



Sustainability Report 2011

Sustainability Report 2011 Cybercom

This is Cybercom's second sustainability report. In this report, we present Cybercom's sustainability work from the tenets of economic, environmental and social responsibility. This follows from the definition of sustainable development. The sustainability report is published in conjunction with the annual report no later than April 2, and is a complement to the annual report. The sustainability report is aimed specifically at those groups who are interested in sustainability information, such as interest groups, customers and sustainability analysts.

Cybercom reports in accordance with Global Reporting Initiative, GRI level C. In the future the intention is to also submit the report to the GRI.

The sustainability report is structured as follows: We start with Cybercom's vision and strategic objectives. This is followed by a description of Cybercom as a company and Cybercom's Corporate Social Responsibility (CSR) work during the year. We also describe the management and governance of the CSR work and stakeholder expectations of Cybercom's sustainability efforts.

Cybercom's work is described and analysed against economic, environmental and social responsibility. This work is then summarised in the GRI table, which presents the indicators with which Cybercom fully or partially complies.

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Cybercom and UN Global Compact

During 2012 Cybercom has been affiliated to the UN Global Compact network which is an initiative to promote responsible corporate practices in the areas of human rights, labour, environment and anti-corruption.



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CEO Comment

For Cybercom to be able to grow with continued profitability, it is important to take responsibility for how people and the environment are affected by the company's activities. We therefore work with long-term sustainability issues and believe it is important to report and follow up on Cybercom's sustainability efforts.

Our view of social responsibility begins, particularly, in our assignments as an IT consultant to our customers. This includes our impact on our employees, our partners, investors, and society and the environment as a whole.

This means that we evaluate our business both in advance and when conducting work. This is relevant, for example, when we work in, or procure from, firms in countries that lack democratic government, have flawed environmental laws or where human rights may be violated. Moreover Cybercom scraps equipment in an environmentally sound manner.

We also work proactively with solutions that allow our customers in turn to reduce their environmental impact. This may be digital solutions for government agencies, systems for web-based meetings to reduce travel and various forms of so-called green IT where Cybercom, for example, offers hosting of servers.

During 2012 Cybercom was affiliated to the UN Global Compact network.

During the year, we completed a successful programme with CSR ambassadors at Cybercom. In addition to their regular jobs, three IT consultants were assigned to gain an understanding of Cybercom's sustainability efforts, develop these in collaboration with management and CSR managers and to communicate the work internally and externally. Another important event was the introduction of the Lync video conferencing system at all offices within the Cybercom group. Lync will replace some physical meetings, thereby reducing Cybercom's environmental impact from travel. During 2011, the company also conducted a first group-wide employee survey. This survey will form the starting point for Cybercom's efforts to improve both the workplace and employee development opportunities at Cybercom. Simultaneously, we conducted a first group-wide customer satisfaction survey. This will be the starting point to better understand and meet our customers' requirements, including sustainability issues.



Niklas Flyborg, President and CEO, Cybercom Group.

Cybercom has three strategic sustainability objectives

Our sustainability work has three strategic and long-term objectives that we will actively work with in 2012.

- 1) With regard to the environment, we are working to reduce our impact by measuring our energy consumption and our emissions from travel with the objective of achieving a 5 percent reduction in our CO₂ emissions per revenue krona by 2015.**
- 2) For our social responsibility, we are working to provide our employees with a good working environment, good conditions and opportunities for development. We measure this using an annual group-wide employee survey intended to improve employee satisfaction.**
- 3) We take a social responsibility by actively trying to influence the suppliers we work with. In 2012, we will communicate Cybercom's code of conduct to our suppliers and monitor them to ensure compliance.**

In a broader sense, social responsibility is also about using our core business and expertise for improvement. Cybercom therefore supports organisations such as the Swedish Childhood Cancer Foundation and SOS Children's Villages in the developing world. We see ourselves as an active partner and not just a contributor. Learn more about our commitment and ongoing efforts in our sustainability report and please offer suggestions as to how we can improve even more!

This is Cybercom

Cybercom is a consultancy that creates value for its customers by delivering business solutions of the highest quality, primarily in telecom management, connected devices, Internet services and security. Thanks to our approximately 1,600 employees with extensive industry experience and operational expertise, the company is able to offer strategic and technological proficiency to companies in telecom, industry, media, government, retail, and banking and finance.

With 22 offices in nine countries, Cybercom undertakes assignments throughout most of the world. Cybercom collaborates closely with its customers and can also offer global delivery capabilities. Cybercom's business has a strong platform in the Nordic countries and facilities in Eastern Europe and Asia, and sales offices in Dubai.

Cybercom is a growing company that has mainly expanded through acquisitions, from sales of approximately SEK 535 million in 2006 to SEK 1,481 million in 2011.

Contracts in the telecom segment make up the largest share of Cybercom's sales, at 45 percent. Cybercom was founded in 1995 and has been quoted on the NASDAQ OMX Stockholm exchange since 1999. For more information about Cybercom as a company, please refer to our annual report, published on www.cybercom.com.

Cybercom has developed the company's mission: "Boosting your performance in the connected world", the company's vision: "We are our clients' most trusted business partners in the connected world" and Cybercom's three core values: "Innovation, Passion, Trust".

Largest shareholders per 31 December 2011, by holdings. Source: Euroclear*

Name	No of shares	Holding %
JCE Group AB*	12 965 290	35,93
Accendo Capital	3 685 527	10,21
Swedbank Robur Fonder	2 958 176	8,20
Livförsäkringsaktiebolaget Skandia (publ)*	2 926 243	8,11
Didner & Gerge Aktiefond	1 674 779	4,64
JCE SecuritiesAB	945 232	2,62
Försäkringsaktiebolaget, Avanza Pension	759 202	2,10
Ålandsbanken Fonder AB	698 000	1,93
JP Morgan Bank	609 360	1,69
Second AP Fund	349 027	0,97
Total	27 570 836	76,40
Other	8 517 063	23,60
Total shares	36 087 899	100,00

* JCE Group bought 1 million shares in Cybercom on 29 December and subsequently owns 13,965,290 shares, corresponding to 38.70 percent of the company. Livförsäkringsaktiebolaget Skandia has simultaneously reduced its ownership in Cybercom. These ownership changes were not registered with Euroclear until after the year end.



Cybercom in Rwanda where the company has built the third national mobile network for operator Tigo.

Governance and management

GOAL: RAISING AWARENESS AND ENGAGEMENT

In order to increase internal awareness and engagement for our work, we have established CSR ambassadors at the company. Our CSR ambassadors work with CSR issues both internally and externally.

