

Makers of tomorrow



WELCOME TO
INNOVATION ZONE

26

CYBERCOM +
SMART FACTORIES = TRUE

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IOT CONTROLS WATER
AND WASTE IN HELSINKI

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SAFER OPERATIONS WITH
CONNECTED SIMULATORS

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This is Cybercom's (reg. no. 559025-7001) eighth Annual Sustainability Report. The most recent Sustainability Report was published in April 2017. The Sustainability Report was prepared in accordance with the requirements set forth in the Swedish Annual Accounts Act (ÅRL) and GRI G4, Core Option. The disclosures required under ÅRL and GRI are mainly found on pages 36–44. A complete list is provided in the GRI Index on page 49. The auditor's opinion on the statutory sustainability report is on page 51.

The Sustainability Report also serves as Cybercom's annual report to the UN Global Compact. Cybercom has been a member of the Global Compact since 2011. The Sustainability Report is not subject to external review.



MAKERS OF TOMORROW


The fourth Industrial Revolution is on the way. Virtually every company and organisation is stepping into a digital reality. And things are moving fast. For Cybercom, this is our home playing field. We are making tomorrow, today.

We help our clients capture the opportunities of digitalisation. We provide innovative, secure and sustainable solutions in IT and communications technology by combining technical edge and strong business insight. This applies whether the issue is transforming products into services, developing new business models or helping the public sector get closer to citizens.

We are found where technology and business development meet. We think big. We test, we learn and we adapt. And the distance from planning to action is short.

The single objective is for our clients to succeed in the connected world.

This is how we are making tomorrow, today.



M
CYBE

AKING ERCOM

Based on Cybercom's values and inclusive culture,
we are developing skills, client offerings and employees.
This is how we are making Cybercom.

This is Cybercom

SWEDEN POLAND
FINLAND INDIA
DENMARK

Cybercom is an innovative IT consulting firm that enables leading companies and organisations to benefit from the opportunities of the connected world. We are working every day to connect people, machines and services to make them work more smoothly together. Our consultants and the solutions they create take us all the way from e-services in the Nordic public sector to streamed media and driverless cars in Europe, eIDs, secure card payments and health apps to healthcare, connected cranes and lifts and smart industrial robots.

Cybercom has been a privately owned company since 2015. Its main shareholders are JCE Group AB and Tequity AB. The company was listed on Nasdaq Stockholm from 1999 to 2015. Cybercom's domestic markets are the Nordic region and Poland. The company also offers global delivery capacity for local and international business. Cybercom owns a joint venture in India with Datamatics.

1,463.0

SEKM SALES 2017

112.5

SEKM PROFIT AFTER DEPRECIATION
AND AMORTISATION

88%

BUSINESS WITH SUSTAINABILITY EFFECTS

Five-year review

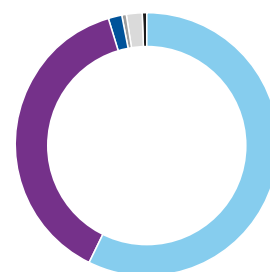
Operational performance and key figures ¹⁾	2017	2016	2015	2014	2013
Operating income, SEKm	1,463.0	1,353.9	1,259.6	1,262.9	1,195.1
Operating profit after depreciation and amortisation, SEKm ²⁾	112.5	67.8	38.3	65.8	60.2
Total assets, SEKm	978.4	895	879.4	1,265.9	1,228.7
Average number of employees	1,250	1,217	1,169	1,222	1,180
Number of employees at end of year	1,262	1,203	1,218	1,307	1,267
Operating margin, %	7.7	5.0	3.0	5.2	5.0
Equity/assets, %	53	48	44	73	70

¹⁾ A new Group was formed on 1 December 2015 in conjunction with Cybercom Holding's acquisition of Cybercom Group. Accordingly, the multi-year review was prepared using a mix of the former Group and the new Group. The figures for the 2016 and forwards financial year pertain to Cybercom Holding. For 2015, the figures for the full period pertain to Cybercom Group, while the figures at 31 December refer to Cybercom Holding. The figures for 2014 and before pertain to Cybercom Group.

²⁾ Operating profit after depreciation and amortisation refers to profit before impairment of goodwill and a capital loss on the sale of a subsidiary.

³⁾ As of 2017, the value of pro bono work for charity has been included in the "Charity" item under "Distributed value" in the total amount of SEK 900 thousand. In 2017, employees of Cybercom worked approximately 1,000 hours pro bono in various projects directed at increasing interest in IT among young people in collaboration with Hello World and Universeum, as well as projects aimed at facilitating social integration for immigrants with a background in IT. The pro bono work corresponds to a value of SEK 465 thousand. Cybercom has also provided premises and ancillary services at no charge to Hello World, corresponding to a value of SEK 435 thousand.

Distributed value



1,262

EMPLOYEES

44

NATIONALITIES

21

ASSIGNMENTS IN
TWENTYONE COUNTRIES



A SELECTION OF OUR CLIENTS

Alma Media

ASSA ABLOY

Finnish Population Register Centre

Ericsson

Swedish Defence Materiel Administration (FMV)

Husqvarna

IKEA

KONE

Swedish Enforcement Authority

MTV Finland

SAAB

Swedish Tax Agency

Sony Mobile

TomTom

Finnish National Agency for Education

Volvo Cars

Vision

Our vision is to be our clients' most trusted business partner in the connected world.

Business concept

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

Values

Innovation

Passion

Trust



Good prospects and major challenges

“All Cybercom operations are developing strongly and in the desired strategic direction, albeit at somewhat different pace. We are following our strategic plan with good results and are within reach of our targets.”

I look back with pride at all we have achieved. We are growing, increasing the share of sustainable business and improving our profitability, year after year. With a brisk wind in our sails, Cybercom is developing very favourably in a strong market, accelerated by a positive macroeconomic situation. All Cybercom operations are delivering strong development in the desired strategic direction, albeit at somewhat different pace. We are following our strategic plan with good results and we are within reach of our targets.

However, the 17 global Sustainable Development Goals demand more forceful action by Cybercom and our clients. ICT and technical advancements are playing a major role in the global economy and in sustainable development. Digitalisation is behind the most important forces of change this decade. The industrialisation of IT, including the focus on 5G, cloud services, cybersecurity and disruptive technologies like artificial intelligence (AI), the Internet of Things and blockchain technology will be affecting us at an accelerating rate in the next decade. And this is what the days of Cybercom consultants are made of. This is a thrilling evolution, but we are not stopping there. We see beyond technical developments and engage in the consequences of our solutions. Cybercom's team of IT security experts are helping companies and society protect privacy, assets and systems. We are putting the new technologies in relation to the sustainability risks of our time to more effectively craft the solutions of tomorrow, add business models and open new markets.

A client-based and agile approach to achieve Agenda 2030. Our business development has appealed to our clients and our relationships deepened during the year. We have chosen to work with fewer key clients in order to create higher, more long-term value. Successful deliveries of agile teams are one example. Cybercom's agile approach is efficient and assures the quality of products and services whose functions are fit for purpose and focused on the user. We have been working this

way for a long time with some of our industrial clients. Now we are growing with more agile teams in industry and in the public sector, which is a breakthrough and a distinct change compared to previous purchasing patterns. I believe the agile approach is the way to reach the right solutions as swiftly and efficiently as possible. That benefits Cybercom, our developers, our clients and our society.

We aim to work in close collaboration, to listen carefully and understand each client's unique situation and create the optimal solution, for them and their customers or end users. Unique solutions that also contain scalable advantages that can be shared with others. I am utterly convinced that digitalisation and technical innovation can lead to reduced carbon emissions and better quality of life in many other areas. Cybercom supports the UN Global Compact and the Global Sustainable Development Goals. We see opportunities in the SDGs. Opportunities for stronger collaboration, scalable solutions and a swifter rate of change together with our clients. We have launched our Digital Sustainability offer as a driver of business innovation. We are training our sales force and management in Digital Sustainability and monitoring progress in our control system.

We are the same, we are different, we are innovative. Our greatest challenge today is finding enough new colleagues and making sure that interest in technology is sparked in more young people and women. In response to this challenge, we are engaged in many different forums, such as career days, meet-ups, hackathons and events like Women in Tech. We are welcoming an increasing number of university students who are doing their degree projects in our organisation and have allocated additional resources to provide guidance and mentorship. All of these efforts energise and enrich us and we feel that we are contributing to an important aspect of long-term social development. Although a global workforce is a strength in the IT sector, there is serious risk that we will soon be facing a shortage of skills in our industry throughout Europe. Global recruitment is one way of fending off this

threat, but we need to keep educating more people at home to meet the demand.

We welcomed 425 new colleagues during the year, 96 of whom are women. Our target is 30 percent women at Cybercom by 2020, and if we continue at the same pace as during 2017, we are going to make it. Together, we are now 44 nationalities, 1,262 employees in five countries ranging in age from 20 to 67. Our mission is to boost the performance of all people – our clients, their customers, our employees and our fellow humans – in a connected world.

I strongly believe that when we see the individual in every employee, strengthen diversity, increase transparency and give people freedom coupled with responsibility, we also create better conditions for success. Aimed at shortening internal decision paths, making the approach even more agile and reducing the distance between different parts of our organisation, I eliminated one level of management in the Swedish operations during 2017. The International region, which was oriented towards international telecom operators, was also sold early in the year. In the new organisation, I have devoted focus and energy to Innovation and Sustainability through collaboration across the group and joint client solutions and partnerships. We have introduced Innovation Zones with innovation teams in all Cybercom operations – they are the hub for new employee introduction, employee development and innovations. Change and innovation that create sustainable business for us and our clients are taking us forward.

My thanks to all colleagues, clients and partners. Together, we made 2017 an outstanding year. Now we are creating the future – We are Makers of tomorrow!

Stockholm, March 2018

Niklas Flyborg
President and CEO

A changing world and a changing market

Cybercom's priorities are strengthened by the increasingly digital and connected world, coupled with the ambitions of numerous actors to advance sustainable development.

External drivers

The scope and significance of digitalisation is enormous – we are in the midst of a fourth industrial revolution that affects us all. This is not only a technical shift. It is an utter transformation of how we interact with each other, including how we do business. Digitalisation, globalisation and urbanisation are moving us towards new ways of living. This is creating huge opportunities, but also brings challenges. The political, legal and financial arenas are being affected, and it looks like the decisions we make now will have more far-reaching consequences than ever before. Technical progress is moving at breakneck speed. Discerning opportunities and risks, understanding consequences and managing developments as they occur will be critical.

POSITIVE VALUES

Robotisation, automation and virtualisation are only a few components of digitalisation. They are enabling entirely new ways to solve problems and create value. Basically, it is all about the possibility of collecting Big Data that is processed into information that provides input for decisions and action.

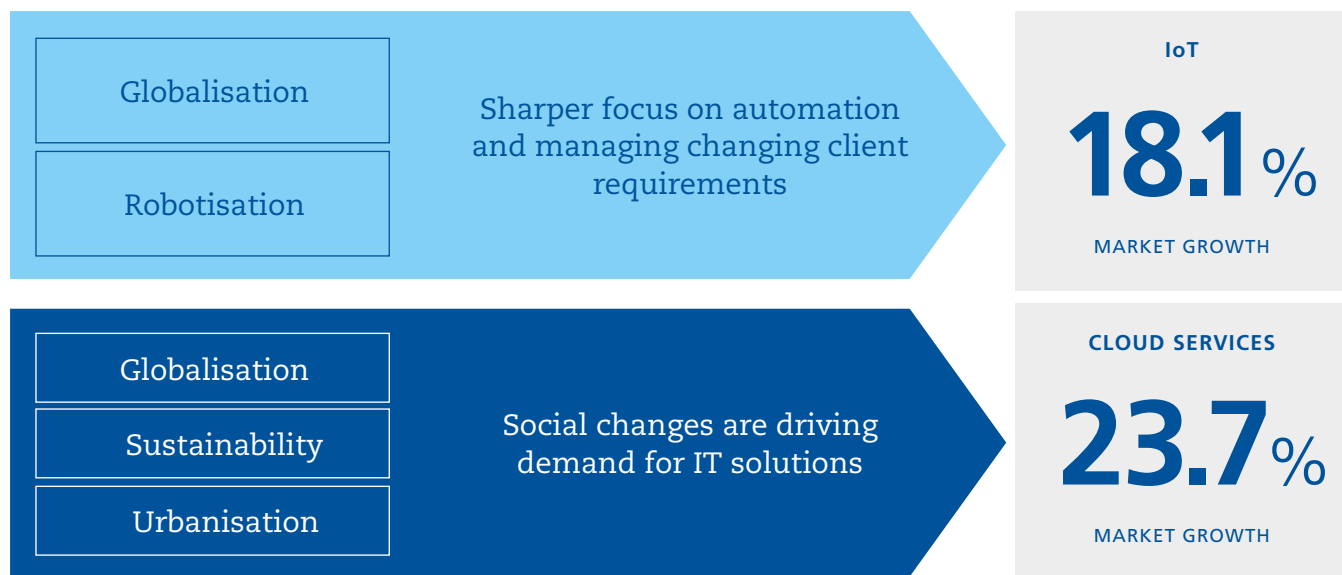
The fifth generation network (5G) is expected to be as revolutionary as the advent of the internet. 5G not only creates higher bandwidth for the consumer, it provides space for new activities that can develop and improve industry, healthcare, agriculture,

communities and more. 5G also entails network complexity in terms of the number of user scenarios and a wide array of equipment and data that require Artificial Intelligence (AI).

