

CORPORATE RESPONSIBILITY REPORT **2009**



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ABOUT THIS REPORT

- In Tieto, corporate responsibility (CR) is an integral part of our business operations, services and offerings. We have been environmentally aware since the 1970s, and in line with our vision and current strategy, together with ongoing dialogue with our stakeholders, we have decided to start reporting our CR performance annually, according to the Global Reporting Initiative (GRI). This first report covers 2009. Our self-declared level of application of the GRI guidelines is C (see page 28–29 for the GRI index).

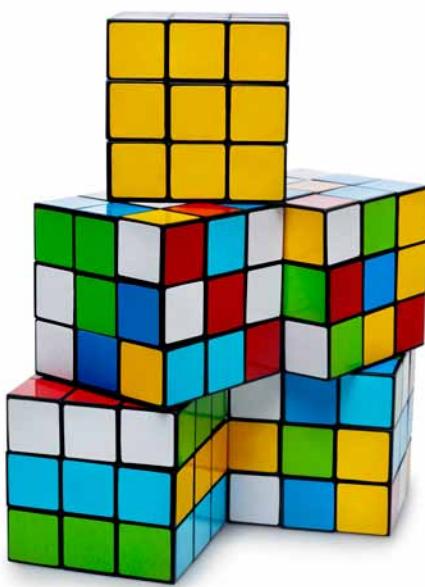
This report and our Annual Report 2009 provide the basic information on Tieto's performance. The Annual Report includes information on the company's structure, legal form, subsidiaries, joint ventures, outsourced operations, as well as changes regarding size, structure and financial performance during 2009. The Annual Report 2009 and other financial information can be found at www.tieto.com.



This CR report focuses on issues that we consider to be the most relevant and material regarding our economic, social and environmental performance, and where we can make a difference. These areas were identified in CR reporting workshops that were organized during 2009. Tieto's joint ventures and subsidiaries are not addressed in this report.

Standard disclosures in GRI reporting covers the entire Tieto Group. Unless otherwise stated, all information and data pertains to activities from 1 January to 31 December 2009. Data related to energy consumption relates only to Finland and Sweden, covering 14 offices and six data centres. Based on this information, we have estimated total energy consumption from offices in the Nordic countries; energy consumption of the remaining data centres has not been calculated.

As a result of the CR reporting project, we have developed and introduced a new IT service – Sustainability Intelligence Service – to collect, store and calculate CR performance. This application was used to compile data for this report and is now also available to our customers. The application was introduced at the end of 2009 in seven Tieto offices and two data centres in Finland, and will be rolled out globally during 2010.



Materiality analysis

This materiality analysis is in accordance with GRI principles of materiality for defining report content. It also follows the guidelines and aspects from Tieto's Code of Conduct, the United Nations Global Compact and criteria from international financial indexes. Here we have identified sustainability issues of high importance in order to prioritize material issues for Tieto and our stakeholders.

Identifying report content and areas of priority for our future CR work have been based on the results from the materiality analysis, as presented in the diagram below. Transparency and reporting on sustainability are key priorities for Tieto and are geared to responding to our stakeholders' views – specifically our shareholders, customers and employees. Tieto's stakeholder engagement process is defined by the principles of materiality, inclusivity, completeness and responsiveness. Actions taken in accordance to material issues will be presented in coming CR reports.

Sustainability Intelligence Service simplifies CR reporting

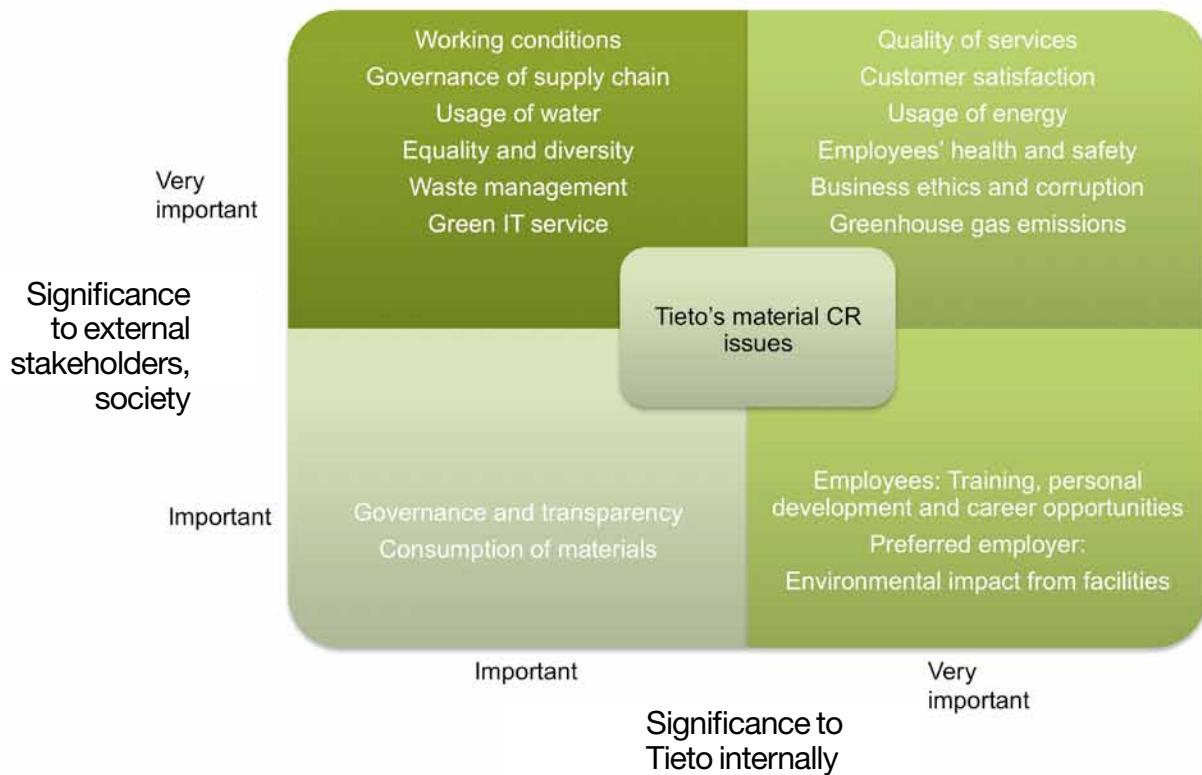
Consumer demand and legislation are forcing companies to consider the environmental and social impact of their business. We have been proactive in this area and have developed a service that any company can use to simplify its environmental reporting.

Our new Sustainability Intelligence Service simplifies data collection, making corporate responsibility reporting easier and more accurate.

The service combines Life Cycle Assessment with traceability for individual products or services. Customers from any industry can buy the service to calculate and manage their data.

Companies using our system can ask their suppliers and customers to submit their data into the system through a web browser. For example, transport companies can be asked to input the resources used to deliver computer supplies and hardware to offices.

The service is the next phase of the traceability work we started in 2006 in the three-and-a-half-year EU project called [Indisputable Key](#).



Tieto's material issues regarding corporate responsibility, assessed by external and internal stakeholders. Issues are not rated by importance within each box.

ABOUT TIETO

We are an IT service company providing IT, R&D and consulting services. Employing approximately 17 000* experts, we are among the leading IT service companies in northern Europe and the global leader in selected segments.

We specialize in areas where we have the deepest understanding of our customers' businesses and needs. Our superior customer centricity and expertise in digital services set us apart from our competitors.

Tieto's operations are organized into three industries (Telecom & Media, Financial Services, and Industry Group) and three service lines (IT Services, R&D Services, Digital Transformation & Consulting) operating in a matrix over country dimensions (Finland, Sweden, and International). Industries, countries and service lines are described on pages 8–13 of the [Tieto Annual Report 2009](#).



We serve our customers globally. Northern Europe, Germany and Russia are our main markets; Finland and Sweden are the largest. Sweden is regarded as one of the targeted growth countries for us, given the large size of the Swedish IT market and our current market position in the country.