OUTCOME: CSR ambassadors and CSR managers have held talks internally across the organisation. Cybercom has been invited to give talks externally, such as for SOS Children's Villages in Almedalen and for the accounting firm KPMG, and representatives of Cybercom have been interviewed in the press about the company's CSR work. This in turn has increased awareness of Cybercom's work externally, and has improved engagement in sustainability issues internally.

DEVELOPMENT: Cybercom has for the second consecutive year appointed CSR ambassadors who work internally and externally with CSR issues. The purpose of this is that the ambassadors will help develop Cybercom's sustainability efforts and help to increase awareness of the company's sustainability efforts internally and externally.

GOAL: IMPROVING AWARENESS OF OUR VALUES AND PRINCIPLES

Cybercom's values, norms and principles were laid down in the code of conduct that was introduced in 2004 and revised in 2010. In order to enhance awareness and understanding of this, we initiated an internal communications campaign.

OUTCOME: The campaign was conducted during the year, and the main principles and guidelines of the code were communicated and discussed internally at the various offices. The campaign has helped to increase awareness and understanding of the code of conduct, partly through the discussions that arose in connection with the campaign.

DEVELOPMENT: The next step is to spread awareness of Cybercom's values, norms and principles externally through our code of conduct; partly to customers and partly by requiring that our contractors comply with the requirements and expectations of our code of conduct.

Economic

GOAL: MORE VIDEO CONFERENCES

Introduction of the Lync video conferencing system to increase the proportion of conferences over the Internet and reduce the proportion of conferences that require travel.

OUTCOME: Since the end of 2011, employees at all Cybercom offices have had access to Lync.

DEVELOPMENT: In 2012, we estimate that more virtual conferences will take place and conference travel will be reduced. This will in turn help to reduce emissions due to travel, and will reduce the group's travel expenses and reduce the economic burden on society.

Environmental

GOAL: REDUCING EMISSIONS

In the long run reduce travel emissions through the introduction of the Lync IT-based conference system. Reducing environmental impact by scrapping equipment in an environmentally sound manner.

OUTCOME: Emissions per employee increased in 2011 from 0.482 tonnes to 0.51 tonnes. Scrapping reduces negative environmental impact.

DEVELOPMENT: In 2012, all employees have access to Lync and the objective of reducing travel per employee has been initiated.

GOAL: REVIEWING CYBERCOM'S ENVIRONMENTAL IMPACT

Identifying services that can reduce the negative environmental impact of our customers.

OUTCOME: We identified server hosting services. Packaging of services for government agencies, municipalities and counties to reduce negative environmental impacts through services for remote meetings, meeting management (paperless), sustainability reporting and compliance with environmental policies.

The Swedish tax authority's Dialog project, an e-government service. Rovdjursforum, a national database of predatory animals that creates the conditions for sustainable and long-term wildlife management. A video conferencing system for Telia.

DEVELOPMENT: Cybercom will develop a government agency mailbox that individuals can choose to direct their communications to. Cybercom in Sweden will reduce its environmental impact through this type of service. Cybercom's sales force will continue to develop and provide information about services that also contribute to reduced negative environmental impact for the customer, such as hosting of customers' servers.

Employees and the workplace

GOAL: MEASURING EMPLOYEE PERSPECTIVE OF CYBERCOM

Implementing a group-wide employee survey to capture how employees feel, develop and perceive Cybercom as a workplace in any country where we operate.

OUTCOME: Cybercom's first group-wide employee survey has been conducted, with the overall result that Cybercom is just below the average for companies that have carried out a similar staff survey through research firm Zondera.

DEVELOPMENT: Cybercom aims to improve the result in the employee survey in 2012 including skills development and career planning.

Customers and suppliers

GOAL: IMPROVING CUSTOMER SATISFACTION

Implementing a group-wide customer satisfaction survey to find out what customers think of Cybercom and what the company can improve in relation to them.

OUTCOME: Cybercom's rating is slightly above the average for other companies that used research firm Innolink's customer satisfaction survey. 99 percent of Cybercom's customers would recommend the company to their colleagues.

DEVELOPMENT: In 2012, Cybercom continue working with the precision of its delivery and to better meet customer expectations.

Community involvement

GOAL: IMPROVING CIRCUMSTANCES FOR CHILDREN IN DEVELOPING COUNTRIES

Developing cooperation with SOS Children's Villages.

OUTCOME: In 2011, Cybercom was one of the companies that represented SOS in Almedalen. Cybercom's staff made an additional collection for books and computers for SOS Children's Villages.

DEVELOPMENT: Informing employees about more approaches to support the children helped by SOS Children's Villages.

GOAL: IMPROVING CIRCUMSTANCES FOR CHILDREN IN THE NORDICS

Encouraging employees to acquire a payment card that Cybercom developed with the Swedish Childhood Cancer Foundation, where SEK135 per card goes to the foundation.

OUTCOME: In 2011, the Swedish Childhood Cancer Foundation received SEK 75,000 through employees' credit card purchases.

At the end of 2011, 551 employees had this card.

DEVELOPMENT: Continuing to promote the card among our staff in order to increase the funds raised for the foundation. Start similar cooperation in our other operating countries for community engagement.



Cybercom's CSR work is governed primarily by the company's code of conduct and its compliance and monitoring procedures. Our code of conduct was introduced in 2004 and was updated in 2010, and the revised code was implemented in the organisation in 2011. The code sets out the company's social and environmental values, norms, principles and the requirements and expectations we have of our employees.

The code covers ten different areas, including human rights, labour standards, environment and business ethics, including anti-corruption. The code is used as an aid to solving ethical dilemmas in the organisation with regard to issues of responsibility. The code complies with the UN Global Compact's ten moral principles in these four areas.

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

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

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

- 1) Implementing changes in activities if necessary so that the UN Global Compact and its 10 principles in the areas of human rights, labour rights, environment and anti-corruption become part of Cybercom's strategy, culture and daily operations, including subsidiaries and subcontractors.
- 2) Advocating and promoting the UN Global Compact and its ten moral principles.
- 3) Annually measuring, presenting and communicating Cybercom's CSR efforts and how we work with the UN Global Compact's principles.

Cybercom's CSR ambassadors

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

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

Cybercom also has an internal CSR network with around 30 employees in nine countries who support the company's CSR work. They help with specific actions, such as workplace interaction regarding CSR and they collect donations, for example for books and toys to provide to children in Rwanda.

Interview with CSR ambassador Pernilla Hulth:

Why did you apply for the role of CSR ambassador?

I think it's an exciting and above all important area to work with in a company. Besides, I was curious and wanted to learn more about CSR and Cybercom's work on CSR. So I saw it as an opportunity to get to know more, and to use the knowledge of my role as a consultant and to make sure the importance of working with CSR is shared within the company.

What does a CSR ambassador at Cybercom do?

I see my role as a disseminator of information about CSR. It's also surprising how many people don't know what CSR means and above all what it means for the employee and the company. I hope I can help raise awareness about our CSR activities and CSR in general.



