GOFORE

Positive Impact

Corporate Responsibility Report 2019

Contents

Our 2019 reporting consists of the following publications:

Annual Report 2019

Corporate Responsibility Report 2019

The reports have been published in Finnish and English. They are available in PDF format at **www.gofore.com**.

Gofore **in brief**

Gofore is a growing digitalisation consultancy with plans for international growth. The company started operations in 2002. Our mission is to change the world for better through our work in digital transformation and improving work cultures.

For digital transformation and achieving success, we offer:

- Business design and transformation consulting
- Digital services design, build and development
- Maintenance and support partnership

We serve both the public and private sectors, and our clients include both Finnish and global organisations. Together with our clients, we are solving major societal challenges.

Society

Together with our clients, we are building a human-oriented society that is able to make the most of technology. Our public sector clients operate in the fields of education, health and well-being, government, municipalities and regional administration, and transport.

Industry

We increase our clients' productivity by creating new business, leveraging analytics in decision-making, and enhancing automation. Our clients in the industry sector operate in the fields of manufacturing, energy, transportation, shipping, agriculture and logistics.

Business

We help companies take advantage of the new business opportunities offered by the changing operating environment and we guide them to profitable and sustainable business. We are the brightest forerunner for digital change. Our clients are companies in the finance, insurance, services, trade, media and telecommunications industries.

Our values
We are a good workplace for everyone.

We thrive on customer success.

Net sales EUR **64.1** million (2019)

About **600** employees
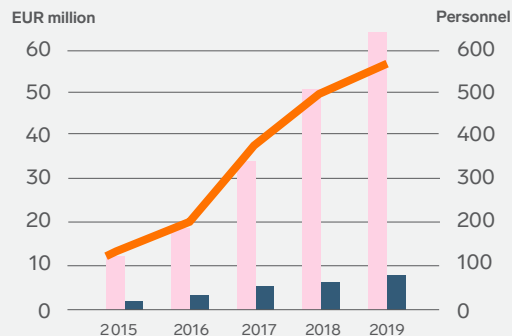
EBITA EUR **8.0** million (2019)

Operations in **9** offices, four countries

Over **350** clients

Growth of business 2019

- Net sales, EUR, million (reported)
- Operating profit before amortisation of goodwill (EBITA), EUR, million (reported)
- Personnel

EUR million / Personnel

Locations

HELSINKI, Finland	MUNICH, Germany
JYVÄSKYLÄ, Finland	BRUNSWICK, Germany
TAMPERE, Finland	TALLINN , Estonia
TURKU, Finland	MADRID, Spain

Introduction **to responsibility**

The world is and has always been in a state of constant change that can't be stopped. This is why it is important for humanity to steer change for the better. Gofore is committed to helping its clients utilise the latest technology in their solutions, services and practices to promote openness, democracy, accessibility and people's happiness. Gofore CEO Mikael Nylund and Chief Sustainability Officer Kristiina Härkönen tell us how that role is being handled at Gofore and what goals have been set for corporate responsibility.

Corporate responsibility and sustainable development are increasingly emerging in public and private debate. How important is corporate responsibility to Gofore?

Mikael: The essence of our existence is that everything we do has a positive impact. The solutions we provide to our clients help them to work towards sustainable development. Technology and the advancement of digitalisation are constantly creating new opportunities for us to change the way we live, work, make decisions and act. It is important for us to play our part in steering this change in the right direction and creating positive value for all our stakeholders. Responsibility creates new opportunities for us.

Kristiina: Gofore's biggest influence is really in client work, because the footprint of our own operations is not very big. Our handprint, that is, our overall positive impact, is clearly greater. Nonetheless, we are constantly developing our operations to increase our positive and reduce our negative impact.

How is work on corporate responsibility visible in Gofore's operations today?

Mikael: Service providers in the industry have not emphasised responsibility before, but now the situation is changing. As tech-

nology becomes visible in all walks of life, questions also arise about how technology can be applied in a sustainable manner. Companies in our sector have the opportunity, and also the responsibility, to make visible the social and environmental impact of using technology.

Kristiina: Systematic development also contributes to the competitiveness of our offering. Now that IT solutions are a part of everyday life for every person, their functionality and security are increasingly important. For example, user-centricity, information security, and cyber security requirements are strongly emerging in our industry.

How are megatrends visible in your strategy?

Kristiina: All major megatrends are reflected in the needs of our clients, and many trends together reinforce similar kind of development. At present, the biggest global challenge is climate change. We strive to counter this by using technology in our client projects, but also by reducing the climate impact of our operations.

Kristiina Härkönen
Chief Sustainability Officer, Gofore

"
Responsibility creates new opportunities for us.

Mikael: The use of new technologies will be one of the major solutions in the fight against climate change. It is evident that technology brings solutions to the growing environmental burden of mobility and logistics. As the population ages, the role of digital solutions in improving our well-being will grow rapidly. The potential in different areas of life is enormous.

Kristiina: Secondly, and as an example, I would raise the circular economy, which also plays an important role in solving the climate challenge. The circular economy can be boosted by technological solutions and the potential is considerable as for many industries the work has just begun.

What are the most significant corporate responsibility aspects in Gofore's operations?

