Connectivity

CYBERCOM GROUP · SUSTAINABILITY REPORT 2015

Borderless technology

Sustainability heroes of tomorrow

Machines enter the cloud

About the report:

Cybercom presents an annual sustainability report in accordance with GRI. This is Cybercom's sustainability report for 2015. The report is prepared in accordance with the GRI G4 international guidelines for sustainability reporting, Core option. In 2011, Cybercom signed up to the UN Global Compact and complies with its ten principles for responsible business. This report is Cybercom's annual communication about how we are living up to, and working with, these principles.

Focus & boundaries:

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

We take responsibility

At Cybercom we believe it is important to take responsibility for how people, the environment and society are affected by our operations and, ultimately, the operations of our clients.

We actively strive to reduce our own impact on the environment, and we conduct dialogue about what is important from a sustainability perspective. That said, the greatest potential of a consulting company is, of course, our ability to influence our clients and, by extension, their users and end customers.

Our offer includes innovative, secure and effective solutions that contribute to profitability and sustainable development through, for example, cost savings, energy savings and, above all, reducing the consumption of finite resources.

THE GLOBAL COMPACT

WE SUPPORT

1

No poverty

End poverty in all its forms everywhere.

When the 17 goals were adopted, Mark Zuckerberg and U2 singer Bono published an article announcing a digitalisation campaign, arguing the world need to be connected to reduce poverty. This is about Connectivity, what Cybercom works with.

3

Good health and well-being

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

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

4

Quality education

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

Cybercom is a main partner to Universeum, SOS Children's Villages and the Hello World! association, aimed at promoting digital creativity among children and young people.

1 NO POVERTY

2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

UN global goals

In 2015, the United Nations adopted 17 global goals that world leaders have committed to achieve by 2030.
The goals were created to:
• End poverty.
• Fight injustice and inequality.
• Combat climate change.
ICT (Information, Communication & Technology) is able to play an extremely important role, helping to achieve the goals through increased digitalisation. These are the 17 goals and some examples of where Cybercom has contributed in 2015.

11

Sustainable cities and communities

Make cities and human settlements inclusive, safe, resilient and sustainable.

In Sweden and Finland, Cybercom has constructed a framework for secure e-identification that brings together public and private services for citizens and businesses in one place.

12

Responsible consumption and production

Ensure sustainable consumption and production patterns.

Cybercom was chosen by SVP Worldwide as its connectivity partner when it wanted to connect its most advanced sewing machine ever.

5

Gender equality

Achieve gender equality and empower all women and girls.

The AllBright Foundation noted that Cybercom is the best in our industry in terms of the proportion of women in management positions, with 36 % women in the management team.

Find out more on page 30

7

Affordable and clean energy

Ensure access to affordable, reliable, sustainable and modern energy for all.

During the year Cybercom conducted CAPEX/OPEX analysis to create efficiency improvements for a leading telecom operator in Bangladesh.

Find out more on page 21

9

Industry, innovation and infrastructure

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

During the year, Cybercom has advised several industrial companies on the development of IoT solutions, including for Heliospectra's intelligent lighting technology for greenhouses.

Find out more on page 28

13

Climate action

Take urgent action to combat climate change and its impacts.

Together with the City of Gothenburg and others, Cybercom is developing new solutions for tomorrow's sustainable public transport.

Find out more on page 13

16

Peace, justice and strong institutions

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions et al.

Cybercom has developed and is responsible for Openaid.se, the Swedish International Development Cooperation Agency's web-based information service for Sweden's development aid.

Find out more on page 15

17

Partnerships for the goals

Strengthen the means of implementation and revitalise the global partnership for sustainable development.

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

Find out more on page 4

The future is here

We find ourselves in an era of both fantastic technological progress, generating opportunities to create a better world, and major global concern, with millions of people displaced and an unstable economy. World leaders, innovators and fellow citizens have adopted 17 global goals for the development of our world, and to ensure a sustainable and more equitable future, largely with the help of the opportunities provided by technology.

Together with leaders from several of our clients, I attended the UN Private Sector Forum last September to put into practice important collaborations that will steer the world towards the new sustainable development goals by 2030. There are solutions, and I am optimistic. Both Cybercom and I are on board. We support the Global Compact and we are convinced that, together with our clients and partners, we can help to make a difference – to drive development in the right direction through digitalisation, by connecting people, machines, devices, countries and authorities – through what we call Connectivity.

Cybercom's expertise and our solutions for the connected world are contributing to the fourth industrial revolution. This means we have a unique opportunity, and a responsibility, to advance the business of our clients and to drive development in the right direction and at the necessary pace. We ensure that the foundations of our digital society are secure, transparent and based on renewable resources. We ensure that the services provided by this new society are competitive and accessible, while in the long run having less adverse impact on the climate and environment.

A continued intense force for change is both possible, from a technical perspective, and necessary, from a sustainability perspective. The world will look very different just ten years from now. Cybercom is creating competitive differentiation and new democratic reach, together with our clients, by developing socially beneficial, secure and accessible services for the connected citizen and the connected consumer. We are also helping industries to improve their energy efficiency, and we are helping cities with more intelligent mobility solutions. There is growing demand, large market potential and a sustainable future in this. I am proud of our clients, my colleagues and the solutions we deliver. In 2015 we took a step forward in this positive direction. We are the makers of tomorrow.

Strategic direction

During the year we updated our strategic plan to improve our profitability to 10% in the long term, and to lay the foundation for growth of 5% annually. We have further focused the business towards building long-term relationships with a range of clients, for whom we know we can bring clear value, both short-term and long-term. Our sales team is working systematically to grow our business with key accounts and priority clients. We have organised ourselves using this strategy, and I have appointed a business leadership team that, alongside the operational leadership, will be able to help us accelerate our business relationships and increase cooperation across regional and national borders. We are now going a step further in living close to our clients. This is about all of us at Cybercom; we must all be consultants who create value for our clients and grow our business.

With 20 years of experience in IT and communication services, we can guide our clients in their digital journey. Our vision is to be our clients' most trusted business partner in the connected world. We are experiencing ever greater demand for strategic advice in Connectivity, and we are increasingly being invited to leadership conversations, through which we can make a bigger difference. Digitalisation is a priority agenda item for many leadership teams and boards. This was particularly evident at the most recent World Economic Forum in Davos, where Swedish companies were criticised for lagging behind. I do not agree. Every week I see so many good examples of driving innovation and digital development among our clients in Sweden, as well as in the other countries where we operate. New business models are being created. New and resilient services are changing business ideas. It is enormously exciting to be part of this.

In our strategic shift, we have streamlined our offering and made it clear where we create the most value. This is important in order to strengthen our brand. We present our expertise in the areas of Digitalisation, Secure Connectivity, Internet of Things and Managed Cloud. As a component of connectivity we

collaborate with our clients and networks to deliver smart sustainable solutions that are profitable in the short term and long term. This is about creating efficiency and greater competitiveness by benefitting from the opportunities of the connected world – but also managing its risks, complying with legislation and regulations, and protecting privacy. We have unique security expertise, which was exemplified when our The Procurement Check service was named Swedish IT Security Solution 2015. We share this free of charge with our clients and colleagues in the industry to improve security in our digital society.

Meritocracy is crucial

In our strategic shift, we are also focusing on becoming a better employer. Our mission is "Boosting your performance in the connected world", and this includes all our employees being given room to grow with us, through exciting, challenging and interesting assignments. The market for IT services is generally good, and with this comes fierce competition in the recruitment arena. By 2020 there will be a shortfall of around one million IT professionals in the EU, and at least 60,000 in Sweden. This means we face an enormous challenge, namely to secure the supply of skills in our industry and to ensure there are people who can nurture and develop the digital opportunities in our society. We engage in initiatives to attract and ignite interest in technology among children and young people in collaboration with, for example, Universeum and Next Up in Gothenburg, Makerslink in Linköping, Hello World! in Stockholm, Good Malmö, and SOS Children's Villages in Rwanda. We are involved in organising coding courses for children, and we participate in creative hackathons.

Sweden currently has a liberal regulatory framework for labour migration, which is positive and fundamentally necessary for our sector. As someone who works in our industry, it is amazing to note that IT today accounts for the largest share of labour immigration to our country. I see this as a great potential asset for Cybercom. In the IT world, we speak a universal language without borders between countries, cultures, genders, social backgrounds, ages or religions. Diversity is the best ingredient for us, an enabler to develop innovative solutions.

Statistics show that the proportion of women in the IT and telecom industries in Sweden dropped from around 32% in 2006 to 29% in 2014. In our company, it has fallen from 21% to 17% across the group. We must improve on

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WE ENSURE THAT THE SERVICES PROVIDED BY THIS NEW SOCIETY ARE COMPETITIVE AND ACCESSIBLE, WHILE IN THE LONG RUN HAVING LESS ADVERSE IMPACT ON THE CLIMATE AND ENVIRONMENT.

this and increase our efforts. We are now setting a clear goal. We should have at least the same proportion of women as the percentage of females graduating from engineering courses annually in the programs that we recruit from – the target is 30%. This starts with the leadership team, and I am pleased to see that 36% of my colleagues today are women. It is important for Cybercom to have inspiring leadership that creates a dynamic dialogue and promotes a common and oxygen-rich culture built on diversity and clear values. At Cybercom this is about providing plenty of room for innovation, passion and building trust, and generating synergy internally in our operations and externally for our clients and other stakeholders in wider society.

Our footprint in 2015

Very many positive things have happened in Cybercom's business during the year. We were entrusted to help the Finnish government to digitalise its activities, and to implement electronic identification services and associated administration of roles and permissions. We have worked with public authorities and companies to create energy-smart public transport solutions in Gothenburg and Stockholm. We are involved in the development of autonomous vehicles that will be running on our roads in a year or so. We have built and optimised mobile networks on remote islands in the Caribbean, and in Africa and the Middle East. We have connected cranes and asphalt rollers for safer and more efficient industry. We have driven

IoT development for garden machinery and industrial robots, and we have connected sewing machines to the cloud. We have helped one of Europe's largest university hospitals with a decentralised data security procedure for improved practical work with data security, and we are enhancing the digital presence of several Swedish municipalities. We have transferred one of Finland's largest media houses to the cloud. And this is just the beginning!

During the year, it became necessary to adapt our business to the market in Finland. We closed the office in Turku, affecting some 30 employees. We concentrated our operations to Tampere and Helsinki to achieve more sustainable economic development in our company.

The year ended with our principal owner, JCE Group, and Teguity placing a bid for Cybercom, and the company was delisted. Cybercom is now in private hands to allow an opportunity to create an even more stable platform for future growth and profitability. Under private ownership the company can develop both more rapidly and more vigorously in its current phase.

We are now aiming at creating more value for our clients, employees, owners and wider society by developing our operations closer to our goal of achieving more profitable growth and creating a more sustainable business. Join us for our continued exciting journey!

Niklas Flyborg President and CEO, Cybercom

A business partner to our clients:
Cybercom is an innovative IT consulting company founded in Sweden in 1995. Today we enable companies and organisations to benefit from the opportunities of the connected world and to enhance their competitiveness.

RESULTS OF CYBERCOM'S 2016 CUSTOMER SATISFACTION SURVEY

100%
would recommend us!

91%
will probably or definitely continue to buy from us

32%
see a great advantage in buying from us compared with competitors

Clients

Our clients are found mainly in the public sector, telecommunications and manufacturing, as well as in trade and the media.

AMONG OUR LARGEST CLIENTS:	MTV FINLAND
ALMA MEDIA GROUP	SAAB
ASSA ABLOY	SWEDISH TAX AGENCY
ERICSSON	SONY MOBILE
FINNISH NATIONAL BOARD OF EDUCATION	VOLVO AB
HUSQVARNA	VOLVO CARS
IKEA	STOCKHOLM COUNTY COUNCIL

OUR VISION IS TO BE OUR CLIENTS' MOST TRUSTED BUSINESS PARTNER IN THE CONNECTED WORLD.