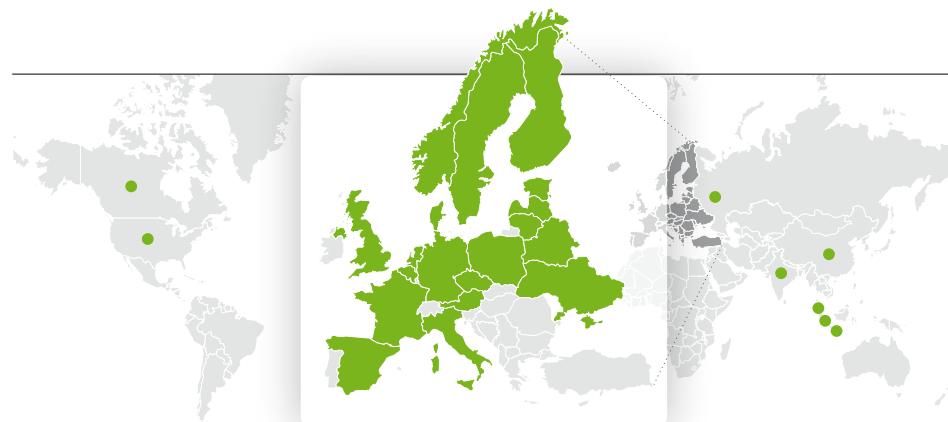
The Russian market also offers lucrative opportunities. Growth in the IT sector has been largely hardware-driven, but the demand for IT services, especially those designed to improve the productivity of customers, is now expected to increase.

In the telecom sector, we seek to grow with our existing and new customers, for example; by boosting new network and mobile internet services. We currently hold the leading position in telecom R&D in Europe. We also seek to grow by leveraging our highly-advanced IT services for customers in this sector.

We use subcontractors to complement our own resources and to have access to selected competences. We have also chosen strategic subcontractors in areas where building the competences in house would be too costly or they would not be used efficiently in the long run. At the end of 2009, there were 1 806 subcontractors working for Tieto.

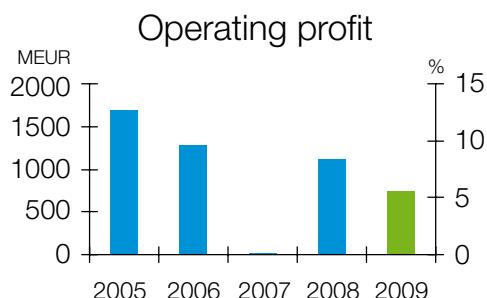
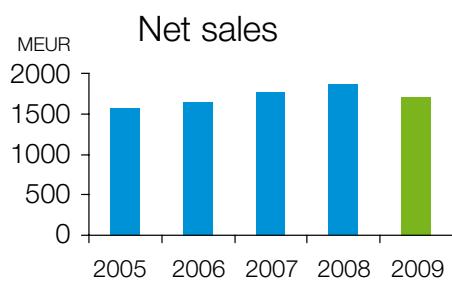
As of 30 April 2009, our name is Tieto Corporation (Tieto Oyj in Finnish and Tieto Abp in Swedish). Our company headquarters are located in Helsinki, Finland and our shares are listed on NASDAQ OMX in Helsinki and Stockholm.

* On 31 December 2009 Tieto permanently employed a total of 17 678 people, including part-time employees, people on parental leave, etc. The corresponding number of full-time employees on 31 December 2009 was 16 663. See page 20 under Social responsibility for more detail.





Net sales and operating profit



Strategy, vision and values

We want to build a professional service company culture, where knowledge and passion lead to great performance and profitability.

Mission

Turning knowledge and passion into sustainable results for our customers.

Vision

Building leaders of the digital world – a world of better service, higher productivity and new opportunities.

Values

- We work together
- We care for our people and customers
- We are committed to quality
- We learn and grow

MESSAGE FROM THE CEO



The environmental, economic and social dealings of a company are not always evident, and neither is the way in which these affect others. At Tieto, we try to consider each of these aspects in our daily work and improve things for our customers, employees, shareholders, society and the planet. This is not always easy and we are not perfect, but our target is clear – we want to become the leading green IT company.

I am a strong believer in sound business ethics and sustainable operations. A good corporate identity is built on these. Our corporate strategy and values set the foundation for our entire operations, including corporate responsibility (CR). Going forward, we will use the Global Reporting Initiative (GRI) as our guideline.

Collecting CR information from many countries is challenging. In 2009, we therefore introduced new tools and processes within CR and we will monitor our sustainability performance by using our new CR reporting tool. Our objective is to reduce our average energy consumption per person by 30 percent and work-related travelling costs per person by 38 percent by 2013 compared with 2008. In 2009, our performance exceeded our targets in these areas. Tieto's aim for 2010 and beyond is to continue to reduce CO₂ emissions and increase our green IT offerings.

We are currently building new, energy-efficient data centres in Finland, Sweden and Russia. All of these are an essential part of our green IT offering and of our efforts to reduce our carbon footprint. In daily operations, sustainability also includes minimizing unnecessary business travel and using collaborative IT tools. We are also in the process of certifying selected offices according to the WWF's Green Office standard. I am convinced that, in the long run, this work will give us a competitive advantage.

This report highlights our achievements and ambitions. You can read about how we have reduced our CO₂ emissions and how we are helping other companies do the same. Learn how we help street children in India, and find out why so many of my colleagues and I are convinced that we work for the best company in the IT sector.

I am very proud to sign my name on this CR report. And I am certain that our customers, employees and shareholders are just as proud to be involved with a company that takes sustainability seriously.

Hannu Syrjälä
President and CEO

CORPORATE RESPONSIBILITY AT TIETO

There is a big difference between just having a framework for corporate responsibility activities and persistently enforcing it. We understand this and are ensuring that all employees are aware of, and live by, the Tieto corporate responsibility framework.

Our CR framework is aligned with the guidelines and definitions in the United Nations Global Compact and Social Accountability International (SA 8000).

We support sustainable development in our operations and meet the ethical, legal and economic requirements set by society. We believe we can make our greatest contribution to the development of a society with less strain on the environment by deploying IT solutions in our customers' businesses.

Our framework in practice

Environmental responsibility covers our environmental impact. As we do not have physical production facilities, our environmental burden is mainly related to business travel, offices and data centres. Reducing the energy use in data centres and recycling waste heat are key targets for us in our efforts to reduce CO₂ emissions.

Social responsibility includes human rights, the well being of employees, health and safety, the ethical conduct of business, as well as living according to the corporate values and expectations of our various stakeholders. The corporate values and Code of Conduct set the basis for all our operations and guide people in their daily work. We want to ensure the well being and equal treatment of our employees in all work locations. Personnel representative bodies are also established to make sure employees' voices are being heard.

Economic responsibility refers to our ability to be profitable and competitive, while taking into account the principles of sustainable development. Key targets in this area include meeting the financial expectations of shareholders, and creating well being for the company, our employees and in the communities in which we operate. Sustainable business practices are an integral part of economic responsibility.

The globalization of IT business creates certain challenges for us, especially from an economic and social point of view. IT service production is moving to Asia, while at the same time we are decreasing the number of employees in the higher cost areas. When implementing these changes, we need to ensure that we meet the legislative and social requirements in these areas.

To support our Corporate Responsibility Framework, we have been working to develop key performance indicators and targets related to the topics addressed in this report. In 2009, we conducted workshops with experts and managers from different parts of our organization in order to identify GRI indicators, create data collection procedures and change our routines and working procedures in the CR area. We are currently formulating internal goals relating to the Global Compact Initiative and SA 8000. We will track progress against the targets and expect to share data on our progress externally in the future.

Stakeholders

Tieto wants to foster continuous collaboration and dialogue with all its key stakeholders. We want to know and understand their needs, expectations and concerns, and to respond to them promptly and proactively.

Through internal workshops we have identified our primary stakeholders as all those who have a direct relationship with, or are affected by, our business operations. As we develop and implement the GRI process during 2010, we will continue our dialogue with our current and future stakeholders to help us determine our strategic priorities. This will be described in next year's CR report.

