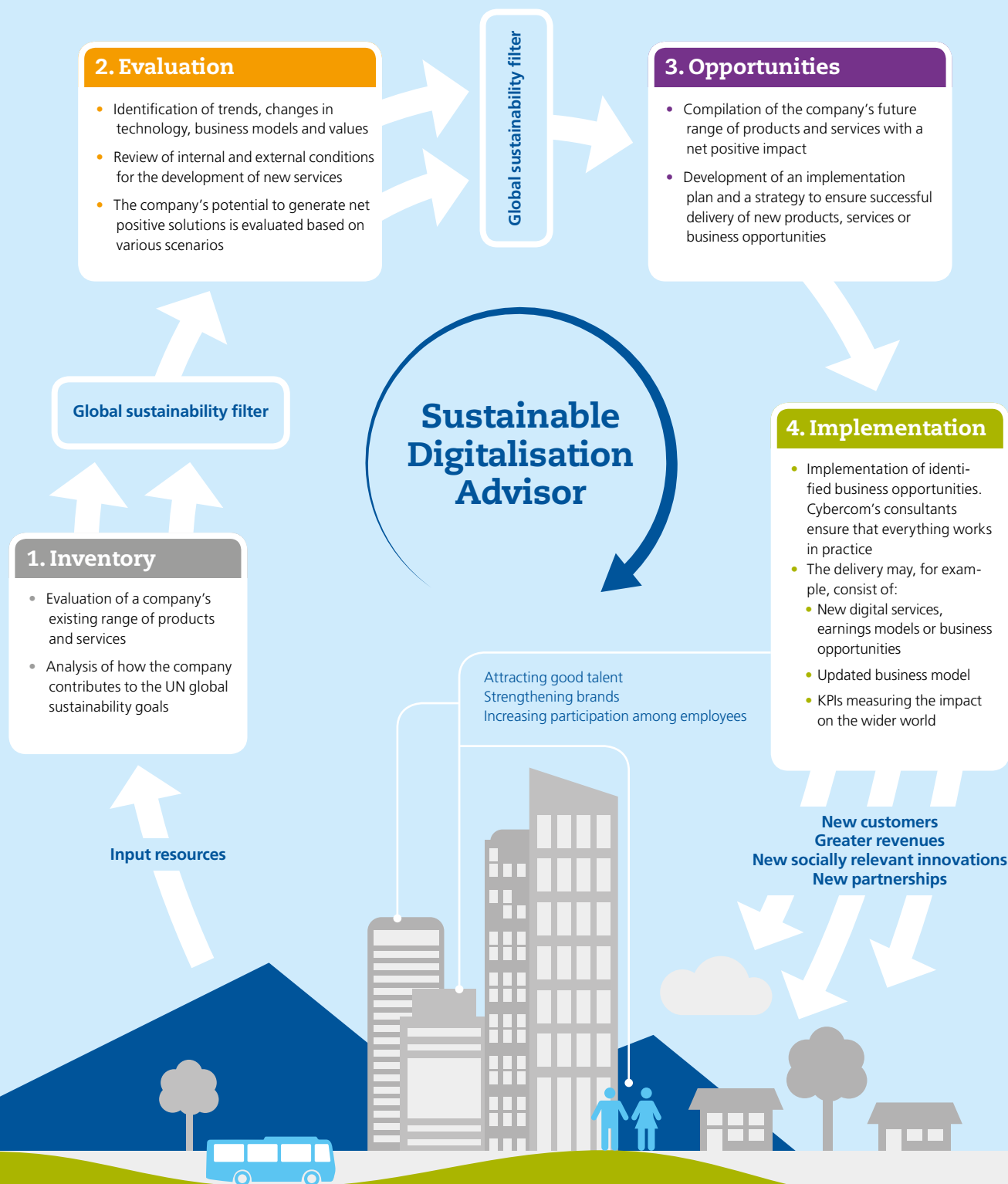
Cybercom has developed a process that helps companies to achieve a net positive impact on society. Cybercom's delivery has a strong focus on implementing the strategy and providing support throughout the implementation phase.

The net positive

The net positive is an approach whereby companies focus on developing products and services that give more to society since their use after the point of sale exceeds what they take to manufacture. This differs from a more traditional perspective of sustainability that addresses only a company's negative environmental impacts. This is particularly relevant for companies that need to grow rapidly in order to deliver the solutions needed by society.

Global sustainability filter

According to the UN Population Division, there will be 11 billion people on Earth in 2100. Cybercom has developed a method by which we can examine whether business models, innovations or products can support a future sustainable society with 11 billion inhabitants.



Cybercom follows its clients out into the world



A

Smriti Gopinath,
Software Consultant
at Cybercom



Karin Walgeborg,
Key Account Manager
at Cybercom



By staffing projects using a range of skills and experience from different geographical areas, we are able to offer a high quality delivery at a favourable cost and improve the awareness of different cultures and enrich ourselves, both as a company and as individuals. We call this blended delivery, and this becomes possible when Cybercom acts as the interface with its client and is responsible for the day-to-day contact and strategy.

Cybercom provides application management, development and support to security company ASSA ABLOY's IT department and to its global product development departments. The services consist of blended delivery, in which experts from Sweden, Poland and India supply various components of the project based on their skills and experience, and this has led to improved availability, lower costs and greater flexibility for ASSA ABLOY.



B



The delivery from Cybercom allows flexible and cost-effective adaptation to ASSA ABLOY's IT needs.

Jens Nielsen,
CIO at ASSA ABLOY



OUR VISION: TO BE OUR CLIENTS' **Most trusted business partner** IN THE CONNECTED WORLD

INTERVIEW

How is Cybercom achieving its vision?
Bo Strömqvist is Head of Sales at Cybercom and is in charge of our largest manufacturing industry clients.

You have increased the satisfied customer index (SCI) from 69 to 73 in the past year, and are now six points above the industry average. What do you believe is behind this increase?

"A high level of customer satisfaction is paramount for us in terms of retaining and raising our clients' confidence in us. Innovation and sustainability are gaining an increasingly central role among our clients, with the aim of bolstering their competitiveness, and in this regard Cybercom is very well-positioned and able to meet our clients' exacting demands. That is one explanation behind the positive trend."

Your vision is to be your clients' most trusted business partner in the connected world. How are you achieving this?

"A concrete example is that we help our clients bring their products to the market faster each and every day, which is imperative in today's fast-paced world. We provide skills, resources and support in the process of transitioning from the concept stage to a finished product or service that can be

launched. The ability to develop qualitative software is pivotal for clients in all industries. Another good example is that we support our clients in reaching their own customers in a more intelligent way, and thus provide professional business development and advisory services."

You employ a concept for universal solutions, whereby Cybercom is present throughout the process.

"Most of our clients are driven by two primary forces: demands for greater innovation and lower overall costs. We address both of these perspectives with our lifecycle services. Using initial advisory and business development services, we help clients transform and develop their operations, create greater customer value and increase their revenues."

"Of equal importance is reducing the overall costs of product development and management. In this regard, we can encourage clients to improve product quality by

way of development, testing and efficient operational services. We are also able to deliver cost-effective solutions from our offices in Poland and India. Good examples of clients who use our lifecycle services include IKEA, where we enjoy a high level of confidence and focus on innovative advisory services and development, and ASSA ABLOY, where we deliver development and management using a combination of on-site and offshore deliveries."

In what fields do you foresee possible growth potential moving forward?