DIGITAL BUSINESS EVOLUTION

Business design, industries, markets and organisations are going to fundamentally change in the next ten years.¹⁾ The digital business evolution is continuously using new technology to integrate the physical and digital worlds and create new business models. Smart devices and machines that deliver increasingly insightful digital services, always and everywhere, are going to shape the future. We are moving towards an intelligent digital network that includes constantly connected people, machines, devices, content and services. The disruptive technology trends driving this future are creating intelligent, digital networking.

AI is going to find its way into all existing technologies and create entirely new tech categories. Predictions are that AI is going to break through big and, used properly, will create more flexible, insightful and autonomous systems. The physical and digital worlds will blend to create a natural and more absorbing digitally enhanced experience. AR (augmented reality) and VR (virtual reality) are two examples. The amount of data generated by things and products is growing exponentially and is going to require processing in central systems to an increasing extent. Digital trends, along with the opportunities activated by AI, are going



Source: Annual Nordic IoT market growth (2013–2019F) Annual Nordic cloud services market growth (2013–2016), Radar.

¹⁾ Gartner Top 10 Strategic Technology Trends for 2018



to drive the next generation of business and create digital business ecosystems. Business results will be delivered by a growing population of people and companies – machines, devices, content and services – that are linked in a single network. Social benefit can also be delivered in the same way. This networking demands new and improved functionality that reduces friction and increases security. Blockchain technology is one example.

Digitalisation and sustainability work hand-in-glove.

Companies are increasingly ready, willing and able to add positive value. Digitalisation and technical progress have made much of this possible. Going beyond reducing negative impact, companies are moving towards plus/minus zero or net positive impact on clients and the world. Many companies are reviewing their entire value chain and identifying opportunities. And many are developing circular strategies and platforms for sharing.

Dematerialisation and servicification are among the most important changes. This involves a shift from products to services, where the user receives equal or better service, but with lower use of natural resources. The transformation of the music industry when consumers began buying digital services instead of CDs or other physical products is one familiar example. A similar evolution is occurring today in industries like transport, real estate and food. New companies are being formed that offer products that generate public benefit or help reduce emissions of greenhouse gases and climate impact.

The widespread support of the UN Sustainable Development Goals and Agenda 2030 is perhaps the clearest sign of the willingness of business to contribute to sustainable development.

Cybercom's markets and priorities

All of Cybercom's geographical and industrial markets are affected by the trends mentioned above. We are seeing major investments in the Nordic region to drive digitalisation in the public sector to improve efficiency, cut costs and increase public benefit through new citizen-focused services. The industrial sector in northern Europe, Cybercom's main business segment, is developing new business and service models, often with digital support like IoT (Internet of Things). Assignments are more frequently including cloud services, robot technology and machine learning. As more businesses are digitalised, software and system development is increasing dramatically in importance. To put it simply, that means market players with limited technical expertise must improve programming in terms of planning, development, maintenance, organisation and much more. Cybercom can make a big difference here as well.

Cybercom is continuing in the direction stated in our strategy for the period of 2015–2018. This includes continuing the initiatives in data visualisation, IoT, privacy and information security and cloud services. Cybercom is focused on being a key player in cloud services in the Nordics. We have entered into partnerships with Microsoft and Amazon, meaning that we can build solutions on their infrastructure. We are reinforcing our advisory services capacity. We are becoming increasingly proactive in how we approach the client and recommend solutions that advance sustainability.

Cybercom's strategy



The UN's 17 Sustainable Development Goals entail opportunities for collaboration and new business for Cybercom. We are supporting the global SDGs by actively seeking assignments that contribute to sustainable development and measuring their sustainability effects.

Cybercom is helping clients capture the opportunities of the connected world. We offer innovative and sustainable solutions by combining technical edge with strong business insight.

A united Cybercom with a strong client offering is the key to success. Our innovative culture and open communication also strengthen Cybercom and our brand. Our strategy is based on three elements: clients, talent and collaboration.

1

We reinforce client intimacy

- We build the business around our clients.
- Everyone has client responsibility (sales and/or delivery).
- We have Group KAMs for prioritised clients and put long-term client relationships first.

2

We nurture talent

- We attract, develop and retain the best people.
- Our consultants combine business skills with technical edge.
- We are recognised as thought leaders in selected areas.

3

We embrace collaboration

- We leverage our capabilities across organisational boundaries.
- Our common ways of working support team and project deliveries.
- We reuse experiences to drive business development across units.

Our targets

Cybercom has defined seven target areas to keep the company moving in the right direction.

TARGET AREAS

TARGETS

① SUSTAINABLE BUSINESS

Cybercom will increase the percentage of sustainable business with our clients. The assignments will contribute to sustainable development and responsible use of finite resources.

② CLIENTS

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

③ TYPE OF ASSIGNMENT

Cybercom will have even distribution between consultancy services and turnkey commitments.

④ RECRUITMENT

Cybercom's net recruitment will be at least 5%, with focus on more equal gender distribution. Our workforce will be at least 30% women, as women earn 30% of degrees in technical fields.

⑤ BUSINESS ETHICS

High ethics will be part of our DNA and define us and our business. All employees will receive training in Cybercom's Code of Conduct and anti-corruption rules.

⑥ GROWTH

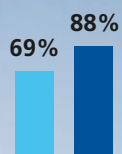
Cybercom will strive for growth of 5% per year over a business cycle.

⑦ PROFITABILITY

Cybercom will be one of the more profitable companies among its peer competitors and achieve an operating margin of 10%.

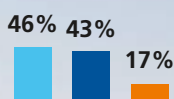
OUTCOMES

COMMENTS

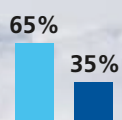


Refers to Cybercom's ten largest clients.

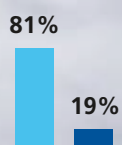
■ Share of sustainable deals in 2016
■ Share of sustainable deals in 2017



■ Key accounts 46% (58)
■ Ten largest clients 43% (44)
■ Largest client 17% (14)

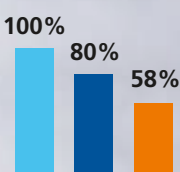


■ Consultancy services 65% (63)
■ Turnkey commitments 35% (27)



Net recruitment for the year was 4.9%.

■ Number of men 81% (82)
■ Number of women 19% (18)



Anti-corruption training

■ Board of directors 100% (100)
■ Group management 80% (100)
■ Other employees 58% (70)

8%

Net sales growth 8% (7)

7.7%

Operating margin 7.7% (5)

Cybercom's business model

We generate value for clients and revenues for Cybercom in several ways. Our business model is based on either continuous billing or fixed price commitments. We deliver in agile teams, expert assignments, project or service deliveries and licensing.

Projects

Project deliveries are based on Cybercom taking charge of and delivering a project (such as a particular solution) or taking on a greater commitment. The client pays based on effect and value. As a result, the project may be delivered at an agreed fixed price or on a continuous billing basis.

Services

Service deliveries are based on Cybercom taking responsibility for a system, feature or service and its maintenance and uptime. The client pays a fixed price per month, but the service may include a variable component related to volume or time.

Expertise

Expertise assignments mean that Cybercom offers one or more consultants to meet a particular need for the client. The client pays for the people, skills and time expended.

Licensing

In the **Licensing Model**, the client has access to software developed and owned by Cybercom in exchange for a licence, royalty and/or maintenance fee.

Teams

Team deliveries means that Cybercom offers teams of 6–8 employees who apply agile methods to development. The client pays a fixed price for the entire team.



“Every other client considers us their most trusted business partner – that is a huge feather in our cap.”

Bo Strömqvist,
Head of Sales Cybercom Group

Digital sustainability as a driver of business innovation

We always strive to be the client's most trusted business partner in the connected world. We listen carefully and offer our clients innovative and sustainable total solutions based on four main areas of expertise.

72% (73)

CUSTOMER SATISFACTION INDEX¹⁾

50% (21)

PERCENTAGE OF CLIENTS SEE US AS MOST TRUSTED BUSINESS PARTNER IN THE CONNECTED WORLD

91% (91)

PERCENTAGE OF CLIENTS THAT WILL PROBABLY OR DEFINITELY CONTINUE TO ENGAGE CYBERCOM

¹⁾ The Kantar Sifo average index is 66, based on 7,000 interviews in the IT/Tech industry – northern Europe – B2B.

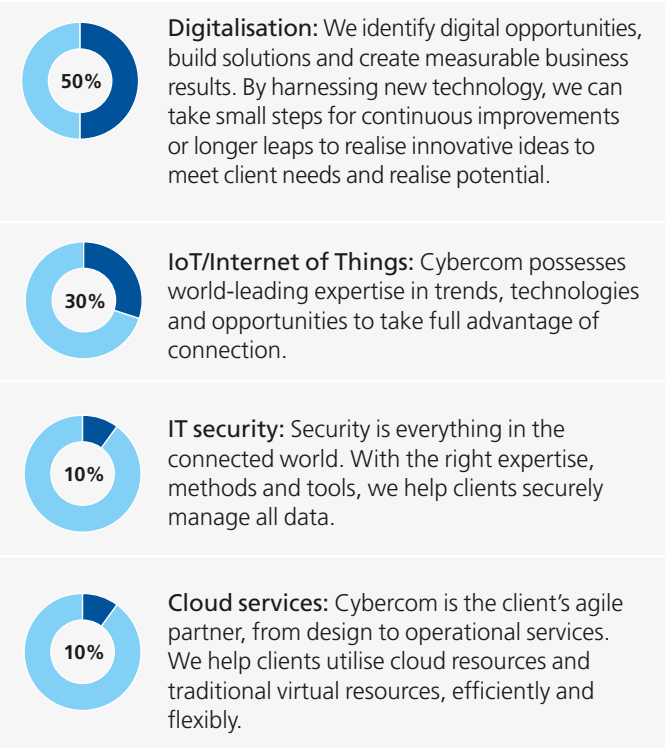
Always near the client

Our vision is to be the client’s preferred business partner in the connected world. Reinforcing client intimacy is a fundamental aspect of Cybercom’s strategy and essential to successfully supporting clients as required in today’s fast-changing environment.

By collaborating closely with clients, we shorten the path from idea to commercialised product or service. Cybercom brings skills, resources and support to this process. We also support our clients in reaching their customers and consumers in a smarter way. Here, we contribute qualified business development and advisory services. Innovation Zone (see page 26) is yet another example of Cybercom’s client-centred capability, approach and delivery.

On the organisational level, our vision and strategy call for us to build the business around our clients. Everyone has business and client responsibility (sales and/or delivery). We prioritise loyalty and long-term relationships and have Group KAMs.

Cybercom’s areas of expertise



The percentage of Cybercom’s total business generated by each area of expertise is an estimate, as many assignments include multiple areas.

Partner throughout the project life cycle

Cybercom has the skills and capacity required to be the client’s partner throughout the project, from strategic advice to operation.