Our Code of Conduct and values are the main guidelines for all stakeholder collaboration. Customer centricity is one of our key competitive advantages. It means that we know and understand our customers' businesses; we listen to our customers and are close to them geographically.

We are a globally-operating IT service company, which means that most of the interaction and collaboration with various stakeholders is in different countries. Certain types of stakeholder cooperation, such as investor relations and Group-level media relations, are centralized within the Group functions.

In the Finnish Companies Act there are several provisions to protect the rights of minority shareholders. For example, there is the right to demand minority dividend, the right to demand special audit, the right to demand EGM to be held, and other such rights. All these provisions are mandatory and cannot be derogated, for example, by the company's Articles of Association.

In Finland, all shareholders – even a shareholder with one share in the company – have the right to have a matter addressed at the Annual General Meeting.



The table below describes our stakeholder engagement.

Stakeholders	Key issues identified	Interaction	Corporate guidelines
Customers	<ul style="list-style-type: none"> • Reliable and efficient services • Quality of services and deliveries • Cost-effectiveness • Responsible way of conducting business • Sound business ethics 	Customer satisfaction surveys, governance models, agreement structures, customer magazines, audits, seminars, exhibitions and workshops, internet and extranet	Corporate strategy, Code of Conduct, environmental policy, agreement structures, risk management policy
Employees	<ul style="list-style-type: none"> • Career opportunities • Training and personal development • Job satisfaction • Secure working environment • Equal and fair treatment 	Development discussions, training, employee survey, supporting leisure activities, internal mobility, dialogue with unions, personnel representation, intranet (including social media channels)	Corporate strategy and values, Code of Conduct, HR policy
Capital markets	<ul style="list-style-type: none"> • Profitability and return on investment • Good corporate governance • Transparent and honest communications • Accurate, up-to-date information 	Shareholder meetings, annual Capital Market Day, road shows, investor and analyst meetings, financial releases and publications, webcasts, internet	Corporate strategy and financial targets, Investor Relations policy, Corporate Governance Statement, Risk Management policy, International Financial Reporting Standards (IFRS), stock exchange rules and regulations
Suppliers and partners	<ul style="list-style-type: none"> • Solid business ethics • Aligned practices and targets • Mutually beneficial relationships and business activities 	Procurement policy, seminars, supplier audits	Corporate strategy, Code of Conduct, Environmental policy
Authorities	<ul style="list-style-type: none"> • Good corporate citizenship • Environmental awareness • Compliance with laws and regulations • Creation of new jobs • Creating regional and local well-being • Payment of taxes 	Supporting NGOs, participation in social and community events, memberships in relevant industry organizations, continuous communication and interaction, financial and non-financial reporting	International and local laws, regulations and guidelines
Universities, students	<ul style="list-style-type: none"> • Collaboration and job opportunities • Joint projects • Corporate responsibility 	Development projects, research collaboration, lectures and presentations for students, internships, trainees	HR policy, business plans
Media	<ul style="list-style-type: none"> • Open and timely communications 	Press and stock exchange releases, advertisements, press conferences, interviews, internet	Communications policy, communications strategy, marketing strategy

Sustainable business practices

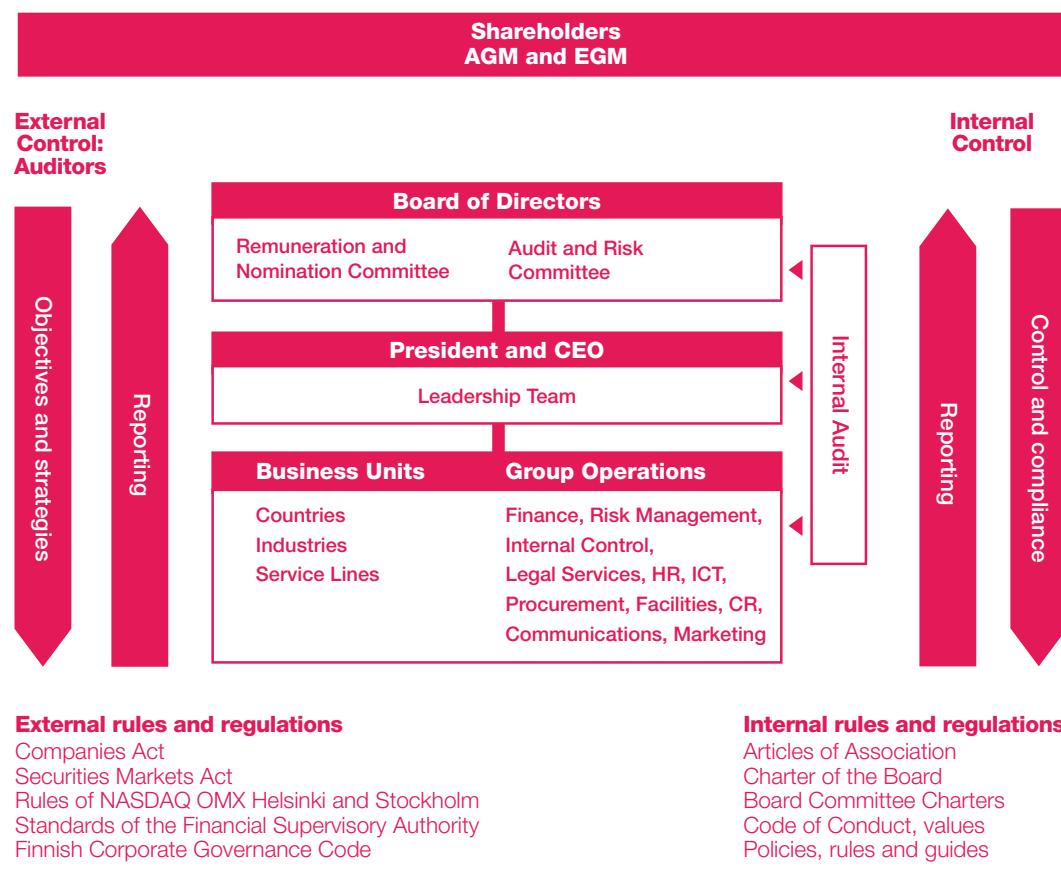
Corporate governance

We are committed to good corporate governance and a culture of business integrity and accountability. Tieto's Code of Conduct, the Finnish Corporate Governance Code and Committee Charters provide the framework for applying them in our daily operations.

Our current operating model and company structure were put in place at the beginning of 2009. They are based on three dimensions: country operations, industries and service lines.

In line with our strategy, our competitive advantage is based on customer-centric operations that are supported by the sharing of knowledge and resources across industries, countries and service lines.

Through our new integrated structure, we will improve the use of resources across industries, countries and service lines. We will harness the resulting synergies for the benefit of our customers.



Read more about our Corporate Governance on our website.

Responsible operations globally

Tieto's Corporate Responsibility Framework and Code of Conduct apply to all the nearly 30 countries in which we operate. The Code of Conduct has been updated, and all new and existing employees are expected to confirm that they have read the code, and agree to follow it, by signing it electronically during 2010.

The Group's Human Resources (HR) organization is responsible for the co-ordination and implementation of the general arrangements, development and follow-up of the HR and health and safety policies. Immediate managers and local HR carry the responsibility for monitoring that – as an employer – we behave in accordance with human rights laws, ensuring non-discrimination, equal opportunities and a safe and healthy working environment.

All managers are responsible for ensuring that the content and the spirit of our Code of Conduct and its policies are communicated, understood and acted upon within their respective organizations.

Commitment from the top

Tieto Group's operative management consists of the President and CEO, the Leadership Team, the industry and country organizations, and the service lines. The President and CEO is appointed by the Board of Directors and is responsible for the Group's operative management, internal efficiency and quality.

The President and CEO is assisted by the Leadership Team, which includes the heads of country and industry organizations, the head of Global Service Lines, the Chief Financial Officer (CFO), the head of Customer and Market Operations and the head of HR. They are accountable for the performance and development of their management areas, and they supervise the operations of the units belonging to their areas. As a general rule, the business units in each management area make their own operative decisions and are responsible for conducting their operative duties. The country organization and industry organization are responsible for profit and loss.