"The strong digitalisation trend that is underway is going to accelerate even faster, so Cybercom's positions in digitalisation, security and cloud services are highly relevant to our clients. Specifically, we foresee a continued strong trend in what is called the Internet of Things, which is the core of what we do here at Cybercom. Another prominent trend is the need for secure systems development. We have experienced a particularly significant increase in the area of compliance, where we offer several proprietarily developed services that are highly popular among our clients. The new EU directive concerning the processing of personal data – known as the General Data Protection Regulation, or GDPR – in particular will occupy many of our clients in the years to come."





A partner throughout the entire project lifecycle

With our advisory services, we help our clients to understand how to benefit from connected society. Our knowledge of the opportunities and challenges of digitalisation means that we can put the right solutions into practice. Cloud services allow us to optimise and assure a high level of service around the clock, every day of the year. Our experience in developing systems for innovative business models allows us to deliver the solutions required for the digital future.

Results of Cybercom's 2016 Customer Satisfaction Survey

69→73

SCI increased to 73, compared with 69 in 2015, and is now 6 points above the sector average of 67.



100% of our clients would recommend us.

91%

91% will probably or certainly continue to use us.

In the Innovation Zone, employees and clients have the opportunity to jointly evaluate and test new ideas, develop working prototypes using new and exciting technologies, and run pilot projects in an agile, creative environment.

INNOVATION ZONE BECOMES CYBERCOM'S HUB

Daniel Kullgard,
Innovation Leader
at Cybercom



We saw the opportunity to highlight a standard occupational problem for the consulting world and transform it into a valuable investment for the future,” says Daniel Kullgard, Innovation Leader, who has been working full-time on developing Cybercom's Innovation Zone concept since last September.

With just over 1,200 employed consultants, there are always some who are between projects, and at Cybercom we saw an ability to leverage this unutilised resource, while also enabling our employees to develop their skills.

“We opted to not see this as downtime, instead allowing everyone who is in between assignments an opportunity to work together in a business-development team,” says Daniel Kullgard. “The team pursues new technologies that we think will be of significant interest, and above all in areas where Cybercom wants to gain strength in the future. This is the basis for the Innovation Zone, and it has proven highly rewarding.

A good example is the Internet of Things (IoT). A few years ago, there were not many clients who were willing to make investments in development and IoT technology. Today, the demand for skilled and experienced consultants in this field is considerable. Because Cybercom has elected to focus on IoT and develop its employees' skills, the company is now one of the preeminent solutions-based providers in the field.

A great deal of experience-based innovation work is conducted in the Innovation Zone, where the focus is on progress by trial and error rather than by contemplation.

“We also pursue a very open approach within the projects themselves. Employees are given the opportunity to test ideas and new and exciting technologies they are interested in, with learning as the primary goal. The only requirement is that we think that it will be relevant to our clients in the future.”

Cybercom's Innovation Zones are currently found in nine offices in three countries, and each Innovation Zone has one employee whose primary task is to manage the work.

“The Innovation Zone has in many respects become the hub of Cybercom's operations,” says Daniel.

“This truly adds to fostering a shared corporate culture. A variety of skills, technologies and customer experiences are brought together, creating new things in the Innovation Zone, while also working together to advance Cybercom – that means a great deal in terms of our sense of community.”

The Innovation Zone also serves as a key component in Cybercom's onboarding process. All new employees who are not involved in client assignments spend their initial period here in order to directly participate in a creative context.

Cybercom currently runs about 50 projects within the framework of the Innovation Zone, and has also introduced several projects that go beyond the walls of the office in order to further diversify experience and approaches to work.

Many students write their thesis or undertake an internship in connection with the Innovation Zone, whereby the students work alongside the consultants, which gives both parties a great opportunity to get to know one another.

There is naturally also a clear sustainability perspective in the Innovation Zone.

“While we are developing our employees' skills, it is also a matter of creating sustainability in our business model. We naturally want to ensure that our society invests in future-proof sustainable technologies. To remain relevant to our clients, we must possess expertise in, and be able to propose, new technologies to be able to help them create sustainable businesses,” says Daniel.

Cybercom believes in working closely with its clients, and the Innovation Zone serves as an excellent platform for building a deep, long-term relationship.

“We always try to identify a win-win situation,” says Daniel. “We have examined several of the new technologies that we are working with alongside our clients.”

Cybercom has also initiated partnerships that involve technology and areas in which we are fluent, though in new sectors and often with start-up companies.

The future looks bright for the Innovation Zone, Daniel thinks.

“Many clients are interested in utilising our experiences, and we have noted that the consultants are attracted by being able to freely pursue new technologies along with their colleagues. It's all about co-creation!”



SMART HELMET

In partnership with a client, the Innovation Zone has developed a smart helmet in order to improve safety and quality at construction sites. The smart helmet enables many key functions, such as seeing if the wearer is in the right place and holds the relevant qualifications to handle machinery and equipment, and that the individual has evacuated a risk area in the event of an incident.



GOOGLE TANGO

Tango is a technology platform developed by Google that enables mobile devices to define their position in relation to the space around them, without using GPS or other external signals. The user experiences are created using Augmented Reality (AR). The Innovation Zone has developed an app based on this technology, which, among other features, shows what furniture looks like in a room.



DRIVING SIMULATOR

The Innovation Zone has developed a driving simulator for assessing patients' ability to drive following an acquired brain injury, such as a stroke. This project is based on an innovation competition that Cybercom won. The simulator has a steering wheel, software and a screen, and the subject is required to steer correctly on a winding country road and react to the road signs as they appear.

We are Makers of tomorrow

With creativity, passion and an appetite for the unknown, we work every day to enable companies and organisations to benefit from the opportunities of the connected world.



Gabriel Ibanez Romero is a Senior Consultant and head of the Innovation Zone in Gothenburg. Even as a child, he hacked his bike light for more power. Nowadays he is focusing his maker-skills on building a connected bird feeder for the Universeum science centre.

When did you know that you were a Maker?

As a kid I experimented a lot. I bought some industrial strength LEDs, built a circuit board and fitted it to my bike. It was so strong that people stopped me in the streets to ask if I had a laser on my bike! It is all a matter of curiosity and ex-



ploring the boundaries of what can be done, and that is exactly what we do when we solve problems here at Cybercom.

Do you have any examples where you and your team have used these Maker qualities?

I think the project that we did for Universeum, called Hungry Birds, really embodies what it means to be a Maker. The science centre's most popular attraction is a rain-forest, where a flock of rare and endangered birds live. They gave us a clear task – how can we use technology to keep track of the well-being and status of these birds? We equipped each bird with an RFID tag and all feeding stations with a sensor so that Universeum could keep track of them every time they ate their seeds. Digitalised information about the entire flock can also

be presented to visitors. We have been working with Universeum for a long time, gaining their trust by delivering multiple great projects.



Irfan Kahlid is a product developer and leader of the Innovation Zone at Region North East. He was one of the first to have a computer in Pakistan in the 1990s and is today building the next generation of telecom networks.

How did you become a Maker?

I have always been inspired by inventions and creative ideas in my surroundings. When I began working at Cybercom I immediately felt at home because this is truly a place that embraces a kind of problem-solving innovation.

Could you describe a project with the Maker spirit?

One of our clients challenged

our team of agile developers to come up with ideas on how to improve its innovation process. In short, instead of just coming up with great product innovation ideas, we sat down to develop a way of working to capture as many great ideas as possible. We built it on the agile development methodology, where ideas are captured and then tested for feasibility before implementation. A true Maker initiative that was highly appreciated by the client and is currently being used by Cybercom.