Strategic advice	Innovation	Development	Testing	Operation and management
Cybercom analyses the client’s operations and provides strategic advice on digital development. Advice is always clearly linked to the business and measurable results, based on our understanding of what can and should be developed.	Cybercom’s innovation services make clients ready for sustained competitiveness, profitability and success. We test new technologies and build prototypes. We bring the new methods and approaches required in a changing market.	Cybercom’s development method is based on agility and transparency. In partnership with our clients, we create new products and services that streamline resource utilisation, automate and open the door to new markets.	Cybercom gives its clients access to a full-scale test organisation – so they do not have to invest in and create their own. The Cybercom Test Center offers all the infrastructure and expertise necessary for thorough testing, which is becoming increasingly important to match the requirements of mature users.	Cybercom takes care of all aspects of operation and management, from development of management models for large organisations to day-to-day management, technology and support. Along with our partners, Amazon Web Services and Microsoft, Cybercom is a leading cloud services vendor in the Nordics.



Aiming for net positivity

Cybercom's greatest opportunity to make a difference resides in helping others see the opportunities provided by technology and use technology to develop towards Agenda 2030. When we succeed, our solutions result in a positive footprint that is bigger than the negative impact that our business produces. In this way, we are shifting our focus from internal risks to external opportunities.

Digital solutions for sustainable development

Technology and innovation are essential to develop companies, cities and communities in a sustainable direction. Today's technology can take us a long way, but we have to be smart about how we use it. That requires us to change our habits, organisations and regulations. Cybercom has an important role to play here: we explain to clients and decision-makers which underlying digital solutions are essential for a sustainable world. Without encryption, compression algorithms, cloud storage and real-time data, smart buildings, smart mobility and smart consumption are all out of reach. That is why we participate in contexts like the UN Global Compact Private Sector Forum and that is why we develop solutions for digital sustainability. During the year, we began categorising and tracking our client assignments and solutions according to their contribution to attaining the global Sustainable Development Goals.

Cybercom's services contribute mainly to six sustainability effects:

Energy savings: Cybercom's client, their customer or the end user can reduce energy use.

Dematerialisation: Physical materials or products are converted to digital or electronic form or the same level of functionality is delivered with fewer or zero materials.

Servicification: The transition from product to service by a Cybercom client or the end user. Functionality is equal or better while negative impact on the environment and society is reduced or reversed to positive.

Reduced use of resources: Reduced or zero usage of non-renewable resources or other natural capital.

Security: More secure digital space and/or better protection of privacy.

Other product or service development: Development in addition to the above that contributes to attaining the global SDGs and sustainable development.

We also categorise our initiatives according to the level of activity on Cybercom's part. The goal is to be even more proactive in our sales efforts to make a bigger difference for our clients and for sustainable development. The categories are relative, specific, active and proactive contributions.

Relative contributions: We help the client improve relative to their own past results. Example: Reduced waste volumes or smarter mobility, where Cybercom contributes a cloud service.

Specific contributions: We bring sustainability skills to ordinary assignments. Example: Development of a control system for greenhouse lighting to optimally utilise energy in sustainable food production.

Active contributions: We help the client develop new solutions that promote sustainable development, where sustainability was not part of the client relationship from the beginning. Example: A new e-commerce platform where users are encouraged to live and consume sustainably.

Proactive contributions: We are proactive, identify opportunities, present novel ideas and perform assignments in which sustainability drives digital innovation. Example: Shift a customer's business model and offering from products to services and solutions.

Digital Sustainability

Cybercom has developed a process that helps companies achieve net positive impact on society. In practice, that means companies give more than they take – their products add more public benefit when they are used than they require in production.

Cybercom's process for developing net positive businesses is based on Business Model Canvas methodology, where we add a global sustainability filter. The sustainability filter is based on studying whether innovations, business models or products will work in a world of 11 billion people – the projected global population in 2100.

Cybercom supports clients on their journey towards net positivity from initial inventory and through the implementation phase. We divide the process into three main phases. First, the company's current contribution to sustainable development is assessed. Thereafter, future potential net positivity is evaluated. Finally, the project transitions to implementation and making the sustainable tomorrow happen.

DIGITAL SUSTAINABILITY PROCESS (DSP)





Ellionore Jacobsson
SENIOR CONSULTANT

I am inspired by kids, especially my niece Vera, who is seven. She is growing up in a time when respect for gender and integration is unquestioned. There is no prejudice or bias in her thoughts about the world and the future, which provides a lot of space for ideas and creativity. We adults should learn more from children.



Sofia Ljunggren
CHIEF SECURITY OFFICER



Bartosz Libner
INNOVATION LEAD & SOFTWARE DEVELOPER

I am interested! In people, outer space, science fiction and technology. I love playing sports and am inspired by how technology can, for example, help people with spinal cord injuries walk again or people with dementia remember things, as in my last assignment. It is very rewarding.

I was looking for a job where I could make a difference to our society. Cybercom offered me that platform, and I found my dream job. It is important to have the courage to act and think innovatively while always understanding the consequences. Ask for advice in difficult situations.

We are Makers of tomorrow

Makers, because we make digital happen. We believe in talking less, doing more. We are the client's partner in a changing world, where we take on business challenges with digital tools. We know that innovative and sustainable solutions are as much about technology as what the tech can actually do. Tomorrow, because we want to create a better tomorrow.

Digital development and sustainable development should always be synonymous. We learn from experience, benefit from our collective capabilities and are creative in how we apply technology. This is how we are creating solutions for a sustainable digital future.



Magnus Skebäck

HEAD OF CYBERCOM GOTHENBURG

Einstein said, "If at first the idea is not absurd, then there is no hope for it" – he is my kind of hero! Constantly learning new things is so enriching. Cybercom must support employees in this, provide opportunities for various kinds of assignments. Being a consultant is the most fun job ever.



Sini Lindroos

SERVICE DESIGNER

I want to design the products and services of tomorrow that make life easier and contribute to sustainable development. To reach everyone in society, solutions absolutely must be user-friendly.



Katarina Cornelius

HEAD OF BUSINESS TRANSFORMATION

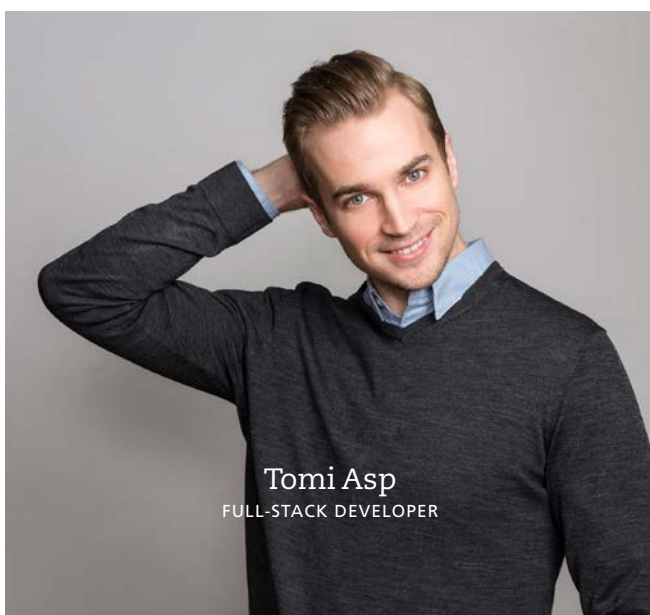
I am energised by being the catalyst of change journeys, by seeing companies, organisations and people grow and develop. Transformation isn't always about companies and money. Technology can change behaviour, and we bring that awareness with us in our solutions.



Piotr Kuszewski

ANDROID DEVELOPER

I like the brilliance found in simplicity. Systems and solutions do not always have to be complex. A relatively simple system can have huge impact on a company. The most important thing is to identify the real need and work with a solution that actually meets that need.



Tomi Asp

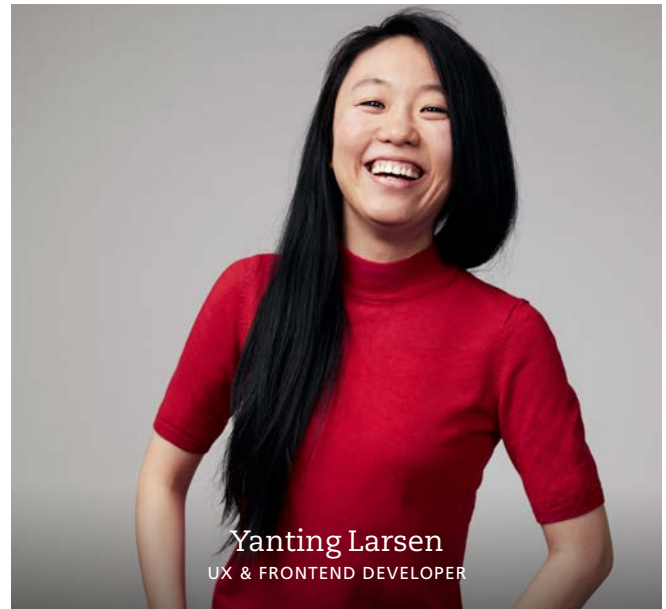
FULL-STACK DEVELOPER

At Cybercom, I have learned that teamwork and collaboration are the keys to success, internally and externally. The atmosphere here is friendly and open. That takes my stress level down, because I know that if something unexpected happens, my colleagues will be ready to help.



Coleb Mujurizi
IT SECURITY CONSULTANT

The internet is a fantastic innovation that lets people from all over the world interact. It brings us closer together! I want to contribute to a society that is totally connected – and secure. Right now I am working in the active safety department for one of our automotive industry clients.



Yanting Larsen
UX & FRONTEND DEVELOPER

I think being a Maker is about having the right attitude – striving to be an expert in your field, contributing and enjoying solving problems. You can always acquire knowledge – it is your attitude that takes you all the way.

Boosting Your Development

As a Cybercom colleague, you are part of a network of about 1,300 people. In addition to the colleagues and the culture, Cybercom is distinguished by striving to make a better tomorrow and by its skills, innovativeness and concern.

Culture and colleagues

Our values of innovation, passion and trust inform our culture and shape our working days. We are passionate about Cybercom's mission, "Boosting your performance in the connected world". And we are thrilled and energised by the prospect of constant development.

We Cybercom people are the same and we are different. We all share a passion for innovation and development and a down-to-earth approach. We are also a diverse collection of personalities and profiles. In our about 1,300 people-strong network 19 percent are women and 81 percent are men. Our youngest colleague is 20 and the oldest is 67. We come from 44 different countries and represent a wide range of skills. Anyone looking for expertise, whether that means in-depth industry knowledge or digital tools on the leading edge, will not have to look far. We have the breadth it takes.

Better tomorrow

We put high demands on the solutions we create and on what our solutions achieve. We do not work with technology for its own sake or for just any purpose. Digital development and sustainable development should be synonymous. Our solutions should be innovative, scalable and secure. And they should boost profitability and sustainability in terms of saving energy, finite resources and costs.

Skills and development

Cybercom is an arena of skills, where people gain experience from different industries, companies and organisations. And opportunities to work across the field of IT and develop in various roles. We are convinced that we learn most in our assignments – after all, our work is immersed in digitalisation. That is why Cybercom's breadth and development potential are some of the best we have to offer.

Cybercom people care about their development and prefer to control it themselves. The team leader supports and coaches as and when required. Boosting Your Development, Cybercom's platform for learning and development, is available to help. This is where opportunities, responsibility for individual development, a model for learning and development and a professional development process are found. Everything is aimed at boosting

everyone's development so that each individual can reach their full potential.

Innovation Zone is our hub – how we ensure that Cybercom constantly develops in the latest technologies. Within the framework of Innovation Zone, employees and clients have the opportunity to jointly evaluate ideas, perform tests, develop prototypes and lead pilot projects in a creative environment.

A company that cares

Cybercom cares. People who work for Cybercom are offered competitive pay and generous, relevant benefits. Being an attractive employer is all about listening and constantly developing. Attractive offices, centrally located to make it easy to use public transport, are an important aspect. We strive to make our offices welcoming meeting places for creativity and innovation. A small but telling example is our big café rooms with table tennis or other team activities in all of our countries. We have adjusted the benefits package according to feedback from our employees.

Cybercom also cares about employee social security. The precise arrangements vary among markets, but all offer advantageous insurance policies. Employees in Finland and Sweden are covered by collective agreements that include benefits like pensions and parental leave supplement.



Daniel Myrberg

COMPETENCE TEAM LEAD & CONSULTANT,
CURRENTLY ON PARENTAL LEAVE

My head is always spinning with ideas about how products and services can be made better, through an entirely new solution or an optimisation. Along with dedication to finding new technology to deliver the improvements, this is a really big part of my life. And, wow, I get paid for doing it!