The Leadership Team is also engaged in promoting good governance; it is responsible for sustainability management, the Code of Conduct and overall strategy.

The main duty of Tieto's Board of Directors is to safeguard the interests of the company and its shareholders.

Tieto's Board is assisted by committees that prepare matters for which the Board is responsible. The Board defines the charters of the committees and decides on their composition. The [tasks of the Board of Directors and its committees](#) are presented on our website.

CR issues are not specifically stated as the Audit and Risk Committee's task, but are partially included in our risk management.

Managing Corporate Responsibility

Tieto's CR Steering Group monitors and guides the implementation of the CR framework in business operations. The Group is lead by the head of CR, who co-ordinates all sustainability issues on a corporate level using internal and external resources. The head of CR reports to the CFO.

The main policies guiding our activities:

Code of Conduct defines Tieto's human rights and workplace practices regarding non-discrimination, for example; equal opportunities and safe working environment, as well as corporate practices regarding safeguarding corporate assets, conflicts of interest, gifts and bribes and political involvement. Tieto does not take political stands and therefore the company does not give financial or other kind of support or assistance to individual politicians, candidates, political parties or institutions. At the end of 2009, about 80 percent of personnel had signed the Code of Conduct. [Code of Conduct \(pdf\)](#)

Human Resources policy covers human rights, freedom of association, non-discrimination, equal opportunities, child labour and minimum wage and working hours among other things. [Human Resources policy \(pdf\)](#)

Occupational Health and Safety policy aims to guarantee the right to a good working environment, a good balance between work and spare time, and the physical and psycho-social wellbeing of our employees. [Occupational Health and Safety policy \(pdf\)](#)

Environmental policy includes updated targets emphasizing not only behaviour within the company but also within our partners' operations. We also aim to help customers to reduce their environmental impact with the help of IT services, solutions and products. [Environmental policy \(pdf\)](#)

Corporate Governance Statement
Corporate Governance Statement ([pdf](#))

ENVIRONMENTAL RESPONSIBILITY

We support a preventative approach to environmental challenges and a responsible way of conducting our business operations. We continuously examine how to reduce our own greenhouse gas emissions and those of our customers'. The key is fulfilling environmental obligations through efficient and cost-effective operations.

At Tieto, this means efficient energy consumption, recycling of energy and operational efficiency.

Our environmental impact is mainly related to running office premises and data centres, as well as business travel. All of our environmental indicators are monitored in the Group's GRI reporting system, and focus on specifically reducing our environmental impact.

History of responsibility

We have been committed to environmental work for several decades. In the late 1970s, we began to reuse surplus energy from a data centre in Sweden to heat a nearby office building. About 80 percent of the energy needed to heat the office was captured from large chillers in the data centre and recycled, saving more than three million kilowatt-hours, which is equivalent to the amount of energy

needed to heat about 200 family-sized houses in Sweden for a year.

In 2009, we converted our various ISO 14001 certified environmental management systems (EMS) into one company-wide EMS system that continues to fulfil the requirements of ISO 14001.

More efficient and greener facilities

In 2009, we sharpened our environmental policy and goals, and started several projects to improve our environmental performance.

We signed an agreement with WWF with the aim of applying WWF's green office standard at most of our offices. Our office in Imatra, Finland, was certified in 2009 and the same standards will be introduced at our Helsinki headquarters and other selected offices in 2010.

In 2009, we began constructing a new energyefficient data centre in Sweden. The cen-



tre is slated for completion during the second quarter of 2010 and will be the most secure and environmentally friendly installation in Sweden. Tieto has begun building similar centres in Finland and Russia. These centres will be operational during 2010.

The new data centre in Espoo, Finland will annually produce about 30 gigawatt hours of heat, corresponding to the annual heat energy consumption of approximately 1 500 detached houses. The amount of heat recovered in the district heating network will be the highest ever achieved with a solution like this. The energy

solution will decrease the carbon dioxide emissions of district heat produced in the city of Espoo by almost 10 000 tonnes a year, as the heat produced by the data centre can be used to replace separate heat production in the area.

We seek to maintain as high an occupation rate as possible on our premises. Investments in facilities are monitored centrally to maximize the efficiency of facility utilization. In 2009, we closed 21 offices and as a result, the total amount of square metres in use decreased by 6 percent during the year.

Tieto Environmental Roadmap



Corporate Carbon Inventory 2009

The data below covers seven offices in Finland and seven in Sweden. These 14 offices account for 57 percent of the total Nordic (Finland, Sweden, Norway and Denmark) office space. Energy consumption in the remaining office space in the Nordic region has been estimated based on the data from these Finnish and Swedish offices. The Nordic countries represent two thirds of Tieto's total workforce.

We have also collected annual data from two data centres in Finland and four in Sweden and included it in the calculations below. This represents about half of the data centre capacity in the Nordic region. The energy consumption of other data centres is not included in the total. The life cycle assessment was made according to ISO 14064 and was audited by an external auditor (Tuula Pohjola, CRNet). All emission calculations are made in accordance with the Greenhouse Gas Protocol Standard.

Corporate Carbon Inventory 2009 (GRI and GHG Protocol)			Tieto Nordic Per person		
Emission Class	Source	Description	Unit	Total	(10 134)
SCOPE 1 Direct GHG emissions					
EN16 Direct and Indirect GHG	GHG diesel used for back ups	Data centres	tCO ₂	35	
EN16 Direct and Indirect GHG	GHG transport fuels	Transports (company cars)	tCO ₂	422	
GHG Protocol SCOPE 1, total	Direct GHG total		tCO₂	457	0.05
SCOPE 2 GHG Emissions from Indirect energy					
EN16 Direct and Indirect GHG	GHG purchased electricity	Office & data centres	tCO ₂	14 790	
EN16 Direct and Indirect GHG	GHG purchased heat	Offices	tCO ₂	5 893	
EN16 Direct and Indirect GHG	GHG purchased cooling	Data centres	tCO ₂	1 385	
GHG Protocol SCOPE 2 Total			tCO₂	22 067	2.18
EN16 Direct and Indirect GHG total			tCO₂	22 524	2.22
SCOPE 3 Other indirect GHG emissions					
EN17 Other Indirect GHG	Business travel: Taxi	Other	tCO ₂	330	
EN17 Other Indirect GHG	Business travel: Flights	Flights	tCO ₂	4 884	
EN17 Other Indirect GHG	Business travel: Own cars	Own cars	tCO ₂	1 897	
GHG Protocol SCOPE 3, total			tCO₂	7 111	0.70
EN17 Indirect GHG emissions, total			tCO₂	7 111	0.70
GHG Protocol SCOPE 1, 2, 3, total			tCO₂	29 635	2.92
EN3 Direct energy consumption	Diesel	Diesel	l (litres)	12 933	
EN4 Indirect energy consumption	Electricity	Electricity	MWh	106 223	
EN4 Indirect energy consumption	Cooling	Cooling	MWh	20 969	
EN4 Indirect energy consumption	Heating	Office work	MWh	36 773	

1 Litre = 0.2642 US Gallons
1MWh = 3.6 GJ

Office of the future is already here

The Future Office is designed to simplify employees' working lives and increase productivity. From booking meetings, to videoconferencing with colleagues thousands of kilometres away, we have come up with a sustainable solution that reduces CO₂ emissions, saves money and employees' most valuable commodity – time.

We have implemented the solution in all our offices so that all our 17 000 employees can now videoconference, call colleagues using a secure IP telephony service, send chat mes-

sages and share documents by using common tools. Internal social media technologies, such as blogs, wikis and user communities have been successfully implemented and are widely used within our company.

The Future Office solution is also used by many companies and organizations, including the City of Helsinki, Apoteket and Nordea. We design and implement the communications solutions, and host them on our servers.