What are the most important things you learnt in how you build innovative teams?

One key insight is that with the right model for innovation more people get involved in the process and the results get better. Almost everyone can contribute to innovation, but without the right context shy or introverted employees might not dare to offer their thoughts and ideas. This would be a pity because it is not always the loud people who have the best ideas!

Elisa Patronen is a User Experience Designer at Cybercom with a passion for testing the unknown and expanding her knowledge in every possible – and impossible – area.

How did you become a Maker?

It was probably my constant longing to gain new experiences and to combine solutions that made me a Maker. For me, the fun lies in finding correlations in patterns and analogies in seemingly different things, and applying these in new situations. When I attended design school, I learnt to fail quickly, try again

and, most importantly, to ask the right questions. This is a never-ending pursuit, but it opened me up to an entirely new way of seeing how everything is connected. I think that experience is what truly made me a Maker in practice.

What would your dream project look like?

My dream is to get involved in numerous types of projects. For me, a giant project is not the most rewarding achievement, but rather creating smaller solutions that lead us in the right direction. There are few experiences that fail

to give you new insights and perspectives on the future and, in reality, you can find synergies in the most surprising combinations.

For example, when I began my design studies many people thought I would probably not be able to draw on my background in statistics in any way. Today, more and more people have begun to see the value in combining statistical tasks with qualitative client insights. Now that so many things have already been created in the world, innovation is often the art of combining existing pieces of the puzzle in unexpected ways.



DIVER SITY



Cybercom's ability to attract and retain skilled employees is closely associated with the company's power of innovation and our capacity to offer exciting projects that mean something to wider society. Our goal is to provide all employees with opportunities to continuously develop and achieve their full potential.

Diversity is a matter of similarities and differences, such as gender, age, ethnicity and cultural background, yet also of differences in education, family circumstances, values, interests and experiences. We believe that diversity is a decisive factor in Cybercom's success that creates dynamics and an innovative atmosphere in our everyday life, as well as profitability and long-term value creation. We are always striving to enrich our diversity, and a key initiative in these efforts is equalising the differences between men and women, among overall employees and in management.

Cybercom's staff currently comprise 18 percent women, and our goal is for women to represent 30 percent of our staff by year-end 2020. During the year we have held a number of internal workshops to which employees have been invited to share experiences and come up with concrete measures on how to achieve our objective of having more female employees. We also offer internal networks for women and partner with organisations such as the Royal Institute of Technology's (KTH) women's network Malvina, whose networking events we have hosted on several occasions.

In order to achieve a healthy balance among our employees and engage in new training programmes, we also maintain strong partnerships with universities, higher-education institutions, and polytechnic institutions at all of the locations in which we operate. The Innovation Zone is a major contributing factor to our ability to accommodate students writing their thesis and interns, and to recruit recent graduates.

We also strive to recruit more employees with international backgrounds and we engage in several initiatives including the Integration Zone in Linköping, which is a partnership with the Chamber of Commerce of East Sweden and the Swedish Public Employment Agency, under which we offer newcomers an ability to use internships as a way to establish themselves in the Swedish labour market and gain references from Sweden. We hope to be able to offer them

a position at Cybercom or refer the participants to our business partners or recruitment partners who can match them with others in their networks. We also participate in Talent Without Borders, an initiative for newcomers with software skills, as well as the Good Malmö project, which aims to help young people who are currently outside the labour market to find a job.

Strengthening our competitive edge requires strong and professional leadership. Cybercom's management has evolved significantly in recent years, and a key goal has been to incorporate more of our employees into the leadership team. In 2016, we worked on changing the structure of the leadership positions and implemented a model based on Competence Team Leads, as opposed to traditional consulting managers. Our Competence Team Leads combine their work as consultants with heading a small team of employees in the same skills area. The team leader is primarily charged with motivating and engaging the employees, as well as driving, coaching and supporting skills development, both in the team and for each individual. In our Cybercom People Voice employee satisfaction survey, 75 percent of employees rate the management as 4 or 5 of 5.

Boosting Your Development is Cybercom's training and skills development platform, through which we promote internal opportunities for advancement and describe our agile development process. We believe that the general view of careers has evolved in recent years. Today, we have a more individual definition of what constitutes a successful career, and the objectives are different for different people. We are more inclined to compare careers and development to a climbing wall than to climbing a ladder. Developing and achieving your goals often requires being flexible and capitalising on the opportunities and challenges that we encounter along the way. Sometimes you have to move sideways or even downwards in order to then continue on your chosen path.

Cybercom has identified five principal areas for development in which employees can enhance their skills – Technological Development, Business Development,

Project Management, Sales and Leadership. Within each area, there are a number of roles in which employees can hone their skills. Within these roles, employees can opt to expand their skills in several different technologies, for example, or specialise in a specific technology.



WE ARE ALWAYS STRIVING TO ENRICH OUR DIVERSITY, AND A KEY INITIATIVE IN THESE EFFORTS IS EQUALISING THE DIFFERENCES BETWEEN MEN AND WOMEN, AMONG OVERALL EMPLOYEES AND IN MANAGEMENT

Charlotte Siversson Sustainability Ambassador and HR Partner Cybercom

75%

In our Cybercom People Voice employee satisfaction survey, a full 75% of employees rate the management as 4 or 5 of 5.

Employees in numbers

88%

Percentage of employees with a university degree

11 years

Average experience

5 years

Average length of employment

38 years

Average age

3%

Average sick leave

77%

Percentage of employees covered by collective bargaining agreements

TRUE COLORS

Experiment illustrates bias

There are many different factors behind the low proportion of women in the IT sector, and unintentional bias is one of them. Cybercom opted to highlight the issue of unintentional bias and the importance of diversity in the IT sector in a filmed experiment using augmented reality (AR).

The AR-based True Colors app, developed by Cybercom together with two students from the KTH Royal Institute of Technology, demonstrates a clear link between people's attitudes and how we perceive each other. When the VR headset with the app installed is directed at a person, that person's voice becomes distorted and their image is anonymised into a colourful chameleon. This means the app prevents the user from identifying or unconsciously judging a person based on how they appear or sound.

The social experiment involved test subjects putting on the headset and VR goggles. They were then introduced to four individuals who talked about their professions and backgrounds. Once the test subjects had taken off the equipment they were asked to pair each story with the right individual in front of them. In every case the test subjects guessed wrong, confirming the stereotypical impression of professions and interests.

At Cybercom, we strive to create a workplace for everyone, and diversity plays a key role in our company's operations. The innovative app True Colors is one approach to this. Cybercom is involved in numerous diversity projects throughout Sweden, and is also currently sponsoring Women in Tech – an initiative to increase diversity and encourage more women to enter the IT sector.