CSR ambassador Pernilla Hulth in Rwanda.

What role do you play as ambassadors in terms of governance and management of Cybercom's sustainability efforts?

I think we can help spread information and to initiate a discussion within the business areas and units about what CSR means in everyday work. The hope is that the units themselves can set goals based on their circumstances and that in turn will support the overall objectives of Cybercom. To achieve this, ambassadors need to be able to take part in, for example, unit meetings and business area meetings to be able to start up these discussions. I think CSR is sometimes perceived as abstract and "it doesn't affect me", but it very much does.

How do you regard CSR and business?

It's essential these days. CSR is an important area that can support business, and that is also required by customers, suppliers and potential employees, who are increasingly aware of sustainability, environmental impact and health and safety issues. It can be a decisive argument in, for example, procurement and can be a decisive competitive factor.

How do you use CSR in your job as a consultant?

First and foremost it's about keeping our code of conduct in mind. I also talk about our Rwanda trip and Cybercom's commitment to SOS Children's Villages. It's about saying that we as IT consultants think this is an important area to work with. I can also help my clients to eventually become aware in their own companies and organisations what they themselves can do in this field.

Stakeholder expectations

Cybercom's key stakeholders are those on which Cybercom believes it has a substantial impact through its activities in various respects and those that have a major impact

on Cybercom in various ways. This mutual interaction is a very important factor for Cybercom's ability to pursue and develop its business.

Cybercom has identified employees, customers, investors, suppliers, society and the unions as its key stakeholders. The table below shows how the company interacts with these stakeholders.

Stakeholder Group	Issues	Dialogue	Outcome
Employees	Professional development, health and safety, company culture, organisation	Employee survey	Training, management conferences, meetings about vision, values
Customers	Value proposition, quality, delivery, security management, integrity	Customer survey	Sales training, security systems
Investors/shareholders	Profitability, corporate responsibility	AGM, board work, meetings	Sustainability report, corporate governance report
Suppliers	Delivery, environmental work, credit worthiness	Procurement, negotiations	Increased sustainability focus
Social/voluntary organisations	Climate issues, electronics, waste, charity	Meetings with charities, schools, companies	Donations to charities, presentations in schools
Unions	Labour rights, health and safety, co-determination, board issues	Workplace meetings, board meetings	Support in salary negotiations

One of Cybercom's major shareholders is the Second AP Fund. The shareholder representative for this government pension fund, Christina Olivecrona, is also a sustainability analyst therefore also makes her assessments from a sustainability perspective. For this reason, Cybercom thought it would be interesting to interview Christina to get a better understanding of our stakeholders' views on our sustainability performance.

What does sustainability mean to you as a shareholder?

The Second AP Fund believes that companies can generate attractive returns by taking into account sustainability issues. We therefore think it is positive that companies such as Cybercom are identifying and working with the opportunities and risks in the area of sustainability.

What are the key social issues for IT companies like Cybercom?

For IT companies that offer Internet services, issues regarding access to information are important. Furthermore, it is essential to protect customer privacy.

What does this mean for how IT companies like Cybercom should act?

IT companies should have a policy describing the company's position on issues such as freedom of expression and access to information. To implement a policy the company must then produce more detailed guidelines and train staff in how to act. In Cybercom's code of conduct this is dealt with under the section on human rights.

What environmental issues are most important?

An IT company like Cybercom should ensure that the equipment the company uses and/or provides to its customers is energy efficient as possible to reduce the need for cooling.



Christina Olivecrona, shareholder representative for Second AP Fund and sustainability analyst.

Also, it's important to provide information on, and offer customers, green IT solutions, even if they do not directly ask for them. When equipment is scrapped, it should be done in an environmentally sound manner. Sweden and the EU have developed systems for this.

What do you see as the risks here?

I don't see any direct environmental risks of Cybercom's business. One potential risk for IT companies like Cybercom is if the company does not take responsibility for scrapping equipment correctly.

What opportunities do you see for Cybercom working on sustainability issues?

Cybercom's work on sustainability issues will provide knowledge that you can use in your sales and development of new products and services. Cybercom can develop and inform customers of services that also contribute to reduced environmental impact for the them, such as hosting of customers' servers.

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

In 2011 the retained value in Cybercom became negative. The company has undergone leadership and organisational changes during the year, designed to create better conditions for profitability onwards.

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

In 2011, Cybercom donated SEK 135 per payment card through its specially developed business payment cards with the Swedish Childhood Cancer Foundation. In 2011 this was about SEK 75,000.

Cybercom donated around SEK 500,000 to the activities of SOS Children's Villages in Rwanda during 2011. This replaces Christmas gifts to customers and staff. In addition, the staff raised nearly SEK 30,000 for books and computers through payroll deductions.

Cybercom group: Created and distributed direct economic value, 2010 – 2011

SEK thousand	2011	2010
Revenue	1 481 074	1 528 928
<i>Distributed value</i>		
Employee benefits	-950,797	-989,669
Other external expenses	-464,839	-427,056
Depreciation, amortisation, and impairment losses	-190,817	-50,677
Net finance income/expense	-19,058	-21,077
Tax	224	2,247
Retained value	-144,213	42,696

Cybercom's internal environmental efforts

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

Carbon dioxide from passenger transport is the most significant direct environmental impact. After that are consumption of office supplies and disposal of computers. Cybercom places requirements upon providers of office supplies and computers. It is necessary that they can meet the environmental requirements of TCO 95 and TCO 99 and that the material is recyclable.

As a tool for raising awareness of the company's environmental impact, Cybercom conducted a survey in 2010 among its employees in Gothenburg, Stockholm and Malmö regarding their travel habits. The survey showed that employees' work-related travel and travel to and from work form Cybercom's most significant environmental impact. It is mainly employees' air travel that accounts for emissions.

In 2010 and 2011, Cybercom has measured carbon dioxide emissions from air travel (excluding India and Singapore). As shown in the table, these increased between 2010 and 2011 by 6 percent.

Carbon dioxide emissions from air travel in relation to the company's sales, 2010 – 2011

	2010	2011	Percentage change
Carbon dioxide emissions	0.482 kg	0.510 kg	+6%

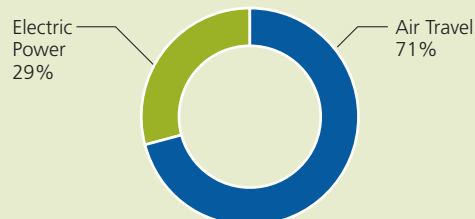
The increase is due in large part to increased travel within Sweden. This in turn stems from the reorganisation that Cybercom conducted, in which the companies in Stockholm, Gothenburg and Malmö were merged into Cybercom Sweden. This process involved many physical meetings between the different units and, in other words, increased travel.