Kristiina: Our responsibility themes stem from the United Nation's Sustainable Development Goals. In a nutshell, they address responsibility as an employer, as a part of society and as a partner for clients, in developing effective and innovative solutions that support sustainable development goals.

Mikael: Our role as an employer is important to us. In our industry there is fierce competition for talent, and well-being at work is only emphasised in knowledge-intensive work. The demands in information work, on the other hand, are also reflected in increased fatigue and even mental health problems in society. We work to provide our employees with tools and support to improve their mental well-being.

Mention some achievements related to the work on responsibility that you are proud of?

Kristiina: Gofore's job satisfaction is very good. In 2017, we took part in the Great Place to Work survey and won the award for the best workplace in Finland, and finished second at the European level. Since then, we have measured employee satisfaction through two surveys, the Siqni survey and the Net Promoter Score. Results from both surveys show that Gofore is a good workplace.

Mikael: I would like to highlight our client relationship. Clients are long-term partners for us and we develop the right solutions for them through dialogue. Gofore's work in designing digital societies is becoming more and more visible as many new solutions impact people's everyday lives. We are also proud of the results of our customer satisfaction survey, which were well above the industry average.

What are targets for 2020?

Mikael: Our goal is to strengthen the positive handprint of our operations through impactful client projects. We want to develop our own expertise through which we support our clients' sustainable development goals.

Kristiina: We will also make our operations more environmentally friendly. Our goal is to certify all our offices in Finland with WWF Green Office certification. We are developing our environmental guidelines and considering measures to help reduce our carbon footprint.

> ❞
> The essence of our existence is that everything we do has a positive impact.

Mikael Nylund
CEO, Gofore

5

Megatrends **guide development**

Gofore helps its clients adapt to the changing world. This change is strongly guided by technological development, which offers solutions to major challenges, but also often poses challenges. In terms of sustainability, the ways in which technology is used are essential in our field, as are the purposes for which technology is used.

The circular economy is an example of a societal change that calls for technological development. Solutions based on the circular economy require massive amounts of data, which must be produced, processed and stored throughout the life cycle of the product or material. Data must be available to all operators participating in recycling materials. In many fields, these solutions are still in their infancy. We believe that Gofore and other special experts in digitalisation have a great deal to contribute to the development of solutions in cooperation with experts in various fields.

Mitigating climate change also requires the multifaceted use of data. Data is needed for measurements, calculations and scenario assessments. In addition, many solutions to mitigate or adapt to climate change, such as decentralised energy production, are impossible without advanced digital solutions.

Artificial intelligence is a technology that can be applied in practically limitless ways. So far, only a fraction of these opportunities have been seized. Here at Gofore, we see various applications for artificial intelligence that are related to sustainable development in different fields, from smarter cities to more efficient food production, waste reduction and even international peacekeeping operations. These are mainly dependent on operators' willingness to seize opportunities in various fields and on our ability as experts in digitalisation to understand possible solutions and present our ideas to clients in a feasible way.

On the other hand, the increasing use of data and artificial intelligence has created significant challenges that have reduced people's trust in technology companies and have caused legitimate concern about data protection. We believe that there is demand in this area for responsible operators that have the courage and ability to address issues related to the ethical use of data. We must be able to offer solutions that — through the anonymisation and further processing of data, for example — make it possible to use large amounts of data in a way that ensures privacy and data protection.

We believe that sustainable development goals are an opportunity for a company like Gofore. Sustainable development goals are international megatrends that pose challenges, and governments are committed to resolving these challenges through cooperation. If we want to build a better world or even keep the world we have now, we must work towards these goals. There will be an increasing number of significant opportunities for companies that begin to improve their sustainable development competence in good time and are able to help clients reach these important goals.

Responsibility is at the **heart of Gofore's activities**

Sustainable growth and profitability lay the foundation for Gofore to digitise society and make a positive impact through its operations. We work to be a prime example of a company that combines successful business with comprehensive sustainability in its operations. **Anna Hyrske**, Head of Responsible Investment at employment pension company Ilmarinen, talks about why sustainability makes sense, and how Gofore can further develop itself as a responsible investment.

On the global scale, Finnish companies operate highly responsibly, and their reporting is comprehensive. How can responsible business activities increase profitability?

"Responsibility is a core part of good portfolio management, because it promotes the profitability and security of investment activities. Instead of asking how companies can benefit from responsibility, we should ask how overlooking responsibility in company strategy and resourcing can negatively affect the corporate economy. The consideration of ESG* issues is key for risk management and the identification of new business opportunities. A company that does not report or otherwise reveal its weaker performances comes across as indifferent to its stakeholders' expectations and values."

In promoting responsible business operations, it is key for companies to understand that corporate responsibility can and must be developed continuously. Are there any specific areas where Finnish companies have room for improvement?

"International analysts may perceive Finnish companies' human rights policies as lacking, as we often neglect to state things that

are obvious to us. For example, Finnish companies observe statutory breaks and holidays, we have an exceptional employment pension system, and there is no child labour. We should further highlight the good practices resulting from strong Finnish and EU legislation. In general, Finnish companies could adopt a more proactive approach to responsibility communication."