Bo Strömqvist, Sales Manager, Cybercom

We are located in seven countries

SWEDEN
FINLAND
DENMARK
POLAND
INDIA
DUBAI
SINGAPORE

AND WE CONDUCT BUSINESS IN 20 COUNTRIES

Distributed value 2015
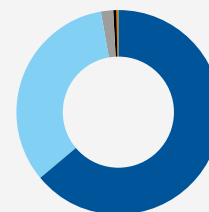
- Employee benefits, incl. social charges 64.0%
- Other external expenses 33.4%
- Investment activities 2.0%
- Net finance income/expense 0.2%
- Tax 0.4%
- Charitable donations 0.05%

1,218

employees at Cybercom

90%

of employees have a university degree

237

people recruited in 2015

"The sustainability are those with the

heroes of tomorrow solutions"

We sat down with sustainability expert Dennis Pamlin to talk about his views on the ICT sector's role in creating sustainable societies.

How should a company like Cybercom act to move in a more sustainable direction?

"It's very much about showing what is already being done, but has not been labelled as sustainability, for example by putting numbers to how many tonnes of greenhouse gases are saved using Cybercom's solutions. Cybercom has an important role in explaining to clients and decision-makers which underlying solutions are critical to smart sustainability solutions. Without encryption, compression algorithms, cloud storage and real-time data we cannot have smart buildings, smart mobility or smart consumption patterns – which make up tomorrow's infrastructure for global sustainability."

Can modern technology alone make the world sustainable?

"The technology we have available today is sufficient, but we have to use it in a smart way and this requires changes to organisations, regulations and our habits. For example, through "dematerialisation", which is to deliver the same or similar services with lower consumption of natural resources. This can be achieved through the development of digital solutions that replace a physical product or service, or by enabling collaboration and sharing, in which smart ICT solutions are required. The fact that companies like Cybercom already deliver these kinds of solution without calling them sustainable is usually because they are actually developed to be smarter and more cost-effective, not because they are sustainable."

How big is the actual potential for the ICT sector to create more sustainable societies?

"ICT has a central role in a sustainable future. There are studies that show we could cut global emissions of greenhouse gases by 20% in 2030 using ICT, without making any major changes. But the potential is

> **I WOULD ARGUE THAT THERE IS A MORAL RESPONSIBILITY FOR THOSE THAT HAVE SUSTAINABLE ICT SOLUTIONS TO MAKE MONEY.**

much greater than that, and many commentators claim that ICT companies are the most important sector for global sustainability. Many ICT companies can contribute to more than 100 times greater emissions reductions than they emit themselves."

Finally, where should Cybercom focus its sustainability efforts in future?

"The sustainability heroes of today and tomorrow are the people who come up with the solutions – particularly IT companies that can create the sustainable knowledge society. Cybercom is able to play an important role by shifting the focus from problems to solutions – since your core business often leads to sustainable solutions, higher sales go hand in hand with a greater contribution to sustainability. I would therefore argue that there is a moral responsibility for those that have sustainable ICT solutions to make money. That may sound dramatic, but we cannot afford to continue to lock ourselves into resource inefficient and non-smart solutions.

Working in a sector that has a moral responsibility to make money is something I believe we should see as a great opportunity, because it allows us to combine innovation, good economic performance and a better world. There are worse jobs."

DENNIS PAMLIN

Dennis Pamlin is the founder and chief executive of 21st Century Frontiers, and a senior associate at the Chinese Academy of Social Sciences. He has extensive experience in ICT and telecoms, specialising in innovation and sustainability. He is currently an independent consultant, responsible for the Low Carbon Leaders Project within the UN Global Compact.

Targets & outcomes

Cybercom has identified 10 sustainability aspects that we believe are material to our operations. Based on these aspects we have formulated our operational work and set goals that describe how we govern Cybercom.

Profitability, growth, client base

Sustainable business

Environmental impact

Financial stability

Information security

Smart use of resources

Sustainable products & services

Dedicated employees & employee development

Cybercom's sustainability aspects

Privacy issues related to IT

Sustainability in Cybercom's culture

Business ethics

Our role as an employer

Diversity & equality

Anti-corruption & anti-competitive behaviour

Business ethics

> **" WE WANT AT LEAST AS MANY FEMALE EMPLOYEES AS THE PROPORTION OF WOMEN WHO GRADUATE FROM THE TECHNICAL UNIVERSITIES, WHICH MEANS AT LEAST 30% IN THE LONG TERM.**

Simon Südowsson
Sustainability Ambassador
and Consultant, Cybercom

● Target met ● Positive development ● Negative development

Area	Description of target	Outcome 2015	Status
Financial targets			
Profitability	Cybercom shall be one of the more profitable companies among its closest comparable competitors and achieve an EBIT margin of 10%.	In connection of the acquisition of Cybercom large impairments were made to goodwill, which generated a negative EBIT margin. Excluding impairment the EBIT margin was **3.0%** (5.2).	●
Growth	Cybercom shall strive to achieve growth of 5% annually over the business cycle.	Sales increased by **0%** (6).	●
Operating targets			
Assignment types	We will achieve an even distribution of sales between consulting services and turnkey projects/solutions in our assignments.	Turnkey assignments and projects **34%** (39) Consulting services **66%** (61).	●
Our role as an employer	We will have the highest level of engagement among our employees by providing them with an attractive working environment, good terms and conditions, and useful opportunities for professional development. We work actively to increase our diversity in order to create a dynamic and innovative working environment. We measure this through a group-wide employee survey called Cybercom People Voice.	In previous years, we have measured an overall employee motivation index. We have now chosen to set a specific target for employee engagement in excess of 75% – in 2015 this was **66%** (68). The target for our leadership index is above 80% – in 2015 this was **75%** (69).	●
Sustainable business	We will increase the amount of sustainable business with our clients. We measure this by looking at what business contributes to sustainable development and responsible use of resources through, for example, cost savings, efficiency, security, and reduced use of resources that has a negative environmental impact.	At Cybercom's ten largest clients, **49%** (27) of assignments have contributed to improved sustainability through efficiency, cost savings, security or a reduced degree of exploitation of the earth's resources.	●
Business ethics	High ethical standards will be a part of our DNA and permeate all our activities and all our business. All our employees, suppliers and partners should sign Cybercom's code of conduct. We use internal certification for anti-corruption and the code of conduct. We measure and monitor the number of certifications annually. We monitor the number of incidents in our operations.	**50%** of Cybercom's employees, including the entire board and senior management team, have completed certification. No incidents have been reported. Better systems will be introduced for monitoring the supplier code of conduct.	●
Environmental impact – travel	We will reduce our CO_2 emissions as a result of travel per revenue krona by at least 5% between 2011 and 2015.	Since 2011, CO_2 emissions as a result of travel per revenue krona have decreased by approximately 55%.	●

New targets from 2016

Client base
Selected key clients will account for 70% of sales. Our ten largest clients will account for approximately 50% of sales and no single client will account for more than 15%. Today the largest clients account for 41% (40) of sales. The largest single client accounts for 14% (15).

Recruitment
We will make net recruitment of at least 5%.
We welcome diversity and strive to achieve the equivalent of at least the gender distribution of the technical universities, with approximately 30% female employees. Currently 17% of Cybercom's employees are female.

Environmental impact
We strive to achieve a positive environmental impact so that our solutions and the direct impact of all our operations are net positive. We work in accordance with ISO 14001. Parts of the company are currently certified.

Easier to share

Connectivity makes it easy to share things with each other. This means you can save money and give nature a break, without even having to think about it.

Annika Nordlander is regional head at Cybercom Sweden North East: "There are really no limits to connectivity. It will impact all parts of society and pave the way for new ideas on how to do business and how to spread knowledge. It removes administrative burdens and frees up time to be invested in the making of the future."

Technology without borders

There are currently a number of mega-trends: globalisation, urbanisation and digitalisation. Following in their wake are trends affecting industry, cities, citizens and consumers. Robotisation is making traditional production more efficient, physical goods are becoming digital services, industry is coming into direct contact with its end customers, and consumption patterns are constantly changing.

These changes bring with them many new opportunities, but it is also important to be aware and take account of the risks that can arise with new technology. Security, privacy and a greater understanding of the world around us are all essential ingredients for safe navigation. On the following pages you can read about some of the trends and new business models that we believe may affect our world today and in the future.
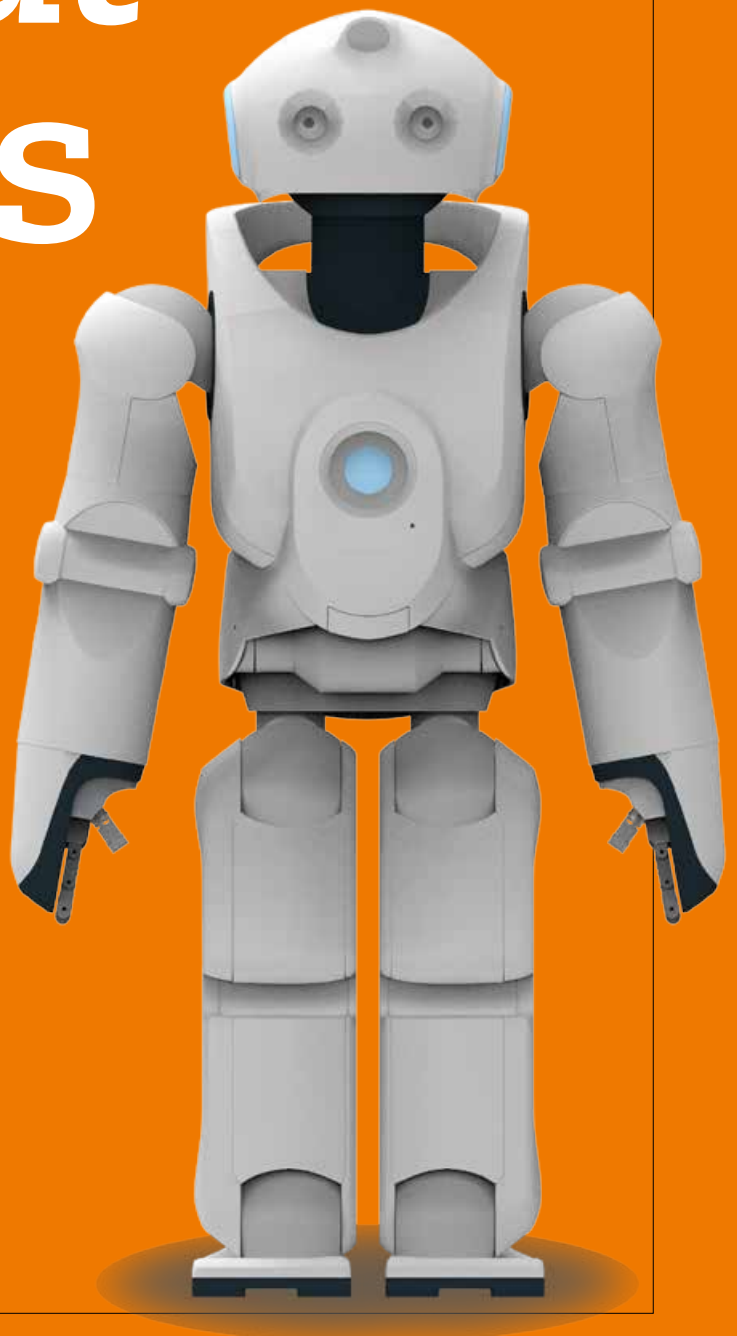
Connecting the world to bring it together

On September 25, 2015 the United Nations held a historic meeting at which 193 world leaders decided on 17 global goals to achieve three extraordinary changes by 2030. These are to end poverty, fight injustice and inequality, and to combat climate change. The global goals for sustainable development could lead to the solution to these problems in all countries and for all people.

UN Secretary-General Ban Ki-moon, German Chancellor Angela Merkel, lead singer of the band U2 and co-founder of humanitarian organisation ONE Bono, and founder and CEO of Facebook Mark Zuckerberg all took part, along with business leaders from around the world. Cybercom, with its CEO Niklas Flyborg, was the only Swedish IT consulting company that attended the Private Sector Forum, which discussed the Global Compact, an initiative that focuses on the role of the private sector in implementing the sustainable development goals.

The otherwise somewhat odd duo of Mark Zuckerberg and Bono announced the launch of a campaign to focus on digitalisation, and asserted that internet connection is a human right.

Mark Zuckerberg declared that Facebook intends to work with the UNHCR to support the millions of refugees fleeing war and poverty by providing internet.

"Connectivity will help refugees better access support from the aid community and maintain links to family and loved ones," he said in his speech.

Zuckerberg and Bono also expanded on their thoughts in a New York Times article, in which they described the current situation of the poor and refugees. Today, only half of the world's population has internet access, and the proportion is much lower in developing countries. They emphasised that technology companies and entrepreneurs must take responsibility, and said that all the global goals must be achieved, but that the aim of internet access for all is likely to accelerate fulfilment of the other goals.