Kholoud Alsalem



Samer Naoura



Recruiting newcomers with IT skills

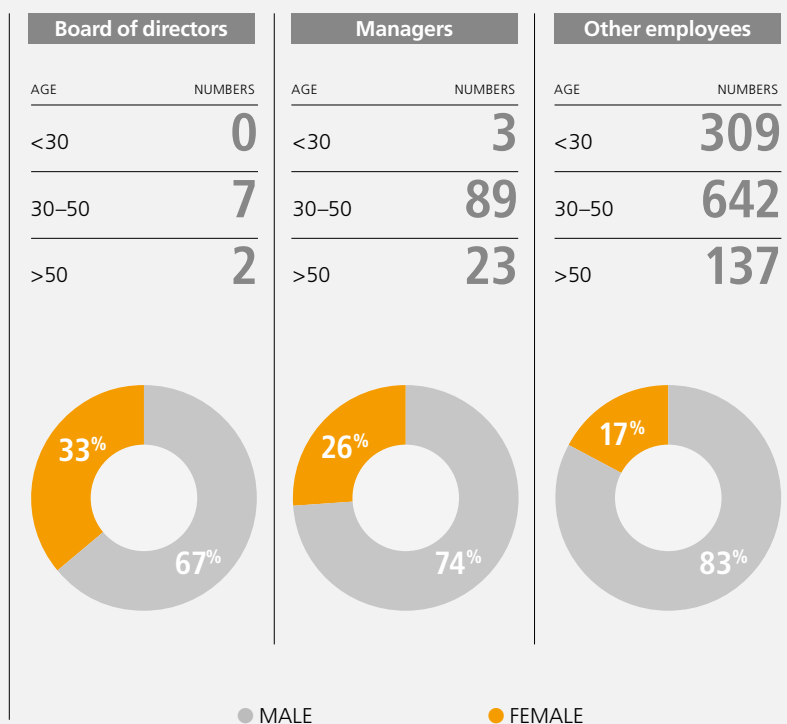
Newly arrived IT specialists are being navigated to quality jobs by way of the recently established association Talent Without Borders. This initiative is sponsored by Cybercom Öresund along with other IT companies in the region.

There is a shortage of qualified labour in many regions in Sweden. Meanwhile, newcomers from all corners of the world possess tremendous skills and experience. This waste of talent and competence prompted the idea for Talent Without Borders.

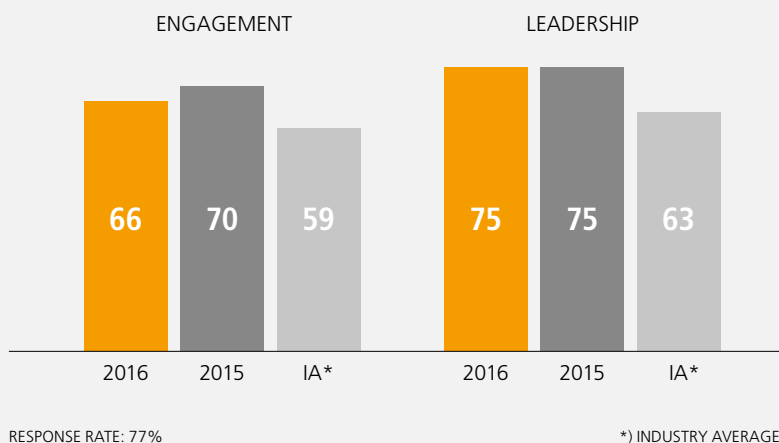
Along with several other IT companies, Cybercom Öresund is involved in the non-profit association aimed at supporting newly arrived refugees who primarily possess skills in software development. Under this programme, they receive support in adapting to the local business culture, communications and leadership. For example, the association organises courses and provides networks that match potential employers and talented individuals. Cybercom offers coaching in areas such as UX and Java, as well as agile approaches and methods.

The first group of eight hand-picked candidates started the programme in 2016, and this has resulted in several recruitments to date. Cybercom has employed two of the participants, Kholoud Alsalem and Samer Naoura.

Composition of Cybercom



Employee survey



Our targets

Cybercom has identified seven target areas: growth, profitability, sustainable business, client base, assignment types, recruitment and business ethics. We believe these are critical, and they guide our operations and our day-to-day activities.

	Growth	Profitability	Sustainable business
Target	Cybercom shall strive to achieve growth of 5% annually over the business cycle	Cybercom shall be one of the more profitable companies among its comparable competitors and achieve an operating margin of 10%	Increase the amount of sustainable business with our clients that contributes to sustainable development and responsible use of finite resources
Outcome	<div>7.5%</div>	<div>5.0%</div> <div>5% (3%) operating margin</div>	<div><div>69%</div><div>49%</div></div> <div>20162015</div>
Comment	Strong market in Europe and a high level of demand among our key clients	Operating profit after depreciation and amortisation pertains to profit before impairment losses on goodwill and a capital loss on the sale of a subsidiary	Relates to Cybercom's ten largest clients



Client base

Key clients shall account for 70% of sales, the ten largest clients 50%, and no individual client shall account for more than 15%

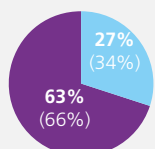


■ Key clients 58%
■ Ten largest clients 44% (41%)
■ Largest individual client 14% (14%)

23 key clients

Assignment types

Even distribution of consulting services and turnkey assignments/projects



■ Turnkey assignments/projects
■ Consulting services

A large proportion of the growth in the public sector is from consulting services

Recruitment

Net recruitment of at least 5%, with a gender distribution of 30% since 30% of technical graduates are female



Female 18%
Male 82%
Net recruitment -1.2%

The proportion of females has increased by 1%. Net recruitment has been impacted by reduced operations in Finland and in Singapore, where an MBO took place on December 31, 2016

Business ethics

High ethical standards shall be a part of our DNA and permeate all our activities and all our business



70% of employees, including the board, have completed certification in anti-corruption and the code of conduct

The training is reviewed annually

More with less



Connectivity creates smarter products that require fewer resources. This means a cleaner world.

Cybercom should act responsibly in all countries and in all contexts in which we operate. Management has defined our responsibility and leads the work of focusing on sustainable business, engaged employees and a high level of ethics. Head of Communications and Sustainability Accelerator Kristina Cato drives the dialogue into what is material alongside an annually selected team of Sustainability Ambassadors, here Bassil Salameh, Amanda Brynolf, Martin Gråberg, Anders Ohlsson, Marta Chojnacka, Johan Billman and Elisa Patronen.

Team





PARUL SHARMA

“The international sustainability practices of Swedish companies have to improve,” says Parul Sharma, a human rights lawyer who was recently named the most powerful woman in the Swedish business community by financial weekly Veckans Affärer. She believes there is a shortage of knowledge, skills and monitoring, and that the requirements imposed by companies are still far too lax.

ACQUIRE KNOWLEDGE, IMPOSE REQUIREMENTS & VERIFY

In recent years, Parul Sharma has become one of the most influential people in the business community in terms of CSR, and her verdict of Swedish companies is harsh. “To be perfectly honest, there has been a lot of nonsense surrounding CSR!”

At the UN level, CSR, or corporate social responsibility, has been defined as a discipline comprising four components that involve human rights, anti-corruption, labour rights and environmental responsibility. Parul believes that many companies have interpreted these provisions as if they can select the elements they enjoy working with and integrate into the company’s approach to human rights.

“I am sorry, but you do not have the right to do that. That’s like saying we have picked a few articles from the legislation that we find exciting! I’m equally baffled every time I hear it. We are obligated to comply with the full spectrum,” she concludes.

The approach of companies to the Codes of Conduct is also criticised.

“There is an incredible amount of confidence in these Codes of Conduct and I don’t know whether this is naïveté or laziness. You can talk about it until the cows come home, but it means nothing unless the codes have real substance, as well as repercussions tied to them.”

As the daughter of two Indian immigrants Parul Sharma had an Indian upbringing in a Swedish environment. After upper secondary school, she opted to study law and applied to the criminal law programme, but soon became more interested in human rights. Between her internship at the Swedish Embassy in India and her work at the European Commission’s Delegation in New Delhi, she came to understand what real injustice meant and how you can change its causes. Today, she is a lawyer with the law firm Vinge and serves as Chair of the Swedish government’s delegation for the implementation of the UN goals, Agenda 2030.