The relevant areas of corporate responsibility may vary greatly even within a single industry, and must therefore be defined individually by each operator. What factors should an investor take into account concerning Gofore's activities?

"Gofore's responsibility as an employer is crucial for investors. In practice, this means that Gofore's employees enjoy their work and want to continue working at Gofore, and that Gofore is able to recruit new talent. In terms of environmental responsibility, the most relevant questions relate to energy consumption in Gofore's facilities and to work-related travel. Gofore has managed to successfully identify the areas most relevant to its operation."

Compiling a responsibility report speaks to a company's willingness to incorporate modern data in its reporting. How should Gofore continue to develop its corporate responsibility in the future?

"There can never be too many stakeholder interviews, analyses and discussions. Responsibility requires constant development, and it is desirable for reporting to reflect forward-thinking ideas and plans. A company must demonstrate that it has assessed the impacts of its activities and has planned actions to promote its corporate responsibility. It is great that Gofore chooses to communicate openly and beyond the scope required of it by accounting legislation."

* Environmental, Social and Governance issues

Anna Hyrske
Head of Responsible Investment, Ilmarinen

Sustainability at Gofore: **sustainability management and focus areas**

Sustainability is part of all management and operations at Gofore. The company launched its Sustainable Gofore programme in 2019. Through the programme, we are investing in further development of sustainability and responsibility. Our goal is to become the leader in sustainable development in our field.

Matters related to sustainability are discussed by the Executive Team, and the Board of Directors makes any major decisions concerning sustainability. Since August 2019, a Chief Sustainability Officer (CSO) has been responsible for sustainability on the Executive Team. The CSO coordinates development measures related to sustainable development and monitors the achievement of goals.

You can read more about our WWF Green Office certificate, sustainable supply chains and anti-corruption goals on **page 16.**

Ethical foundation

We foster a holistic view of being a human
We understand that work is part of a meaningful and holistic life. Work should support and nurture personal and professional growth.

We see our organisation as a community of human beings, not as a machine
We respect people, both Goforeans and everyone we encounter in our work, as individuals. We also understand that we must carry our responsibility as part of the community.

Gofore is essentially a part of society and we must care about it
We understand that business and society are intertwined and that by supporting a functioning society we are also building our own success.

We are not allowed to strain the environment any more than is needed
We are responsible for preserving our environment for future generations.

Guidelines and policies
All our operations are guided by the laws of Finland, the UN Universal Declaration of Human Rights and the conventions of the International Labour Organization (ILO). In addition, the compa-

The company launched its Sustainable Gofore programme in 2019.

ny has its own **insider guidelines**. The following guidelines are in place for HR:

- Working capacity management, monitoring and early support
- Substance abuse prevention programme
- Zero tolerance for inappropriate and disturbing treatment in the workplace
- Office-specific rescue plans

Code of Ethics
In the autumn of 2019, we began the process of developing our Code of Ethics, which meant defining our ethical principles and using them to formulate it as a Code of Conduct that all the people working at Gofore should follow. We developed these principles and guidelines through shared workshops and questionnaires. We believe that committing all personnel to common principles is only possible by engaging as wide a range of views and opinions as possible in the development process.

In February 2020, the Code of Ethics was approved by Gofore's Board of Directors, and it will be published on our website in March. We will also publish a printed version of the Code of Ethics, which will be distributed to all our new employees as part of their induction. Our aim is that it can be used continuously in daily practical situations.

CASE

CODE OF ETHICS – THE RESULT OF INTERACTIVE AND PARTICIPATORY DISCUSSIONS

During our Code of Ethics process in the autumn of 2019, we organised two workshops, both of which had around ten to twenty participants. The process was led by a core group consisting of Gofore's Chief Sustainability Officer, a facilitator, a copywriter and three persons in charge of different areas of responsibility: society; environment; and economy. We also invited other persons working at Gofore representing different business perspectives and themes, many of whom being also well-known influencers within the company. As part of the process, we conducted two extensive questionnaires with our personnel, and the feedback received from them was mainly positive.

"It is clear that there was a real need for such a process. As we've grown quickly, it has been important to ensure that we can maintain our good work culture", says Gofore's Chief Sustainability Officer **Kristiina Härkönen**, who led the development process.

Our Code of Ethics was created through enthusiastic discussions and in a very good spirit. The key themes in the workshops were maintaining and developing Gofore's work culture, equality and diversity, and self-direction. There was also a lot of discussion about environmental issues and responsible business operations in client projects.

"In the workshops, it was wonderful to see that, despite possible disagreements, people discussed issues considerately and respectfully and were thus able to find, often quite quickly, a common ethical ground that everyone could share. This shows that Gofore already had its own ethical operating method, and that we only needed to write it down", says one of the members of the Code of Ethics development group, Gofore's Head of Services business area, **Timo Bruns**.

Kristiina Härkönen
Chief Sustainability Officer
Gofore

Timo Bruns
Head of Business, Services
Gofore

9

Materiality assessment: in line with the sustainable development goals

Sustainability work at Gofore is founded on the Post-2015 Development Agenda created by the UN in 2015. Based on the agenda, we have determined materiality topics by identifying key social, ecological and economic development challenges that concern our operations. As we work broadly in various fields and with different types of clients, our work supports various goals very extensively. The goals described below are the ones to which we believe we can contribute most based on our special expertise.