Find out more at www.one.org

Building concrete or digital infrastructure?

Autonomous vehicles are likely to become reality in the future. At the same time, there is a problem with infrastructure. Several major infrastructure projects are being undertaken around the world to increase capacity on our roads. But are we thinking the right way in expanding with more asphalt and concrete? The limiting factor in traffic today is actually people, and our comparatively slow reaction times. Driverless cars that react super-fast require significantly shorter distances between vehicles, and expansion might not always be necessary. Modern industry is often much further advanced in terms of both digitalisation and sustainability than government authorities and politicians.

> ❝
> **DRIVERLESS CARS THAT REACT SUPER-FAST REQUIRE SIGNIFICANTLY SHORTER DISTANCES.**

Albin Olsson
Sustainability Ambassador and Consultant, Cybercom

Transparency in Swedish development aid

Cybercom has helped develop OpenAid, a service providing digital transparency to Swedish development aid. The website www.openaid.se allows people to see when, how, to whom, and for what purpose Swedish development aid has been paid. The information includes financial support from the Swedish International Development Cooperation Agency, the Ministry for Foreign Affairs and other authorities that administer development aid. This type of information was previously very difficult to access because the data was scattered throughout different systems. Openaid.se brings together everything in one place, which improves the transparency of development aid, and may in turn lead to increased dialogue on aid effectiveness and outcomes.

1 NO POVERTY

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

How business leaders view automated technology

O xford researchers Frey and Osborne found in an acclaimed study that about half of all jobs could be performed using automated technology in 15–20 years, given the ongoing technological developments. The study* does not, however, address how many jobs in other sectors will be created by automation, something that will almost certainly happen. Other important aspects are how automation provides improved working environments, health care, education and elderly care, to name but a few.

Research firm Kairos Future has investigated how Swedish business leaders approach the threats and potential of automation. It was found that only 4% of Swedish business leaders strongly agree with the statement that automation is a threat to jobs, but that more than one in two managers expect to be able to reduce employee numbers. At the same time, 89% agreed that this is a necessary and desirable development to increase profitability. One in four respondents also said that automation has affected their own business to a very large extent over the past five years, and 89% of these said that automation has created opportunities for entirely new products and services. Read more at www.kairosfuture.com.

*) Frey och Osborne: The future of employment: How susceptible are jobs to computerisation? 2013.

Mapping to understand the end customer's business

A n important trend that originated in digitalisation is the need to map end customers in order to understand their business and their consequent opportunities and challenges. The Industry is at a stage where it is possible for a company to address more of its customers' concerns than simply the ordered product, and a number of successful businesses have already begun to realise this.

Publishing manuals and user guides for products online is just the first step. For example, connecting a product to a cloud service enables the next step in creating services for the customer. One obvious example is connected tools used in contracting. By connecting each tool, a foreman is able to keep track of time taken and risk levels in use, and can simplify time reporting and billing based on data sent from each unit. Eventually, these functions may be decisive in the customer's choice of product, and may even account for the majority of the company's revenue rather than the sale of a single product, which is a one-off.

More exercise reduces health care costs

P hysical inactivity is one of the ten biggest risk factors for premature death, and a sedentary lifestyle leads to large costs for health care. The fifth leading risk factor for women to suffer illness is physical inactivity, and for men it is the sixth largest risk factor. In order to combat sedentary lifestyles, doctors and physiotherapists sometimes prescribe physical activity to patients, since there is strong scientific evidence that this is, in many cases, a good alternative to medication.

One problem of prescribing physical activity is that only just over 40% of patients follow their prescribed exercise – Cybercom wants to change this. In October 2015 we launched MovereX, a mobile app with an associated activity bracelet and web interface, which can assist and motivate patients prescribed physical activity to exercise more. The benefits for health care of using MovereX, instead of the usual paper forms, are expected to be that more patients follow their prescribed exercise and

70%

of all surveyed patients within the primary care claim to be insufficiently physically active

more effective prescription management for health care providers.

In a playful way, MovereX can make it easier and more fun for patients to exercise more, which could result in better public health and fitter patients. It also has the potential to considerably reduce health care costs as preventative measures using MovereX are very much cheaper than caring for patients with diabetes, cardiovascular disease and other conditions caused by physical inactivity.

3 GOOD HEALTH AND WELL-BEING

Imagine you being the product

In the digital world the product is often a private individual, something that is increasingly important to consider as our everyday products become connected. This is not necessarily a bad thing, but we need a broader debate about how our digital lives are shaped, says Mattias Allring, a consultant at Cybercom.

Every day, private individuals leave hundreds of digital footprints that are gathered, processed, resold and used by companies. The aim is not to cause harm – it is a way to optimally adapt activities and offerings to the individual and their needs. Sometimes to offer something. Sometimes to sell something about that person to someone else. Always to adapt the world to the individual and the data they leave behind.

"The digital world has begun to entwine itself around us as individuals," says Mattias Allring. "It adapts and plays customised versions of reality. Your world is no longer the same as mine."

And this is just the beginning. The next major developmental step will be for virtually everything to be connected to the internet. Your shoes, your milk carton, your flowerbed. Each new piece of your life and your surroundings is an opportunity to develop new services for you.

"The technology already exists to realise many of the online world utopias. Your new connected car could, technically, already support behaviour-based day-to-day insurance, with premiums set according to how you actually drove yesterday. And your online health monitor could be used together with the content of your fridge to determine the life insurance offered by your insurer," explains Mattias.

As a result of all that the connected world offers us, we will probably live longer, reduce our stress, have more time with our family, get more exciting job offers, live more sustainably and be able to afford more. The downside is that we do not know in what context the data will pop up and shape our lives.

"I believe, for example, that within a few years it will be possible to automatically make the first shortlist of job applications by examining how truthfully the applicant describes themselves. The right customer will receive the red carpet treatment, but those who do not fit the template will be rejected in many ways," says Mattias.

To participate in shaping the future, we need to set in motion a broader debate about what is happening in the connected world, so that we as a society can be involved in shaping it.

"The most important thing we can do as advisors is to extrapolate the trend. Demonstrate the logic, enlighten decision-makers who own the ethical decisions by putting the picture in a broader context for them, and getting them to understand the consequences, not just economically but also ethically. Our role as advisors is to help decision-makers to make informed decisions. We have a social responsibility to help all of society to anticipate the risks and opportunities of the future."

Mattias Allring

WHISTLEBLOWING STOPPED ACTIVITY BRACELET

An article by Mattias Allring in Swedish newspaper Dagens Nyheter, debating "Data from your activity bracelet is an insurer's dream" had an impact in Sweden and internationally. In Finland, it was picked up by television news channel YLE Nyheter, which discovered that a Finnish insurance company was gathering user data from its policyholders with an activity bracelet it had sent out, in order to provide tailored products, just as Mattias Allring had predicted in his article. The insurer stopped collecting the data following YLE's report.

> **WE NEED TO SET IN MOTION A BROADER DEBATE ABOUT WHAT IS HAPPENING IN THE CONNECTED WORLD.**

Specify security during procurement

Our world is becoming increasingly connected. People and businesses are creating newer, more efficient and more innovative ways to process, share and distribute data. As systems become more important, so specifying availability, privacy and security becomes more critical at the procurement stage.

It is challenging to specify security during IT procurement. But achieving this provides significantly greater quality aspects than just security, for both the customer and the supplier. This is why we created The Procurement Check – a cost-free, flexible support for all types of IT procurement, to ensure that critical security issues do not fall through the cracks.

Since its launch, almost 1,000 people have downloaded and used The Procurement Check, which partly contributed to The Procurement Check being named IT Security Solution 2015 at the Security Awards.

2015 SECURITY AWARDS WINNER

Are the robots taking our jobs?

"Machines have less problems. I'd like to be a machine, wouldn't you?" Andy Warhol's oft-quoted words were spoken in 1963, but he was neither the first nor the last celebrity to take an interest in the wonders of technology. Robots have been portrayed as anything from pleasant companions to job-stealing killing machines.

T he oldest known design of a robot that survives is of a knight, sketched by Leonardo da Vinci. It could sit down and lift its visor. The industrial revolution, and the advent of machines in factories during the 1800s, lifted people out of poverty and allowed them to avoid heavy and dangerous work, and to devote themselves to more advanced tasks. Robotisation enabled mass production, giving everyone access to goods and services previously only available to the wealthy.

These days, Apple has onshored parts of its production to the US, where it is handled by industrial robots instead of low-wage labour. Companies as diverse as Google and Volvo are developing self-driving cars, and in China Foxconn has an army of robots in its first fully automated factory. Robots have become commonplace in the world of services. At the airport we check in and drop our luggage using robots, and on the stock markets lightning-fast algorithms have replaced the most polished brokers.

Robots and labour

But what does this mean for workers? Cybercom took time to talk with economist and robotics researcher Georg Graetz.

"Industrial robots have long been important for improving efficiency, but it was not until the 1990s that they

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> **THOSE RESPONSIBLE MUST THINK ABOUT HOW EDUCATION SHOULD BE ADAPTED TO BETTER PREPARE PEOPLE FOR NEW TECHNOLOGIES.**

became really cheap, and therefore a possible option for more sectors and industries," explains Georg Graetz.

In their study "Robots at Work", Graetz and his colleague Guy Michaels investigated how the use of robots in 17 countries has impacted productivity gains, employment growth and other variables. They found that productivity increased more where robot use was more widespread. Robots account for more than one-sixth of the total productivity growth of 2 % per year in the countries included in the study.

"We have not looked at ICT as a whole, but only where robots are involved. For me the results are interesting because robots do not yet make up a particularly large component of capital. This shows the potential in the future."

Total hours worked unchanged

They also found that the increased use of machines had not led to a reduction in employment, and the effect on the total number of hours was zero.

"But when we broke it down into different groups, we saw that hours worked for people with higher education increased, while the number of hours for the low-skilled had fallen."

From this they concluded that robots are taking certain jobs, mainly low-skilled, but that new jobs are added.

"The main negative impact of the advance of robots – and technology in general – has been felt in occupations where you can easily write a program for the tasks. Repetitive, mechanical tasks that follow simple rules, such as industrial jobs, accounting and customer service are examples of occupations that have decreased. Meanwhile, more skilled occupations like system developer, programmer and robot operator have been added."

The increased use of robots has improved productivity, which has led to lower prices for manufactured goods. This in turn leads to increased demand and more employees to meet customers' growing desire to buy these cheaper goods. The advent of robots has also resulted in even safer and better working environments and greater precision in the work.

Georg believes jobs that require creativity, analytical skills or a degree of judgement will not be outsourced to robots for a while. He also shows there are many types of jobs that do not require higher education, but that have still not been replaced by technology.

"Waiters and cleaners are roles that do not require much education but that are still difficult to automate, because they require skills and human and social interaction that are not easy to program."

Important to keep up with developments

Georg Graetz says companies must keep up with new technology and evaluate how it may be relevant to their business, whether this is about cost savings or staying ahead of competitors. It is important to not be the last to adopt new, efficient technology.

"But decisions to adopt new technologies and reorganise a business are strategic, business-critical decisions that need to be thought through carefully."

One benefit of new technology is that it is easier to put ideas into practice and start a business today. This does not require much capital and it is easy to reach out to customers through the internet. But for more people to take advantage of the opportunities we need a new vision of future educational strategies," says Georg Graetz.

"Those responsible must think about how education should be adapted to better prepare people for new technologies. Courses on how to start a business and develop new services, I believe, must have a greater role from the very start of schooling. We need to intensify the focus on skills that are less likely to be replaced by robots, such as analytical abilities, creativity and social interaction, and also the ability to combine these skills.

Skilled jobs in research or the humanities are not as easy to reduce to computerised processes.

So even though Andy Warhol wanted to be a machine, it is not likely that we will see actors, designers, engineers, scientists or artists as robots in the near future.

GEORG GRAETZ

Georg Graetz is an assistant professor at the Department of Economics, Uppsala University. In addition to "Robots at Work", he has published a number of papers such as "Rise of the Machines: The Effects of Labor-Saving Innovations on Jobs and Wages" (2015), and "A Question of Degree: The Effects of Degree Class on Labor Market Outcomes" (2015), both together with Andy Feng.

Facts

310
MUSD was invested in start-ups related to artificial intelligence (AI) in 2015.

×7
Global investment in AI-related start-ups has increased sevenfold since 2010.