What would you say is the greatest sustainability challenge facing Swedish companies today?

“Skills and knowledge regarding sustainability are two areas that still require a great deal of work, particularly concerning social issues. Nowadays, many companies, municipalities and organisations have environmental coordinators, though we seldom see human-rights coordinators, anti-cor-

ruption coordinators, or ILO coordinators. This is something that we must adopt and observe.”

She believes, for example, that anti-corruption is a sensitive topic for Swedish companies.

“It’s a bit like discussing sexuality with people who are very religious! Corruption affects all sustainability issues, and corruption challenges also need to be addressed head on in Sweden, which does business in so many high-risk countries.”

“Sweden is currently ranked as the world’s third-least-corrupt country, but that only applies nationally. How things look beyond



NOT MONITORING YOUR SUPPLY CHAIN CONSTITUTES SUB- STANDARD BUSINESS AND A DEGRADATION OF HUMAN RIGHTS.

the country’s borders goes unreported. Environmental regulation bodies are not infrequently the most corrupt of all,” Parul reveals.

“They are often easy to buy. But if we begin thinking about how bribery and corruption affect the environment and the climate, then I think we have made good progress.”

She feels that we must increase our understanding of how social behaviour affects the environment, and recalls an incident that made a significant impression on her.

“Fourteen years ago, we were at a cement plant in India where a group of women were sitting and mixing cement by hand. The water was running from a tap the whole time and, like a good Swedish inspector, I approached them and asked why they didn’t turn off the tap between refills to conserve resources.”

The women became furious and scolded her. Did she not understand that if they turned off the tap all the time, they would lose several minutes of working time every hour, and that they were paid for the number of blocks they produced?

“Right then and there, it became ex-

tremely clear that in a country like India you cannot impose the responsibility on the enslaved women; it has to be imposed on us as clients and as the responsible parties. We must learn more about correlation, like understanding where the environmental risks lie in allowing human oppression. How do your economic and social behaviours impact the environment and the climate?”

Parul believes that regulations and legislation in Sweden still leave a lot to be desired.

“First and foremost, we need nationally binding legislation that requires companies to conduct due diligence using the entire CSR spectrum on every facet of their business, right down to each supplier.”

Several countries, including France, already have such legislation. Parul feels that the new Swedish law requiring sustainability reporting, which comes into effect next year, could be a step in this direction.

“I am hopeful, but also feel there is a lack of discourse concerning the innovation of new skills, which is troubling.”

So what can a company do if it wants to take its share of responsibility for the global goals throughout its supply chain? Parul believes sustainability is a matter of inspection – just like a car, compliance must be monitored, inspected and undergo service on a regular basis.

“Not monitoring your supply chain constitutes substandard business and a degradation of human rights. Unless you can perform substantive check-ups, you should not be conducting business in fragile countries.”

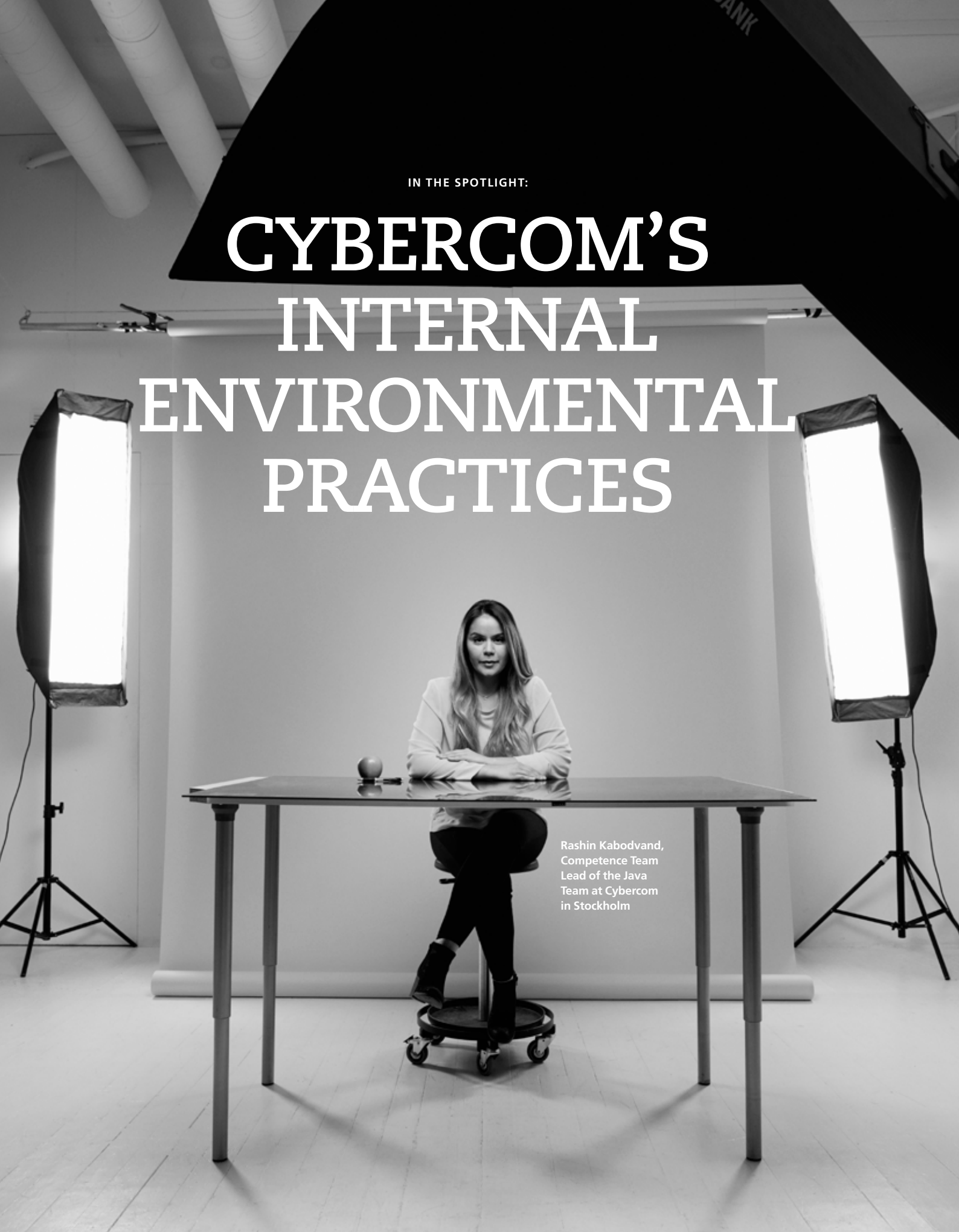
Parul is currently helping companies perform check-ups on their operations. To date, she has performed more than 160 audits on supply chains in high-risk countries and high-risk industries worldwide.

“During the course of my work, I have become increasingly aware that audits are only about a third of the work. Suppliers often do not understand what is encompassed and what must be done to meet the requirements. The monitoring work itself is both where the costs lie and results are generated, provided it’s done properly. Training courses in partnership with suppliers, monitoring of results and hand-holding throughout the monitoring programme are hugely important.”

“We simply have to look beyond quarterly reports if we want to be able to look the next generation in the eyes and say that we did what we could.”

