

# Sustainability Report 2021

**GOFORE**







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# Gofore is pioneering an ethical digital world

Gofore is a growing and profitable digital transformation consultancy and a pioneer in the ethical digital world. Our mission is to change the world for the better.

We promote people-driven digital change by developing new ways of thinking as well as sustainable development solutions. Our work has a positive impact on society.

We are aiming for an annual net sale increase of more than 20 per cent, of which organic growth accounts for about half, and an adjusted EBITA margin of 15 per cent.

Our comprehensive service range helps our customers develop their digital capability and succeed in change. Our services include:

- Gofore Lead – digitalisation consultancy services
- Gofore Create – development of digital services
- Gofore Verify – digital quality assurance services

Our organisation, culture and capabilities evolve and adapt continuously to match our customers’ needs. We are committed to being socially, environmentally and financially responsible – we care for our people, our customers, and the surrounding world.

The goal of Gofore is to be one of the most significant digital transformation consultancies in Europe. Our values guide our business: Gofore is a great workplace for everyone, and we thrive on the success of our clients. In the future, Gofore will continue to be an international and diverse company with the ability to serve large international customers in the best possible way.

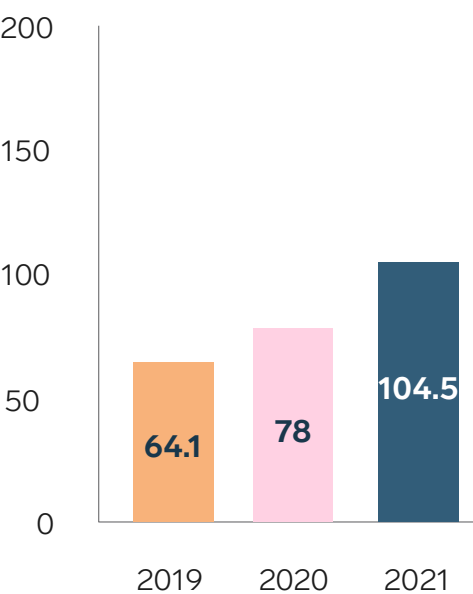
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GOFOREANS

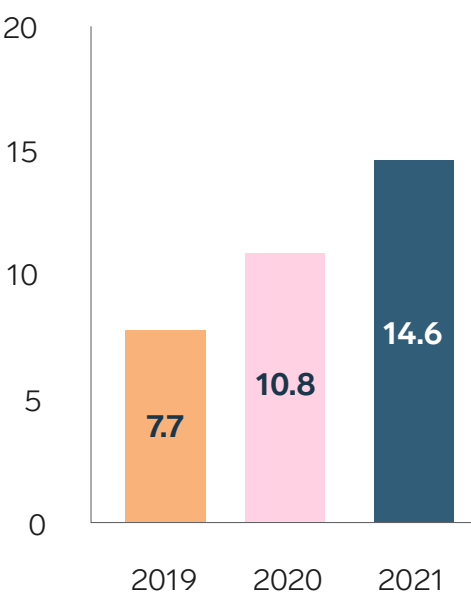
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YEARS OF  
BUSINESS OPERATIONS

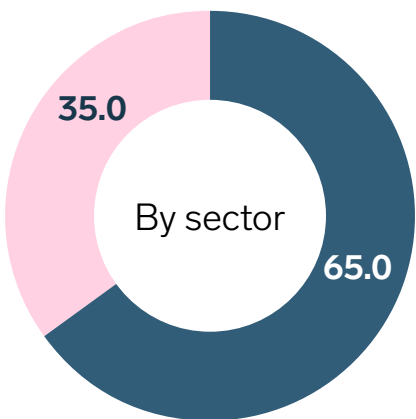
Revenue development  
2019–2021 (MEUR)