20%
of all business texts, such as press releases, will be written by robots in 2018.

SOURCES: CB INSIGHT, 2015 & GARTNER, 2015

Machines are moving into the cloud

The first cloud wave, with test environments or less business-critical services has passed. Nowadays, business systems and important industrial services are moving out into the cloud. This is making our industry more efficient.

L ocally collected data on the health of a robot at a car factory has a low value. But once this information is instead aggregated with other robots in the chain, the manufacturer's own data and the owner's production plans, the information suddenly has a new value.

"We want to take the data from machines and make predictive analysis: When does the machine need servicing, what spares are required, does the production line need new robots, and what about insurance?" says Tarmo Pajunen, a Sustainability Ambassador and IoT manager at Cybercom.

Gartner predicts that by 2018, six billion connected machines and systems will require ongoing maintenance. And by 2020, thirty-five billion things will be connected to the internet. As a result, companies will be forced to look at machines and systems like customers, and even treat them like customers. The data generated will be plucked up from each machine and processed centrally. In the cloud.

"For this to work the data must be stored centrally, where there are databases, computing power and and application program interfaces (APIs) – and of course everything needs to be scalable, so we see a future of machine

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YOU DON'T WANT THE INTELLIGENCE ATTACHED TO THE MACHINE. IT USES TOO MUCH ELECTRCITY AND LOCAL COMPUTER SPACE.

Tarmo Pajunen
Sustainability Ambassador and IoT manager, Cybercom

dialogue in the cloud," says Tarmo.

Tarmo is one of the people behind the Machinebook concept (see article below). By sharing and reacting to information (imagine Facebook's thumb), the system learns who is interested in, for example, an alarm from a machine. The aim is for information to move from dashboards in a control room to the right operator tasked day-to-day with making sure that production lines and large machinery are working properly. This makes the company less dependent on the skills and availability of an individual operator, and instead builds up shared expertise.

"In the future we hope that machines will be able to learn from people by listening to human conversations," says Tarmo.

He argues that machines with locally stored data quickly become a problem since storing the information locally means the common information becomes incomplete if a machine loses contact with the network. And building up the cognitive intelligence to be able to understand what people are saying requires computing power that cannot be housed in an individual machine.

"You don't want to have the intelligence physically attached to the machine. It also uses unnecessary electrical power and local computer space."

According to a survey of 770 major European and North American companies conducted by Forrester Research, more companies are currently evaluating a transfer of their business systems to the cloud. In two years, interest in the cloud grew from 12 to 35%. Tarmo believes there is now a similar shift in IoT. This is because the options for local in-house operation are often too expensive and do not perform adequately to provide any benefit from the collective intelligence of all the connected machines. One consequence is that IBM has increased the pace of IoT functionality in its public cloud.

"Connected machines themselves are becoming more the norm. The real benefit occurs when this is done in a smart way, thinking about how to improve processes or save money by using all this data," says Tarmo.

Explosion of connected machines

2018
50% of the fastest growing companies will have more intelligent machines than employees.

47%
of all connected devices in 2020 will be able to request their own support.

95%
of all cloud-related security issues will be due to mistakes in manual handling by the customer in 2020.

2020
Autonomous software agents, without human supervision, will participate in 5% of all financial transactions.

Facts

Social networks for machines and humans

As machines become ever smarter, so their ability to communicate directly with people expands. Cybercom has therefore developed Machinebook – a social network for machines and people. This network can be used to enhance the efficiency of industrial and digital services. The network content is produced by both people and machines.

In practice, Machinebook can serve, for example, as an alarm when a machine encounters unexpected problems. It updates its status on the social network, informing its contacts that it is unable to carry out its tasks, and explains why it is not working.

In principle, any machine can be connected to Machinebook.

Case

Telecoms and solar energy in Bangladesh

Cybercom carries out numerous projects worldwide to improve mobile network capacity and efficiency. We conducted a CAPEX/OPEX analysis to create efficiency improvements for the leading telecom operator in Bangladesh. Cybercom's analysis identified high fuel consumption in 23% of installed generators, and excess capacity in 88% of new generators, which has a direct impact on fuel consumption and CO_2 emissions. Cybercom recommended switching to a hybrid power supply solution, based on solar energy, saving the operator money and providing better sustainability solutions.

7 AFFORDABLE AND CLEAN ENERGY

In a rapidly changing world, we are a reliable and trustworthy business partner that understands our clients' businesses and business models. We can be a partner throughout the entire lifecycle of a project. Our advisory services create the foundation of a business relationship. Thanks to our knowledge of the opportunities and challenges of digitalisation we can put the right solutions into practice. Through our cloud services we can optimise data storage and ensure excellent service 24/7. Our experience in developing systems for strong new business models, with a focus on innovation and sustainability, allows us to work with clients to facilitate their delivery of the transformative solutions required in the 21st century.

How Cybercom creates value in society

Cybercom offers business consulting with a deep understanding of the situation of our clients. By combining technical expertise and sound business insight, we offer innovative and sustainable solutions. We achieve this based on our extensive knowledge of how society is changing in a connected world, combined with our capacity and ability to implement technological solutions based on the individual situations of different organisations.

We work with advisory offerings through iterative and agile business development that does not require the investment of large sums, and instead conduct concept development in small steps, testing our way forward, evaluating and validating every move taken. This requires different types of initiative, depending on the position of the client in their digital infrastructure and expertise. At an early stage, the first step is to ask how to best take advantage of the opportunities provided by digitalisation, what the company's current situation looks like, and what are the most strategic steps forward in order to benefit from these new opportunities; why investment should be made to connect a product or service, or to change the way of communicating with clients. For example, a simple first step could be to make material available on the internet, providing opportunities for increased interactivity and transparency, with both customers and employees becoming an integral part of business development. It is possible, for example, to provide digital customer services more simply than people believe, by launching an app. This provides a much better opportunity for an organisation to achieve its goals. After an initial review, and once the first measures have been implemented, the aim is to create new business models. In fact, it is rare that a company's offering is its product but, rather, it is the solution to a problem experienced by the end user. Shifting from a product to a service, or to a service combined with a strategy for digitalisation, most often opens up major opportunities.

Something that distinguishes Cybercom from many other companies is that we look at the whole lifecycle of a service. This has proven highly successful, and Cybercom is now growing rapidly thanks to our ability to connect the client's business value while delivering a technology-neutral platform and implementation support, even in organisations that do not have an interest in technology. We also help clients to maintain and manage their systems effectively, such as in our own cloud solution, or by using third-party solutions. With Cybercom, the realisation of a new business model is not just an assumption, but a natural part of the company's development in a connected world.

We have packaged Cybercom's expertise and experience into four areas where we believe we create the most value for our clients:

SECURE CONNECTIVITY

Cybercom is laying the foundation of a connected world with secure and reliable data processing. The people who use these solutions need to be sure that their data is secure and is used in the way intended. Customer information must not get into the wrong hands. Despite this, security solutions are often given far too little priority. At Cybercom this is part of our DNA.

MANAGED CLOUD

Ensuring that a business can be in the cloud is almost a given these days, with smarter data storage. However, it is important this transition takes place in a strategic manner and that the opportunities it provides are utilised. Everything from new opportunities for collaboration to reduced costs for document and data management, and storage. We also provide secure and environmentally sustainable storage in a Nordic environment.

INTERNET OF THINGS

Not only people, but also products and machines, are becoming connected at an exponential pace. This creates entirely new opportunities, and also contributes to the challenges that need to be addressed. Cybercom has world-leading expertise when it comes to technology, trends, and how organisations can benefit from the opportunities of being connected. Together with our clients, through inspiring seminars, workshops for innovation and business case modelling, feasibility studies and prototypes, we create new services and new products that improve the efficiency of resources, and automate and open the door to new markets.

DIGITALISATION

Our society is undergoing a transformation as significant as when we moved from agriculture to industry. In our day-to-day lives it is easy to miss the enormous changes we are going through, and equally easy to fall behind if we focus on just doing the same things but marginally better. Cybercom has extensive experience in working with companies and organisations to help draw the best possible benefit from these opportunities. This is all about new thinking, creating the unexpected.

In our conversations with clients, these four areas are often combined into a sustainable strategy that not only directly contributes to the immediate objectives of businesses and organisations, but also helps to deliver on global sustainability goals. Unlike many initiatives labelled as sustainable, strategic IT solutions provide an opportunity to bring together increased revenues, reduced costs, improved productivity, accelerated innovation and globally sustainable solutions.

cure

Secure and connected

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

Rashin, Bengt, Lars, Sandra, Pär, Linda and Andreas are some of Cybercom's dedicated makers in security. Their view is clear: "Technological developments in recent years have brought new ways of consuming goods, services and information, which in turn places new demands on companies and organisations. Our solutions always take into account privacy and security, fundamentals that future operations must be based on."

The path to a new tomorrow

We are driving development in the right direction and at an increased pace. We address our clients based on four strong societal trends that we monitor, and where we are experts from a connected perspective.

Connected Industry

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

➔ Read more about how we helped Heliospectra with smart greenhouse cultivation overleaf.
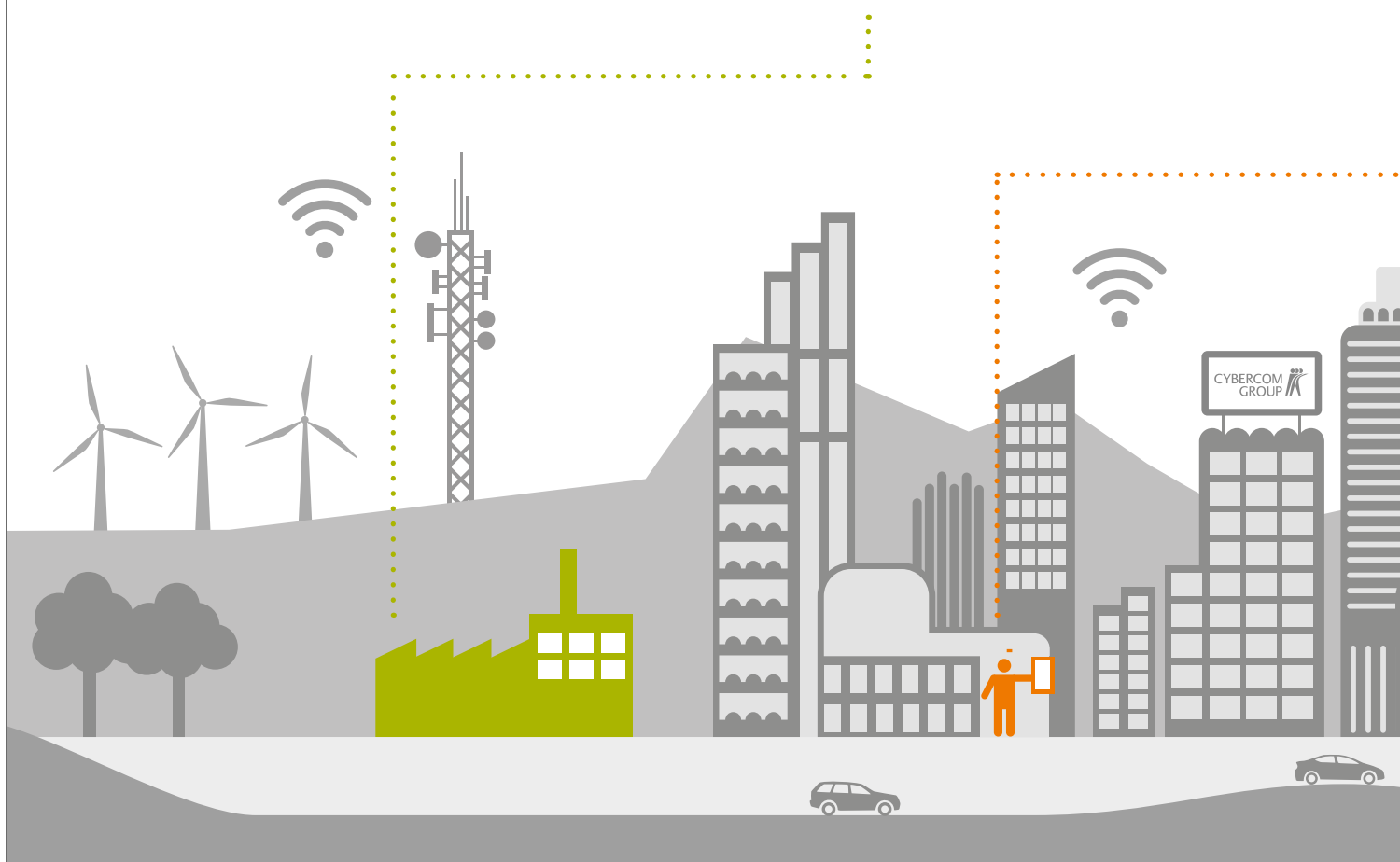
Connected Consumer

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

➔ Read more about the connected consumer and our advisory testing together with SVP Worldwide overleaf.