Ivar Grimstad

PRINCIPAL CONSULTANT
INTERNATIONAL JAVA CHAMPION & JUG LEADER

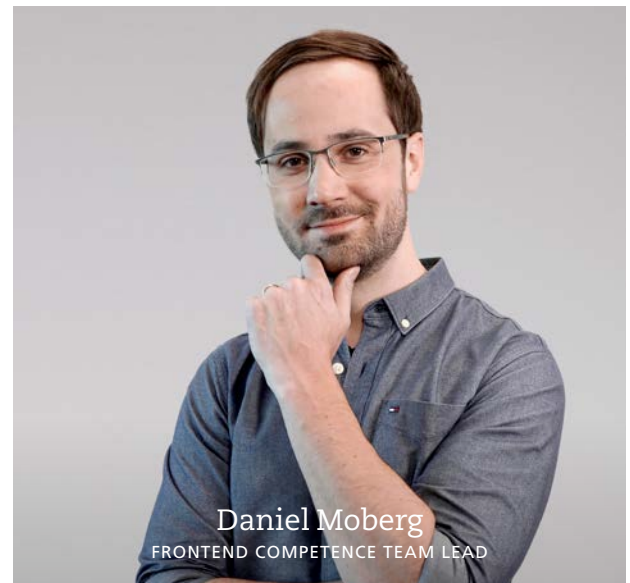
Being a programmer is like being a kid in a toy store. You can play with the technology in a way that a lot of other professions don't allow for. That is how you find that extra tiny detail that makes all the difference in the world. It has taken me all the way to becoming a selected project manager at the international level for development of the new Jakarta EE standard.



Kit Gullbrandson

HEAD OF CYBERCOM STOCKHOLM/KISTA

I am proud of the business my colleagues and I have built up in Kista. We get along so well and the atmosphere is outstanding. And of course I am very proud to have been nominated "Manager of the Year" by my colleagues!



Daniel Moberg

FRONTEND COMPETENCE TEAM LEAD

I appreciate our capacity to work with the client to deliver big value in very little time. We work in cross-functional agile teams with focus on MVP (minimum viable product). That is an incredibly effective recipe!

89%

PERCENTAGE OF EMPLOYEES
WITH UNIVERSITY DEGREES

11

YEARS OF EXPERIENCE
ON AVERAGE

4

YEARS AVERAGE TERM
OF EMPLOYMENT

37

AVERAGE AGE

44

NATIONALITIES



MM
TOMC

MAKING TOMORROW

Cybercom makes companies and organisations successful in the connected world. With technical edge and in-depth business skill, we build sustainable and innovative solutions. This is how we are making tomorrow.



Our mission: A smarter future

Cybercom is making tomorrow by equipping companies and organisations for success in the digital world. We offer our clients innovative total solutions. We begin with four areas where digitalisation can generate major and positive changes.



Commerce

Digitalisation is not only affecting individual product characteristics, but also business models. This often involves servicification, where company offerings transition from products to services. To succeed, this requires deep understanding of what actually creates value, and the ability to translate that insight into competitive solutions.

Connecting production and products has profound impact. Data collection and analysis make it possible to streamline production and use. What used to be separated is now connected. Everything is optimised in systems instead of individual units. The sustainability effects include higher security and lower energy use.



Cities

By 2050, about 70 percent of the world's population is expected to live in urban environments on a land area three times the size of what it was in 2000. In other words, many cities of the future do not exist yet. Urbanisation and digitalisation entail great opportunities to make life more sustainable, as regards energy, infrastructure, mobility and much more. The city becomes a device of a sort, one that can control how we use energy, ensure accessibility and manage self-driving cars that communicate with each other and their surroundings.



Consumers

Digitalisation is totally redrawing the consumption map. We are seeing new business models and new offerings. Consumers no longer buy products, they buy solutions to problems. The relationship between businesses and consumers is changing. The identity of the owner, producer or user is not always immediately apparent – new networks are taking shape. One example is the smart home, with security solutions that might also incorporate connected services from other providers, such as health monitoring or single-use door codes for home deliveries.



Citizens

Digitalisation is having profound impact on people's lives. The convenience we experience as e-shopping consumers or remote-working entrepreneurs is shaping our expectations in other areas, including society.

This involves the entire relationship between citizens and society, from the democratic process to public services and all interactions with public agencies and authorities. Digital solutions are also being used to vastly improve the efficiency of public administration. This is a huge transition for public institutions – new demands are being placed on methods, organisations, systems and, not least importantly, the approach to citizens and business.



Welcome to Innovation Zone

Innovation Zone is Cybercom's hub for development and innovation, where employees, clients and other partners can all test ideas, develop prototypes and run pilot products in an ultra-creative environment. In order to accomplish as much as possible, we bring organisations, people and skills together in cross-functional teams.

The method can most closely be described as experience-based innovation. The key is trial and error, instead of overthinking. A large measure of freedom is included – you can proceed from your own interests and test ideas and new technologies: learning is the primary goal. The only requirement is that the technology or solution must be relevant to Cybercom's clients, in the near future or further down the road.

Innovation Zone began as a pilot project in 2016 so that Cybercom's consultants could use the time between assignments for learning and development. Today, Innovation Zones are found in the Cybercom offices. For new employees, much of their introduction to Cybercom is provided in Innovation Zone.

3 QUESTIONS FOR DANIEL KULLGARD, CYBERCOM INNOVATION LEADER



INNOVATION ZONE

- 9 offices in 3 countries
- 88 consultants and students
- 19 client projects
- 8 cross-site projects
- 11 projects with new technology

How has Innovation Zone (IZ) evolved in 2017?

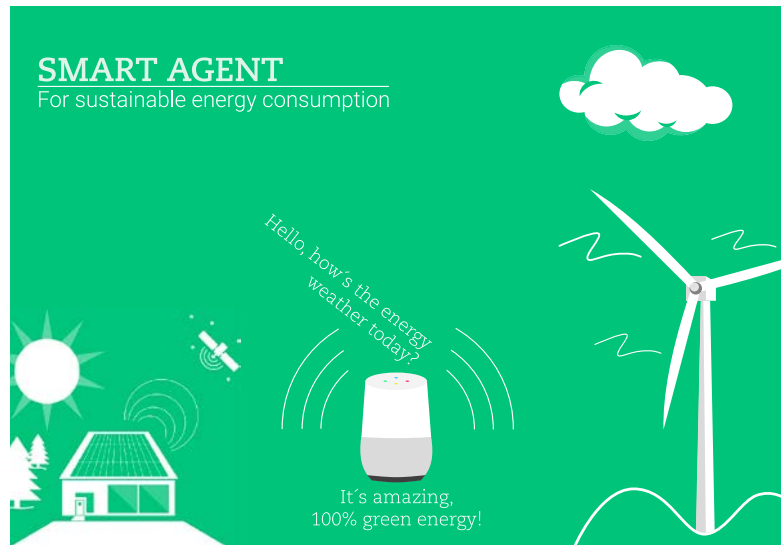
This was the year IZ was really established, as a regular part of Cybercom. We focused on further developing IZ, where one of the goals was to form a group of IZ leaders. We now have ten leaders who have met four times so far. If you are interested in their projects and experiences, check out their blog on cybercom.com.

What have you done? A lot! We held Hack-A-Bike, the world's first hackathon on electric bikes, in collaboration with Cycleurope, for instance. The offices in Sundsvall, Kista and Malmö created "Innovation in a Box", a kit that makes it easier for clients to get innovating on their own.

What's happening in 2018? We will be continuing our IZ initiatives. Our priorities include working much more closely with Cybercom's Sustainability Ambassadors to generate more innovations with focus on sustainability. It's going to be really exciting to see what we can achieve here.

IZ and Fortum are hacking for sustainable energy

Fortum's 48-hour hackathon AI Comes Home was based on exploring AI services for consumers' homes. The Innovation Zone team started with the idea that most people want to live sustainably, but often don't know what to do. The team used detailed information about the household's electricity consumption to give personalised advice and recommended actions through an AI assistant. Cybercom's solution was selected as one of two winners and Fortum is continuing to study AI assistance as a sustainable lifestyle tool.



Fortum is continuing to develop tools for greener energy in the home and sustainable living, based partly on Cybercom's AI solution with AI assistance and voice interface. Google Home is being used in the tests.



Climate action. The goal is to take immediate action to fight climate change and its consequences. Innovation Zone's AI solution is helping to raise awareness of energy use and encouraging changes in behaviour.



Easier commute on the way in Gothenburg

Commuting is already easy in the Gothenburg region, and it is about to get even better. People who live outside the city can park free at Västtrafik's park-and-rides and take public transport the rest of the way. Västtrafik is collaborating with Innovation Zone, Cybercom's machine learning specialists and doctoral students to predict availability at the park-and-rides. We use historical information about use of the parking spaces and add in factors like weather forecasts and holiday calendars. The goal is a service that helps commuters decide whether to take the car into the city or leave it behind.



Sustainable cities and communities. The goal is aimed at making cities and communities inclusive, safe, resilient and sustainable. Västtrafik is reducing congestion and providing more accessible and sustainable public transport in the Gothenburg region.



COLLABORATION | GÖTEBORGS TEKNISKA COLLEGE

Cybercom + Smart Factories = true

Cybercom and our Innovation Zone are involved in creating the smart factories of the future. In concrete terms, the Smart Factories project involves students building two physical factories in Gothenburg and Skövde. They are “mini-factories”, but the technology being loaded into them is anything but “mini”. For instance, the factories are fully automated.

Over the long run, Smart Factories are meant to inspire more digitalised, automated and sustainable industry. The project is being run by *Göteborgs Tekniska College* and was made possible by Cybercom and other corporate partners.

Smart Factories is being run through student projects, specifically intended to inspire young people to choose technical studies. In total, there will be about 21,000 hours of student jobs in fields including virtual commissioning, sustainable production and programming of automated processes.

Cybercom is contributing to the Smart Factories project in several ways, including data collection in the Cloud, AR visualisation and the factory assembly guide, the Smart Factories mobile app and the Machinebook service.



Sustainable industry, innovation and infrastructure. The goal is to build up a resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation. Smart Factories is working towards innovation that supports industrial adaptation to sustainability with more efficient use of resources.

INNOVATION ZONE | MEMOAR

AR as a weapon against dementia

Innovation Zone teamed up with the start-up company *MemoAR* to test their idea: using AR to make life easier for people with early dementia. We created a mobile app with features like face recognition, speech-to-text and key word analysis. The user can add contacts and get help recognising them. Entire conversations can be recorded, after which keywords are used as reminders. The goal is to further develop the solution by implementing it in AR glasses.



Good health and well-being for people. The goal is to ensure that everyone can live a healthy life and to promote the well-being of people of all ages. It is not only about living long, it is about living well. Technology can help older people in society and solutions like MemoAR support people with particular challenges.





PARTNERSHIP | SWEDISH MEDIA COUNCIL

Cybercom supports young media users

Cybercom is a digital partner to the *Swedish Media Council*. The agency works to promote the empowering of minors as conscious media users and to protect them from harmful media influences. The Swedish Media Council monitors developments regarding media, children and youth, disseminates information, and provides guidance via films, podcasts, e-learning and quizzes. It is critically important that the website, its features and campaign domains are appealing, fast and run smoothly. The Council's website, statensmediarad.se, was named one of the ten best websites in the public sector, healthcare and organisation in the 2017 MKSE Digital Excellence Awards.

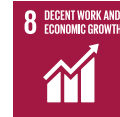


4 QUALITY EDUCATION. The goal is aimed at ensuring inclusive, equal and high-quality education and to promote life-long learning for everyone. The Swedish Media Council contributes to both education and democratisation by increasing awareness of media among children and youth.

CLIENT CASE | SKANSKA

Connected helmet protects construction workers

Skanska Poland is testing smart helmets to increase safety at its building sites. The helmet was developed in collaboration with Cybercom and Intel. And it is really smart – the helmet detects and gives warnings about all kinds of anomalies and hazards, such as vibrations, impact, falls or changes in temperature. Without a doubt, it is welcome news in an industry where the accident rate is still far too high. Fifty smart helmets are being tested at a building site in Warsaw. The initiative is the first of its kind in Europe.