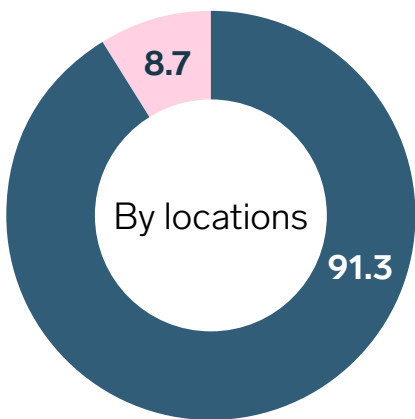
Adjusted EBITA  
2019–2021 (MEUR)



Revenue split,  
2021,%



Public  
Private



Finland  
Outside Finland





# Sustainability at Gofore

Gofore's goal is to be a pioneer in digital solutions that promote sustainable development and sustainable business.

## At Gofore sustainability is based on our values

Ever since the beginning, Gofore has been guided by two values:

### 1. Gofore is a great workplace for everyone

At Gofore, we appreciate that our employees are the experts of their own work, and they are allowed to be their genuine selves. Our culture is based on caring for each other, continuous improvement and doing things together.

### 2. Gofore thrives on customer success

Success is always achieved in cooperation with the customer. We strive for our actions to have a positive impact, and we are committed to long-term goals. We are honest, reliable and transparent.

We build our business and sustainability work on these values.

Our sustainability work is also guided by Gofore's ethical principles and the Code of Ethics, approved by Gofore's Board of Directors at the beginning of 2020, and the related Code of Conduct. The Code of Ethics brings together Gofore's values and ethical principles whilst the Code of Conduct is used for solving ethical problems in practice.

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to be a pioneer in  
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## Our ethical principles

### We foster a holistic view of being a human

We acknowledge that work is an important part of a meaningful life. Work should provide possibilities and fuel for personal and professional growth.

### We see our organisation as a community of human beings, not as a machine

We respect people as individuals – both Goforeans and those we meet in our work. We also understand that we need to carry our responsibility as a part of the community.

### Gofore is a part of society that we have an obligation to care for

We understand that business and society are intertwined; by supporting a well-functioning society, we also contribute to our own success.

### We must not put any more strain on the environment than is necessary

We are responsible for maintaining the environment for future generations.

# Our corporate responsibility work is guided by principles and leadership

We act ethically, and it is important for us to make sure our operations bring good to our stakeholder groups. This way we are also a safe and dependable long-term investment for our investors. By acting ethically, we attract the best talent and we can create a safe working environment for them that supports their well-being. The Code of Ethics, approved by Gofore’s Board of Directors in 2020, compiled ethical guide-

lines as a basis for management and leadership.

Other guidelines and plans related to our corporate responsibility work include:

- Equity and inclusion plan
- Information security policy
- Environmental guidelines
- Insider guidelines
- Guidelines for: Work ability management, monitoring and early support; Addressing inappropriate and disruptive treatment at work

Our operations are also guided by international corporate responsibility guidelines, particularly the UN’s sustainable development goals (SDGs). In addition to them, we take into

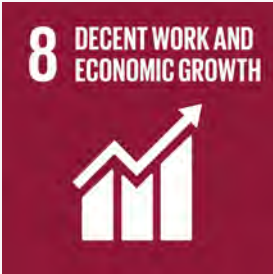
account the human rights and fundamental labour rights approved by the UN and International Labour Organization in all the countries where we operate.

At Gofore, sustainability-related matters and the implementation of the sustainability strategy are regularly discussed by the Group Executive Team. Core sustainability decisions are made by the Board of Directors. Since 2019, the practical management and coordination of sustainability work has been the responsibility of the Chief Sustainability Officer. She is also in charge of the company’s overall sustainability development and monitoring the progress made in achieving our targets.

In 2020, we updated the company’s strategy for 2021–2023 and fine-tuned our sustainability strategy. Gofore aims to be a pioneer in digital solutions promoting sustainable

development and in sustainable business. Furthermore, our goal is for a significant share of the company’s net sales to come from solutions that have a verifiable positive effect on resource efficiency, that cut carbon emissions or that support strong, safe, democratic and open society. The company aims to be an attractive ESG investment.