IN THE SPOTLIGHT:

CYBERCOM'S INTERNAL ENVIRONMENTAL PRACTICES



Rashin Kabodvand,
Competence Team
Lead of the Java
Team at Cybercom
in Stockholm

ENVIRONMENTAL CERTIFICATION

Cybercom develops innovative, secure and effective solutions that add to profitability and sustainable development for our clients and society at large. We are also always striving to reduce our own environmental impact. In 2017, Cybercom secured environmental certification and our internal practices are moving forward with steps including employee training.

Cybercom has always had a major focus on internal environmental aspects, and one of our sustainability goals for 2016 was to secure environmental certification for the entire company. In 2016, Rashin Kabodvand, Competence Team Lead for the Java Team, and one of Cybercom's Sustainability Ambassadors, was placed in charge of planning and preparing for environmental certification.

"Since 2008, we have been environmentally certified in Region Mid and have long been aiming to secure environmental certification for the entire company, which is why it is particularly gratifying that we finally achieved our certification goal," says Rashin. "In early 2017, an external environmental certification audit was performed that went unexpectedly well, and we passed the audit with no deviations. This means the entire company has secured the ISO 14001 Environmental Management Certification."

Although Cybercom's greatest potential lies in enhancing offerings to clients that add to sustainable development for the companies and their end-customers, it is also imperative that the company lives up to ambitious environmental targets and actively works to improve its own environmental practices.



BY INCREASING ENVIRONMENTAL AWARENESS AMONG OUR EMPLOYEES AT EVERY LEVEL, WE CREATE AN APPROACH THROUGHOUT THE ORGANISATION THAT INFLUENCES EVERYTHING WE DO.

"By increasing environmental awareness among our employees at every level, we create an approach throughout the organisation that influences everything we do," says Rashin.

"Environmental certification involves implementing effective processes for the consumption of resources and compliance with the prevailing environmental legislation. As an example, we review Sweden's environmental code twice a year and make sure we are in compliance."

The greatest direct impact of the environmental certification is that we have introduced waste separation at all our offices in Sweden. All employees must also complete an online environmental training course, and by year-end 2016, 70 percent of our employees had undertaken environmental training. Another key element of Cybercom's environmental practices is transportation.

"We must reduce our use of cars," explains Rashin.

"We have catalogued the public transport options for all our offices, and we are conducting activities to make it easier for employees to not use their cars. These include fitting the changing rooms at all our offices with showers so employees can run or cycle to work. Cybercom has also written an environmental policy that outlines how to generate business that is sustainable in the long term."

However, our efforts will obviously not end simply because we have now secured environmental certification.

"This is a relentless effort and we are constantly striving to improve and to meet our environmental goals and comply with regulations," says Rashin. New Sustainability Ambassadors will also take over from my colleagues and I, and will continue to pursue ongoing and new projects!"

OUR RESPONSIBILITY

High ethical standards should permeate our business and our operations. Our actions are governed by our code of conduct in all countries in which we operate, and business ethics are a standing item on the agenda of the management team.

Our actions

From 2014 our employees must complete an online course on anti-corruption. The training is based on our code of business ethics and conduct, and includes various possible dilemmas to consider. Cybercom experienced no incidents of corruption or discrimination in 2016.

Information security

For Cybercom, information security means our ability to ensure the necessary confidentiality, integrity and availability of our internal systems and information, and the systems and information of our clients. Cybercom's systems and clients' systems should be managed in a safe manner, and the effect of any security incidents should not risk serious damage to our own business or the business of our clients. Cybercom undertakes systematic information security efforts based on our information security policy.

Client privacy

Cybercom works actively to ensure compliance with the existing regulations for protection of privacy as well as the new, tougher rules that must be complied with by 2018 in accordance with the EU's General Data Protection Regulation, GDPR. This work is conducted both internally and on assignment for clients. Cybercom has not experienced any losses of client data in 2016.

THE RIGHT PATH FORWARD

CHAIRMAN'S COMMENT

Cybercom was taken private by JCE Group and Tequity in December 2015 and we can now close the file our first financial year as an unlisted company. Over the past year, we have resolutely continued to pursue our strategy and are now in many ways a different company than we were just a year ago. I am pleased to state that we experienced a substantial increase in demand for our services and that we are more competitive than ever before. We have also continued to strengthen our brand, which is pivotal to retaining and attracting our talented employees, who represent the key to our success. Backed by tailwinds from a positive market, we are now well-equipped to further advance our positions. This has been particularly apparent from our clients, as we are now securing a greater number of good and exciting projects than perhaps ever before. The fact that we have together achieved our current position is thanks to hard and determined work, but we have more to give!

JCE Group and Tequity are jointly providing support to Cybercom and its management in efforts to safeguard the company's future opportunities. This involves corporate responsibility – taking long-term responsibility for how we impact our environment. Our values as owners are entrepreneurship, professionalism and dedication. It is important to always act with professionalism; to make decisions while keeping an eye on a resilient horizon and based on respect for the individual and how our decisions affect society and the environment, in the short term and in the future. As Cybercom has the ability to serve as both an influence and an inspiration, it is important that our words lead to action and exceed our clients' expectations on sustainability. We are convinced that this is in demand among clients,

which creates a stronger Cybercom and thus benefits us, Cybercom's employees and our clients.

As a shareholder, I am inspired by the 17 global sustainable development goals that the UN, the countries of the world and key companies signed in 2015. We know that the technology currently available suffices in achieving every goal, yet we must all make an effort and turn our words into action. I know that corporate drive can take us a long way and that those of us in the business community have a key role to play in taking responsibility and helping achieve the goals. This goes for all industries and in particular our industry – the IT and telecom sector. Our innovative solutions enable, for example, more secure online banking services, digital services used by citizens when communicating with authorities, autonomous cars and even connected cranes that add to optimisation and efficiency enhancements. Cybercom has been a signatory of the UN Global Compact since 2011.

Our goal is to constantly improve in order to create profitable growth. Cybercom aims to become even more client-oriented, agile and focused. The company's foremost assets are its employees, our talented consultants. I am proud of our knowledge base and what we have achieved in unison over this period. Together we are making a difference for a better future!

Hampus Ericsson

CEO and Chairman, JCE Group
Main shareholder and Chairman,
Cybercom Holding



Corporate governance information is available
at www.cybercom.com





Code of Conduct in brief

Cybercom's code of business ethics and conduct is based on the UN Global Compact and its principles on human rights, labour, the environment and anti-corruption. The code was introduced in 2004 and has over the years been adapted to the world we live in. Cybercom's board reviews the code annually. In 2012, a code was also drawn up for Cybercom's suppliers to sign.

1. Comply with laws and regulations

All Cybercom employees are responsible for acting in compliance with laws and regulations applicable to Cybercom's operations and deliveries. In the event of an individual issue demanding it, they will seek legal advice. Cybercom applies the Swedish Code of Corporate Governance. Cybercom presents and reports corporate information in compliance with applicable laws and regulations.

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 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 Organisation (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, religion, beliefs, political affiliation 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.

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 always acts in compliance with laws and internationally recognised directives.

6. Corruption and other prohibited business practices

Cybercom complies with the Swedish Anti-Corruption Institute's Code of Gifts, Rewards and other Benefits in Business, 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 has taken the relevant measures 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 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 re-

mains 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 patented information

Cybercom requires all employees to sign a confidentiality agreement in accordance with Cybercom's security policy. 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. Cybercom's code of conduct is available in full at www.cybercom.se.