Tracking footprints in the woods

How can we be certain of the origin of the lumber we use? This is a growing concern for companies committed to sustainable forestry practices, but can be applicable to, for example, the diamond trade or any other resource. Indisputable Key provides item-level traceability throughout the supply chain, helping to verify origin, coordinate logistics and save on resources.

Indisputable Key is a three-year EU project aiming to increase traceability and decrease the environmental impact of the wood supply chain. Together with Tieto, the project group includes 28 partners in five countries. While focused on the forestry industry, the EU project has resulted in a system that is applicable to other biological raw materials.

Supply Chain Management helps prevent pollution and waste. Tracking helps prevent illegal logging and tree theft because it reveals where the trees were harvested and where they travelled along the way. Besides verifying their source, the information is used to save resources by optimizing the supply chain, finding shorter routes, better logistics and more effective use of raw materials. It eases the environmental impact while saving on transport and other costs.

The system uses close to real-time reporting tools and can calculate the environmental impact of one item based on where it has travelled in the supply chain and the processes it has been through. The system's analytic tools can give real-time results or generate daily, weekly or monthly reports for performance management.

Read more at
www.indisputablekey.com

Advanced Metering Infrastructure (AMI)

We are helping to deliver the foundation for a new energy infrastructure called the smart grid, which makes it possible for consumers to sell any excess energy they generate – for example, from solar panels – to the grid and take control of the energy they buy. And a change in consumer behaviour can mean a lot to the environment; in the United States, a 5 percent reduction in peak energy consumption would mean 625 fewer power plants being built. In practice, this means approximate savings of USD 66 billion in terms of investments and costs over the next two decades, [according to the Brattle Group](#).

In order to balance energy generation and demand, one requirement for the new grid is the real-time reporting of energy consumption. Our combined offering, called [Advanced Metering Infrastructure](#), provides this through the installation of new metres in homes.

Utility companies can reward customers for off-peak energy use in the form of lower prices during the hours of low electricity demand, and customers are billed for actual rather than estimated use.

We are heavily involved in the rollout, implementation and maintenance of AMI systems, introducing more than one million metres in Sweden and Finland, and we are currently involved in the roll out of another 500 000 metres.



Generating energy through recycling

Data centres, with their servers and cooling systems, account for the highest consumption of energy in Tieto. We have consolidated and reduced the number of data centres and are making more intelligent and efficient use of virtual servers. Less heat is therefore being produced, and less energy is needed for cooling.

Our data centre in Älvsjö, Sweden successfully recycles the energy it uses to provide heating for the nearby office building, covering approximately 31 000 square metres. This is done via heat exchangers and the total "reduced" energy in 2009 was 3 482 MWh (22 percent). This recycling initiative has been running since 1978.

Decreasing the amount of energy used per server has been a key component of our sustainability goals for the Älvsjö data centre. We also recycle water and heat, making the most of the used energy.

Another way of saving energy in data centres and other places is to simply shut down electronic equipment when they are not needed. At the end of 2008, a new power savings management system was implemented in our data and test centre in Sätterstrand outside Karlstad, Sweden. In this centre, users from different countries can remotely close down servers and test equipment when not used. The method, used by both internal and external customers from Sweden, Russia, India and China, has helped to save more than 133 MWh (6 percent) of electricity in 2009.

Reducing travel is an obvious way to reduce environmental impact. We continue to drive the implementation of our Future Office solution, which enables online collaboration by using digital tools such as live meetings, video- and teleconferences. During 2009, travel expenses decreased by more than 25 percent compared to 2008.

Environmental objectives 2013

We want to be perceived as a leading green IT company. Our main environmental objectives are as follows:

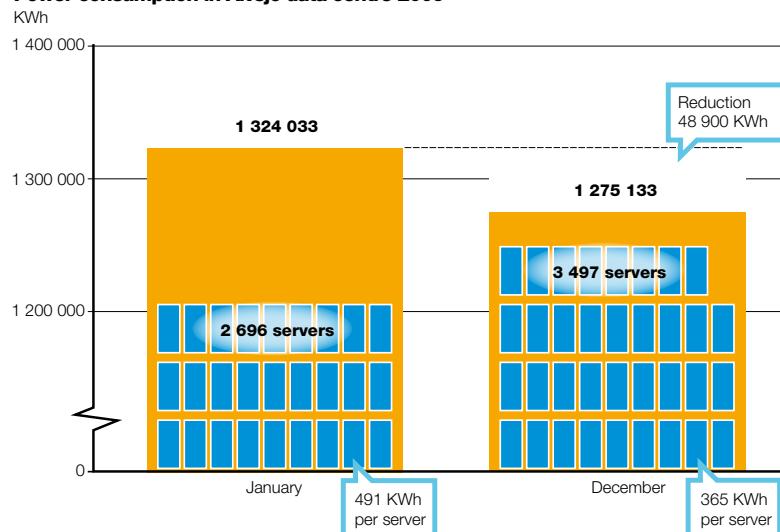
- 1.** Annual reduction of the total CO₂ equivalent emissions caused by our activities.
- 2.** Certification of all Tieto sites according to WWF Green Office standard and corporate-level ISO 14001 certification.
- 3.** All our suppliers are committed to following the principles of the United Nations Global Compact, and at least 90 percent of all purchased goods and services come from suppliers certified according to ISO 14001 or an equal standard.
- 4.** Lowered energy consumption of our offices and other facilities by at least 7 percent per year.*
- 5.** Lowered energy consumption in data centres by at least 8 percent per year.**
- 6.** Reduce travelling by at least 9 percent per year*** by annually increasing the usage of video and audio conferencing and related technologies, and encouraging employees to work remotely.
- 7.** Lowered total paper consumption by at least 10 percent per year.
- 8.** Significantly increase Green IT offerings to key customers.

* = annual reduction of average energy consumption per person during 2009–2013 (by 2013, 30 percent lower than in 2008)

** = annual reduction of average energy consumption per server during 2009–2013 (by 2013, 34 percent lower than in 2008)

*** = annual reduction of work-related travelling cost per person in average during 2009–2013 (by 2013, 38 percent lower than in 2008)

Power consumption in Älvsjö data centre 2009



Environmental achievements in 2009

- ➔ Created our environmental roadmap, including our mission to become 100 percent CO₂ neutral; our environmental objectives were also updated and sharpened.
- ➔ Renewed our environmental policy, putting higher demand on suppliers and setting higher ambitions for green IT offerings for customers.
- ➔ Transformed our various Environmental Management Systems into one corporate-wide Environmental Management System that fulfils ISO 14001 requirements and renewed our current ISO 14001 certificates.
- ➔ Began constructing a new energy-efficient data centre in Sweden. The centre is the most environmentally friendly installation in Sweden. We began setting up a similar centre in Finland. All new centres will be operational during 2010. We also decided to increase energy reuse from our data centres.
- ➔ Environmental evaluation of Tieto Sweden was carried out by Exido AB. Tieto Sweden achieved the top ranking in this green IT audit.
- ➔ Several new environmentally-friendly offerings were launched, such as Sustainability Intelligence Service. As more services are concentrated in more eco-efficient data centres, these offerings will support environmental protection as well.
- ➔ Reduced our total office space by 6 percent during 2009. We also strictly limited travelling and urged employees to use existing video and tele-conferencing technologies.
- ➔ Initiated the building of a more systematic way to monitor CR-related indicators. We developed a GRI-based calculation and reporting tool which, for example, can be used to calculate greenhouse gas emissions. These services will be provided to our customers as well.
- ➔ Our office in Imatra, Finland, received the WWF "Green Office" certificate. We aim to certify all of our offices, beginning with our head office in 2010.

SOCIAL RESPONSIBILITY

Our social responsibility activities affect the lives of employees, customers and society as a whole. This is demonstrated through employee support, benefits and feedback; our customer-centric operations as outlined in our strategy; and our commitment to social sponsorship.

Employees

Working at Tieto should be enjoyable and rewarding, and we want to offer our employees opportunities for personal and professional growth through broad training and on-the-job learning. This is why we actively encourage internal job rotation, and have established broad training and career-management practices.

Our aim is to offer our employees interesting jobs and assignments in a safe environment. In 2009, our focus was on securing good business practices and job satisfaction.