The materiality assessment was based on two workshops to determine our stakeholders and their key sustainability goals.

WE HAVE IDENTIFIED OUR MOST IMPORTANT RESPONSIBILITY THEMES

- **Handprint through our clients**
- **Responsibility as an employer**
- **Ethical and environmentally sound work**
- **Good corporate citizenship**

8 DECENT WORK AND ECONOMIC GROWTH

Increasing economic growth and productivity through technological innovations

Acting as a responsible employer and taking care of the responsibility for our own production chain

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Improving the energy and material efficiency of industrial processes through digital innovation

11 SUSTAINABLE CITIES AND COMMUNITIES

Projects that enhance urban development and democracy

Projects to improve the efficiency of regional government

Projects that improve road safety and public transport

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Improve clients' energy and material efficiency through digitalisation

Developing digitalisation to support the transition to a circular economy

Reduction and recycling of own waste

13 CLIMATE ACTION

Continuous reduction of our carbon footprint

Reducing clients' carbon footprint through digitalisation

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Financial responsibility (avoidance of tax evasion and corruption in all its forms)

Projects that increase the transparency and efficiency of the public sector

Development of data protection, ethics of data and AI

Sustainability at Gofore: **stakeholder analysis**

Our sustainability assessment is partly based on stakeholder analysis. Gofore's most important stakeholders and their expectations are presented in the table below.

Stakeholder group	Expectations	Examples of Gofore's interaction with the stakeholder group	Assessment
Clients	• Understanding clients' needs • Sustainable and eco-efficient operations • Reliability and integrity • Ability to support clients in responsible operations and help them make their operations more sustainable • Highly motivated, innovative and reliable experts	• Client projects • Sales situations • Client communication and marketing	• Customer satisfaction surveys (Net Promoter Score) • Purchasing development, client-/sector-specific sales development • Nature of client agreements (scope and duration)
Investors, analysts and other representatives of the capital markets	• Return on investment, profitable and sustainable business operations with a long-term focus • Reliable, accurate and up-to-date information • Integrity and transparency • Profitable growth and stable business operations • Innovative operations and the ability to respond to significant and current challenges (sustainable development goals) • Risk identification and management • Sustainability management and processes	• Investor events and meetings • Publications, press releases and stock exchange releases • Results releases • Annual General Meeting • Investor information on the website	• Number of shareholders and ownership structure • Number of shares traded • Annual earnings per share • Ranking in ESG and sector comparisons
Employees	• In line with job requirements, a fair and equal salary for everyone in all countries, as well as good fringe benefits and comprehensive occupational healthcare services • An equal workplace community, zero tolerance for harassment, a good balance between work and life • Compliance with labour rights • Inclusion, diversity and equality • Meaningful work and development opportunities • Reliable management, transparency and fairness • Ethical and sustainable operations, environmental considerations • Safe and stable jobs, job security	• Employee participation in operational development • Continuous training, management and competence development • Occupational health and safety • Open and active internal communication	• Employee satisfaction surveys • Appeal as an employer • Leadership assessments • Referral index
Media	• Expert opinions and statements, active interaction between executive experts and representatives of the media • Reliable, accurate and up-to-date information	• Publications, press releases and stock exchange releases • Website and social media channel content • Media meetings	• Media monitoring
Society and the authorities	• Open interaction • General responsibility • Local well-being, compliance with laws and regulations, responsible business operations • Taxes	• Statutory disclosures and reporting	
Universities and educational institutions	• Work experience • Research cooperation	• Internships • Research projects • Student visits • Lectures and seminars	• Employer image surveys
Partners and subcontractors	• An effective network that supports all parties' business and competence growth and development	• Joint client projects • Networks and events	• Subcontractor satisfaction survey
Competitors	• Cooperation in areas of mutual interest • Fair and transparent competition	• Multi-supplier projects • Participation in same tendering processes • Networks and events in the field	

Handprint **through our clients**

In terms of sustainability, our business operations are somewhat different from those of many companies that regularly provide corporate responsibility reports. Our products and services are mainly immaterial, and our operations are largely local. Our supply chains are short, local and relatively easy to manage. This is why our ecological footprint is relatively small on many indicators.

In our view, the sustainability impacts of our business operations largely arise from our work for our clients. We have an opportunity to significantly promote sustainable development goals in society by providing our clients in various sectors with new technological innovations and ways of thinking that support sustainable development and by provoking discussion.

Our services promote sustainable development

We believe that Gofore will have an increasingly significant role in making use of opportunities created by technological development and implementing sustainable innovations in various sectors.

Our data-oriented solutions in particular will offer interesting opportunities to promote sustainable development. The transition to the circular economy and many solutions intended to combat climate change, for example, require the collection, combination, further processing, storage and presentation of data in various formats. Social goals, such as promoting democracy and peace, can be supported by improving transparency and data availability. On the other hand, this calls for new technological solutions that enable the limitation of data applications and the monitoring of data use, which improves data protection.