8 DECENT WORK AND ECONOMIC GROWTH. The goal is aimed at inclusive and sustainable economic growth and full and productive employment with decent working conditions for everyone. Solutions like Skanska's helmet make the work environment safer and more secure for construction workers.



CLIENT CASE | HELSINKI REGION ENVIRONMENTAL SERVICES

IoT controls water and waste in Helsinki

HRM (Helsinki Region Environmental Services) plays an important part for the Finnish capital – the agency supplies more than a million people with drinking water, treats wastewater and manages the majority of waste produced in the region. These and other services are being improved through several IoT projects. Towards ensuring success with service development, HRM and Cybercom drafted an overall vision and strategy for IoT. The aim was to coordinate and manage all of the agency's IoT projects to ensure a better total result. The strategy also promotes innovation and collaboration – a significant effect for the largest organisation and pioneer in water and waste management in Finland.



6 CLEAN WATER AND SANITATION. The aim is to ensure access to sustainable water and sanitation management for everyone. By applying IoT, HRM and other organisations can ensure sustainable water supply and make water use significantly more efficient.

Safer operations with connected simulators and a shared knowledge base

Wouldn't it be fantastic if surgeons could practice operations to develop their skills and minimise the risk of errors? Computer simulation does just that by creating virtual training scenarios. It gives future surgeons and experienced surgeons alike the opportunity to practice arthroscopic surgery and many other procedures in a risk-free setting before they operate on real patients.

The Swiss company **VirtaMed** develops and produces the most realistic surgical simulators in the market. Cybercom Poland is helping the company take the simulators to the next level by connecting them to the cloud. The aim is to create a common global network and improve surgical training in a way that is only possible by using connection in the cloud. The project began in late 2017 and by February this year, Cybercom had developed a prototype to show the functions of the cloud-based simulator at a global conference. Due to high quality and security standards, the system requires extremely efficient and secure connection, which Cybercom can deliver.

The connected surgical simulators will make a critical difference to mentors and trainees. Training sessions are going from being one-time events stored in individual devices to being globally accessible lessons and tools for all users. Sharing all resources and making them available to everyone improves surgical training and skills and, ultimately, the quality of healthcare and patient health. That aligns well with VirtaMed's and Cybercom's shared ambitions to generate positive values and contribute to sustainable development.



Good health and well-being for people. The goal is to ensure that everyone can lead healthy lives. It also involves promoting the well-being of people of all ages. Cloud services and tools like VirtaMed's simulators contribute to better healthcare and thus human health and survival.



An inclusive municipality

Flen Municipality is upgrading for efficiency and better service to citizens by moving its IT systems to the cloud and building new e-services. The entire infrastructure will be migrated. One important enabler for this is the "catalog service" that controls management of identities and access to services and features.

The catalog service will still be controlled from the municipality's own system. This is important for various reasons. One is that the system is linked with other institutions, such as Swedish healthcare system catalogs, the school system and other operational systems in the municipality. Cybercom is helping the municipality develop the catalog service and is contributing with identification systems, integration with other operational systems and system management.

The new cloud-based infrastructure provides an open environment where it will be much easier to develop new web services. Flen also expects to cut costs considerably.

The new online services create a closer relationship between the municipality and citizens, which is inevitably going to recast the local authority's approach and working methods. Digitalisation puts focus on citizens and makes it easier for them to be part of society and makes it easy, secure and accessible to use municipal services around the clock. At the same time, the municipality saves resources, energy and costs.



Peace, justice and strong institutions. The goal is aimed at promoting peaceful and inclusive societies and justice for all. It also involves building efficient, accountable and inclusive institutions at all levels. Cloud services like those the Municipality of Flen is using can make public institutions more transparent and promote informed decisions.



CLIENT CASE | HUSQVARNA

The importance of green spaces

Shifting your perspective can really make a big difference. Husqvarna Commercial Lawn and Garden switched its focus from products to customer needs, digitalisation and sustainability. Together with Cybercom and our Digital Sustainability process, Husqvarna developed a strategic plan, updated business model and, above all, a new future position: to provide green spaces.

The change process is helping Husqvarna become the partner and service-driven company they want to be. The goal is to offer sustainable, customised solutions for green spaces and urban environments.

“Cybercom presented a unique approach in which the UN global sustainability goals drive innovation and new sales. We truly appreciate the experience and resources that Cybercom brought to our collaboration.”

KALLE LIND,
DIRECTOR COMMERCIAL LAWN AND GARDEN,
HUSQVARNA GROUP



Sustainable cities and communities. The goal is aimed at making cities and communities inclusive, safe, resilient and sustainable. More than half the world's population lives in urban areas and more of us are becoming city-dwellers all the time. That makes safe and peaceful green spaces even more important. They are good for the well-being of people and the environment alike.

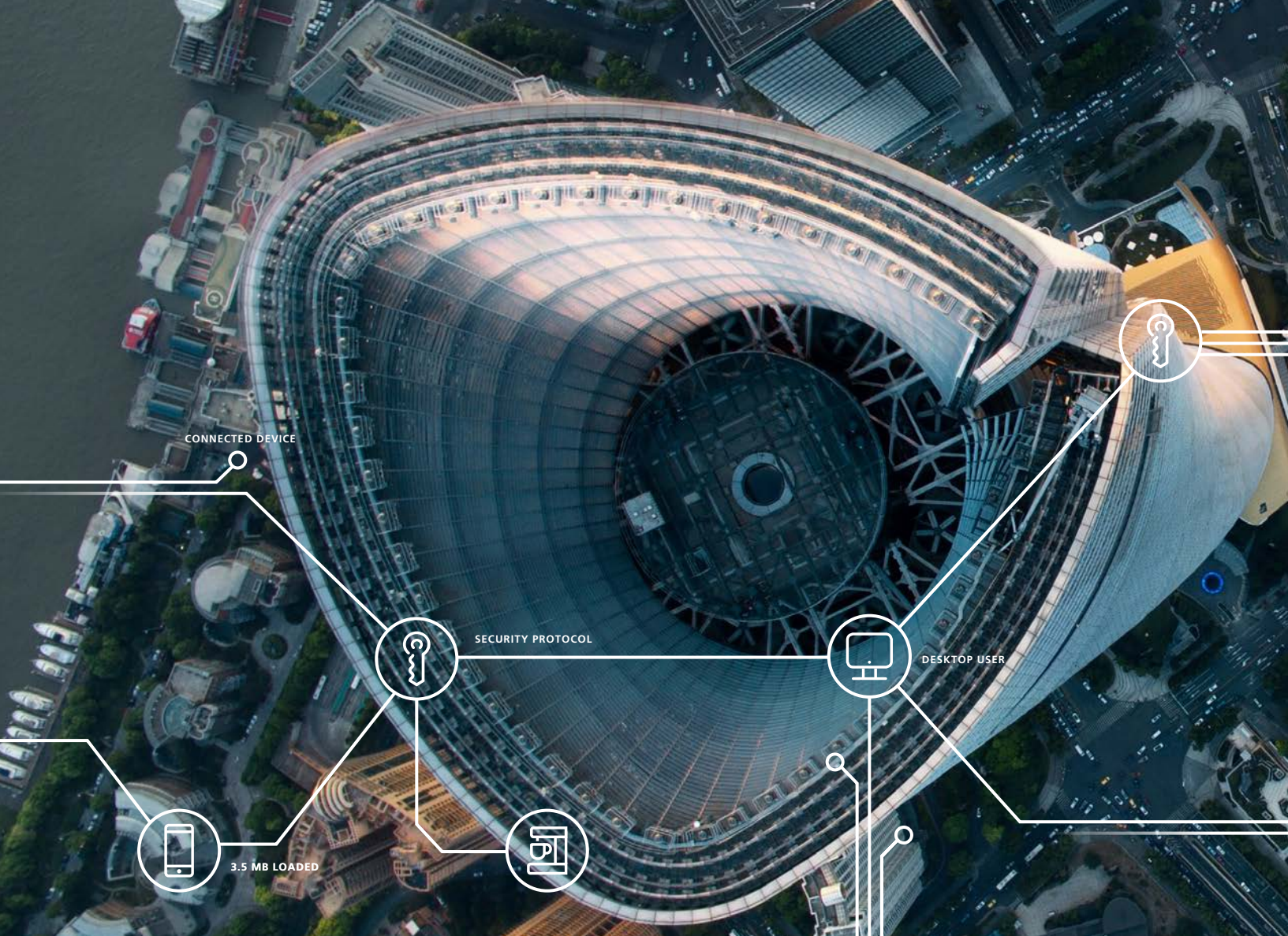
CLIENT CASE | POSTNORD

PostNord hits back at cyberfraudsters

Cybercom is supporting PostNord's information security work. We are working proactively to secure the company's information assets and taking action as needed to investigate and manage incidents. The wave of fake emails is a recent example. The emails look like they are from PostNord, but are actually sent by fraudsters. People who click through the emails have been hit with a virus that locks their entire computer. This involves ransomware that demands a ransom in bitcoin from the user to regain control over their computer. Unfortunately, PostNord and other companies whose brands have been misused this way cannot do anything about it right then and there. What PostNord and Cybercom have been able to do is track and investigate these crimes, with the ultimate aim of bringing the fraudsters to justice. We have also collaborated with the media to expose cybercriminals publicly and make it harder for them to continue their activities.



Peace, justice and strong institutions. The goal is aimed at promoting peaceful and inclusive societies and justice for all. It also involves building efficient, accountable and inclusive institutions at all levels. Protection of personal data and privacy are prerequisites for people to be willing to act and communicate in digital environments.



Future proofing beyond technology



Three hundred users have downloaded the GDPR Check developed by Cybercom to provide free and straightforward support. Read more about it at cybercom.com/gdpr-kollen.

Expertise and services in IT security

Cybercom is working at all levels to ensure secure and sustainable digitalisation. Companies and public institutions are well aware that cyber threats are increasing, but few know how to respond to these rapid changes. Cybercom is helping raise awareness of these issues and to assess and prioritise actions considered reasonable from the balanced risk perspective. We help companies, public institutions and organisations with all aspects of information security, from drafting complete management models to nonconformance reporting. Our service areas include IT/information security, identity and access management, and compliance with regulations, including GDPR, which takes effect in May 2018.



Digital revolution

Everything is being digitalised and connected. This is no less than a revolution. All sectors and all relationships are affected, from the individual to the global level. Digitalisation is driving sustainable development in several ways, including smarter technology that is overcoming many challenges. Energy, infrastructure and resource management are but a few examples. And connected people have the whole world of information in their hands – this transparency and accessibility equalises old information asymmetries and promotes democratisation.

But everything is open to debate. What happens to democracy when people live in their own filter bubbles and are always at risk of being the targets of disinformation? How do we measure results and value when people meet AI and robotisation? How do we ensure the rights of individuals to privacy while managing security risks

and criminality? Digitalisation has infinite potential, but also means that we are constantly being confronted with new questions and consequences. That requires good judgement and accountability.

Potential and risks

As more and more is being controlled by computers in all parts of society, we are being confronted with new and higher risks. Unintentionally, we are building in vulnerability that can be difficult to comprehend and control. While technology is inherently neutral, it unlocks new potential and thus also opens the door to risks and misuse.

The smart home with digital assistance and voice control is a down-to-earth example. It is so convenient to tell the coffee pot to brew a cup in the morning, for instance. But the very existence of this function opens a new channel that has to be secured and can, in the worst case,

be misused. Inadequate security can have serious consequences at all levels of society, from disruption or breakdown of vital public operations to threats to personal privacy and identity. Physical assets and belongings may also be affected. In order to make optimal use of technology, we must have secure and resilient systems and we must decide what kind of society we want to create and live in.

Information security and cyber-security are sustainability issues.

At Cybercom, we see technology as a powerful tool for building strong communities. We want to leverage our collective capabilities to be involved in creating the conditions necessary for sustainable development. That applies to Cybercom's entire offering and especially our expertise in the field of information security and cyber security.



M
PRO

The background is a solid light blue color. Overlaid on this is a complex, abstract pattern of dark blue dots and lines, resembling a molecular structure or a network diagram. The pattern is most dense on the left side and fades towards the right. The text 'MAKING PROGRESS' is written in large, white, sans-serif capital letters, centered horizontally and partially overlaid by the abstract pattern.