GRI INFORMATION

Dialogue with stakeholders

Cybercom has identified its employees, clients, shareholders and unions as its key stakeholders based on how much they are affected by or affect Cybercom.

In 2013 and early 2014 we conducted a number of interviews and surveys with employees in Sweden and Finland, with clients from different sectors, with representatives of

various shareholders and with union representatives. The aim was to identify the main issues for Cybercom based on the sustainability issues that most affect and are affected by our activities and where we can make the biggest difference.

Cybercom's employees can comment and ask questions to management through the employee survey and through contacts with

our sustainability ambassadors. Employees can also discuss and obtain information on health and safety issues or on business-related issues through the health and safety committees or through their immediate manager.

See also forums and formats for dialogue in the table below.

Stakeholder group	Issues	Dialogue	Outcome
Clients	Offer, quality, delivery, security management, privacy, business ethics, labour conditions, climate performance, procurement procedures	Client survey, interviews	Sales training, business system in the Swedish operations for quality, environment and data security that will be integrated throughout the group. The system is based on the established standards ISO 9001 (quality) and ISO 14001 (environment) and to some extent ISO 27001 (information security)
Employees	Skills development, working environment, corporate culture, diversity and equality	Employee survey, interviews	Training, management conferences, employee events /meetings on vision, values
Investors/shareholders	Profitability, corporate responsibility, business ethics	Annual general meeting, board work, interviews, investor meetings	Code of business conduct and ethics, sustainability report, corporate governance report
Suppliers	Suppliers' environmental work	Suppliers' code of conduct, procurement, negotiations	Compliance with code, sustainability focus
Trade unions	Labour law, employment conditions, skills development, work environment, codetermination, board matters	Workplace meetings, board meetings, interviews/surveys	Support in wage bargaining and negotiation of layoffs

Material sustainability aspects per GRI G4

Cybercom's sustainability aspect	GRI G4 aspect
Business ethics	-
Anti-corruption & anti-competitive behaviour	Anti-corruption
Dedicated employees & employee development	Employment, occupational health & safety and training
Financial stability	Economic performance
Sustainable products & services	Products & services and product & service labelling
Sustainability in Cybercom's culture	-
Information security	-
Privacy issues related to IT	Customer privacy
Diversity & equality	Diversity & equal opportunity and non-discrimination
Smart use of resources	Energy and emissions

The table shows which aspects of sustainability that Cybercom has assessed as material in terms of their impact on the company and how they are deemed relevant to our stakeholders and their relationship with the aspects of GRI G4.

Below we outline supplementary information about the GRI indicators we report and the methods, assumptions, and conversion factors used to calculate them.

External assurance

Our sustainability has not been subject to external independent assurance.

ANTI-CORRUPTION

Percentage trained in anti-corruption, SO4	2016	2015
Board	100%	100%
Executive management	100%	100%
Other employees	70%	54%

Corporate governance

The general meeting of shareholders is the company's supreme governing body. It is at the meeting that shareholders have the opportunity to exercise their influence. Shareholders wishing to attend a general meeting must be registered as shareholders in the transcript or other copy of the entire share register, according to ownership status, five weekdays before the meeting, and notify the company of their intent to participate not later than on the date specified in the notice to the general meeting.

Board of directors

During the year the board has focused primarily on the company's strategy, business plan and budget, the company's financing and industry trends. The board monitors management performance through monthly reports which include reports of financial results, key performance indicators, development of priority activities and so on.

Economics

SEKk	2016	2015	2014
Generated direct economic value			
Revenues	1,353,925	1,259,598	1,262,887
Distributed direct economic value			
Employee benefits	-766,570	-782,933	-824,303
Other external expenses	-480,000	-408,590	-345,921
Charitable donations	-549	-575	-521
EBITDA	106,806	67,500	92,142
Investment activities	-23,363	-23,873	-26,373
Net finance income/expense	-5,588	-2,621	-2,490
Dividends	0	0	-9,022
Corporation tax paid by country¹			
Denmark	0	0	0
Finland	-3,503	-925	-3,567
India	-754	-573	-1,637
Italy	0	-1	0
Korea	-1,163	-809	-123
Paraguay	0	0	0
Poland	-2,730	-1,755	-472
Rwanda	-187	0	-1,350
Senegal	0	0	-4,775
Singapore	-466	185	24
Sweden	4,215	-1	-319
Taiwan	-126	-121	-94
Tanzania	-431	-802	-582
Chad	-583	-546	-383
Germany	-10	0	0
Economic value retained	63,687	35,658	40,979

1) In countries where the company has paid withholding tax during the year, these amounts have been included in the amount of tax paid.

The table shows Cybercom's generated direct economic value, and how this is distributed between different stakeholder groups.

Employees

Key figures and indicators relating to the number of employees relate to December 31 for each year.

Total number of employees at Cybercom on Dec 31	2016		2015		2014	
	Employees (number)	Female (percentage)	Employees (number)	Female (percentage)	Employees (number)	Female (percentage)
Number of permanent employees	1,185	17%	1,200	17%	1,287	17%
- Of which full-time	1,154	17%	1,200	17%	1,238	16%
- Of which part-time	31	29%	0	0%	52	37%
Number of temporary employees	18	33%	18	28%	20	15%
Total number of employees	1,203	18%	1,218	17%	1,307	17%

Employees by country	2016		2015		2014	
	Employees (number)	Female (percentage)	Employees (number)	Female (percentage)	Employees (number)	Female (percentage)
Sweden	748	20%	765	18%	825	19%
Finland	164	12%	193	10%	250	11%
Poland	253	18%	209	16%	167	17%
India	23	13%	28	25%	31	29%
Singapore	2	50%	13	8%	19	11%
Denmark	13	8%	10	10%	15	7%
Total number of employees	1,203	18%	1,218	17%	1,307	17%

Composition of the company	2016		2015		2014	
	Employees (number)	Female (percentage)	Employees (number)	Female (percentage)	Employees (number)	Female (percentage)
Board of directors	9	33%	9	33%	9	22%
Under 30	0	0%	0	0%	0	0%
30–50	7	14%	7	43%	7	29%
Over 50	2	100%	2	0%	2	0%
Managers	115	26%	97	20%	80	29%
Under 30	3	33%	1	0%	0	0%
30–50	89	22%	75	17%	64	30%
Over 50	23	39%	21	29%	16	25%
Other employees	1,088	17%	1,121	17%	1,226	16%
Under 30	309	18%	276	18%	334	19%
30–50	642	16%	696	15%	763	14%
Over 50	137	20%	149	21%	129	19%

Staff turnover	2016			2015			2014		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
New recruitment during the year			280			237			332
Under 30	34	119	153	12	89	101	28	142	170
30–50	24	95	119	24	109	133	30	121	151
Over 50	1	7	8	0	3	3	2	9	11
Percentage of new recruits			23%			19%			25%
People who left during the year			294			332			279
Under 30	12	50	62	7	58	65	9	66	75
30–50	27	166	193	42	186	228	25	149	174
Over 50	8	31	39	9	30	39	7	23	30
Percentage who ended employment			24%			27%			21%

Collective bargaining agreements	2016	2015	2014
Percentage of employees covered by collective bargaining agreements	77%	77%	80%
Development reviews	2016	2015	2014
Percentage of employees given development review			
Female	89%	89%	83%
Male	84%	81%	83%
All employees	85%	83%	83%

Excl. new recruits

Sick leave	2016	2015	2014
Percentage of sick leave for each country			
Sweden	3.4%	2.6%	2.3%
Finland	3.0%	1.5%	2.4%
Poland	2.0%	1.6%	1.8%
India	0%	2.4%	2.6%
Singapore	0.4%	0.1%	3.0%
Denmark	1.9%	0.0%	0.1%
Average Cybercom	3.0%	2.2%	2.4%

Cybercom had one reported work-related accident in 2016, relating to a minor incident.