Connected City

A hundred years ago there were only twelve cities in the world with a population greater than one million. Today there are over 500, and that number is growing. This brings greater problems of overload in areas such as energy, infrastructure and waste management. Digitalisation is quite simply essential to make better use of our resources, intelligently, sustainably, and in an ethically defensible way in urban life. Smart homes are the close perspective, and many smart homes create the building blocks of a smart city, with even more efficient functions. The city becomes a device, able to control how it uses energy most efficiently, to avoid traffic jams or manage electric driverless cars that communicate with each other and with their surroundings. All this will also affect corporate business models and the relationships between the customer and industry, which the city must embrace and become a part of. We have an important role to play in this as an enabler, with the combination of our understanding of the connected world and our technical expertise.

➔ Read more about how we supported the ElectriCity research project in Gothenburg overleaf.

Connected Citizen

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

➔ Read more about Cybercom's ventures in electronic identification and Suomi.fi, which will be the new portal for all governmental authorities in Finland, overleaf.

Connected Citizen

A portal for all government services

Large savings and a better overview of the Finnish public sector.

Making public sector services digital is one of the most important development projects in today's society. Transparency, accessibility and security are the foundation of the national IT project in Finland, in which Cybercom has a key role. The aim is to gather together public and private services, making it easier for citizens to manage their affairs. The project also includes an identification service for which Cybercom has developed a framework for secure identification. The system's rights management permits automatic identification of individuals authorised to handle information on behalf of others.

"All the data and essential public services will now be available in one place with one login at Suomi.fi," says Timo Laaksonen, head of the Media and Public business unit at Cybercom Finland. Filing a tax return, voting or exercising other rights and obligations will be simple and easy using the portal. It will also be possible to link in private services, such as health and electricity consumption.

Improved security, faster processing, less risk for error and reduced crime rates are major factors in the project, as is sustainability. The system is expected to generate major environmental benefits through electronic document processing, thus eliminating the costs of printing, delivery and storage of documents.

Connected Industry

Smart greenhouses offer efficient cultivation

Half the energy consumption with intelligent lighting technology.

Swedish start-up company Heliospectra develops intelligent lighting technology for greenhouse cultivation. By using a specific lighting combination for each species, growers are able to fine-tune appearance, taste and growth, and thus enhance quality and reduce waste in production. At times when there is strong natural sunlight, Heliospectra's LED lamps can be wirelessly powered down, and then be powered back up in cloudy weather. This is a big step in terms of sustainability performance compared with existing greenhouse lighting .

Cybercom has conducted a number of pilot studies, including a project to investigate how sensors can be used to measure light frequency, light strength, temperature and humidity close to the plants. This makes it possible to dynamically control each lamp to accommodate the illuminated plants' specific needs, and to optimise the frequency and light level. Cybercom has also developed a solution to capture 3D imaging of the plants to allow growth comparison under differing light conditions.

Staffan Hillberg, CEO Heliospectra:

"We have worked with Cybercom on several projects. They are innovative and think outside the box, and I appreciate that they get us to think in new ways."

Heliospectra has won several accolades, including the WWF's Climate Solver award for its unique lighting technology.

Connected Consumer

The world's most advanced sewing machine

Online functionality made the sewing machine a sales success.

SVP Worldwide is the world's largest manufacturer of sewing machines for the consumer market, and specialises in the design, manufacture and distribution of innovative consumer machines for sewing and embroidery, as well as accessories and software. The company's most advanced high-end sewing machines are manufactured at the plant in Huskvarna, in southern Sweden.

When SVP Worldwide decided to equip its most advanced sewing machine, the Husqvarna Viking Designer Epic, with internet connectivity, it needed a reliable partner with extensive experience in the design and implementation of solutions for the Internet of Things. SVP Worldwide chose Cybercom as its connectivity partner, and the collaboration began with several cross-functional workshops.

Cybercom supported SVP by defining the online functionality and architecture. Cybercom was also responsible for implementation of the IoT system, which consists of a back-end solution, a cross-platform mobile application and a communications module inside the machine.

SVP Worldwide launched the Husqvarna Viking Designer Epic in October 2015, with internet connectivity and ease of use as two of its key functions. The launch was a success, and the online features have contributed to its sales achievements.

Connected City

A journey into the future of public transport

Gothenburg's ElectriCity project is developing public transport using renewable energy.

Together with others, including the City of Gothenburg, Cybercom is developing the ElectriCity project – an exciting collaboration in which science and the public sector are developing new solutions for the sustainable public transport of tomorrow. ElectriCity is an arena for the testing of new products and services in public transport, intended to act as a source of inspiration for future city development. The new number 55 bus route is operated using quiet, emission-free buses that pick up passengers inside the terminal stations and are powered by renewable electricity.

Together with its partners, Cybercom has developed the project's IT environment. The IT environment provides users of public transport with access to entirely new services and information from the vehicles. During an innovation competition held in 2015, it was possible to download data from the entire western traffic region so that participating teams could build applications to further improve public transport. The system also includes plans for a car pool and a bicycle pool. ElectriCity has won awards including The European Solar Prize 2015 in the Transport and Mobility category. The motivation was "Exemplary supply of public transport with renewable energy as part of a cooperation between city, industry and science".

13 CLIMATE ACTION

Our ability to attract and retain skilled employees is closely associated with the company's power of innovation and our capacity to offer exciting projects that mean something to wider society. Our goal is for every employee to have more skills when they leave us than when they joined us.

Cybercom's focus during the year has been on diversity management, skills development and internal career paths. Our stance is that each employee should have more expertise when they leave us than when they joined us, and they should have had fun along the way.

Employee experience
As we demand more experiences in our private lives, thanks to digitalisation and connectivity, so we come to expect the same in the work-place. Tailored development and a personal connection to our careers are becoming increasingly important. Cybercom works actively to improve the employee experience on many levels. Skills development, the working environment, meritocracy and good development opportunities are important elements at work, and are regularly provided within the framework of training opportunities and improvement initiatives. One of the key elements of the employee experience is to offer co-workers enjoyable, challenging and important assignments in which they have an opportunity to develop.

Diversity and equality
Convinced that greater diversity is a critical success factor, Cybercom has worked for many years to expand the diversity of its employees. Today, a large percentage of Cybercom's employees have an international background, and we are working to enhance this through initiatives such as participation in projects like LinkedIn's Welcome Talent (see page 33). Our voice in the community is heard in many ways, and we have been invited by companies and organisations to join important conversations. During a previous visit to Sweden, UN Secretary-General Ban Ki-moon was elected to visit Cybercom as a result of our work with labour migration. We have welcomed interns for a number of years, and over the winter we employed a refugee from Syria.

Gender equality is an important part of diversity. Cybercom's long-term goal is to equalise the proportion of men and women among overall employees and in management. The proportion of female employees in the company at the end of 2015 was 17 % (17). We are now setting our long-term goal at 30 %. In 2015, the AllBright Foundation recognised us as best in our industry (technology) with regard to the proportion of women in leadership positions, with 36 % women in the senior leadership team. (AllBright, March 2015 "Done reducing: time for competence").

Strong leadership
Strengthening competitiveness requires professional leaders. Cybercom's management has evolved significantly in recent years, largely thanks to a strong focus on leadership and training. In our Cybercom People Voice employee satisfaction survey, 75 % of employees rate the management as 4 or 5. In 2015, this leadership rating formed a component

RSITY

of performance pay for managers, as a clear marker of the importance of good leadership.

Supply of skills

During the year, Cybercom launched its Boosting Your Development skills programme. This programme is rooted in each individual taking personal responsibility for their development, and a key component is training on assignment with clients alongside senior colleagues.

We invite and challenge our employees to prepare for future opportunities and expand their capabilities. We provide Innovation Zones where employees can develop between assignments, such as by taking part in assign-

> ## OUR GOAL IS TO PROVIDE ALL EMPLOYEES WITH OPPORTUNITIES FOR ONGOING DEVELOPMENT IN ORDER TO ACHIEVE THEIR FULL POTENTIAL AND OUR FULL POTENTIAL.

Charlotte Siversson
Sustainability Ambassador
and HR Partner, Cybercom

ments that are not time critical and that allow for learning along the way.

Personal development, or helping to train someone else, means that we have to welcome a new way of thinking about how a career is formed. By offering a range of possibilities, careers can move around, go up, go down, jump forward and go around again. Modern career development looks more like a climbing wall than a ladder. We have identified a number of potential development paths that a consultant can choose, and within each path there are a number of areas for development, within which employees can choose to broaden their knowledge in new areas or enhance their specialist knowledge in a specific area.

Activity-based offices

If anything, our physical environment will become even more important in future. Cybercom already has several activity-based offices, and these are constantly being developed with the idea that our environment should be playful and fun in order to inspire innovation and development.

We believe it is critical that our jobs should provide energy so that employees have the dynamism and strength to do things in their free time that develop them. We offer our employees many opportunities for leisure activities. Our CyberFri programme sets aside money each year so that employees can apply for funding for shared activities, such as exercising, running races, or starting a photo club or a cultural organisation.

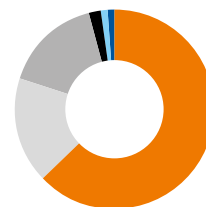**Number of employees by country**

- Sweden 63%
- Poland 17%
- Finland 16%
- India, 2%
- Singapore 1%
- Denmark 1%

Gender distribution, employees

- Female 17%
- Male 83%

Gender distribution, senior management team

- Female 36%
- Male 64%

EMPLOYEES IN NUMBERS

90%

Percentage of employees with a university degree

11 YEARS

Average experience

5 YEARS

Average length of employment

38 YEARS

Average age

2.2%

Average sick leave

77%

Percentage of employees covered by collective bargaining agreements

Prize-winning website for Universeum

Universeum in Gothenburg houses science exhibitions, technology experiments, aquariums, and a lot of rainforest. Using a variety of initiatives and exhibits, Universeum actively strives to develop the curiosity of children and young people in science and technology. When they faced the challenge of developing a new and attractive solution for their website they contacted Cybercom. The objective was to make the site an integral part of the Universeum experience, and to capture the interest of young people both before and after they visit the 10,000 square-metre science centre.

In line with Universeum's goal of making knowledge available and of raising awareness that inspires young people to learn more about technology, Cybercom chose to develop a visually appealing and responsive site, built using open-source code, using image-rich content to reflect the social media experiences of young people. The new site has been very well received since its launch, and was recently named best tourism website 2016 by Internetworld.

Read more at
www.universeum.se

Hello World! promotes digital creativity

Hello World! is a new non-profit organisation with the purpose of promoting digital creativity in children and young people. Cybercom is one of the main sponsors of this association, which aims to educate 10,000 young people by 2020. Operations concentrate on running camps during school holidays and at weekends, where children and young people meet and help each other using a virtual mentoring platform and are coached by experienced programmers.

The association's goal is for Sweden to have sufficient IT skills in the future in order to secure competitiveness, by making digital creativity easily accessible to all young people regardless of their prior knowledge.

The main idea is that knowledge of programming develops creativity and logical thinking. and participants are also able to apply and develop their maths skills and practice their English. Hello World! engages with Swedish business and industry, universities, foundations, the public sector and other non-profit organisations in order to collaboratively make the activities available to children and young people across the country.

Read more at
www.helloworld.se

Welcome Talent

LinkedIn has launched an initiative called Welcome Talent, which is intended to assist asylum seekers and new arrivals to find internships in Sweden. It contributes to rapid and improved integration, and allows businesses to grow using skills that are in short supply in Sweden. Programmers are the most common profession in Stockholm, and demand is increasing every day. A skills shortage of 60,000 IT professionals is expected by 2020, and the competition for talent is already very intense. Meanwhile, the IT world speaks a universal language, without borders between countries, cultures, genders, social backgrounds, ages or religions.