MAKING PROGRESS

Cybercom works towards clear objectives in areas including sustainable business, diversity, profitability and business ethics. This is how we generate results.

Supplemental sustainability information

In-depth information about Cybercom's operations and performance is presented here. The section contains disclosures in the areas of stakeholder dialogue, organisation and governance, employees, clients, environment, risks and economic performance.

Stakeholders and dialogue

Cybercom's key stakeholders are employees, clients, owners and the union organisations that represent the company's employees. The table illustrates the topics that are usually the subject of Cybercom's dialogues

with each group of stakeholders, communication and dialogue methods used and how the dialogue affects Cybercom's operations.

Stakeholder group	Topics	Dialogue	Outcome
Clients	Offer, quality, delivery, security management, privacy, business ethics, labour conditions, climate performance, procurement procedures	Client survey, interviews	Sales training, business systems in the Swedish operations for quality, environment and information security that will be integrated throughout the Group. The system is based on the established standards ISO 9001 (quality), ISO 14001 (environment) and to some extent ISO 27001 (information security)
Employees	Skills development, working environment, corporate culture, diversity and gender equality	Employee survey, interviews	Training, management conferences, employee events/meetings about vision and values
Investors/owners	Profitability, corporate responsibility, business ethics	Annual general meeting, board work, interviews, investor meetings	Code of Conduct and Business Ethics, sustainability report, corporate governance report
Suppliers	Suppliers' environmental work	Suppliers' Code of Conduct, procurement, negotiations	Compliance with code, sustainability focus

Material sustainability aspects

The table illustrates the sustainability aspects that Cybercom has assessed as material in terms of management and reporting. The assessment was

made with consideration to the opinions of key stakeholders concerning Cybercom's operations and sustainability work.

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

We began a stakeholder dialogue at the end of the year aimed at updating Cybercom's materiality assessment. The dialogue was conducted in two main steps: a survey of all Cybercom employees and interviews with a number of key clients. The survey and interviews were augmented with an analysis of sustainability communications from competing companies

and a study of Cybercom's capacity to manage sustainability issues. The survey showed that employees consider equal treatment and equal opportunity, sustainable business and ethical and legal conduct the most important sustainability topics for Cybercom. The entire materiality assessment will be provided in the 2018 Sustainability Report.

Policy and management

The company's Code of Conduct constitutes Cybercom's main sustainability policy.

Cybercom has also had a Suppliers' Code of Conduct since 2012. The Suppliers' Code of Conduct covers the same areas as Cybercom's internal Code of Conduct, except for financial reporting and other external communications. Cybercom's internal Code of Conduct and the Suppliers' Code of Conduct are available on cybercom.com.

Code of Conduct

The Code of Conduct is based on the UN Global Compact and its principles on human rights, labour rights, the environment and anti-corruption. It was written in 2004 and most recently updated in 2016.

The Code of Conduct applies to all employees. The Code sets standards for employee professionalism and integrity to ensure that everyone who represents Cybercom conducts themselves ethically in relation to the company's stakeholders.

The Code of Conduct covers the following areas:

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 legislation states an older age, in which case the older age applies. Cybercom applies the definition of child labour as laid down by the International Labour 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 remains in force even after the project has been completed. Cybercom has clear guidelines for the handling of confidential information.

9 Protect our clients' and partners' confidential and 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.

Employees

Key figures and indicators pertaining to the number of employees refer to 31 December of each year.

	2017		2016		2015	
	Employees	Percentage Women, %	Employees	Percentage Women, %	Employees	Percentage Women, %
Total number of employees						
Number of permanent employees	1,251	20	1,185	17	1,200	17
– Of which full-time	1,231	20	1,154	17	1,200	17
– Of which part-time	20	40	31	29	0	0
Number of temporary employees	11	73	18	33	18	28
Total number of employees	1,262	19	1,203	18	1,218	17

	2017		2016		2015	
	Employees	Percentage Women, %	Employees	Percentage Women, %	Employees	Percentage Women, %
Employees by country						
Sweden	775	22	748	20	765	18
Finland	171	12	164	12	193	10
Poland	277	21	253	18	209	16
India	21	14	23	13	28	25
Singapore	–	–	2	50	13	8
Denmark	18	39	13	8	10	10
Total number of employees	1,262	19	1,203	18	1,218	17

	2017		2016		2015	
	Number	Percentage Women, %	Number	Percentage Women, %	Number	Percentage Women, %
Composition of the company						
Board of directors	9	33	9	33	9	33
Under 30	0	0	0	0	0	0
30–50	6	17	7	29	7	43
Over 50	3	67	2	50	2	0
Managers	121	26	115	26	97	20
Under 30	3	33	3	33	1	0
30–50	91	19	89	22	75	17
Over 50	27	52	23	39	21	29
Other employees	1,141	19	1,088	17	1,121	17
Under 30	338	22	309	18	276	18
30–50	664	19	642	16	696	15
Over 50	139	21	137	20	149	21

	2017			2016			2015		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Employee turnover									
New recruitment during the year			425			280			237
Under 30	44	141	185	34	119	153	12	89	101
30–50	45	177	222	24	95	119	24	109	133
Over 50	7	11	18	1	7	8	0	3	3
<i>Percentage of new employees</i>			<i>35%</i>			<i>23%</i>			<i>19%</i>
People who left during the year			372			294			332
Under 30	25	85	110	12	50	62	7	58	65
30–50	28	204	232	27	166	193	42	186	228
Over 50	8	22	30	8	31	39	9	30	39
<i>Percentage who ended employment</i>			<i>30%</i>			<i>24%</i>			<i>27%</i>

425
NEW EMPLOYEES IN 2017

19%
WOMEN

33%
WOMEN IN BOARD OF DIRECTORS

Training hours/employee	2017	2016	2015
Women	18	13	34
Men	19	14	26
All employees	19	14	27

Development reviews	2017	2016	2015
Percentage of employees given development reviews			
Women	94	89	89
Men	90	84	81
All employees	91	85	83

Excluding new employees

Priorities

Attracting, developing and retaining creative and skilled colleagues and creating opportunities for employees to achieve their full potential are among Cybercom's most important tasks.

Skills provision is the industry's – and thus Cybercom's – greatest challenge and its greatest opportunity. As a knowledge company in IT, we are dependent upon having the right skills in a changing and largely unpredictable environment. It is difficult to precisely predict what technical skills are going to be needed. For this reason, the willingness and capacity to manage change and learn new things is an important skill in and of itself.

This reality requires Cybercom to maintain and reinforce its flexibility as an organisation as well. We must keep creating opportunities for our employees to develop as regards new methods and technologies, for instance. This is accomplished in part through various forms of internal mobility, between skills areas or markets, for instance. Accelerating our flexibility and development will be a high priority in 2018 and forward.

Skills development

Cybercom's approach is based on a novel perspective on professional development, where the definition of a successful career path is up to the individual. We prefer to compare a career to a climbing wall, rather than a ladder. To develop and attain their goals, the employee must often be flexible and grasp the opportunities that arise. Sometimes you need to make a lateral move before continuing in your chosen direction.

Our work is based on a joint platform for learning and skills development that we call Boosting Your Development. The platform contains four main areas:

Opportunities: We divide professional and personal development into five levels, from Junior Consultant to Principal Consultant. Each level entails expectations in the categories of knowledge, colleagues and business. In addition to the professional levels, there are five main development areas categorised by function: technology development, business development, sales, leadership and project management.

Roles and areas of responsibility: This where the aspects that are Cybercom's responsibility, the manager's responsibility and the individual's responsibility for the employee's skills development are defined.

Model for learning and development: We work according to the 70/20/10 model, where 70 percent of learning comes from challenging tasks, 20 percent from enriching collaborations and relationships and 10 percent from formal training. For Cybercom's consultants, this means that at least 90 percent of development occurs in their assignments and the course of the working day.

Professional development process: We apply the same agile approach here as in the rest of the business. Regular meetings between managers and employees are the backbone of our professional development model. These one-on-one meetings must be held at least once per

Absenteeism	2017	2016	2015
Absenteeism rate by country, %			
Sweden	2.9	3.4	2.6
Finland	2.4	3.0	2.4
Poland	2.5	2.0	1.5
India	–	0	0.1
Singapore	–	0.4	0
Denmark	3.2	1.9	1.6
Average Cybercom	2.8	3.0	2.2

Collective bargaining agreements	2017	2016	2015
Percentage of employees covered by collective bargaining agreements	76	77	77

quarter. The other component of the development model is the Professional Development Inventory, which focuses on the employee's short- and long-term goals in relation to Cybercom's needs and strategy. The dialogues are held as needed and result in a development plan that is followed up in connection with the regular meetings.

Leadership

Strong and professional leadership is crucial to sharpening our competitive edge. In recent years, we have focused on changing the leadership structure of the company. The drivers were Cybercom's strategy to reinforce client intimacy and employee preferences for closer leadership. The new structure is based on leaders of smaller teams in the same skills area, as opposed to traditional consulting managers and larger teams. The Competence Team Leads focus on motivating, coaching and developing employees individually and the team as a whole. A Team Lead devotes 20 percent of their time to leadership and works as a consultant the rest of the time.

One positive consequence of the new structure is that more employees are developing into leaders while retaining their skills areas. The change is popular: in the latest employee survey, 75 percent of employees rate the management at 4 or 5 out of 5.

Employee's rights and conditions


Cybercom respects human rights. Respect for individuals and their privacy and dignity are fundamental to all of our relationships, both within Cybercom and with clients, partners and other external stakeholders. Naturally, Cybercom has particular responsibility for its own employees. All of Cybercom's sustainability-related policies and positions are specified in the company's Code of Conduct: see page 37.

Employees of Cybercom are offered competitive compensation and generous, relevant benefits. We have adjusted the benefits package according to feedback from our employees.

Cybercom also cares about employee social security. The precise arrangements vary among markets, but all offer advantageous insurance policies. Employees in Finland and Sweden are covered by collective agreements that include certain benefits as regards pensions and parental leave supplement, for example.

Diversity and gender equality

A diverse range of perspectives strengthens our joint creative and problem-solving capacity and makes us a better partner to our clients. When we recruit and develop employees, the focus is on skills. Cybercom's doors are open and we look outside the borders of Sweden to find the right skills for the company.



“We need to keep creating opportunities for our employees to develop as regards new methods and technologies, for instance. This is accomplished in part through various forms of internal mobility, such as moving between skills areas or markets. Accelerating our flexibility and development will be a high priority in 2018 and forward.”

Linda Westlund, Head of HR

We work with East Sweden's Chamber of Commerce and the Swedish Public Employment Service to offer work experience to newcomers to Sweden and thus an opportunity to gain a foothold in the labour market. The hope is to offer participants jobs or put them together with partners or recruitment firms that can match them to jobs in their networks.

More equal gender distribution is one of the company's general objectives: the workforce is to be 30 percent women by the end of 2020. The goal is based on the 70/30 ratio of new graduates in technical education in the countries where Cybercom operates. We have hit the target at the board and management level – the board consists of three women and six men, while there are 32 women and 89 men in senior management. We have a little way to go overall – at the end of the year, the gender distribution ratio between men and women at Cybercom was 81/19.

Health and safety

Cybercom is acting to achieve a good work environment and employee health and well-being by means including matching the right person to the right assignment, providing opportunities for variation and development on the job and allocating tasks to minimise stress. We strive to accommodate preferences for flexible working hours.

We work in an office setting on our own or client premises. Because we spend so much time in front of computers, it is important for employees to vary their work postures. Cybercom's premises offer various types of workstations and we encourage people to get moving – by playing table tennis at the office, for instance. Cybercom's greatest health and safety risks are repetitive strain injuries and stress-related disorders.

The new leadership structure with Competence Team Leads has been assessed as also fostering employee well-being. More frequent

interaction with a manager in the same skills area generates understanding and opportunities to identify challenges at an early stage.

The absenteeism rate at Cybercom was 2.8 percent during the year. There were no reported workplace accidents.

Management of HR issues

Management of employee-related matters at Cybercom is based on several policies and procedures. The most important of these include our Code of Conduct, the health and safety policy and procedures, the diversity policy, the gender equality plan and a procedure for dealing with incidents of discrimination.

The purpose and objectives of HR work are the same in all material respects throughout Cybercom, although approaches may differ. We are using group-wide systems support and other means to plan for increased collaboration and efficiency within the Group.