Air travel

Cybercom Group	2011
No. of flights	2,982
Total airline miles	3,110,546
CO2 emissions (tonnes)	748.3

CO₂ Emissions

Cybercom Group



As shown in the graph air transportation accounts for more than 70 percent of the group's carbon dioxide emissions. (Figures are excluding Singapore and India.)

Cybercom now wants to influence this in a positive direction. In 2012, the goal is to bring down the company's CO₂ emissions per revenue krona by 5 percent until 2015.

The introduction of online meetings through the IT-based communication tool Lync throughout the organisation will in part replace physical meetings and help to reduce the number of flights.

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

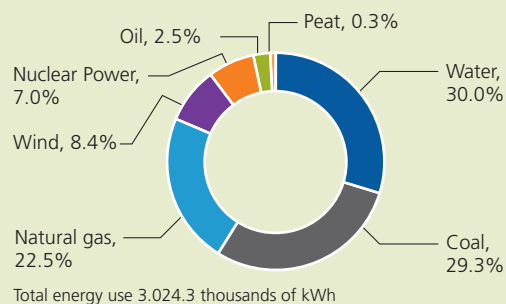
- Lights switched off by timer after business hours.
- Handling of old IT equipment which, when possible, is sold for reuse or otherwise goes to partners for recycling.
- Handling of discarded electronic products that are recycled where possible.
- All printers are by default set to duplex printing,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

Environmental certification

Cybercom is working with environmental certification of the firm's activities in accordance with ISO14001. Cybercom is striving for all our businesses to eventually be certified, and work has begun. The Gothenburg office was the first part of Cybercom to be certified and this was achieved in 2010. The objective is for all of the Swedish operations to obtain certification. In 2011 the work on this was at the same level as in 2010. However, Cybercom has expressed an ambition to develop this work in 2012 and onwards.

Energy Use by Energy Source, 2011

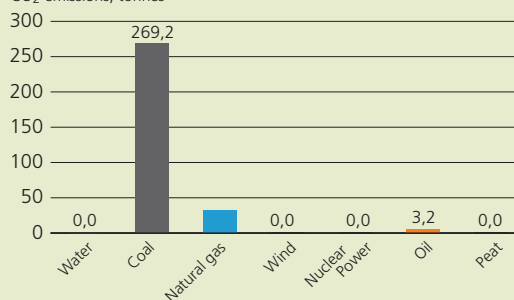
Cybercom Group



CO₂ Emissions by Energy Source, 2011

Cybercom Group

CO₂ emissions, tonnes



Products and services that reduce environmental impact

Green IT is growing in importance as the impact of climate change becomes clearer. Green IT includes "environmentally friendly and energy efficient" computers. But Green IT is also about how Cybercom can offer services that help its customers reduce their environmental impact.

To some extent, Green IT is about reducing the industry's energy consumption, but the really big environmental benefits are created by IT being able to reduce environmental impact in other parts of society. Some examples of areas where IT can improve efficiency and reduce the consumption of resources are industrial processes, traffic flow and indoor climate. Cybercom has, for example, developed a remote control system for elevators.

Cybercom provides what is known as hosting of servers. This means that customers' servers are run for them. Cybercom can carry out this work in a more energy efficient manner than if each individual customer were to run their own servers.

Furthermore, IT can replace physical products and activities with electronic information. Some examples that are increasing in scope are e-commerce, electronic documents instead of paper and video conferencing instead of travelling. In addition the company can, by using the proper equipment, create the right environment for telecommuting, something that not only reduces physical journeys but also creates a more flexible workplace.

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

<http://public.cybercomgroup.com/wiki/FPP-003>

<http://public.cybercomgroup.com/wiki/CCE-124>

<http://public.cybercomgroup.com/wiki/SOF-001>
(please see video of paperless office)

<http://public.cybercomgroup.com/wiki/SOF-012>



Environmental Protection Agency's national database of predators is a examples of services that Cybercom developed and that reduce environmental impact.

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

<http://public.cybercomgroup.com/wiki/CCE-110>

The Cybercom group is active in interest groups that promote e-government issues in Sweden. Examples include the tax board's Dialog project, where the board has special responsibility for the services addressed to private individuals. An exciting service that will be launched as soon as rule changes are implemented at the Ministry of Finance is a so-called authority mailbox to which individuals can choose to direct their communications. Sweden will reduce its environmental impact through this type of service.

Cybercom has developed a national database of predators, called the Rovdjursforum, for the Swedish Environmental Protection Agency. This database, and the digital functions that Cybercom is developing, is about creating the environment for sustainable and long-term wildlife management.

Cybercom has developed the MyRoc video conferencing system for Telia. Video conferencing reduces the need for physical travel and the emissions they generate.

Employees and the workplace

To obtain a good understanding of employee satisfaction and development at Cybercom, the company conducted a group-wide employee survey in 2011.

The survey showed that employees generally feel very committed to their work and can to a large extent influence their daily tasks. Furthermore, employees believe that communication within the company is frank and open. The work environment was perceived as good, with people showing respect for each other. Employees are particularly satisfied with their manager.

As an employer, Cybercom has plans to further strengthen the company's brand and the career opportunities for employees.

Cybercom has in 2011 implemented a number of changes among senior executives. In the context of this work, Cybercom has developed the company's mission: "Boosting your performance in the connected world", the company's vision: "We are our clients' most trusted business partner in the connected world" and Cybercom's three core values: Innovation, Passion, Trust". Visions, goals and values will be rooted in various forums in which employees interact.

In 2012, Cybercom will conduct a new employee survey, which will also measure the effects of Cybercom's work in the areas of improvement.

One of Cybercom's three major objectives is to increase employee satisfaction by the time of the next employee survey in 2012.



In 2011, Cybercom implemented a group-wide employee survey. The measurement was carried out by Zondera. Cybercom's approximately 1 600 employees were asked in a web survey.

Strengths

- Great commitment at work
- Satisfied with immediate manager
- Frank and open communication
- Opportunity to influence daily work



Carolina Jonnor, HR Cybercom.

Carolina Jonnor, human resources, about the Cybercom group-wide employee survey

Why has Cybercom conducted an employee survey?

The purpose of this survey is to further strengthen Cybercom's role as an employer of choice for employees and as a partner for its customers. The employee survey is a tool that enables Cybercom to continue to improve our business. We examine areas such as leadership, information, professional development, knowledge of the group and terms of employment.

What can we be proud of?

The survey data indicates very strong and genuine leadership and a deep-seated culture of respect and appreciation from colleagues.

What should Cybercom improve given the results?

Cybercom should invest more in professional development to even better engage employees. Furthermore, it is important to reinforce our common values and thereby strengthen Cybercom's employer brand.