Solutions based on artificial intelligence can be used to automate work that was previously managed by people, which improves productivity. Reducing routine tasks makes work feel more meaningful. At the same time, human resources can be better targeted at tasks that continue to require people and a human-centric approach, such as client service, planning, innovation, caring and nursing. Artificial intelligence also makes it possible to understand highly complex systems and assess various scenarios, which improves decision-making quality and makes it easier to predict the impacts of changes. In addition, it will be possible to target services more accurately based on people's needs.

In planning and service design, there is growing demand for experts who can consider the impacts of the solution on sustainable development at the early stages of planning.

Perceived sustainability is important

It's particularly important for Gofore to understand how the challenges and opportunities created by sustainable development can be addressed through digitalisation. Our goal is to continuously increase the proportion of such projects of our net sales that enable us to further develop our experts' competence and implement our mission.

> Our data-oriented solutions in particular will offer interesting opportunities to promote sustainable development.

In 2020, we will develop a survey to study our employees' experiences of the impacts of our work on society and the environment. As part of a brand study, we will also conduct a survey to study Gofore's perceived sustainability among our current and potential clients.

Customer satisfaction

In 2019, we conducted a customer satisfaction survey in line with the Net Promoter Score model. Our score was 50, while the benchmark reported by Innolink for the B2B sector was 32. Our score was significantly higher than the average, and we fared particularly well in service commitment, friendliness, expertise and effortless cooperation.

CASE

NEW TECHNOLOGIES AND SERVICES TO COMBAT CLIMATE CHANGE

Gofore has cooperated closely with the electric vehicle charging company Virta since 2016. In addition to offering a cloud-based charging service, Virta provides charging point owners with various services, such as pricing, user statistics and other reports, and interruption notifications. Its services help consumers find charging points and pay for charging their vehicles. In practice, Gofore's cooperation with Virta focuses on software development.

"Gofore has provided experienced software developers to supplement our own expertise. They have designed our software architecture, developed mobile and web-based applications and offered development ideas, to name just a few examples. The co-operation is meaningful for both parties: as well as developing an entirely new type of technology globally, we are combating climate change together," says Jussi Ahtikari, Chief Technology Officer at Virta.

Jussi's responsibilities include coordinating new projects and the development of new technologies, for example. Transport is one of the most significant sources of emissions, and Virta firmly believes in the role of electric cars in combating climate change.

"The benefits of electric vehicles are known, but the small number of charging points is often an obstacle to using electric cars. The purpose of our operations is to ensure that when, for example, an energy company, hotel or housing cooperative wants to offer an opportunity to charge electric cars, they can purchase charging equipment from any manufacturer and combine it with our service. We work to make charging electric cars as easy as possible, and Gofore has been a great help," Jussi says.

Jussi Ahtikari
Chief Technology Officer
Virta

CASE

KEHA CENTER'S TYÖMARKKINATORI PROJECT AS A GOFORE SKILL SHOW

Technological advances shape our operating environment almost daily, while providing tremendous opportunities for business development. Gofore, together with the KEHA Center, has implemented the Työmarkkinatori, a reform of employment services that began already during Juha Sipilä's government. Its purpose is to build a client and context-based service where all the actors of labour market can meet. After outlining the goals and the overall architecture, Gofore's work has expanded into implementation itself: service design, graphic and user interface design, and agile project implementation.

"The potential of technology and digitalisation has been raised since the beginning of the project. Along the way, new technologies and the demands of development have been included in our proposal. The project has been most rewarding in its national significance", says **Jaana Majakangas**, Technical Project Manager at Gofore.

The service is very visible as it is intended for all Finns. The project focused on issues related to myData and authority data and where their boundaries go. The distinction must be made visible to users of the service in particular.

"So far, no real ethical questions have been raised regarding the use of data. Gofore's mission is to highlight the reasons why data is being collected, while questions about the data being collected have been the client's responsibility", says Jaana.

Jaana Majakangas
Technical Project Manager
Gofore

Responsibility **as an employer**

Our employees are our most important resource, and we work to be the best possible employer and workplace for them. It's important for our success that we can attract and keep the most talented and promising employees in a field where the competition for employees is constantly tight.

In our view, key factors that improve the workplace culture include self-direction, low hierarchies and transparency. We believe that each employee is the best expert when it comes to their work, and that the best results can be achieved when people are able to make decisions concerning their work as independently as possible. We have strongly invested in internal information management and the development of the digital systems used by our employees. We encourage our employees to become shareholders in our company. This improves motivation and commitment. In 2019, 56,53% of our employees held shares in our company.

Employee comfort and Gofore's appeal as an employer
Over the years, we have measured employee comfort through various surveys, and the results have always been excellent. For example, we were Finland's best and Europe's second-best workplace in the Great Place to Work® survey in 2017. In 2019, we conducted two surveys to study employee satisfaction: Siqni and Net Promoter Score.

In the Siqni survey, our employees' overall level of job satisfaction was excellent: 80 (on a scale of 1–100). Of the respondents, 75% felt that Gofore was the best workplace of their career. Our eNPS score in the Siqni survey was 46 (on a scale from -100 to 100, with 20 being regarded as a good result).

Of our employees, 70% responded to the survey (348 respondents).