Clients

Legal and appropriate conduct

High ethics must characterise every aspect of our business and operations. Our Code of Conduct governs our actions in all countries where we operate and business ethics are a standing item on the leadership team's agenda.

As of 2014, all employees complete an online course in anti-corruption. The training is based on our Code of Conduct and Business Ethics and presents various possible dilemmas on which employees must take a position. There were no cases of corruption or discrimination at Cybercom in 2017.

Quality

For Cybercom, quality is a matter of client perception. Accordingly, our task is to consistently meet the client's needs and meet or exceed expectations. We succeed at this by working intimately with clients in order to understand their needs and challenges. We monitor technological advancements and how technology can be applied in the light of our clients' needs. Finally, we constantly develop our skills so that we can deliver in pace with new needs and new technology. Cybercom's quality management

system is certified under ISO 9001 and our policy and quality targets help us steer our efforts in the right direction. In order to assure quality, the majority of our work is process-oriented. The enterprise management system contains necessary documentation in the form of process and role descriptions, as well as instructions and templates. Training is a key component of quality management.

We set targets and monitor a number of quality parameters – customer satisfaction first and foremost among them. The overall objective is to continuously increase the CSI (Customer Satisfaction Index) and to always outperform the industry average. There is a separate policy, strategy and process run by sales managers to accomplish these ends. Read more about Cybercom's targets on page 12.

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. Our clients' systems and those of Cybercom must be managed in a safe

manner and the effect of any security incidents must not entail risk of seriously damaging the client's operations or our own.

Cybercom works systematically with information security based on our information security policy. Internal security measures are integrated in Cybercom's business system. Defining the right level of security for client assignments involves setting the acceptable exposure to risk, performing a risk assessment and describing the organisational, process-related and technical security measures that must be implemented. The security measures taken are always the most rigorous of the available alternatives.

Client privacy

Cybercom works actively to ensure compliance with applicable laws and regulations on protection of privacy, including the new EU General Data Protection Regulation, GDPR. This work is conducted both internally and on assignment for clients. Cybercom did not experience any losses of client data in 2017.



Environment

Policy and management

Environmental aspects are included in Cybercom's Code of Conduct. Our commitment consists of minimising Cybercom's negative environmental impact, applying the precautionary principle and actively contributing to reducing negative environmental impact through technological progress.

As a complement to the Code of Conduct, Cybercom has an environmental policy oriented towards sustainable business.

Cybercom's environmental management system has been certified under ISO 14001 since 2017 throughout the Swedish organisation (some Cybercom offices were environmentally certified by 2008). We use Cybercom's environmental policy, environmental targets and action plans to manage and track our environmental efforts. Each office adjusts the general environmental targets and action plans to their specific circumstances.

We provide training and regular communications about Cybercom's environmental work. All employees are required to complete web-based environmental training and there are additional resources available. Employees are also encouraged to review their own climate impact using the Climate Account service pro-

vided by IVL Swedish Environmental Research Institute. In 2017, Cybercom signed the declaration drawn up by the Fossil-Free Sweden Initiative.

Internally, Cybercom has made good progress in the environmental area. Relatively speaking, we devote more energy to helping our clients implement solutions to reduce negative environmental impact and increase positive impact.

Activities

We are a consultancy, and for us the main thrust is to reduce the share of environmental impact caused by travel, both business travel and in our daily commute. Accordingly, we changed our way of working some time ago, and make extensive use of various IT solutions to communicate internally and with our clients. This has not only reduced travel, it has helped streamline collaboration internally and with clients.

Employees and clients are informed about how Cybercom's offices can be reached by public transport. We make it easier for employees to leave their car at home. For example, all offices have showers and dressing rooms so that people can run or cycle to work.

Targets and outcomes

Cybercom has identified overall targets for its key environmental aspects: purchasing, travel, waste management and environmental engagement through client assignments.

We have made progress in the environmental area over time, particularly as regards travel. Business travel has been reduced and we travel more often by train, as opposed to flying. As for the daily commute, there has been a marked decrease in trips by car in favour of other alternatives.

We did record one negative change in 2017, however: carbon emissions from air travel increased to 277 metric tons from 181 tons in 2016. The increase was due to international assignments. The emissions are still lower than when we began to measure and, overall, we believe Cybercom's environmental performance is at an acceptable level.

Electricity consumption in Cybercom's offices and data centres	2017	2016	2015
Total electricity consumption (MWh)	2,037	2,356	2,230
Electricity consumption in relation to sales (MWh/SEKm)	1.4	1.7	1.8

The disclosures pertain to Cybercom's offices and own data centres. Cybercom buys mostly renewable electricity in all countries in which we operate. To convert energy from MWh to GJ, use the conversion factor of 3.6.

Virtual communications	2017	2016	2015
Number of Skype meetings	91,163	90,086	57,792

Carbon emissions from air travel in relation to sales	2017	2016	2015	2014	2013	2012
Carbon emissions from air travel (metric tons)	277	182	343	640	599	451
Carbon emissions ¹⁾ in relation to sales (metric tons CO ₂ /SEKm)	0.19	0.13	0.27	0.51	0.50	0.34

¹⁾ Data excludes Cybercom's joint venture in India. We monitor greenhouse gas emissions from air travel. Greenhouse gas emissions are reported by the travel agents Cybercom uses in each country. For our operations in Singapore, greenhouse gas emissions are calculated based on distance travelled.

–13.5%

CHANGE IN ELECTRICITY
CONSUMPTION 2016–2017

277

METRIC TONS OF CARBON
EMISSIONS FROM AIR TRAVEL

91,163

SKYPE MEETINGS

Significant risks and uncertainties

Cybercom is exposed to a number of risks that could affect the Group's earnings and financial position. Cybercom regularly performs risk assessments that include identification of the risks that affect the Group and takes action to manage these risks.

Market and operational risks	Description	Action
Skills provision	Cybercom's business is dependent upon its capacity to attract and recruit skilled employees and upon its employees maintaining their skills, continuing to develop and staying motivated. Shortages of labour occur from time to time and the company may have difficulty recruiting employees. High employee turnover or loss of key people could therefore have negative impact on the company.	Cybercom works continuously with environmental and working conditions, leadership and skills development to ensure that the company is an attractive employer. Innovation Zones are found at the company's offices to provide for skills transfer and to explore new technology. Cybercom works with brand-building activities and recruitment through, for example, participating in conferences, seminars and courses. The company invites university students to write degree papers within Cybercom's operations. Skills provision to the Nordic markets is augmented with capacity from the centres of excellence in Cybercom's Polish and Indian operations. The company recruits globally.
Economic conditions	The Nordic market for IT and consultant services is affected by the general economy. Deterioration of the general business climate may therefore affect demand for the company's services.	Cybercom's core business is in communications services and digitalisation, which have effect in both economic upturns and downturns through efficiency improvements or competitive advantages. The company has developed areas of expertise where market demand is expected to remain strong for decades. In addition, the company further develops skills in new areas on an ongoing basis and monitors national and global market trends.
Client concentration	Cybercom's ten largest clients account for 43 percent of the company's sales and the largest client accounts for 17 percent. Cybercom seeks to build long-term relationships with its clients, several of which have been clients for many years.	Cybercom often has many different, mutually independent projects in progress for its larger clients. The company strives to maintain a good balance among clients from different industries and geographies to mitigate risk exposure. Cybercom's target is for the ten largest clients to account for 50 percent of sales while no individual client accounts for more than 15 percent of the company's revenues.
Capacity utilisation risk	Cybercom's revenues are highly dependent upon the number of consultant hours sold. Reduced demand for consultant hours affects capacity utilisation and may be caused by any number of factors, including economic downturns and/or shortages of appropriate consultant skills. Moreover, there is risk that clients may in some cases discontinue projects at short notice, which in turn may prevent Cybercom from immediately occupying the consultants involved in other assignments.	Cybercom is developing its business and deepening expertise in areas where demand is growing and is expected to continue growing for many years ahead. The company's services cover the entire project life cycle and consultants are equipped to successfully take on various roles. Employees are continuously further developed. The office-based Innovation Zones are helping ensure that the company has knowledge and expertise in the latest technologies. The company also collaborates with a large number of sub-consultants to ensure flexible capacity in response to economic fluctuations and client-specific variations.
Price level and client commitments	The level of prices charged to clients are a key component of the company's earnings. When prices are negotiated with the client on an ongoing basis, earnings are affected immediately if market prices fall. For that portion of sales generated by clients with which the company has made general agreements, Cybercom is not affected by changes in the price level unless the general agreement is renegotiated. Fixed price assignments and other commitments to clients, where Cybercom promises to provide a solution or service at a price agreed in advance, constitute another type of price risk. In these situations, the company bears the risk that the cost of delivering the assignment might have been incorrectly estimated.	Cybercom's strategy calls for the company to sell proactively and offer more advisory services in order to engage in dialogue with multiple stakeholders on the client side (operations, purchasing and IT) and move higher up the value chain. The company continuously further develops its procedures for assessing and controlling risks in client assignments.
Ethical risks	Examples of ethical risks include employee failure to comply with national regulations, Cybercom's Code of Conduct or ethical guidelines, or employee involvement in corruption, bribery or other irregularities. Such actions may damage the brand or lead to legal sanctions and fines.	All Cybercom employees are required to sign the company's Code of Conduct and Business Ethics immediately upon employment. This is also mandatory for the company's sub-consultants. Preventive actions are taken at all levels of the company by means of communication, training and dilemma exercises.
Health and safety risks	Cybercom's greatest health and safety risks are repetitive strain injuries and stress-related disorders.	The company's premises are designed to encourage physical movement and variation in working posture. Aimed at minimising stress, Cybercom strives to maintain an open, communicative, reassuring and transparent culture. The company's employees are provided occupational health services according to their individual needs, as well as tools and equipment to prevent repetitive strain injuries, for example.
Human rights	Cybercom operates in certain countries where there is greater risk connected to discrimination based on gender, social or religious identity, age or sexual orientation.	Cybercom's management works continuously to ensure that all operations comply with the company's Code of Conduct and Business Ethics. Everyone must show respect for the privacy and dignity of the individual.
Bank and client agreements	There are clauses in the company's loan agreements as well as certain client agreements that give the other party the option to terminate the agreement if major changes to the ownership structure occur. If an agreement is terminated, it may have negative impact on the company.	Cybercom's financial structure is good and the company strives to maintain a stable financial base that provides favourable conditions for dialogue with banks. The company has many different client agreements, assignments and numerous large clients.
Financial risks	Cybercom is exposed to several financial risks, such as liquidity risks, interest rate risks, currency risks and credit risks.	These risks are described in Cybercom's annual report for 2017.

Executive Leadership Team



Niklas Flyborg

President and CEO Cybercom Group
Head of Cybercom Sweden
Born 1962
Degree in Economics and Business Administration, Stockholm School of Economics
With Cybercom since: 2012
Previous: Mandator, Cell Network, Observer/Cision, Capgemini.



Kristina Cato

Head of Sustainability and Communications Cybercom Group
Born 1968
M.A. Uppsala University
With Cybercom since: 1999
Previous: Linköping University Hospital



Dennis Lundqvist

CIO Cybercom Group
Born 1976
M.Sc. Electrical and Electronics Engineering, Royal Institute of Technology
With Cybercom since: 2016
Previous: ÅF AB, Epsilon AB



Annika Nordlander

COO Cybercom Sweden
Born 1959
Systems Engineering, Mid Sweden University
With Cybercom since: 2014
Previous: Ericsson, Fujitsu, Merkantidata, DFind IT, Proffice.



Veli-Matti Nurminen

Head of Cybercom Finland
M.Sc. Engineering, Lappeenranta University of Technology
Born 1964
With Cybercom since: 2014
Previous: Tieto and Oy Visual Systems Ltd.