We follow the local employment law, collective agreements, and in some cases individual contract terms. The length of notice period is also related to the length of employment. When terminating employment contracts, Tieto applies the appropriate notice period and pays the related compensation to employees in all countries.

Highlights from the year:

- Initiating an update of our Code of Conduct and fully aligning it with the United Nations Global Compact.
- Rolling out our Success for People programme that includes processes and tools for goal and performance management, competence evaluation, development planning and compensation management. It supports open dialogue between managers and employees, and stimulates the future development of each individual.
- Employee satisfaction improved from previous years. The response rate to this annual survey was an all-time high.
- The new corporate values were communicated throughout our company in team or unit-based discussions.

How we see ourselves



**Štěpánka Vyskočilová,
project leader,
Czech Republic**

What impressed me when I started at Tieto was the way the company values were lived. Instead of just communicating them, we are surrounded by them on a daily basis. I admire my colleagues. They are smart, professional and passionate about what they are doing – it's energizing to share this passion. They are also very caring and committed. True to Tieto's brand, there is a real willingness to share knowledge and combine strengths to deliver the best possible results.



**"Leo" Likang Zhao,
director of Devices R&D,
China**

My supervisors always come to me first to explain new tasks before they are assigned to me. That is not always the process in all companies. Tieto is a typically Nordic company. We have an open-door policy, without rigid hierarchies or titles.



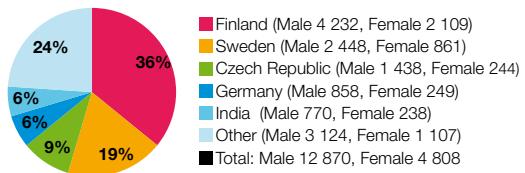
**Kristian Hentula,
portfolio manager, Finland**

There are so many opportunities for training and development, and you can change country or department. I have the chance to work with the latest trends and to be creative. At Tieto, it doesn't matter where in the world the employee sits; you can work with any colleague who has the competence you need in your project. I just open my laptop and connect with my team members, wherever they are at that moment. I spend 60 percent of my day on a headset. When I have a question, my colleague in India, for example, simply connects his headset and answers it. This is true collaboration using technology in the best way possible.

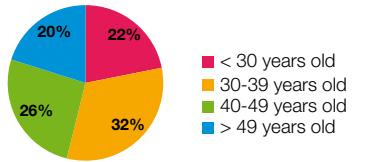
Restructuring

We had 16 663 (16 618) full-time employees at the end of 2009. As a result of an exceptionally difficult market situation, we started personnel negotiations during the first half of 2009 to decrease the number of employees throughout the Group. Personnel negotiations were carried out in different countries in accordance with the relevant local regulation and practices. The negotiations resulted in a reduction of approximately 850 employees by the end of the year.

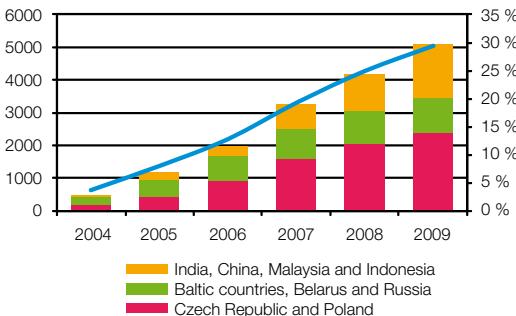
Total number of employees by gender and region



Employees by age group



Offshoring: 30% of employees in offshore countries



The number of employees in the above 3 charts represents the total number of permanent employees. In all other employee-related figures the number is by full-time employees.

As a result of the measures to boost the offshore ratio, we recruited approximately 800 new employees in offshore locations in 2009. The number of employees in the global delivery centres increased year on year by 20 percent to about 5 100 (4 280), or 30 percent (25) of the total headcount at the end of 2009. Growth was fastest in India and China.

Our success is built on the competence, experience and performance of our employees. Therefore, we offer our employees challenging jobs, diverse development and training opportunities, as well as interesting career paths through job rotation. We have competitive compensation packages, including corporate-wide bonus and incentive systems. Our aim is to be the employer of choice so that we can attract the new employees to the company and at the same time retain the talented and skilled people we already have.

Working at Tieto offers the opportunity to deal with solutions that have a real impact on people's lives such as helping build Green IT technologies and minimizing CO₂ emissions. This has proved to be extremely important when people choose an employer and is one of our main competitive advantages.

Learning and competence development

We offer employees excellent possibilities for personal growth in a competence development planning process through which organizations manage and develop their employees' performance and competences in alignment with business targets. In 2009, employees spent an average of 58.3 hours per person in training.

In 2009, we implemented a global career path framework to further advance competence and career development. The framework gives employees an overview of the career opportunities we offer, describing the areas of responsibility associated with each career level, as well as the experience, education and competence required.

Number of full-time employees at 31 December

Net recruitment

Male/female ratio

Employee turnover, rolling 12 months, percent

Average training hours per employee

	2009	2008
Number of full-time employees at 31 December	16 663	16 618
Net recruitment	711	636
Male/female ratio	73/27	72/28
Employee turnover, rolling 12 months, percent	6.3	12.8
Average training hours per employee	58.3	55.8

Employee benefits

The overhaul of our compensation system was implemented in 2009. The revamped system creates a clearer connection between compensation, personal performance and our financial position. The new system's key elements are clearly defined goals and performance-based compensation. Competitive compensation supports our bid to become the employer of choice, and ensures that we can retain our skilled professionals and attract new talent.

The purpose of the annual bonus schemes is to reward performance that surpasses expectations. The long-term incentives, such as option programmes and share-ownership plans, are directed at people we would like to retain and who play a key role in the future execution of the Group's strategy.

All employees are included in the annual bonus system.

We operate a number of different pension plans in accordance with national requirements and practices. The majority of the plans are classified as defined contribution plans. Payments to defined contribution plans are recognized as expenses for the period to which they relate. After payment of the contribution, the Group has no further obligations in respect of such plans.

For defined benefit pension plans, the liability equals the present value of the defined benefit obligation less the fair value of the plan assets adjusted for unrecognized actuarial gains and losses and

unrecognized past service costs. The cost of providing pensions is charged to the income statement.

At the end of 2009, Tieto had 16 663 full-time employees.

Out of these, approximately 11 700 employees were covered by defined contribution plans and approximately 3 000 by defined pension benefit plans. Some employees are covered in both plans. For example, in Finland this applies to 900 employees. About 3 000 employees are not covered by either of these plans due to the differences in countries' pension systems.

Employee representation

We respect freedom of association and collective bargaining, and maintain good relationships and active collaboration with personnel representation bodies in countries where they are applicable. In countries where these rights are restricted by national law, parallel means of independent and free association are facilitated to ensure equal treatment of employees globally. Our management regards co-determination bodies as important partners. The purpose of these bodies is to promote interaction between management and staff, and enhance relations between employees.

A Personnel Representative Body (PRB) has been established to exchange information between the employees and the employer. It acts as a platform for personnel representation in deciding bodies. In addition, our personnel annually elect two members and two deputy members to Tieto's Board of Directors. This is done by the personnel representatives in accordance with the Personnel Representation Cooperation Agreement.

Through personnel representation, it is possible to utilise the staff's expertise in decision-making concerning, for example, business operations, financial matters and personnel considerations.

We conduct an annual employee survey, which aims to analyze our strengths and weaknesses, develop business operations and help the management to measure and understand how our goals, strategies and values are implemented in daily work.

In 2009, there was a clear upturn with an all-time high response rate of 88 percent. Our value creation capital improved, suggesting that we are now in a stable position to continue with further development. We have used the results of this survey to define key development areas for 2010. These are: developing leadership skills and increasing the quality of development discussions to support daily actions that enhance customer centricity.

Our Board of directors is made up of seven men and one woman; while our 11-member leadership team includes two women.