The greatest benefit that business can offer in integrating newcomers is to welcome them into our companies. This is an important element in being able to address the large flow of refugees. We are taking our responsibility at Cybercom, and we would encourage more companies to do the same – it enriches us and helps us to find new talent.

8 DECENT WORK AND ECONOMIC GROWTH

People Voice

Our regular employee survey, Cybercom People Voice, is an important tool to measure how our workers feel about their employee experience, their employer and their situation.

The 2015 survey shows a high value for employee engagement, of 66% compared with the industry average of 59%. Cybercom's leadership index has increased from 69% to 75% in one year, and is significantly higher than the industry index of 63%.

In total, over 80% of employees took part in this year's survey.

Composition of Cybercom

Board of directors

AGE	NUMBER
<30	0
30–50	7
>50	2

33% FEMALE / 67% MALE

Managers

AGE	NUMBER
<30	1
30–50	75
>50	21

20% FEMALE / 80% MALE

Other employees

AGE	NUMBER
<30	276
30–50	696
>50	149

17% FEMALE / 83% MALE

● MALE ● FEMALE

Average number of training hours

	2013	2014	2015
MALE	30	22	26
FEMALE	14	26	34

● MALE ● FEMALE

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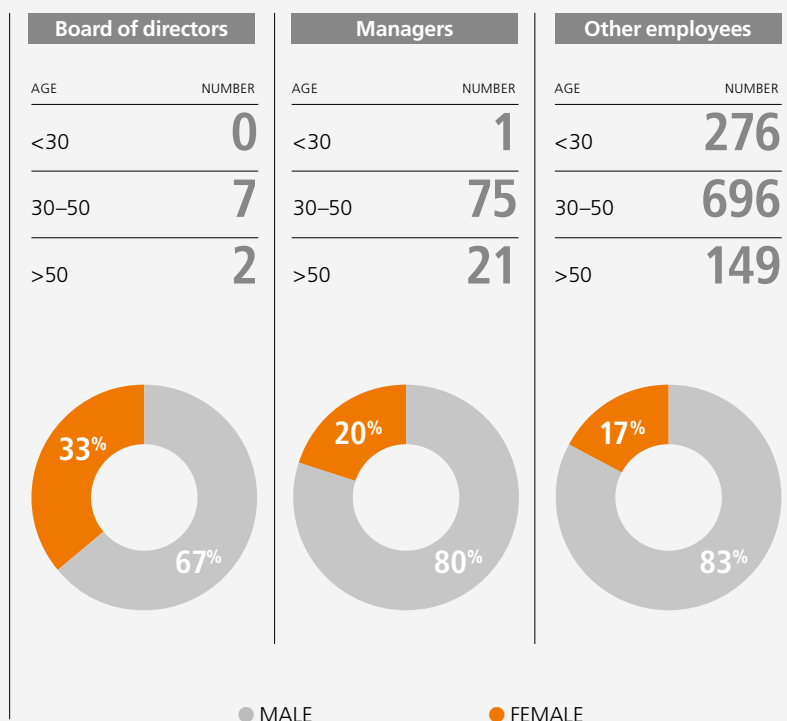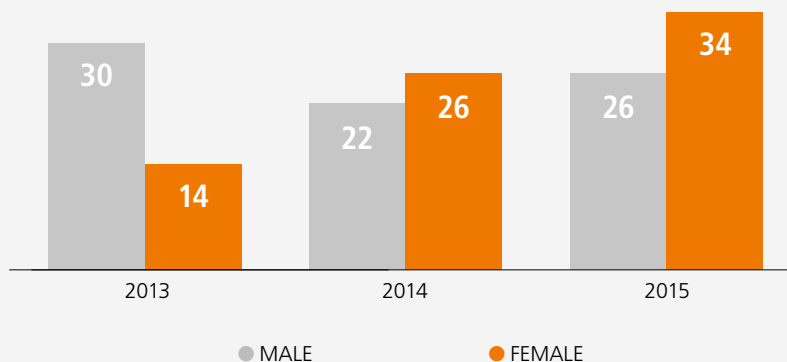
More with less

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

Right now, Mattias Allring is on parental leave. Normally he works as a consultant and business developer at Cybercom in Gothenburg. "One of our key areas of focus is long-term sustainability. As an advisor, I have a great opportunity to make a difference by influencing our clients, and thus their users and customers. We help our clients to create more sustainable solutions by achieving cost savings, lower energy consumption and reduced resource consumption."
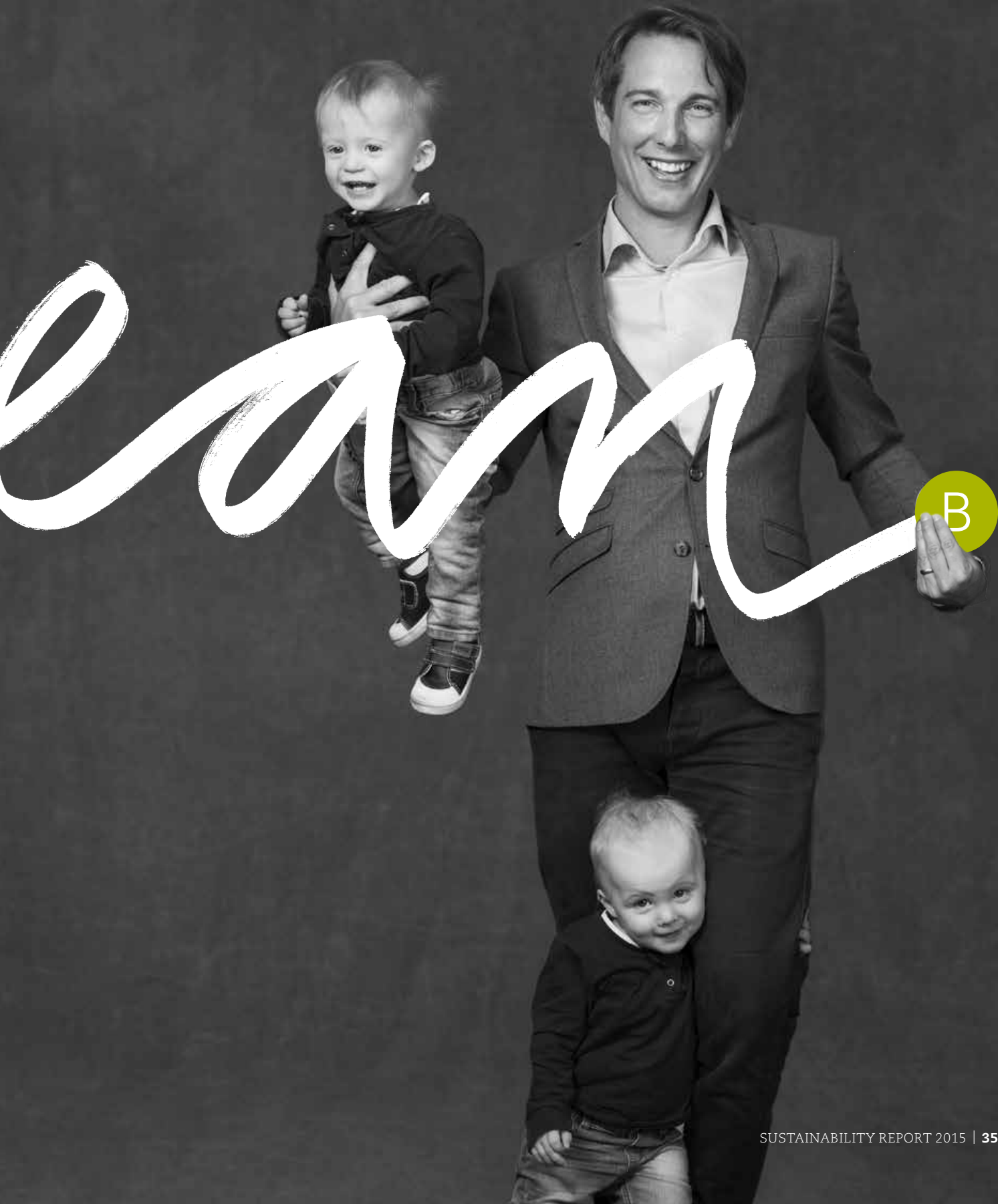
Ethics, security and open borders

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

According to the Human Rights Watch World Report 2015, which describes the risk of human rights violations in different countries, there are risks in the United Arab Emirates (Dubai), including restrictions on free expression and association. The risks in India and Singapore include those related to discrimination based on gender, cast (India) or sexual orientation. We maintain awareness of this as we have a presence in these countries.

Our actions
We make use of the Business Anti-Corruption Portal, developed by a number of European governments and a practical tool to help companies avoid and combat corruption, thereby creating a better business climate. The portal suggests that bribery and corruption are widespread in India, although efforts are being made to combat this. Poland still has a corruption problem among companies, although it is said that the risk levels have decreased in recent years. Events in the Nordic countries have also shown that risks must be constantly highlighted and countered. Transparency is important.

Since Cybercom requires that the organisation be imbued with high ethical standards, our employees must, from 2014, complete an online course on anti-corruption. The training

is based on our code of business ethics and conduct, and includes various possible dilemmas to consider. The training has been completed by 626 employees. The course has received very positive feedback from participants, and there is substantial commitment to the issues. Cybercom has not experienced any cases of corruption or discrimination in 2015.

Cybercom's code of conduct is based on the ten principles of the UN Global Compact on human rights, labour, the environment and anti-corruption. All employees review the code upon recruitment. The code was adapted in 2012 to also apply to suppliers. During the year we continued our efforts to get all our partners and suppliers to sign our code of conduct and to monitor compliance with the code. The company's partner consultants and suppliers receive the code appended to the agreements they sign.

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

We have worked systematically with infor-

mation security for many years. The starting point is our information security policy issued by management, which is reviewed and verified annually. Work on information security is planned, implemented and monitored by a designated security group with clear descriptions of responsibilities and mandates. The security group works with the principle of distributed responsibility. Cybercom Sweden's Chief Security Officer (CSO) has overall responsibility for the planning, implementation and monitoring.

The actual work on information security is then divided into five different areas: overall information security; work related to HR; work related to premises and physical security; work related to IS/IT; and work associated with the various management functions. Our CSO is directly responsible for the work in the two areas of overall information security and the management functions.

Cybercom's efforts to ensure information security are based on our information security guidelines. This work is monitored and evaluated through both internal and external audits.

Client privacy
A connected world makes it possible to gather, exchange, store and otherwise process information and personal data in new and innovative ways, and to a far greater extent than has previously been possible. Cybercom works actively to ensure compliance with the existing regulations for protection of privacy as well as the new, tougher rules that must be complied with by 2018 in accordance with the EU's Data Protection Regulation. This work is conducted both internally and on assignment for clients. Cybercom has not experienced any losses of client data in 2015.

Host company for Swedish Institute

When the Swedish Institute organises management programmes in leadership development, sustainability and corporate responsibility for young and talented African company managers, it chooses Cybercom as its host company. For the second year in a row, business leaders in ICT from Ethiopia, Rwanda and Zambia visited Cybercom in Stockholm to share our knowledge of, and experience in, sustainability issues, electronic identity solutions, eHealth and IT security.

Cybercom in Rwanda

We support the activities of SOS Children's Villages in Rwanda to train teachers in subject knowledge, teaching and computer skills. Cybercom is a knowledge company with international assignments, and as such we want to contribute to knowledge development in a country where we have business projects. Education is the foundation for a child's intellectual, emotional, social and physical development. It is essential for being released from poverty. Cybercom has developed mobile networks for an international operator in Rwanda, and now children use these networks to search for information for their school work.

Borderless knowledge sharing
When CEO Niklas Flyborg and our Sustainability Ambassadors visited SOS Children's Villages in Rwanda during the year, they inspected computer labs and school activities funded by Cybercom. Cybercom's representatives also gave presentations about online security and e-identification at KLab (klab.rw), an innovation zone for engineers and entrepreneurs. Opportunities were discussed with the Swedish embassy surrounding support for the process of digitalisation in the country. Meetings were held with Rwanda Online (rwandaonline.rw) and the director general of the national ID authority. On the agenda were national e-ID solutions. ICT is important for Rwanda's economic development Vision 2020. We also went on a hike to see mountain gorillas in the Volcanoes National Park, led by local guides. The money from the hike goes to preserving endangered gorilla troops.