The Employee Net Promoter Score measures how good a workplace Gofore is perceived to be and how attractive we are
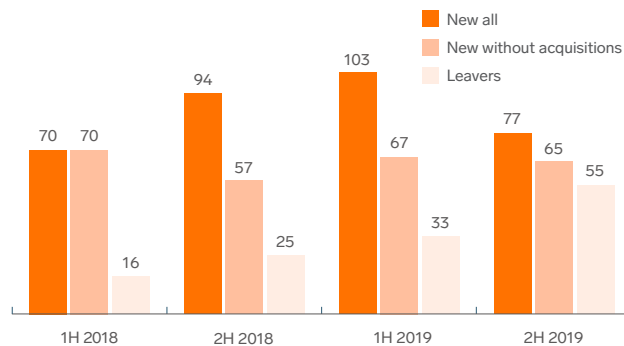
considered to be as an employer. In the autumn of 2019, our company-level result was 42, which is generally considered to be a good result.

Gofore monitors the development of job satisfaction regularly using methods that are relevant at the time. In 2020, our goal is to select a suitable job satisfaction survey template for our organisation that will enable us to collect comparable data each year and further develop our model for measuring well-being at work.
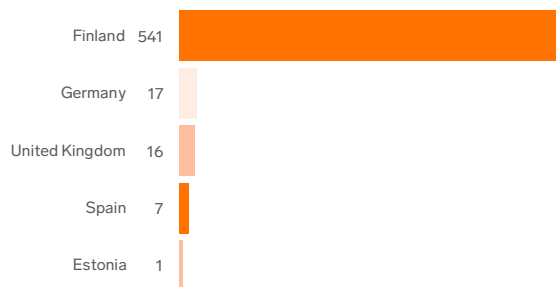
Technological development through the capability model and personal competence development
Our strategy calls for renewal and leadership in development. We must ensure that we are among the first companies to adopt new capabilities when training or literature is not yet available. This is why we encourage our employees to learn independently
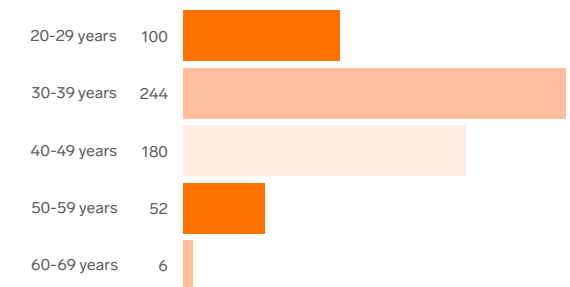
Employee turnover 2018-2019

Employees by country 2019

Employees by age groups 2019

and study in small groups. We also encourage our employees to organise internal low-threshold training on various topics. In 2019, the number of hours spent on personal competence development was 80,9 per employee on average.

In addition, we have developed a capability model that currently covers 15 capabilities. These capabilities and their development have been identified as the most essential for our business operations. New capabilities may arise, and old capabilities may become obsolete in accordance with changes in the markets and the operating environment. The purpose of the Gofore capability model is to identify competence development needs and further develop key capabilities at the personnel level. An owner has been assigned for each capability, and they are responsible for competence and business development related to the capability.

Gofore is an equal, diverse and non-discriminatory workplace

At Gofore, diversity fosters efficiency and innovation in the workplace. We offer equal opportunities for all employees. As a company that develops digitalisation in society as a whole, we see that taking various aspects into account in our work is part of our corporate responsibility. We do not accept any type of bullying, discrimination or harassment.

Salary equality is an integral part of the equal workplace community at Gofore. Within the company, we regularly publish information about our employees' average salaries in various jobs, salary differences between women and men, and average salaries in Finnish cities and towns. We also encourage our employees to publish their salary on our internal website, as this makes it possible to openly compare salaries.

Salary equality between women and men has typically been at a good level at Gofore. The average salaries of women and men doing billable work for clients are nearly equal: women's salary is 100,5% from men's salary. However, all women's average salary is 94,5% of men's average salary, as men and women have different types of jobs in administration.

At the end of 2019, 27% of our employees were women. Our sector is male-dominated, but Gofore seeks to increase interest among women in technology in many ways, such as through networks promoting the cause. Gender distribution on our Executive Team is more even: 37% are women (2019). 20% of the members of Gofore's Board of Directors are women.

CASE

WORKPLACE DIVERSITY IS IMPORTANT FOR GOFORE

Anni Roinila is in charge of recruitment at Gofore. She believes that a diverse workplace community that promotes well-being and allows people to be themselves also improves profitability. Gofore seeks to further increase diversity by actively addressing uneven gender distribution in the field of technology. The company is a member of Women in Tech, an organisation bringing the technology sector closer to women. In 2019, Gofore organised several Women in Tech events at its facilities, providing information about employment opportunities in the field.

"We work to lower the threshold for girls and women in the field of technology. We have provided information about a diverse range of opportunities in technology through workshops focusing on design and bots, for example," Anni explains.

In addition to organising events, Gofore participates in the biennial Women in Tech forum, which is the organisation's main event.

Anni Roinila
Recruitment Lead
Gofore

"The forum always has an encouraging and inspiring atmosphere. You can feel the power of the community. As well as providing information, we encourage the participants to dream big and believe in themselves."