Marcin Siech

Head of Cybercom Poland
Born 1975
M.Sc. Computer Science from Technical University of Lodz, EMBA Diploma from University of Towson and Certificate EMBA from Robert H. Smith School of Business (University of Maryland)
With Cybercom since: 2005
Previous: Teleca, Computerland



Bo Strömqvist

Head of Sales Cybercom Group
Born 1964
Bachelor Degree in System Analysis, Linköping University, Washington State University
With Cybercom since: 2012
Previous: Rational Software, IBM, TDC, Cision, Enea



Johan Wallin

Head of Solutions
Born 1964
M.Sc. Computer Systems and Engineering, Chalmers University of technology (CTH)
With Cybercom since: 2007
Previous: Ericsson, Teleca



Linda Westlund

Head of HR Cybercom Group
Born 1978
B.Sc. in Human Resource Management, Mid Sweden University
With Cybercom since: 2014
Previous: Uniflex Bemanning, Mistat AB



Camilla Öberg

CFO Cybercom Group
Born 1964
Degree in Economics and Business Administration, Stockholm School of Economics
With Cybercom since: 2012
Previous: Logica, WM-data, SEB, Lexicon and the Swegro group

Economic performance

Generated economic value

The table shows Cybercom's generated direct economic value and how this is distributed to various stakeholder groups.

SEKk	2017	2016	2015	2014	2013
Generated direct economic value					
Revenues	1,463,498	1,353,925	1,259,598	1,262,887	1,195,135
Distributed economic value					
Employee benefits	-785,184	-766,570	-782,933	-824,303	-793,840
Other external expenses	-522,884	-480,000	-408,590	-345,921	-314,732
Charitable donations ¹⁾	-989	-549	-575	-521	-142
EBITDA	154,440	106,806	67,500	92,142	86,421
Investment activities	-24,580	-23,363	-23,873	-26,373	-26,199
Net finance income/expense	-2,592	-5,588	-2,621	-2,490	-6,904
Dividends	0	0	0	-9,022	0
Corporation tax paid by country²⁾					
Denmark	-1,062	0	0	0	-35
El Salvador	0	0	0	0	-51
Finland	-7,368	-3,503	-925	-3,567	-752
India	-2,138	-754	-573	-1,637	-774
Italy	0	0	-1	0	0
Korea	-1,316	-1,163	-809	-123	0
Paraguay	0	0	0	0	-440
Poland	-1,314	-2,730	-1,755	-472	68
Rwanda	0	-187	0	-1,350	-1,048
Senegal	0	0	0	-4,775	-7,227
Singapore	0	-466	185	24	-33
Sweden	-13,008	-4,215	-1	-319	-160
Taiwan	-114	-126	-121	-94	0
Tanzania	-404	-431	-802	-582	-2,283
Chad	0	-583	-546	-383	0
Germany	0	-10	0	0	0
Retained economic value	100,545	63,687	35,658	40,979	40,583

¹⁾ As of 2017, the value of pro bono work for charity has been included in the "Charity" line item under "Distributed value" in the total amount of SEK 900 thousand. In 2017, employees of Cybercom worked approximately 1,000 hours pro bono in various projects directed at increasing interest in IT among young people in collaboration with Hello World and Universeum, as well as projects aimed at facilitating social integration for immigrants with a background in IT. The pro bono work corresponds to a value of SEK 465 thousand, which is included in revenues in the table above. Cybercom has also provided premises and ancillary services at no charge to Hello World, corresponding to a value of SEK 435 thousand.

²⁾ In the countries where the company has paid withholding tax, these amounts have been included in the amount of tax paid.

Consolidated income statement – Group

SEKk	2017	2016
Net sales	1,439,790	1,327,899
Other operating income	23,243	26,025
Employee benefits	-800,365	-780,320
Other external expenses	-508,227	-466,798
Depreciation and amortisation	-37,708	-39,050
Capital gain or loss upon sale of subsidiary	-4,270	-
Operating profit	112,462	67,756
Financial income	2,580	762
Financial expense	-5,172	-6,350
Profit before tax	109,871	62,168
Taxes	-28,010	-17,249
Profit for the year	81,860	44,919

Consolidated statement of comprehensive income – Group

SEKk	2017	2016
Profit for the year	81,860	44,919
Other comprehensive income		
Items that have or may be transferred to profit and loss for the period		
Translation differences arising from translation of foreign operations	6,693	8,885
Comprehensive income for the year	88,553	53,805
Attributable to:		
Owners of the parent	88,553	53,805

Consolidated balance sheet – Group

SEKk	2017	2016
Assets		
Noncurrent assets		
Goodwill	332,589	329,356
Other intangible assets	69,099	82,778
Property, plant and equipment	30,973	31,310
Financial assets	1,232	1,195
Deferred tax assets	4,579	5,273
Total noncurrent assets	438,473	449,912
Current assets		
Trade receivables	437,287	334,811
Tax assets	551	968
Other receivables	26,012	19,323
Prepaid expenses	14,720	17,612
Cash and cash equivalents	61,319	62,023
Assets held for sale	0	10,324
Total current assets	539,889	445,061
Total assets	978,361	894,974
Equity and liabilities		
Equity		
Share capital	50	50
Other contributed capital	391,558	391,558
Retained earnings including profit for the year	130,178	41,625
Equity attributable to owners of the parent	521,786	433,233
Total equity	521,786	433,233
Noncurrent liabilities		
Tax assets	18,687	17,944
Other receivables	80,518	101,971
Prepaid expenses	1,265	686
Total noncurrent liabilities	100,470	120,601
Current liabilities		
Advances from clients	34,336	34,935
Provisions for restructuring measures	1,227	4,872
Trade payables	130,374	110,850
Tax liabilities	15,930	3,492
Liabilities to credit institutions	21,677	32,000
Other current liabilities	38,374	36,691
Accrued expenses and prepaid income	114,187	118,014
Liabilities relating to assets held for sale	0	286
Total current liabilities	356,105	341,140
Total equity and liabilities	978,361	894,974

Consolidated statement of cash flow – Group

SEKk	2017	2016
Operating activities		
Profit before tax	109,871	62,168
Adjustment for non-cash items	34,936	48,075
Cash flow from operations	144,807	110,243
Income tax paid	-13,989	-9,617
Cash flow from operating activities before changes in working capital	130,818	100,626
Change in trade receivables	-97,424	-33,284
Change in other current receivables	1,934	7,642
Change in trade payables	18,369	2,197
Change in other current liabilities	-4,184	19,493
Cash flow from operating activities	49,512	96,675
Investing activities		
Investments in intangible assets	-1,860	-1,953
Investments in property, plant and equipment	-12,792	-11,736
Acquisition of subsidiaries, net effect on cash and cash equivalents	-5,856	-19,127
Cash flow from investing activities	-20,509	-32,816
Financing activities		
Financial liability/leasing	6	-1,305
Repayment of debt	-32,000	-45,000
Cash flow from financing activities	-31,994	-46,305
Cash flow for the year	-2,990	17,554
Cash and cash equivalents at the beginning of the year	62,023	41,412
Exchange rate differences in cash and cash equivalents	2,286	3,057
Total equity and liabilities	61,319	62,023

GRI Index

The following list provides references to the GRI indicators that Cybercom has elected to report in accordance with the materiality assessment and the ten principles of the Global Compact.

General standard indicators		Page reference/remarks	Global Compact Principle
G4-1	Statement from the CEO on the organisation's strategy for addressing sustainability	6–7	
G4-3	The name of the organisation	Cover, back	
G4-4	Primary brands, products and services	14–17, 24–25	
G4-5	Location of the organisation's headquarters	Cover, back	
G4-6	Countries where the organisation has significant operations	4	
G4-7	Nature of ownership and legal form	4	
G4-8	Markets served	4–5	
G4-9	Scale of the organisation	4–5, 38, 45–47	
G4-10	Total number of employees	38	
G4-11	Percentage of total employees covered by collective bargaining agreements	39	Principle 3
G4-12	Organisation's supply chain	15, 37, 41	
G4-13	Significant changes during the reporting period	No significant changes	
G4-14	Whether the precautionary approach is addressed	37	Principle 7
G4-15	Externally developed initiatives to which the organisation subscribes	6–7, 11	
G4-16	Memberships of associations	6–7, 20	
G4-17	Entities included in the consolidated financial statements	4–5	
G4-18	Process for defining the report content	36	
G4-19	Material aspects identified	36	
G4-20	Limitation regarding the aspect boundary within the organisation	1	
G4-21	Limitation regarding the aspect boundary outside the organisation	1	
G4-22	Effects of restatements of information provided in previous reports	1	
G4-23	Significant changes from previous reporting periods	No significant changes	
G4-24	Stakeholder groups engaged by the organisation	36	
G4-25	Basis for identification and selection of stakeholders	36	
G4-26	Approach to stakeholder engagement	36	
G4-27	Key topics raised through stakeholder engagement and how the organisation has responded	36	
G4-28	Reporting period	Inside cover	
G4-29	Date of most recent report	Inside cover	
G4-30	Reporting cycle	Inside cover	
G4-31	Contact point for questions regarding the report	Cover, back	
G4-32	In accordance option & GRI content index	49–50	
G4-33	External assurance	Inside cover	
G4-34	Governance structure of the organisation	51	
G4-56	Organisation's values, code of conduct, etc.	37	Principle 10

GRI Index

General standard indicators		Page reference/remarks	Global Compact Principle
DMA	Economic performance	45–47	
G4-EC1	Direct economic value generated and distributed	4, 45	
DMA	Employment	20, 39–40	
G4-LA1	Employee turnover	38	
DMA	Occupational health & safety	20, 39–40	
G4-LA6	Absenteeism & work-related injury	39	
DMA	Training & education	20–21, 39	
G4-LA9	Employee training	39	
G4-LA11	Development reviews	39	
DMA	Equal opportunity	20, 37, 38–40	Principle 6
G4-LA12	Composition of the company	38	
DMA	Non-discrimination	20, 37, 38–40	Principles 1, 2, 4, 5 & 6
G4-HR3	Number of incidents of discrimination	39	
DMA	Anti-corruption	37, 41	Principle 10
G4-SO5	Confirmed incidents of corruption	41	
DMA	Customer privacy	37, 41	Principle 1
G4-PR8	Number of losses of customer data	41	
DMA	Energy	16, 42	Principle 8
G4-EN3	Energy consumption within the organisation	42	
G4-EN5	Energy intensity	42	
DMA	Emissions	16, 42	Principle 8
G4-EN17	Other indirect greenhouse gas emissions	42	
G4-EN18	Greenhouse gas emissions intensity	42	
DMA	Products & services	14–17	Principle 9
G4-EN27	Mitigation of environmental impacts of products and services	14–18, 42	
DMA	Product and service labelling	14–15	
G4-PR5	Results of surveys measuring customer satisfaction	14	

Organisation

Sustainability work at Cybercom is under the joint responsibility and control of the executive leadership team. Initiatives are led and coordinated by the company's Head of Sustainability and Communications.

Cybercom has a flexible sustainability organisation in which representatives of operations and the business are included. From the operational side, the CFO and representatives of the Legal, Environmental, Quality and HR departments. From the business side, the organisation includes Cybercom's executive management and representatives of our advisory services and sales. Innovation Zone, our marketing forum and our recruitment specialists also contribute

to Cybercom's sustainability initiatives. Finally, seven Sustainability Ambassadors from various parts of the organisation support the work of the Head of Sustainability and Communications. During 2017, the Sustainability Ambassadors worked with sustainable leadership, sustainable business, education and communications.

Board of directors

During the year the board has focused on important board issues as 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.

Corporate governance

The general meeting is the company's supreme governing body. It is at the general meeting that shareholders are able to exert their influence. Shareholders who want to participate in a general meeting must be recorded as shareholders on a printout or other reproduction of the entire register of shareholders representing conditions five days before the meeting and must also notify the company of their participation by the date stated in the notice of the meeting.

Board of directors' signatures

Stockholm, 21 March 2018

Board of directors

Auditor's report on the statutory sustainability report

To the general meeting of the shareholders in Cybercom Holding AB reg. no. 559025-7001

Engagement and responsibility

It is the board of directors who are responsible for the statutory sustainability report for the year 2017 on pages 1–50 and that it has been prepared in accordance with the Annual Accounts Act.

The scope of the audit

Our examination has been conducted in accordance with FAR's auditing standard RevR 12 The auditor's opinion regarding the statutory sustainability report. This means that our examination of the statutory sustainability report is substantially different and less in scope than an audit conducted in accordance with the International Standards on Auditing and generally accepted auditing standards in Sweden. We believe that the examination has provided us with sufficient basis for our opinion.

Opinion

A statutory sustainability report has been prepared.

Stockholm, 9 April 2018
KPMG AB

Helena Arvidsson Älgne
Authorised Public Accountant





For more information about Cybercom's sustainability work and the Sustainability Report, please contact:

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