> **"**
>
> A CONNECTED WORLD STRENGTHENS HUMANS, THE ENVIRONMENT, BUSINESS AND SOCIETY. IT ENHANCES THE EXCHANGE OF KNOWLEDGE AND CREATES DEMOCRACIES IN OUR SOCIETY – AND IN COMMUNITIES DISTANT FROM OURS.

Our sustainability work builds on the UN Global Compact, the 17 Global Goals for Sustainable Development, and our code of business ethics and conduct. Cybercom should act responsibly in all countries and in all contexts in which we operate. Management has defined our responsibility and leads the work. The focus is on sustainable business, engaged employees and a high level of ethics. Alongside their regular assignments, a team of annually selected Sustainability Ambassadors works together with our Head of Communications, Kristina Cato, to extend knowledge about this internally and drive sustainability work operationally in the company's various regions. Associated annual goals and projects are adopted together with leadership in ongoing dialogue.

Environmental efforts

Cybercom's greatest potential lies in developing offerings that can contribute to sustainable development, but of course we also work actively to reduce our own environmental impact.

Air travel accounts for the largest portion of Cybercom's carbon dioxide emissions, and we have therefore had a target to reduce emissions from air travel by at least five percent per sales krona between 2011 and 2015. We are pleased and proud to announce that we achieved our target, after reducing our emissions from air travel by 56% since 2011, mainly through fewer long-haul flights. One reason that we have managed to reduce travel is that we invested in an IT-based communication tool with the aim of replacing non-essential physical meetings with videoconferencing. This has produced good results, and in 2015 more than 57,792 videoconferences were held. Some other examples of measures taken to reduce our environmental impact are:

"

WE STRIVE TO ACHIEVE A POSITIVE ENVIRONMENTAL IMPACT SO THAT OUR SOLUTIONS AND THE DIRECT IMPACT OF ALL OUR OPERATIONS ARE NET POSITIVE.

Rashin Kabodvand
Sustainability Ambassador
and Consultant, Cybercom

- Old IT equipment is sold for reuse or recycling.
- Printers are set to duplex printing, and employees are encouraged to work digitally.
- Waste is sorted at source in our offices.
- We buy renewable electricity in all countries except Poland.

In addition to Cybercom's quality assurance and ISO 9001 certification, we are also working on ISO 14001 environmental certification.

57,792
Number of virtual meetings 2015 (18,172 in 2014)

The focus at the certified offices is to train personnel through a web-based course from Eco Educate. An environmental survey is conducted every year, and forms the basis of the company's environmental efforts. In conjunction with the survey we conduct a test called the Climate Account. The Climate Account is intended to raise people's awareness of their own individual climate impact in their daily lives, and how they can reduce it.
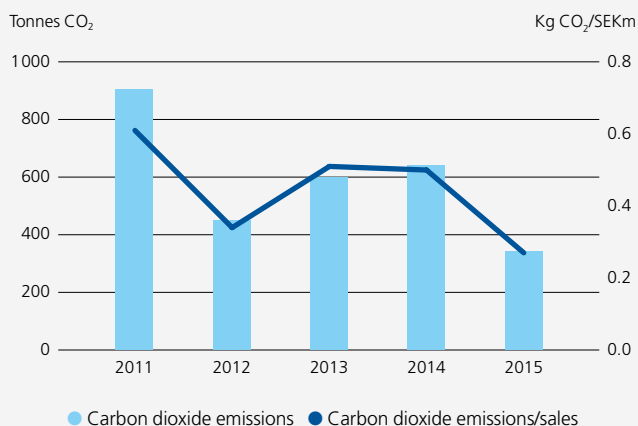
Carbon dioxide emissions from air travel

Tonnes CO_2 / Kg CO_2/SEKm

● Carbon dioxide emissions ● Carbon dioxide emissions/sales

Code of conduct in brief

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

1. Comply with laws and regulations

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

2. Human rights

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

3. Labour law and working conditions

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

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

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

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

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

4. Health and safety

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

5. Environment

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

6. Corruption and other prohibited business practices

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

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

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

8. Properly use company assets and confidential information

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

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

9. Protect our clients' and partners' confidential and patented information

Cybercom requires all employees to sign a confidentiality agreement in accordance with Cybercom's security policy. There are clear rules for the handling of, and access to, material belonging to Cybercom.

10. Take a professional pride in the consultancy role

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

To sum up, Cybercom shall always conduct itself ethically in its dealings with all its stakeholders. Cybercom shall be characterised by professionalism and integrity. Cybercom's code of conduct is available in full at www.cybercom.com.

A

B

Thought approaching action

As the world shrinks, more ideas become reality, technology becomes available and more people are given opportunities.

Tejaswee Shah is a software engineer, and Gabriel Ibanez works as a project manager. Both have joined Cybercom during the past two years. We asked them why they joined the company: "We wanted to become the makers of tomorrow. We have the ambition to use connectivity to build smart solutions that will change the world and decrease the distance between countries, businesses and people."

The right
path forward

JCE Group has been a committed shareholder in Cybercom since 2003, and during that time we have had, and continue to have, a strong long-term belief in Cybercom as a company. As I have expressed previously, our clients say we have tremendously talented employees, and this makes me proud. But if we are to make a difference compared to our competitors, it is important to challenge ourselves to become the company we are aiming for.

We believe it will be easier to achieve our goals in an unlisted environment, and we therefore made an offer for Cybercom in 2015, together with Nicolas Hassbjer, Tequity AB. The offer was accepted by more than 96% of shareholders, and we therefore delisted the company in December. We believe that Cybercom, its management and its employees will be able to develop better and more long-term in an unlisted environment.

JCE Group and Tequity are now active in our ownership role, and we work to support Cybercom and its management in efforts to safeguard the company's future opportunities. As we see it, this is about corporate responsibility – taking long-term responsibility for how we impact our environment. Our values as owners are entrepreneurship, professionalism and dedication. It is important to always act with professionalism; to make decisions while keeping an eye on a resilient horizon and based on respect for the individual and how our decisions affect society and the environment, in the short term and in the future. We are convinced this creates greater economic value for Cybercom, and therefore also for us, our employees and our clients.

Cybercom is a modern and innovative company. Although its operations do not have much direct impact on the environment, we have a unique opportunity to contribute to a more sustainable world through the solutions and innovations we provide to our clients. Connectivity creates great opportunities that you can read about here in our sustainability report, and we realise these opportunities for clients in many parts of the world. In concrete terms, these can be solutions for future autonomous cars, industrial robots that make the working environment safer, digitalisation of government services to make things easier for citizens while achieving efficiency gains, waste management systems in European cities, or developing the best tourism website of the year – Universeum.se.

Cybercom helps its clients to drive business transformation, deliver competitive differentiation, and improve the customer experience. We are involved in developing public services for the connected citizen, secure accessibility for the connected consumer, energy efficient and communicating machines for connected industry, and smart infrastructure solutions for the connected city. This is where Cybercom brings value, and where there is fundamental demand and large market potential.

Our goal is to constantly improve ourselves in order to create profitable growth. Cybercom will become even more client-oriented, agile and focused. The company's assets are its employees, our talented consultants. I am proud of our knowledge base. Together we make a difference.

Hampus Ericsson
CEO and Chairman, JCE Group
Main shareholder and Chairman,
Cybercom Group

CONNECTIVITY CREATES GREAT OPPORTUNITIES, AND WE REALISE THESE IN A CONNECTED WORLD IN ORDER TO CREATE INCREASED LONG-TERM VALUE.

Corporate governance

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

Board of directors
The board's work is conducted based on the requirements of the Swedish Companies Act, the Code and other rules and regulations applicable to the company. The board works according to annually adopted rules of procedure and an annual schedule. The company's CEO and CFO participate in board meetings. Other individuals from the executive team and group employees participate in board meetings to present specific issues as needed.

During the year the board has focused primarily on the company's strategy, business plan and budget, the company's financing, sector trends and the company's transformation to meet these, internal controls and review of large client tenders, and the buy-up bid from JCE Group and Tequity.

The board monitors management performance through monthly reports which include reports of financial results, key performance indicators, development of priority activities and so on. The board has also at several meetings received more detailed information on major change initiatives and various units within the group.

The members of Cybercom's board in 2015 were Hampus Ericsson, Ulrika Dellby, Nicolas Hassbjer, Jan-Erik Karlsson, Katarina Kämpe, Philip Engström, Henrik Lundin, Maria Glatz and Torsten Södergren.

Board work in committees
The board had two committees in 2015: the audit committee and the remuneration committee. The committees' work is governed by the board's rules of procedure. The board committees deal with the issues that fall within their respective area, and submit reports and recommendations that form the basis for the board's decisions. The committees have some decision-making mandate within the framework of the board's directives. Minutes of meetings of the committees are sent to the board. The committees were eliminated in January 2016 following delisting.

CEO and executive team
The board appoints the president. The president and CEO leads the work of the executive team and makes decisions in consultation with the rest of the executive team. On December 31, 2015 the executive team consisted of the president and CEO, the group's CFO, the company's head of communications, head of sales, head of HR, and the heads of the largest regions.

The members of Cybercom's executive team in 2015 were Niklas Flyborg, Ammar Adhami, Kristina Cato, Annika Nordlander, Veli-Matti Nurminen, Conny Karlsson, Marcin Siech, Bo Strömqvist, Johan Wallin, Cecilia Westerholm Beer and Camilla Öberg.

	General meeting Shareholders	
Nomination committee	Board	External auditors
Remuneration committee[2]	CEO and group management	Audit committee[2]
Group functions[1]		Subsidiaries
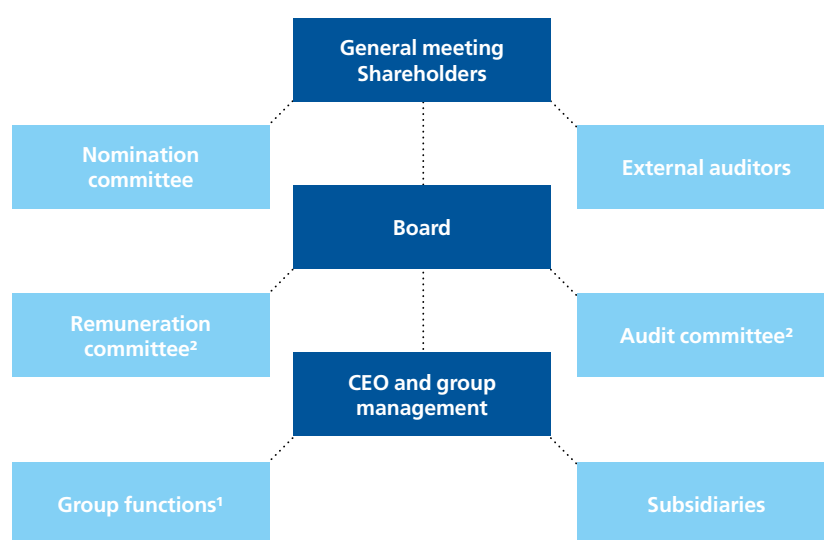
[1]Finance, Legal, Sales, HR, IS/IT, Communications
[2]Eliminated 31 Dec 2015

GRI Information

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

In 2013 and early 2014 we conducted a number of interviews and surveys with employees in Sweden and Finland, with clients from different sectors, with representatives of various shareholders and with union representatives. The aim was to identify the main issues for Cybercom based on the sustainability issues that most affect and are affected by our activities and where we can make the biggest difference.

Cybercom's employees can comment and ask questions to management through the employee survey and through contacts with our sustainability ambassadors. Employees can also discuss and obtain information on health and safety issues or on business-related issues through the health and safety committees or through their immediate manager. See also forums and formats for dialogue in the table below.

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

Material sustainability aspects per GRI G4

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

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

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

External assurance
Our sustainability report has not been subject to external independent assurance. We regularly evaluate the need for external assurance, but have not currently taken any decision to change the existing methodology.

ANTI-CORRUPTION

Percentage trained in anti-corruption	2015
Board	100%
Group management	100%
Other employees	54%

The table shows the percentage of the board, group management and other employees that have received anti-corruption training.