Occupational health and safety

All employees at Tieto have the right to a good working environment and a good balance between work and private life. The physical and psycho-social well-being of our employees is important and fundamental to the way we conduct our business. Our objective is to proactively avoid any physical or mental illness caused by the work environment.



We recognize and accept our responsibility as an employer to provide a safe and healthy workplace and work environment for our employees and others who are visiting or working on our premises.

Customers

Through our new operating model and company structure, we have integrated country operations, industries and service lines. This has enabled us to improve the use of resources across these three dimensions, and harness the resulting synergies for the benefit of our customers. Our new GRI based Sustainability Intelligence Service helps our customers to monitor, improve and report environmental, economic and social responsibility performance.

In late 2009, we initiated a new social sponsoring project called iReach with the aim of designing an IT platform adjusted to fit the needs of NGOs and charity organizations. This IT system is delivered to NGOs for free and could also be used by our customers and partners to create a network of donor and recipient organizations.

Society

We also collaborate with universities and other educational institutions, especially in countries where we are expanding. This benefits all parties – we can offer thesis work for students, universities get new insights into their programmes, and we have the opportunity to meet and present the company to potential employees.

Social sponsoring and community involvement

We want to be regarded as a good corporate citizen and to enhance the development of the societies where we operate. Social sponsoring is one element in this work. Social sponsoring includes financial and non-cash support for NGOs. During 2009, our donations amounted to EUR 70 000.

Caring about people and the environment, and promoting knowledge and education in the world are core aspects of our social sponsoring activities. We have chosen to support causes that benefit children and promote education and research.

We have also taken part in several CR-related activities and conferences, such as the WWF Earth Hour campaign 2009, Globe Forum 2009 and the EU Ministerial eGovernment Conference in Malmö, Sweden.

SOS Children's Villages is an international NGO that works with children without parental care and children of families in difficult circumstances.

POLAND – LIVING SUPPORT FOR A FAMILY HOUSE

We have [supported an SOS family house](#) in



Karlino, Poland, since 2007. Seven orphan children are living together with their SOS mother, who is the head of the family – bringing up children in a loving and caring environment. Our donation provides the family with all living expenses, as well as medical and therapeutic care.

LATVIA – EDUCATION AND DEVELOPMENT SUPPORT

In Latvia, we have [supported a local SOS village](#)



since 2009. Our donation covers costs for the physical, educational and social development of 64 children in 11 families.

RUSSIA – FAMILY STRENGTHENING

For the past two years, we have [supported SOS](#)



[Children's Villages](#) in the Murmansk region of Russia. The aim is to prevent children from losing their familiar environment by strengthening the ability of families and caregivers to provide children with a safe and loving environment.

Passion in Pune, India

A bright yellow bus, called the Mobile Learning Centre (MLC), makes stops along the streets of Pune, India. In small to medium-sized cities like this, there can be as many as 50 000 street children. And more than 16 million children work in India.

But today, the cheerful yellow bus is bringing education to the city's street children and a refuge from a harsh environment. The bus belongs to the Identity Foundation (IF) and was bought and funded by Tieto.

Inside this air-conditioned safe haven is a mobile classroom, with the basic tools to provide "infotainment": a laptop with a DVD player, a surround sound system and a whiteboard. A truly unusual feature, though, is that on any given day the volunteers onboard might come from any of 32 charitable organizations that work in the area. As a result of their cooperation, the bus had reached a total of nearly 5 200 underprivileged children in Pune by the end of 2009.

Sameer Datye from Tieto is the founder of the IF. "These kids are part of our community, and I'm proud that Tieto and others have supported the foundation," he says.



Social achievements in 2009

- ➔ Tieto complies with the principles of the UN Global Compact. In 2009, the company initiated its official participation in the Global Compact and became a member in early 2010.
- ➔ The updating of the company's Code of Conduct was initiated. The new Code of Conduct is fully aligned with the Global Compact. Further actions are planned to increase the number of employees who have signed the document from the current 80 percent closer to 100 percent.
- ➔ A global privacy policy was defined to support Tieto's global business model by ensuring continuous and sustainable compliance with local and international privacy laws.
- ➔ Tieto sponsored the Identity Foundation's (IF) second Mobile Learning Center. Additionally, Tieto supports SOS Children's Villages in Poland, Latvia and Russia. Besides direct financial support, Tieto is also involved in other sponsorship activities. The company, for example, provides its skills for the use of charity organizations and initiated new charity projects during 2009.

ECONOMIC RESPONSIBILITY

The ultimate goal of any business is to make a profit and create shareholder value by providing goods and services that people want to buy or invest in. Sound financial performance enables us to develop our operations, including corporate responsibility work. Any company with an interest in the future needs to plan its sustainability work from an economic perspective.

At Tieto, economic responsibility means just that – striving to ensure that we are profitable, while at the same time trying to provide a good return to our shareholders. For us, it means fostering economic value creation and profitable growth. These are starting points for our financial targets and the basis of our ability to contribute to the sustainable development of society.

Sustainable business practices, sound risk management and social sponsoring are crucial parts of our economic responsibility. We follow the principles of the United Nations Global Compact and comply with the UN Convention against Corruption, which states that: “Businesses should work against corruption in all its forms, including extortion and bribery.”

Key financials in 2009

The IT market became highly challenging in the beginning of 2009. However, the relatively strong outsourcing market balanced out the weak demand for IT services. In 2009, we focused on managing profitability and adjusting operations to this lower demand.

During the second quarter, new streamlining actions were initiated in Tieto. These included personnel adjustments, reducing the number of subcontractors, consolidating offices and cutting down business expenses. The personnel-

related actions were completed as planned and our business expenses were reduced by 25 percent. The EUR 70 million savings target set for 2009 was achieved and Tieto's profitability turned upward during the latter part of the year.

Our net sales declined 9 percent to EUR 1.7 billion due to the tough market situation. Thanks to streamlined processes, our profitability improved during the second half of 2009. At the end of the year, we had achieved EUR 70 million in cost savings and the year's operating profit amounted to EUR 75.3 million, which equals an operating margin of 4.4 percent.

In 2009, capital expenditures, including financial leases, totalled EUR 57.5 million. Development costs amounted to EUR 53.1 million, representing 3.1 percent of net sales. These costs are mainly related to the development of our offerings, software products, data centre services, quality and global delivery platform.

In Finland, we received EUR 0.4 million from TEKES, the Finnish Funding Agency for Technology and Innovation for product development purposes. The government of the Czech Republic offered EUR 2.3 million to support employment activities as a result of new jobs created by Tieto.

Total equity in 2009 was EUR 518.3 million (483.6 in 2008). Net debt at the end of 2009 totalled EUR 66.0 million (101.4 in 2008). Interest-bearing debt was EUR 188.8 million.

Financial indicators

Key figures	2009	2008
Net sales, EUR million	1 706	1 865
Operating profit (EBIT), EUR million	75.3	111.6
Operating margin, %	4.4	6.0
Operating profit (EBIT) excl. one-off items, EUR million	108.0	149.9
Operating margin excl. one-off items, %	6.3	8.0
Profit before taxes, EUR million	70.3	82.4
Earnings per share, EUR	0.77	0.83
Equity per share, EUR	7.25	6.75
Dividend per share, EUR	0.50	0.50
Investments, EUR million	58.9	97.9
Return on equity, percent	11.0	12.6
Return on capital employed, %	16.8	25.2
Gearing, percent	12.7	21.0
Equity ratio, %	46.0	41.1
Full-time personnel on average	16 568	16 397
Full-time personnel on 31 December	16 663	16 618
Wages and salaries, EUR million	739.4	793.7
Significant financial assistance received from government, EUR million	2.7	2.3
Tax payments, EUR million	14.4	14.0
Direct economic value generated		
Revenue, EUR million	1 729.6	1 885.3
Economic value distributed		
Operating costs, EUR million	591.1	642.8
Employee wages and benefits, EUR million	986.7	1 056.0
Payments to providers of capital, EUR million	49.4	52.6
Payments to government, EUR million	14.5	12.5
Community investments, EUR million	see page 22	
Economic value retained, EUR million	87.9	121.4

Economic achievements in 2009

- ➔ Challenging start in 2009, but profitability improved toward the end of the year.
- ➔ New operating model was successfully implemented. The new Tieto emphasizes people, competence and quality. We foster a value-based leadership culture to motivate and engage employees to work toward common goals.
- ➔ EUR 70 million savings target was reached.
- ➔ Significant quality and efficiency improvements made
- ➔ Offshore rate at 30 percent
- ➔ Good cash flow
- ➔ Dividend of EUR 0.50 per share paid for the financial year 2009

Recognition for our performance

We operate in a sustainable manner that meets the ethical, legal, commercial and public expectations society sets for business. Our performance in these areas has been recognized, and we are included in several sustainability indexes and certified according to international standards. We comply with the principles of United Nations Global Compact. In 2009, we initiated our official participation in the Global Compact and became a member in early 2010.