Development and retention of expertise

Cybercom has solid knowledge assets that the company must continually develop to remain at the forefront of the IT industry. Cybercom must ensure that it has the right skills within the company to meet customer needs.

Therefore Cybercom invested in education during 2011. Training hours increased by 40 percent compared to the year before. The increase occurred primarily in Sweden. Among other things, Cybercom has worked to develop its internal network of expertise; internal networks of consultants where different experts teach each other and share knowledge.

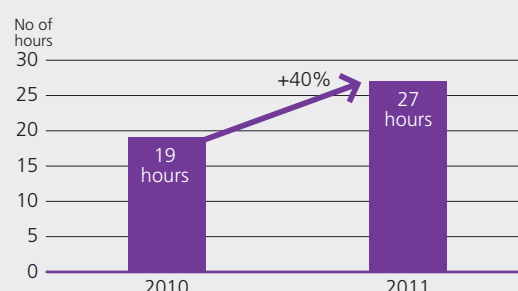
An important part of this is to have structured methods to monitor the skills development of individual employees. Cybercom achieves this through annual performance reviews, where the manager and the employee draw up individual development plans and goals for future years.

Well-being of our employees

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

Training hours per employee, 2010 – 2011

Cybercom Group



participate in lobbying activities or support these financially. All employees have read Cybercom's code of conduct and will be trained in the code's content.

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

Since Cybercom has operations in countries where freedom of association may occasionally be threatened, it is important to emphasise that this should not restrict employees' ability to influence their work situation within Cybercom or restrict their rights.

Cybercom Group: Total number of employees by gender, 2008 – 2011

	2008	2009	2010	2011
Female	377	327	328	288
Male	1,605	1,491	1,399	1,276
Total	1,982	1,818	1,727	1,564

Cybercom Group: Workforce by country, 2011

Country	Sweden	Denmark	India	Poland	Finland	Romania	China	Singapore	Total
No of female employees	180	3	13	14	39	6	27	6	288
No of male employees	746	34	65	65	224	10	100	32	1,276
Total no of employees	926	37	78	79	263	16	127	38	1,564



Cybercom works actively to ensure that men and women have equal opportunity to be home with their children. This applies to both care of sick children and parental leave. Among other things, the company has created economic opportunities for employees to take parental leave, with a parental supplement. In 2011, 60 people claimed parental supplement in Sweden.

Cybercom Group, Employees, 2011

No of female employees in senior positions	41
No of employees covered by collective agreements	73%
Sick leave taken (as a percentage of working hours)	2%
Training hours per employee	27 hours

Cybercom Sweden, Labour force by gender and sick leave, 2008 – 2011

	2008	2009	2010	2011
Women	200	186	165	180
Men	857	791	705	746
Total	1,057	977	870	926
Sick leave ¹⁾	2.4%	2.6%	1.7%	1.8%

¹⁾ Sick leave as percentage of working hours.



Cybercom is constantly striving to accomplish what we call +1. This means that Cybercom will always do its utmost. To find out what customers think of Cybercom, the company conducted a group-wide customer satisfaction survey in 2011.

Cybercom’s customer satisfaction survey

In a group-wide customer survey, Cybercom asked more than 140 of its most important customers what they thought of Cybercom.

The survey conducted shows that Cybercom’s customers are satisfied with Cybercom’s brand, its range of services and the sales force’s service-oriented approach to customers.

Cybercom will concentrate even more on precision in the company’s delivery times and to further be responsive of customer expectations.

In addition to the group-wide customer survey Cybercom measures customers’ satisfaction on a regular basis.

When Cybercom has completed a customer order, the customer fills out a questionnaire so that Cybercom can monitor how it has delivered and what can be improved.

Strengths

- Brand
- Range of services
- Service level among sales force

Customers and suppliers

Cybercom's responsibility in relation to customers

Being responsible in relation to our customers includes observing what the customer's and Cybercom's products and services are used for. For example, if Cybercom is invited to do business in an undemocratic country or a country with a high risk of human rights violations, Cybercom evaluates the risk of making the situation worse for the people of the country. As part of the evaluation, dilemma discussions are held with the relevant functions within Cybercom. Rwanda and China are two examples where we decided to enter into business following an evaluation of the customer. In both cases Cybercom felt that improved internet and mobile telephony access are two vital tools in creating a more transparent society and for people to be able to practice their human rights and rights such as freedom of expression. In many cases, the Internet and mobile phones are crucial in pursuing business activities and being able to support oneself. Providing these services enables Cybercom to contribute to economic development. In other cases, Cybercom has found the opposite and has chosen to turn down assignments.

Cybercom is obligated to do all it can to combat criminality within the framework of its business activities. Developing products that fulfil customer security requirements helps reduce the risk of them being used in irregularities. This is not only an obligation towards our customers but also to society in general and its

citizens. One example of services where this is a central issue is the securing and certification of payment card solutions and internet bank platforms for the banking and finance sector. Cybercom also actively combats IT crime through fraud investigations and industrial espionage investigations in collaboration with international police and law enforcement authorities.

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

Cybercom's responsibility to make demands of the supplier chain

Cybercom's responsibility does not stop with what the company does. It is also about influencing the company's suppliers and business partners. Cybercom has therefore set as one of its goals in 2012 to ensure that all subcontractors the company chooses to work with comply with Cybercom's code of conduct.

In 2012, Cybercom will therefore communicate and monitor that subcontractors comply with the code.

Cybercom's community involvement

When Cybercom chooses community projects to become engaged in, the company starts with the markets in which it operates and looks at how Cybercom can contribute. Cybercom pays particular attention to the groups that are in need of support, groups whose development is particularly important for the development of a society, and which products and services that are of greatest benefit to these groups. Therefore, Cybercom has chosen to support two organisations: SOS Children's Villages and the Childhood Cancer Fund.

Ammar Raza on being a CSR ambassador for Cybercom

I have always believed that life is all about helping others, especially those in need. Peeping through the window on my past, the most memorable moments I can see are the ones in which I did something good to help others.

I wanted to get more and more involved in such activities, but never got a chance until I got to know about the Cybercom CSR programme and was then selected as a CSR ambassador. That was indeed a great moment for me, as now I knew Cybercom had given me the chance to be involved in social activities throughout the year.

Being a CSR ambassador, I considered it my responsibility to not only think of different ways to help the children in SOS Children's Villages Rwanda, but also to help all other Cybercom employees understand what CSR is and to get them involved in it as well.

I thus came up with the idea of giving all the employees an option of donating to help these children in SOS Children's Villages Rwanda by briefing them on how and where the funds they donate are going to be utilised.