Training hours/Employee	2016	2015	2014
Female	17	34	26
Male	18	26	22
All employees	18	27	22

Environment

Energy

We annually review the electricity consumption at our offices and in our own data centres. Cybercom buys renewable electricity in all countries in

which we operate, except Poland. To convert energy from MWh to GJ, use the conversion factor of 3.6.

Electricity consumption in Cybercom's offices & data centres	2016	2015	2014
Total electricity consumption (MWh)	2,356	2,230	2,610
Electricity consumption in relation to sales (MWh/SEKm)	1.7	1.8	2.1
Virtual communications	2016	2015	2014
Number of Skype meetings	90,086	57,792	18,172

Greenhouse gas emissions

We measure and annually monitor our greenhouse gas emissions from employee air travel. Greenhouse gas emissions are reported directly by our travel agents in each country. For our operations in Singapore, greenhouse gas emissions are calculated based on distance travelled,

reported to us by a travel agent. We do not make our own conversions from other greenhouse gases to CO₂ and therefore have no overall value for Global Warming Potential (GWP). We do not use a Radiative Forcing Index (RFI) for emissions from air travel.

Carbon dioxide emissions from air travel in relation to the company's sales	2016	2015	2014	2013	2012	2011
Carbon dioxide emissions from air travel (tonnes of CO ₂)	272	343	640	599	451	903
Carbon dioxide emissions ¹ in relation to sales (tonnes of CO ₂ /SEKm)	0.20	0.27	0.51	0.50	0.34	0.61

1) Data excludes Cybercom's joint venture in India.

GRI Index

The following list makes reference to the GRI indicators that Cybercom has chosen to report and to the ten principles of the Global Compact.

General standard disclosures		Pages/remarks	Global Compact Principle
G4-1	Statement from the CEO about the organisation's strategy for addressing sustainability	p.4-5	
G4-3	The name of the organisation	Cybercom Group AB	
G4-4	Primary brands, products, and services	p.22-23, 28-29	
G4-5	Location of the organisation's headquarters	Stockholm	
G4-6	Countries where the organisation has significant operations	p.3	
G4-7	Nature of ownership and legal form	p.0, 46	
G4-8	Markets served	p.0, 3, 22-23	
G4-9	Scale of the organisation	p.3	
G4-10	Total number of employees	p.50	
G4-11	Percentage of total employees covered by collective bargaining agreements	p.51	Principle 3
G4-12	Organisation's supply chain	p.45	
G4-13	Significant changes during the reporting period	p.5	
G4-14	Whether the precautionary approach is addressed	p.5	Principle 7
G4-15	Externally developed initiatives to which the organisation subscribes	p.5, 6-7	
G4-16	Memberships of associations	p.5, 35	
G4-17	Entities included in the consolidated financial statements	p.3	
G4-18	Process for defining the report content	p.48-49	
G4-19	Material aspects identified	p.49	
G4-20	Limitation regarding the aspect boundary within the organisation	p.1	
G4-21	Limitation regarding the aspect boundary outside the organisation	p.1	
G4-22	Effect of restatements of information provided in previous reports	p.1	
G4-23	Significant changes from previous reporting periods	No significant changes	
G4-24	Stakeholder groups engaged by the organisation	p.48	
G4-25	Basis for identification and selection of stakeholders	p.48	
G4-26	Approach to stakeholder engagement	p.48	
G4-27	Key topics raised through stakeholder engagement, and how the organisation has responded	p.48	
G4-28	Reporting period	p.1	
G4-29	Date of most recent previous report	spring 2016	
G4-30	Reporting cycle	p.1	
G4-31	Contact point for questions regarding the report	p.53	
G4-32	In accordance option & GRI content index	p.0, 52-53	
G4-33	External assurance	p.49	
G4-34	Governance structure of the organisation	p.49	
G4-56	Organisation's values codes of conduct etc	p.0, 47	Principle 10

Specific standard disclosures		Page	Global Compact Principle
DMA	Economic performance	p.3, 5	
G4-EC1	Direct economic value generated and distributed	p. 49	
DMA	Employment	p.35-37	
G4-LA1	Employee turnover	p.51	
DMA	Occupational health & safety	p.35-37	
G4-LA6	Absenteeism & work-related injury	p.51	
DMA	Training & education	p.35-37	
G4-LA9	Employee training	p.51	
G4-LA11	Development reviews	p.51	
DMA	Diversity and equal opportunity	p.35-37, 47	Principle 6
G4-LA12	Composition of organisation	p.37	
DMA	Non-discrimination	p.35-37, 47	Principle 1, 2, 4, 5 & 6
G4-HR3	Number of incidents of discrimination	No incidents reported in 2016	
DMA	Anti-corruption	p.45, 47	Principle 10
G4-SO5	Confirmed incidents of corruption	No incidents reported in 2016	
DMA	Customer privacy	p.45, 47	Principle 1
G4-PR8	Number of losses of customer data	No incidents reported in 2016	
DMA	Energy	p.45	Principle 8
G4-EN3	Energy consumption within the organisation	p.51	
G4-EN5	Energy intensity	p.51	
DMA	Emissions	p. 45	Principle 8
G4-EN17	Other indirect greenhouse gas emissions	p.51	
G4-EN18	Greenhouse gas emissions intensity	p.51	
DMA	Products & services	p.24-25	Principle 9
G4-EN27	Mitigation of environmental impacts of products and services	p.24-25, 45	
DMA	Product and service labelling	p.28-29	
G4-PR5	Results of surveys measuring customer satisfaction	p.28-29	

For more information about this report and our sustainability work, please contact Kristina Cato, kristina.cato@cybercom.com



Cybercom är ett innovativt IT-konsultbolag som hjälper ledande företag och organisationer att ta tillvara på den uppkopplade världens möjligheter. Våra konsulter och de lösningar de skapar tar oss hela vägen från nordisk offentlig sektors e-tjänster till mobilitet i Karibiska ö-världen, streamad media och förarlösa bilar i Europa, nationella eIDs, säkra kortbetalningar samt hälsoappar till sjukvården, uppkopplade lyftkranar och hissar och smarta industriella robotar.

Cybercom grundades 1995. Idag täcker bolagets expertisområden hela ekosystemet inom kommunikationstjänster och IT-säkerhet. Vi är ett mångfaldsrikt bolag med stort åldersspann och många nationaliteter. Tillsammans skapar vi morgondagen, vi är kreativa, orädda och nyfikna – alltid redo att utmana status quo. Vi går från ord till handling och möjliggör förändring. Vi är #Makers of tomorrow.

VI HJÄLPER FÖRETAG, ORGANISATIONER OCH MYNDIGHETER

Cybercom är sedan 2015 ett privatägt bolag. Huvudägare är JCE Group AB och Tequity AB. Mellan 1999–2015 var Cybercom noterat på Stockholmsbörsen. Cybercoms hemmamarknad är Norden och Polen, därtill erbjuder bolaget global leveranskapacitet för lokala och internationella affärer.

I vår kommunikation använder vi oss främst av digitala kanaler. Hållbarhetsredovisningen är den enda trycksaken som vi producerar på koncernnivå.

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