Memberships



United Nations Global Compact

The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with 10 universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

Finnish Corporate Governance Code

The Securities Market Association, which administers the Finnish Corporate Governance Code, aims to ensure, through more efficient self-regulation, that companies operating in the securities market observe uniform and transparent operating principles and rules. The mission of the association is to promote good corporate governance.

Indexes

We are a member of the Ethibel Sustainability Index (ESI) and Kempen SNS Smaller Europe Socially Responsible Investment (SRI) Index. Due to its current market capitalization, Tieto is now classified as a small cap company in some sustainability evaluations. As a medium cap size is often required, Tieto is no longer eligible for some major indexes such as DowJones Sustainability Index and FTSE4Good.

The Ethibel Sustainability Index (ESI)

The ESI provides a comprehensive perspective on the financial performance of the world's leading companies in terms of sustainability for institutional investors, asset managers, banks and retail investors.



Kempen SNS Smaller Europe SRI Index

The Kempen SNS Smaller Europe SRI Index is the first index to track the SRI performance of smaller companies in Europe. Companies must pass sustainability criteria based on research by SNS, which analyzes the companies under three major categories: environmental performance, social performance and business ethics.

Further recognition during 2009

Tieto awarded for growth

Tieto was awarded for being the fastest growing R&D outsourcing company in the Chinese mobile devices industry in 2009. The award was presented at the Mobile Industry Congress of China, organized by the government organization of the China Institute of Communication, in December 2009.

[Read the press release.](#)

Tieto ranks highest in Green IT audit

Consultancy company Exido gave us top marks in all categories in its Green IT audit. The results are evaluated in relation to the GIT index, which covers 650 companies and organizations in Sweden. Tieto was audited based on the following four categories of environmental work:

- **Insight** – shows whether the organization takes environmental aspects into consideration in IT investments

- **Action plan** – shows whether the organization has a policy or strategy for green IT
- **Compliance** – shows whether the organization acts on the basis of the established strategy and whether policy decisions are followed
- **Evaluation** – shows the extent to which measures are evaluated and measured in comparison with the goals.

Tieto's total score for these four categories resulted in an index of 914. As a comparison, the index for Swedish companies in general is 396 and 399 for the IT and telecom sector in the country. Tieto stands out particularly strongly in the compliance and evaluation categories. In terms of compliance, Tieto's index is 877, compared with 304 for the IT and telecom sector. In the Evaluation category the gap is even larger: 919 for Tieto compared to a sector average of 198. See also table below:

GITindex – benchmark

GITindex^T Tieto	Data/IT/Telecom	Best practice (Top 10%)	GITindex^T 2009
Insight	941	544	962
Action plan	919	550	910
Compliance	877	304	900
Evaluation	919	198	780
Overall average	914	399	888
			396



GRI CONTENT INDEX TABLE

Tieto's Corporate Responsibility Report 2009 follows the Global Reporting Initiative (GRI, www.globalreporting.org) guidelines, C level. The table below includes indicator names and GRI identification numbers and provides references to the pages where relevant information can be found. The colour codes show the degree to which indicators are reported on.

■ Green – fully reported ■ Yellow – partly reported ■ Red – not reported

1. Strategy and profile				
	Explanation	Page reference or Website	Degree reported	Comment
1.1	Statement from the most senior decision-maker of the organization (e.g., CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy.	Page 7	■	
2. Organizational profile				
2.1	Name of the organization.	Page 5	■	
2.2	Primary brands, products, and/or services.	Page 5	■	
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	About Tieto page 5	■	
2.4	Location of the organization's headquarters.	About Tieto page 5	■	
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	About Tieto page 5 Annual Report pages 55, 72	■	
2.6	Nature of ownership and legal form.	Annual Report page 43	■	
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	About Tieto page 5 Annual Report pages 6, 7	■	
2.8	Scale of reporting organization.	Page 25	■	
2.9	Significant changes during the reporting period regarding its size, structure, or ownership.	Page 20 Annual Report pages 36, 109	■	
2.10	Awards received in the reporting period.	Page 27	■	
3. Report parameters				
3.1	Reporting period (e.g., fiscal/calendar year) for information provided	Page 3	■	
3.2	Date of most recent previous report (if any).		■	This is the first CR report in accordance with the GRI guidelines.
3.3	Reporting cycle (annual, biennial, etc.)	Page 3	■	Reported annually
3.4	Contact point for questions regarding the report or its contents.	Page 30	■	C-H Andersson
3.5	Process for defining report content, including: Determining materiality; - Prioritizing topics within the report; and - Identifying stakeholders the organization expects to use the report	Pages 4, 8, 9	■	
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	Page 3	■	
3.7	State any specific limitations on the scope or boundary of the report.	Page 3	■	
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Annual Report pages 72, 89	■	
3.10	Explanation of the effect of any restatements of information provided in earlier reports, and the reasons for such restatement (e.g., mergers/acquisitions, change of base years/periods, nature of business measurement methods).		■	This is the first CR report in accordance with the GRI guidelines.
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.		■	This is the first CR report in accordance with the GRI guidelines.
3.12	GRI Index	Pages 28, 29	■	
4. Governance, commitments and engagement				
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Pages 11, 12	■	
4.2	Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement).		■	The chairman of the Board is not an executive officer within Tieto.
4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members		■	Tieto does not have a unitary board structure.

■ Green – fully reported ■ Yellow – partly reported ■ Red – not reported

4. Governance, commitments and engagement			
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Pages 9, 12	■
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Page 26	■
4.14	List of stakeholder groups engaged by the organization.	Page 10	■
4.15	Basis for identification and selection of stakeholders with whom to engage.	Page 9	■
4.16	Approaches to stakeholder engagement, including frequency of engagement by type of stakeholder group.	Page 10	■
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Pages 9, 10	■
5. Management approach and performance indicators			
Economic			
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.	Page 25	■
EC3	Coverage of the organization's defined benefit plan obligations.	Page 21	■
EC4	Significant financial assistance received from government.	Pages 24, 25	■
Environment			
EN3	Direct energy consumption by primary energy source.	Page 15	■
EN4	Indirect energy consumption by primary source.	Page 15	■
EN5	Energy saved due to conservation and efficiency improvements.	Page 15	■
EN16	Total direct and indirect greenhouse gas emissions by weight.	Page 15	■
EN17	Other relevant indirect greenhouse gas emissions by weight.	Page 15	■
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Page 29	Tieto has not been ordered to pay fines or had any non-monetary sanctions imposed for non-compliance with environmental laws and regulations.
Social: Labour practice and decent work			
LA1	Total workforce by employment type, employment contract, and region.	Pages 5, 20	■
LA2	Total number and rate of employee turnover by age group, gender, and region.	Page 20	■
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Page 19	■
LA10	Average hours of training per year per employee by employee category.	Page 20	■
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	Page 20	■
Social: Society			
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Page 12	■ Tieto does not support any political parties.
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Page 29	■ Tieto has not been ordered to pay fines or had any non-monetary sanctions imposed for non-compliance with environmental laws and regulations.
Social: Product responsibility			
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	Page 29	■ Tieto has not been ordered to pay fines or had any non-monetary sanctions imposed for non-compliance with environmental laws and regulations.

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Customers

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