Moreover, as collecting funds is normally not easy because of employees being spread out on different projects throughout the world, I suggested that they get the amount they want to donate to be deducted from their monthly salary by sending an email to the payroll department. In this way we had one easy central point of collection and the response from the employees was simply remarkable. Within one week the funds donated by the employees jumped to SEK 30,000.

The CSR team has planned to use these funds to set up a new computer lab with the latest computers at an SOS School in Rwanda.

Cybercom and SOS Children's Villages in Rwanda

In 2011, our work continued with SOS Children's Villages in Rwanda. Cybercom signed a long-term agreement with SOS Children's Villages in 2009, and finances a major part of the activities at a primary school for 200 children in Gikongoro, Rwanda. Several trips were made to Rwanda by employees during the year and executive management also visited the project to show its support for the CSR work there.



Ammar Raza with one of the 200 orphanage children at SOS Children's Villages in Gikongoro, Rwanda.

As they say, "Many a drop makes an ocean", and as almost all employees got involved in the CSR activity and donated funds, we were able to make very handsome amounts, sufficient for a new computer lab. A lot of orphans will now have a good computer education because of the combined effort of all of you. You have taken a step towards building a better society and if all of us keep up this good work we sure will make a big difference.

The donations from employees are a clear indication that each and every one of us wants to help contribute to a better society; it's just that a good platform is needed. And now we have the Cybercom CSR platform we should not just stop here but carry out the CSR activities throughout the year. Thanks to Cybercom for giving us the opportunity to get involved in CSR activities and help in making a better society.

Ammar Raza

Choice of projects

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

SOS Children's Villages in Rwanda

Through the Rwanda project, Cybercom supports SOS Children's Villages as a way of helping to further develop the country. Cybercom is an international knowledge-based company looking to contribute to knowledge development in countries in which it has projects. Education is the basis for a child's development and gives children a chance to escape poverty. Cybercom's partnership with SOS Children's Villages is a long-term project with repeat activities. All the subsidiaries are engaged in the children's village in Gikongoro, and Cybercom's commitment to SOS Children's Villages is a source of pride among its employees.

In addition to the annual donation that Cybercom as a company contributes to SOS Children's Villages, there was a collection among the employees. Those who wanted to could donate a portion of their monthly salary. The funds of a total of SEK 30,000 that were collected during one week have been put towards a new library with English books for the SOS Children's Villages' school in Gikongoro and will be invested in new computers in the new computer lab that an SOS Children's Villages' school in north-eastern Rwanda needs.

SOS Children's Villages helps vulnerable children around the world. They give orphaned and abandoned children a home, a family and an education. SOS Children's Villages has been active in Rwanda for 30 years. The primary school in Gikongoro was built in 1992 and consists of six classrooms that provide education for around 200 children from the Children's Village, SOS Children's Villages' family assistance programmes and the surrounding neighbourhood every year. The primary school has doubled in size since it was opened. Computers were recently bought for the school to assist the teaching and for children to learn computing.

Instead of giving Christmas presents, Cybercom donates funds to Rwanda. To customers and other stakeholders the company sends Christmas cards that have pictures of Cybercom's support for vulnerable children in SOS Children's Villages in Rwanda.



Cybercom works with the Childhood Cancer Foundation

Cybercom also works on a project together with the Swedish Childhood Cancer Foundation. When employees at Cybercom Sweden use payment cards in their work, SEK 135 per card per year is donated to the Childhood Cancer Foundation. The organisation has its logo on the company cards and Cybercom helps to promote the Foundation to other potential donors.

In 2011 a total of SEK 75,000 went to the Childhood Cancer Foundation through this scheme. In 2012, the goal is to increase this collection by ensuring that more employees obtain this card.

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

Cybercom also aims to launch a similar partnership with the equivalent of the Childhood Cancer Foundation in Finland. The idea is that the company's employees in the Finnish offices will also be able to obtain company payment cards.



Cybercom's code of conduct in brief

Cybercom's code of conduct is based on the UN Global Compact principles on human rights, labor, environment and anti-corruption. The code is for the employees. In 2012, Cybercom also intends to adapt the code to the company's suppliers. One of Cybercom's goals in 2012 is that the company's suppliers are to meet Cybercom's Code of Conduct.

1 – Comply with laws, rules and regulations

All Cybercom employees are responsible for acting in compliance with applicable laws and regulations. They are responsible for gaining knowledge of the local conditions in the places where Cybercom operates. In the event of an individual issue demanding it, they will seek legal advice.

Cybercom applies the Swedish Code of Corporate Governance. As a listed company on NASDAQ OMX, Cybercom follows the agreements for this listing and undertakes to provide relevant knowledge to all employees concerned. Cybercom must present and report financial and corporate information in compliance with the provisions laid down in national legislation, stock-exchange listing requirements and International Financial Reporting Standards (IFRS).

2 – Human rights

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

3 – Labour law and working conditions

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

Cybercom does not permit child labour. Cybercom applies the principle that a child is a person younger than 15 years of age unless national legislation states an older age, in which case the older age applies. Cybercom applies the definition of child labour as laid down by the International Labour 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 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 not unreasonable and are at minimum compliant with national legislation. Cybercom seeks to give all employees time for rest with economic compensation.

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

4 – Health and safety

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

Cybercom's code of conduct in brief

5 – Environment

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

6 – Prohibited business practices

Cybercom works actively to combat corruption and unethical practices. Employees must not give or receive gifts, benefits or bribes that constitute a breach of applicable law. Cybercom is politically independent and does not sponsor political organisations. Cybercom is opposed to any form of money laundering and will take the necessary measures to prevent financial transactions that are of criminal intent.

Cybercom and its employees must never in any way play a part in anti-competitive activities.

7 – Promote accurate disclosure in financial reports and other public communications

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

8 – Properly use and protect company assets and confidential information

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

Customer trust is of vital importance to Cybercom. All employees will treat customer information in complete confidentiality. Information about Cybercom's customers 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 customers' and partners' confidential and proprietary information

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

10 – Take a professional pride in the consultancy role

Freedom with accountability, and focus on the individual are 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 customers 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.

The UN Global Compact's 10 principles

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

Human rights

Principle 1

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

Principle 2

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

Labour

Principle 3

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

Principle 4

the elimination of all forms of forced and compulsory labour;

Principle 5

the effective abolition of child labour; and

Principle 6

the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7

Businesses should support a precautionary approach to environmental challenges;

Principle 8

undertake initiatives to promote greater environmental responsibility; and

Principle 9

encourage the development and diffusion of environmentally friendly technologies.

Anti-corruption

Principle 10

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

This is Cybercom's second sustainability report and covers key impacts and the 2011 financial year. Cybercom has chosen to apply the Global Reporting Initiative (GRI) voluntary guidelines for reporting sustainability information, G3, at application level C. In drawing up the report Cybercom has taken into consideration GRI's ten reporting Principles. The information contained in the Sustainability Report has not been audited by a third party, but Cybercom regards all the information in the 2011 Annual and Sustainability Reports, along with that on the company

website, as being sufficient to meet GRI's information requirements at application level C. Cybercom has in cooperation with Sustania Sweden AB produced the sustainability report 2011.