ECONOMICS

SEKk	2015	2014	2013
Generated direct economic value			
Revenues	1,259,598	1,262,887	1,195,135
Distributed direct economic value			
Employee benefits	-782,933	-824,303	-793,840
Other external expenses	-408,590	-345,921	-314,732
Charitable donations	-575	-521	-142
EBITDA	67,500	92,142	86,421
Investment activities	-23,873	-26,373	-26,199
Net finance income/expense	-2,621	-2,490	-6,904
Dividends	0	-9,022	0
Corporation tax paid by country[1]			
Denmark	0	0	-35
El Salvador	0	0	-51
Finland	-925	-3,567	-752
India	-573	-1,637	-774
Italy	-1	0	0
Korea	-809	-123	0
Paraguay	0	0	-440
Poland	-1,755	-472	68
Rwanda	0	-1,350	-1,048
Senegal	0	-4,775	-7,227
Singapore	185	24	-33
Sweden	-1[2]	-319	-160
Taiwan	-121	-94	0
Tanzania	-802	-582	-2,283
Chad	-546	-383	0
Economic value retained	**35,658**	**40,979**	**40,583**

The table shows Cybercom's generated direct economic value, and how this is distributed between different stakeholder groups. In 2015, Cybercom employees have also worked 1,221 hours pro bono on the "Technology for children and young people" project together with Universeum and Hello World!. Read more about this work on page 32.

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

[2] In Sweden, loss carry-forwards from previous years have been used.

> **" PAYING TAX WHERE WE DO BUSINESS IS A GIVEN FOR US, AS IS REPORTING IT. THIS IS ABOUT TRANSPARENCY AND CONTRIBUTING TO SOCIAL AND ECONOMIC DEVELOPMENT IN THE COUNTRIES WHERE WE DO BUSINESS.**

Camilla Öberg
CFO, Cybercom

EMPLOYEES

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

Total number of employees at Cybercom on Dec 31	2015		2014		2013	
	Employees (number)	Percentage female	Employees (number)	Percentage female	Employees (number)	Percentage female
Number of permanent employees	1,200	17%	1,287	17%	1,260	n/a
- Of which full-time	1,200	17%	1,238	16%	1,199	n/a
- Of which part-time	0	0%	52	37%	61	n/a
Number of temporary employees	18	28%	20	15%	7	n/a
Total number of employees	**1,218**	**17%**	**1,307**	**17%**	**1,267**	**16%**

The table shows the number of employees broken down by employment category and gender. For 2015, we have changed the reporting of part-time employees. We previously reported this item as employees who have voluntarily reduced their working hours for temporary periods. From 2015 we report this item as employees with part-time contracts.

Employees by country	2015		2014		2013	
	Employees (number)	Percentage female	Employees (number)	Percentage female	Employees (number)	Percentage female
Sweden	765	18%	825	19%	794	19%
Finland	193	10%	250	11%	244	11%
Poland	209	16%	167	17%	134	13%
India	28	25%	31	29%	48	17%
Singapore	13	8%	19	11%	23	9%
Denmark	10	10%	15	7%	24	13%
Total number of employees	**1,218**	**17%**	**1,307**	**17%**	**1,267**	**16%**

The table shows the number of employees broken down by country and the percentage of female employees.

Composition of the company	2015		2014		2013	
	Employees (number)	Percentage female	Employees (number)	Percentage female	Employees (number)	Percentage female
Board of directors	**9**	**33%**	**9**	**22%**	**9**	**11%**
Under 30	0	0%	0	0%	0	0%
30 - 50	7	43%	7	29%	6	17%
Over 50	2	0%	2	0%	3	0%
Managers	**97**	**20%**	**80**	**29%**	**96**	**25%**
Under 30	1	0%	0	0%	n/a	
30 - 50	75	17%	64	30%	n/a	
Over 50	21	29%	16	25%	n/a	
Other employees	**1,121**	**17%**	**1226**	**16%**	**1,171**	**16%**
Under 30	276	18%	334	19%	n/a	
30 - 50	696	15%	763	14%	n/a	
Over 50	149	21%	129	19%	n/a	

The table shows the composition of the company broken down by staff category and reported by age category and gender.

Staff turnover	2015		2014		2013	
	Employees (number)	Percentage female	Employees (number)	Percentage female	Employees (number)	Percentage female
New recruitment during the year						
Under 30	101	12%	170	16%	n/a	n/a
30 - 50	133	18%	151	20%	n/a	n/a
Over 50	3	0%	11	18%	n/a	n/a
Total number of new recruits	**237**	**15%**	**332**	**18%**	**243**	n/a
Percentage of new recruits	*19%*		*25%*		*19%*	
People who left during the year						
Under 30	65	11%	75	12%	n/a	n/a
30 - 50	228	18%	174	14%	n/a	n/a
Over 50	39	23%	30	23%	n/a	n/a
Total number of departures	**332**	**17%**	**279**	**15%**	**312**	n/a
Percentage who ended employment	*27%*		*21%*		*25%*	

The table shows the number of people who joined and left Cybercom broken down by age and gender.

Collective bargaining agreements	2015	2014	2013
Percentage of employees covered by collective bargaining agreements	77%	80%	81%

The table shows the percentage of employees at Cybercom covered by collective bargaining agreements.

Development reviews	2015	2014	2013
Percentage of employees given development review			
Female	89%	83%	n/a
Male	81%	83%	n/a
All employees	83%	83%	81%

The table shows the number of employees who have completed development reviews during each year. Our aim is that all employees should have at least one formal development review per year. Those who have not completed a review are primarily new employees during the year.

Sick leave	2015	2014	2013
Percentage of sick leave for each country			
Sweden	2.6%	2.3%	1.9%
Finland	1.5%	2.4%	1.7%
Poland	1.6%	1.8%	5.6%
India	2.4%	2.6%	2.1%
Singapore	0.1%	3.0%	4.6%
Denmark	0.0%	0.1%	0.1%
Average Cybercom	2.2%	2.4%	2.0%

The table shows sick leave as a percentage broken down by country. In 2015 no work-related injuries or accidents were reported.

Training hours	2015	2014	2013
Female	34	26	14
Male	26	22	30
All employees	27	22	27

The table shows the average number of training hours broken down by gender.

ENVIRONMENT
Energy

We annually review the electricity consumption at our offices and in our own data centres. Cybercom buys renewable electricity in all countries in which we operate, except Poland. To convert energy from MWh to GJ, use the conversion factor of 3.6.

Electricity consumption	2015	2014	2013
Electricity (kWh)	2,229,593	2,610,366	2,436,669
Electricity intensity (kWh/SEKm)	1,770	2,067	2,039

The table shows electricity consumption of offices and data centres, and electricity intensity.

Greenhouse gas emissions

We measure and annually monitor our greenhouse gas emissions from employee air travel. We have a target for our greenhouse gas emissions from air travel related to the metric of greenhouse gas emissions per unit of sales. The base year for the target is 2011 and the target extends until 2015.

Greenhouse gas emissions are reported directly by our travel agents in each country. For our operations in Singapore, greenhouse gas emissions are calculated based on distance travelled, reported to us by a travel agent. We do not make our own conversions from other greenhouse gases to CO_2 and therefore have no overall value for global warming potential (GWP). We do not use a radiative forcing index (RFI) for emissions from air travel.

Carbon dioxide emissions	2015	2014	2013	2012	2011
Carbon dioxide emissions from air travel (tonnes of CO_2)	343	640	599	451	903
Carbon dioxide emissions in relation to sales (tonnes of CO_2/SEKm)	0.27	0.5	0.51	0.34	0.61

The table shows greenhouse gas emissions from air travel and greenhouse gas emissions in relation to sales.

GRI Index

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

General standard disclosures		Pages/remarks	Global Compact Principle
G4-1	Statement from the CEO about the organisation's strategy for addressing sustainability	P 4-5	
G4-3	The name of the organisation	P 0	
G4-4	Primary brands, products, and services	P 26-27	
G4-5	Location of the organisation's headquarters	Stockholm	
G4-6	Countries where the organisation has significant operations	P 7	
G4-7	Nature of ownership and legal form	P 50	
G4-8	Markets served	P 24-27	
G4-9	Scale of the organisation	P 7, 11, 45	
G4-10	Total number of employees	P 46	
G4-11	Percentage of total employees covered by collective bargaining agreements	P 47	Principle 3
G4-12	Organisation's supply chain	P 22-25	
G4-13	Significant changes during the reporting period	P 5	
G4-14	Whether the precautionary approach is addressed	P 39	Principle 7
G4-15	Externally developed initiatives to which the organisation subscribes	P 0-1, 2-3, 4, 38-39	
G4-16	Memberships of associations	P 32	
G4-17	Entities included in the consolidated financial statements	P 0	
G4-18	Process for defining the report content	P 10, 44-45	
G4-19	Material aspects identified	P 10, 45	
G4-20	Limitation regarding the aspect boundary within the organisation	P 0	
G4-21	Limitation regarding the aspect boundary outside the organisation	P 0	
G4-22	Effect of restatements of information provided in previous reports	-	
G4-23	Significant changes from previous reporting periods	P 46	
G4-24	Stakeholder groups engaged by the organisation	P 44	
G4-25	Basis for identification and selection of stakeholders	P 44	
G4-26	Approach to stakeholder engagement	P 44	
G4-27	Key topics raised through stakeholder engagement, and how the organisation has responded	P 44	
G4-28	Reporting period	P 0	
G4-29	Date of most recent previous report	Spring 2015	
G4-30	Reporting cycle	P 0	
G4-31	Contact point for questions regarding the report	P 49	
G4-32	In accordance option & GRI content index	P 0, 48-49	
G4-33	External assurance	p 45	
G4-34	Governance structure of the organisation	P 43	
G4-56	Organisation's values codes of conduct etc	P 39	Principle 10

General standard disclosures		Pages	Global Compact Principle
DMA	Economic performance	P 4-5, 11	
G4-EC1	Direct economic value generated and distributed	P 45	
DMA	Employment	P 11, 30-31	
G4-LA1	Employee turnover	P 47	
DMA	Occupational health & safety	P 11, 30-31	
G4-LA6	Absenteeism & work-related injury	P 47	
DMA	Training & education	P 11, 30-31	
G4-LA9	Employee training	P 33, 47	
G4-LA11	Development reviews	P 47	
DMA	Diversity and equal opportunity	P 11, 30-31	Principle 6
G4-LA12	Composition of organisation	P 46	
DMA	Non-discrimination	P 36-37	Principles 1, 2, 4, 5 & 6
G4-HR3	Number of incidents of discrimination	P 36	
DMA	Anti-corruption	P 36-37	Principle 10
G4-SO5	Confirmed incidents of corruption	P 36	
DMA	Customer privacy	P 36-37	Principle 1
G4-PR8	Number of losses of customer data	P 36	
DMA	Energy	P 11, 38	Principle 8
G4-EN3	Energy consumption within the organisation	P 47	
G4-EN5	Energy intensity	P 47	
DMA	Emissions	P 11, 38	Principle 8
G4-EN17	Other indirect greenhouse gas emissions	P 47	
G4-EN18	Greenhouse gas emissions intensity	P 47	
DMA	Products & services	P 1, 4-5, 11	Principle 9
G4-EN27	Mitigation of environmental impacts of products and services	P 9, 11, 14-21, 26-29	
DMA	Product and service labelling	P 7, 11	
G4-PR5	Results of surveys measuring customer satisfaction	P 6	

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

Cybercom Group AB was acquired in December 2015 by Cybercom Holding AB (owner of 96.6% of all shares and votes on 31 December 2015). Consolidated financial statements for Cybercom Group have therefore not been prepared, since this is included in the consolidated accounts for Cybercom Holding. In order to provide a fair picture of the operations in this report, all information for the full-year relates to the Cybercom Group group of companies, while information related to the balance sheet in this report refers to Cybercom Holding AB's consolidated financial statement.

Cybercom is an innovative IT consulting company, founded in Sweden in 1995. We enable companies, organisations and government agencies to benefit from the opportunities of the connected world and to enhance their competitiveness.

Cybercom is today a privately owned company. In the years 1999–2015, Cybercom was listed on the Stockholm stock exchange. The company was delisted after the main shareholder, JCE Group AB, and Tequity AB made an offer that was accepted by over 90% of shareholders.

We have more than 1,200 co-workers in seven countries. Each individual employee is a win for us. It is our employees who drive forward Cybercom's development. Our consultants, and the solutions we create, take us all the way from Östersund to the Caribbean islands, via the UN Global Compact, driverless cars, national electronic identification, connected sewing machines and elevators. The company's areas of expertise span the entire eco-system of communications services.

Cybercom's domestic market is the Nordic region, and in addition the company offers global delivery capacity for local and international business.

Find out more at www.cybercom.com

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