Gofore also provides expertise to the 'Mimmit koodaa' (Women in Coding) network, which promotes women's employment in jobs related to coding. The network offers low-threshold training in cooperation with its member companies.

"Our experts are always happy to share their knowledge. We have organised Git training at our facilities and have helped participants with their CVs, LinkedIn profiles and applications. Our discussions with the participants have been rewarding," says Anni.

At the events organised within the networks, Anni has been asked numerous questions about career opportunities offered by Gofore, changes of career through training in technology and factors that prevent women from finding employment in the field. Anni thinks that information about opportunities in technology should be provided not only to students, but also to younger age groups.

"Girls and women interested in the field must be encouraged by offering examples and role models. We seek to coach and help as much as possible."

Anni says that diversity means much more than just equal gender distribution.

"We also work to promote the equal treatment of other minorities in technology, and are cooperating actively with networks focusing on diversity. Within Gofore, we can monitor and measure our work to promote diversity, and new recruitment practices are also an opportunity to do this."

Ethical and environmentally **sound work**

We seek to minimise the negative impacts of our operations in all our work. This applies to our internal work and our work with clients alike.

Identifying negative impacts in project work

It's important for Gofore to identify the sustainability risks and negative impacts related to the life cycles of our products. Our Code of Conduct determines what an individual employee must do if they notice that our work has indirect negative environmental or social impacts. In client projects, we seek to make the client aware of any issues and find solutions. Ultimately, our Executive Team has the right to decide that we withdraw from the project or client relationship. Our employees always have the right to refuse to participate in a project because of their ethical principles or convictions.

Matters related to data management and protection are essential for Gofore and society as a whole. In our view, it's our obligation to participate in public discussion on these topics and seek to find answers to ethical challenges related to the use of data on our part.

Business travel, office energy use and procurement

We have identified three significant aspects to our environmental impact: business travel, energy and water consumption at our offices, and procurement. We actively seek to reduce our environmental load, and all our employees are committed to decreasing Gofore's environmental footprint.

We encourage our employees to walk or use light vehicles or public transport. In each of our office locations, we provide public transport travel cards as fringe benefits, or salary increments for employees who commute by foot or by bicycle. We seek to avoid air travel in particular through telecommuting and teleconferencing whenever this is possible considering the nature of the work.

All our employees are committed to decreasing Gofore's environmental footprint.

We regularly discuss ways to improve the energy efficiency of our offices with property owners. In our offices, we seek to have ventilation and lighting automatically switched off when they are not needed. Waste is sorted and recycled in all our offices.

Our significant purchases are divided into office supplies and furniture, food products, electronic devices, and various marketing products and gifts for clients. For all of these, we have prepared procurement guidelines to minimise our environmental impact. We always carefully consider the necessity of our purchases, and we only purchase from reliable partners with sustainable supply chains. We return our leased electronic devices to be recycled at the end of the lease period. We favour certified, durable products of a high quality that are made from environmentally friendly materials. In food products, we favour sustainably produced food.

Environmentally sound software infrastructure

Various estimates have been presented about the ecological footprint of ICT systems, and it's almost impossible to precisely determine the environmental impacts of an individual system. This is an area where our entire sector has room for development. We must be able to better evaluate the environmental impacts of software projects and to take these impacts into account in system architecture design.

Gofore primarily uses infrastructure provided by international cloud-based services if it meets the project requirements. Generally, cloud-based service platforms are more energy-efficient and thereby more environmentally friendly than traditional on premises data centres. However, there are differences in environmental friendliness between cloud-based service platforms, and there are also differences in sustainability between suppliers. We feel that as an organisation with expertise in cloud-based services, Gofore is responsible for being able to compare platforms and provide our clients with objective information that helps them choose a suitable platform.

Green Office

In 2020, our goal is to secure WWF Green Office certification for all our offices in Finland. This process began in the summer of 2019.

In addition, in early 2020, we will begin the process to determine our carbon footprint using the WWF climate calculator. Once we know the total amount of our greenhouse gas emissions, we will set targets to reduce our emissions gradually to net zero.

CASE

WE BUILD SMARTER CITIES IN COOPERATION WITH FAMILIES

So far, the day care centres in the City of Helsinki have not had a digital system through which early childhood education professionals and parents can keep in contact with each other. Such a system is now being developed, and this will also transform the digital systems along the entire education path. Gofore acts as a comprehensive partner for cities in the development of early childhood education digital systems and the education path.

"This project is one of continuous learning and development with the user at its core. Now is the perfect time to think about what we want digital communication systems to be, now and in the future. It is likely that in ten years' time, an individual product will no longer serve our needs. Working with various stakeholder groups, we try to identify problems in current operations instead of focusing on defects in individual systems or products", says Gofore's Head of the business segment Cities, **Simo Turunen**.

The future aim of the project is to pass information continuously throughout the entire education path and to develop solutions for digital learning. Similar projects will be launched in other cities too, which means a significant step towards smarter cities.

"In my view, the project has a much larger mission. We cooperate a lot with cities, and early childhood education and learning solutions are only one way to make people's everyday life easier and respond to their service needs proactively. We are strongly involved in the SmartCity development, in which we're thinking about the possibilities offered by data to the optimisation or resourcing of work or the circular economy, for example", Simo says.