The information provided refers to the entire group unless otherwise specified. Certain limitations of the performance indicators have been necessary based on relevance and access to reliable information. This chiefly concerns energy consumption and carbon dioxide emissions.

Reference abbreviations:

Annual Report = **AR**, Sustainability Report = **SR**, Website = **www**

Complete: ●

Partial: ◐

Indicator	Reference	Description and/or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information.	Comments
1. Vision and strategy					
1.1 CEO's comments	AR 4-5, SR 4	Interview with CEO Niklas Flyborg that starts on P 4 of Annual Report 2011 (AR) and "Cybercom's sustainability vision and strategic objectives" in Sustainability Report P 4 (SR)	●	Account of continued support for Global Compact	
1.2 Description of key impacts, risks and opportunities	SR 6	Cybercom's CSR efforts during the year and governance and management of CSR efforts	●	Account of continued support for Global Compact	
2. Organisational profile					
2.1 Name of the organisation	AR 9 SR 1, 5	Cybercom Group AB (publ)	●		
2.2 Primary brands, products and services	AR 2 SR 5	Summary P 2 of AR P X in SR. The company's most important products are detailed in the AR P 12-13	●		
2.3 Operational structure	AR 10 SR 5	Description and organizational diagram can be found on P 10 of AR	●		
2.4 Location of headquarters	AR 69	P.O. Box 7574, SE-103 93 Stockholm. Visiting address: Lindhagensgatan 126, SE-112 51 Stockholm, Sweden	●		
2.5 Countries in which the organisation operates	AR 10	Sweden, Finland, India, Romania, Denmark, Singapore, China and Poland	●		
2.6 Nature of ownership and legal form	AR 2, 21 SR 5	Cybercom Group AB is a market-listed company traded on the NASDAQ OMX exchange	●		
2.7 Markets	AR 8, 11 SR 5	Cybercom's home market is the Nordic countries, but the company provides its services internationally. (More details in first paragraph AR P 11.) Information about different sectors/customers on P 8 of AR	●		
2.8 Scale of the organisation	AR 2 SR 5	AR P 2 contains a description of the company's scope (sales SEK 1,481m and 1,564 employees)	●		
2.9 Significant changes during the reporting period	AR 2-3	AR P 3 summarises the company's events during the year and P 3 lists key events per quarter	●		
2.10 Awards received in reporting period			●		Nominated in Jönköping County as outstanding company for CSR issues

Indicator	Reference	Description and/or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information.	Comments
3. Report parameters					
Report profile					
3.1 Reporting period	SR 2		●		
3.2 Date of most recent report	SR 2		●		
3.3 Reporting cycle	SR 2		●		
3.4 Contact point for questions regarding the report or its contents	SR 2		●		
Report scope and boundary					
3.5 Process for defining report content	SR 2		●		
3.6 Boundary of the report	SR 2		●		
3.7 Limitations on the scope or boundary of the report	SR 2		●		
3.8 Basis for reporting on joint ventures, subsidiaries, etc	AR Note 1 P 31	Note 1, P 31 of AR details accounting policies	●		See Note 1 on accounting policies
3.9 Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report			●		GHG and energy calculations based on World Resources Institute (2011) GHG protocol tool for stationary combustion, version 4.3 and 1995 IPCC second assessment report
3.10 Comparability with previous reports			●		
3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report			●		The 2011 AR also includes the indicators. Many indicators and calculations include all Cybercom group's companies and countries. But some are still reported only for Sweden.
GRI table					
3.12 Table identifying the location of the Standard Disclosures in the report			●		This is Cybercom's complete GRI table
3.13 Policy and current practice with regard to seeking external assurance for the report			●		The information in the SR has not been audited by a third party, but Cybercom believes that the information in the AR and SR 2011, together with information on Cybercom's www meets the disclosure requirements of GRI for application level C

Indicator	Reference	Description and/or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information.	Comments
4. Governance, commitments and engagement					
Governance					
4.1 Governance structure	AR Corporate Governance Report P 61-67	The company's board and management structure are detailed in the Corporate Governance Report P 61-67 of AR, with a figure illustrating the structure on the first page of this section.	●	Activities and decisions taken for implementation 1- 10	
4.2 The chairman of the board's role in the organisation	AR Corporate Governance Report P 61-66	Chairman Jon Risfelt is described on P 64 in the AR. He is not included in Cybercom's management group.	●	Activities and decisions taken for implementation 1- 10	
4.3 Independent and/or non-executive board members	AR Corporate Governance Report P 61-66	The company has an executive management and a board with various members. Refer to table P 63 in the AR regarding dependent/independent board members.	●	Activities and decisions taken for implementation 1- 10	
4.4 Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body	AR Corporate Governance Report P 61-66	Contact information and information about the AGM is presented in the AR, Corporate Governance report P 61-66	●	Activities and decisions taken for implementation 1- 10	
4.12 Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses	SR 4, 6, 9, 26, 28		●	Activities and decisions taken for implementation 1- 10	UN Global Compact principles and guidelines
Stakeholder engagement					
4.14 Stakeholder groups engaged by the organisation	SR 8, 10-12		●		
4.15 Basis for identification and selection of stakeholders with whom to engage	SR 11		●		
4.16 Approaches to stakeholder engagement	SR 11		●		
4.17 Key topics and concerns that have been raised through stakeholder engagement	SR 11		●		

Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information.	Comments
5. Economic performance indicators					
Economic performance					
EC1. Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	SR 13	Heading: Economic responsibility. Table 3: Cybercom Group Cybercom group: Created and distributed direct economic value	●		
EC2. Financial implications and other risks and opportunities for the organisation's activities due to climate change	SR 16	Heading: Products and services that reduce environmental impact. Describes how Cybercom's products and service create opportunities for companies that need to reduce their emissions of greenhouse gases	Partial	Principle 7	
EC3. Coverage of the organisation's defined benefit plan obligations	AR 'Employees, employee benefits expense and remuneration to senior executives' Note 3 P 40	Employee benefits are presented under 'Employees, employee benefits expense and remuneration to senior executives' Note 3 P 40 AR	●		Cybercom only has defined contribution pension provisions.
EC4. Significant financial assistance received from government			●		Cybercom has not received any significant financial assistance from government in 2011
Market presence					
EC5. Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation	SR 7, 17-19	Heading: Well-being of our employees	◐	Principle 1	

Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information.	Comments
6. Environmental performance indicators					
Energy					
EN4. Indirect energy consumption by primary source	SR 15	Table 6: Cybercom group: Energy use and carbon dioxide equivalents by energy source, 2011	●	Principle 8	
EN5. Energy saved due to conservation and efficiency improvements	SR 14	A list of some of Cybercom's methods for reducing energy use and reducing environmental impact on P 14 SR	◐	Principle 8 & 9	
EN6. Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	SR 16	The "Products and services that reduce environmental impact" section P 16 SR describes how Cybercom assists its customers to reduce their environmental impact	◐	Principle 8 & 9	
EN7. Initiatives to reduce indirect energy consumption and reductions achieved	SR 14	A list of some of Cybercom's methods for reducing energy use and environmental impact P 14 SR	◐	Principle 8 & 9	
Emissions, effluents and waste					
EN16. Total direct and indirect greenhouse gas emissions by weight	SR 14	Table 3A and Graph 1: Cybercom group's air travel, Table 5: Cybercom group: Energy use and carbon dioxide equivalents by energy source	●	Principle 8	
EN18. Initiatives to reduce greenhouse gas emissions and reductions achieved	SR 14	A list of some of Cybercom's methods for reducing energy use and environmental impact P 14 SR	◐	Principle 7, 8 & 9	
Products and services					
EN26. Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	SR 16	The "Products and services that reduce environmental impact" section P 16 SR describes how Cybercom assists its customers to reduce their environmental impact	◐	Principle 7, 8 & 9	
Transport					
EN29. Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce	SR 14	Table 3A and Graph 1: Cybercom group's air travel, Table 5: Cybercom group: Energy use and carbon dioxide equivalents by energy source	◐	Principle 8	

Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information.	Comments
7. Social performance indicators					
Employment and working conditions					
Employment					
LA1. Total workforce by employment type, employment contract, and region	AR 10 SR 19	Total staff by region can be found in AR p 10 – Operations and organisation. Heading: Well-being of our employees. Table 8: Cybercom group: Total number of employees by gender 2008-2011, Table 9: Cybercom group: Workforce by country	●		
Employee/management relations					
LA4. Percentage of employees covered by collective bargaining agreements	SR 19	Heading: Well-being of our employees. Table 10: Cybercom group employees, 2011	●	Principle 1 & 3	
Health and safety					
LA7. Rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities by region	SR 19	Heading: Well-being of our employees. Table 10 Cybercom group employees, 2011 Table 11: Labour force by gender and sick leave	●	Principle 1	Cybercom measures only absence due to illness, since other parameters required for the indicator are not relevant to our activities
Training and education					
LA10. Average hours of training per year per employee by employee category	SR 19	Heading: Development and retention of expertise. Table 10 Cybercom group employees, 2011	●		
LA12. Percentage of employees receiving regular performance and career development reviews	SR 19		●		All employees have annual employee reviews
Diversity and equal opportunity					
LA13. Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity	AR 41-42, 62-65	Table 10 Cybercom group employees, 2011. The AR contains tables for this on P 41 and detailed info on the company's management on P 62-65	●	Principle 1 & 6	

Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information.	Comments
Human rights performance indicators					
Investments and procurement practices					
HR1. Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening	SR 22	This process is described under the heading "Cybercom's responsibility in relation to customers"	●	Principle 1, 2, 3, 4, 5 & 6	Investment decisions include requirements and surveys but statistics are not currently maintained
Non-discrimination					
HR4. Total number of incidents of discrimination and actions taken			●	Principle 1, 2 & 6	No cases of discrimination were reported in 2011
Freedom of association and collective bargaining					
HR5. Operations identified in which the right to exercise freedom of association or collective bargaining may be at significant risk, and actions taken to support these rights	SR 78, 22	This process is described under the heading "Cybercom's responsibility in relation to customers" Heading: Well-being of our employees. Table 10: Cybercom group employees, 2011	●	Principle 1, 2 & 3	
Society performance indicators					
Anti-corruption					
SO3. Percentage of employees trained in organisation's anti-corruption policies and procedures	SR 6, 19		●	Principle 10	
SO4. Actions taken in response to incidents of corruption			●	Principle 10	No incidents of corruption or anti-competitive actions have arisen in 2011

Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information.	Comments
Political performance indicators					
SO5. Public policy positions and participation in public policy development and lobbying			●	Principle 10	Cybercom takes no political positions or participates in policy development and lobbying.
SO6. Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country			●	Principle 10	Cybercom does not engage in corruption, extortion or bribery.
Anti-competitive practices					
SO7. Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes			●		No such incidents in 2011
Compliance with applicable laws and regulations					
SO8. Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations			●		In 2011 Cybercom was not fined or sanctioned for non-compliance with laws and regulations
Product responsibility performance indicators					
PR5. Practices related to customer satisfaction, including results of surveys measuring customer satisfaction		See heading Cybercom's customer satisfaction survey	●		

Indicator	Reference	Description and or Table/Diagram	Reporting scope	Relationship with UN Global Compact's Principle 1-10. See Appendix 2 for more information.	Comments
Marketing communications					
PR7. Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes			●		No such incidents in 2011
Customer integrity					
PR8. Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data			●	Principle 1	No such incidents in 2011
Compliance					
PR9. Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services			●		No such incidents in 2011

Definitions

Biodiversity

Biodiversity secures the necessary eco system services such as supplying us with food and water, and buffers the effects of climate change.

CSR (Corporate Social Responsibility)

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

UN Global Compact

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

Fossil carbon dioxide

Carbon stored in the ground for a long time (over 10 000 years) and is formed into oil, natural gas and coal. Combustion increases carbon dioxide in the atmosphere and thus further increases the greenhouse effect.

The precautionary principle

The precautionary principle in the EC Treaty from 1993 is a basic principle of EU environmental policy. This principle means that action should be taken against a product, production or activity if there is evidence that they pose unacceptable risks to humans, animals, plants or the environment, although there is some uncertainty regarding the risks.

Sustainable development

The Brundtland Commission coined the term sustainable development in 1987 and it had an impact during the Rio conference 1992. The UN General Assembly decided in 2010 that a UN Conference on Sustainable Development (also known as Rio +20) will be held in Brazil in June, 2012. The parameter is "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." The three dimensions of sustainable development - economic, social and environmental - should be coherent and mutually reinforce each other.

Global Reporting Initiative (GRI)

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

ILO

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

Stakeholders

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

ISO 26000 Social Responsibility

An international guidance, standard and method for organisations to define, implement and monitor their social responsibility. The standard consists of seven main areas and seven principles.

ISO 14001

An internationally recognised standard for certifying ones EMS. ISO 14000 is the name of the standards dealing with environmental management. These standards in turn, create an environmental management system that can be easily integrated into existing operations.

Carbon offsetting

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

Carbon dioxide (CO₂)

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

SOS Children's Villages

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



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