Read more about the development of early childhood education and smart cities in Simo's **blog** on Gofore's website.

Simo Turunen
Head of Business, Cities
Gofore

CASE

CLIMATE CHANGE IS AN IMPORTANT ISSUE FOR GOFORE TOO

Gofore wants to be actively involved in solving climate issues. According to Gofore's Chief Sustainability Officer, **Kristiina Härkönen**, we already have the technological solutions to combat climate change, but what we need now is political will. "Preparing for climate change requires cooperation between all the countries in the world and swift action. Gofore was therefore very happy to participate in the Helsinki Climate and Ilmastoveivi 2019 climate campaigns in 2019.

"We supported the Helsinki Climate young people's movement by creating a website for it as pro bono work during the summer of 2019. We wanted to take part in Helsinki Climate to play our part in raising awareness about how we need to take urgent and significant measures to protect the climate. Helsinki Climate gave us many new ideas about how Gofore could use its technological expertise to promote action against climate change", says Kristiina.

Ilmastoveivi 2019 was a citizens' campaign that aimed to encourage Finland to launch further climate action during its presidency of the Council of the EU. Some of Gofore's personnel were already involved in Ilmastoveivi 2019, and eventually, Gofore was also invited to join the campaign.

"In addition to financial support, we offered our meeting rooms and refreshments to the campaigners and spread the campaign's message through our channels. We gave a short speech at the final campaign event, at which a petition was handed to Minister **Tytti Tuppurainen**. It has been wonderful to witness how much ordinary people's activism has increased discussion on these important issues and brought visibility to them, and I'm happy that we could do our bit here", says Kristiina.

Kristiina Härkönen
Chief Sustainability Officer
Gofore

17

Good **corporate citizenship**

Gofore generates economic benefits for its employees, clients, owners and partners and for society. Sustainable growth and high profitability lay the foundation for Gofore to digitise society and make a positive impact through its operations. We work to be a prime example of a company that combines successful business with a high level of sustainability in its operations.

We operate in compliance with the laws of Finland, Gofore's Articles of Association and the Nasdaq Helsinki Guidelines for Insiders. Our Group's and its subsidiaries' accounting and monetary transactions are audited annually by an audit firm. We do not condone aggressive tax planning or tax evasion. We work to be an exemplary taxpayer and to serve as a role model for other companies.

Gofore does not condone bribery in any form in any market area. We do not support politicians or political parties. In 2020, we will make an extensive assessment of risks related to corruption in our operations. Our goal is to complete the assessment and begin to implement any necessary measures by the end of 2020.

We seek sustainable growth and carefully consider any acquisitions. It's important that the employees of any acquired company adapt to our corporate culture, which is why we always seek to ensure good cooperation by closely involving new employees in planning the integration. It's also an option that the acquired company continues to operate as an independent subsidiary without major adjustments to its operations, as was the case with the acquisition of Silver Planet in 2019.

Taxes and tax-like payments

EUR 1,000	**2019**	2018
Corporate Taxes	1 603	1 355
Indirect Taxes	11 316	7 774
Withholding Taxes	7 946	5 697
Social Security Contribution	458	381
Total	**21 323**	15 206

Subcontracting

Our network of subcontractors and partners is an important stakeholder group. In 2019, subcontracting represented 16 % of our net sales. Our goal is to further strengthen our network through mutually beneficial long-term partnerships. To support our network development, we will conduct a subcontractor satisfaction survey in 2020 to determine any necessary development measures.

In addition, we aim to prepare a Code of Conduct for subcontractors in 2020 and include it in all our subcontracting agreements in the future. This will enable us to contractually ensure ethical operations across our subcontracting chain.

Donations and charity

Profitable operations enable us to support causes that we deem important through charity. In 2019, we supported the following causes through donations:

Protection of the Baltic Sea and the fight against climate change through the Baltic Sea Action Group

Humanitarian aid in Angola through the Finnish Evangelical Lutheran Mission (Felm)

Medical aid for children through Tampere Children's Hospital

Support for children with cancer and their families through Sylva

Our purpose is to radiate good things around us.

GOFORE

Everything we
do creates
positive impact

GOFORE

TAMPERE Headquarters
Kalevantie 2
33100 Tampere
Finland
sustainability@gofore.com

HELSINKI (Kampintorni)
Urho Kekkosen katu 7 B
00100 Helsinki
Finland

HELSINKI (Simontorni)
Urho Kekkosen katu 3 B
00100 Helsinki
Finland

JYVÄSKYLÄ
Kauppakatu 31 C
40100 Jyväskylä
Finland

TURKU
Kauppiaskatu 9a A,
8th floor
20100 Turku
Finland

MUNICH
Gofore Germany GmbH
Theresienhöhe 28
80339 München
Germany

BRUNSWICK
Papenstieg 4–7
38100 Brunswick
Germany

TALLINN
Maakri 19/21
10145 Tallinn
Estonia

MADRID
CAIT – Universidad
Politécnica de Madrid
Campus de Montegancedo, s/n
28223 Pozuelo de Alarcón
Spain