We have identified six UN Sustainable Development Goals (SDG) as the basis for our sustainability work that our actions and services are in position to particularly advance:



**SDG 8.**

- Increasing economic growth and productivity through technological innovation
- Acting as a responsible employer and taking care of the sustainability of your own production chain



**SDG 9.**

- Improving the energy and material efficiency of industrial processes through digitalisation



**SDG 11.**

- Projects developing urban decision-making and democracy
- Projects improving regional government’s efficiency
- Transport sector projects to improve road safety and flow of public transport



**SDG 12.**

- Improving the energy and material efficiency of customers through digital innovation
- Developing digitalisation to support the transition to a circular economy
- Reduction and recycling of own waste



**SDG 13.**

- Continuous reduction of own carbon footprint
- Reducing the carbon footprint of customers by means of digitalisation



**SDG 16.**

- Economic sustainability (avoidance of tax evasion and corruption in all its forms)
- Projects to increase transparency and efficiency in the public sector
- Development of data protection, data and AI ethics



Framework and metrics used for reporting

Since 2021, we have started to report according to the World Economic Forum’s Stakeholder Capitalism Metrics framework: <https://www.weforum.org/reports/measuring-stakeholder-capitalism-towards-common-metrics-and-consistent-reporting-of-sustainable-value-creation>. We report all core metrics and, where applicable, expanded metrics. In addition, we report the Sustainability Accounting Standards Board (SASB) metrics to the extent that they are defined for the Software & IT Services sector.

In our business, we follow Finnish legislation, Gofore’s articles of association and Nasdaq Helsinki’s insider guidelines. An auditing firm annually audits the accounting and financial transactions of our group and its subsidiaries.

The sustainable finance taxonomy of the European Union

In 2020, the European Union adopted a sustainable finance taxonomy. This was also a significant step in terms of Gofore’s sustainability goals. From 2022 onwards, the legislation obliges companies to report on how their business activities contribute to the environmental objectives defined in the Taxonomy Regulation. During the transition phase, companies are required to assess the proportion of their business activities that fall within the scope of taxonomy-eligible activities. This requirement applies to Gofore for our 2021 business activities.

On the basis of the Delegated Regulation adopted by the European Commission, we estimate that all activities of Gofore (excluding the services of Gofore’s subsidiary, CCEA, which mainly consist of expert services in change leadership) are entirely taxonomy-eligible activities. The adjacent table describes the taxonomy-eligible business activities.

Our goal is to increase the share of taxonomy-aligned business activities from 2022 onwards. This will also support the objectives set out in Gofore’s sustainability strategy, which shares the same goal.

We assume that, in the future, the taxonomy alignment of Gofore’s business activities will be largely determined by the criteria set out in the Delegated Regulation for the information and communication sector. As Gofore does not manage data centres or physical servers, our business activities in combating climate change are subject to a criterion related

to data-driven solutions to reduce greenhouse gas emissions (criterion 8.2 of the Delegated Regulation) and the general criteria for adaptation to climate change, in line with the principle of “do no significant harm”.

Our goal is to increase the share of taxonomy-aligned business activities from 2022 onwards. This will also support the objectives set out in Gofore’s sustainability strategy, which shares the same goal.

Assessing the taxonomy alignment

During 2022, we will assess the share of Gofore’s taxonomy-aligned business activities. Such activities meet the minimum protection measures set out in the Taxonomy Regulation and do not cause significant adverse effects to any of the environmental objectives. In addition, the activities contribute significantly to at least one environmental objective and meet the technical screening criteria in so far as they have been given.

While Gofore’s activities in customer projects often contributes to the stated environmental objectives, the verification of taxonomy alignment can be challenging. At present, there is no accurate measure of the potential taxonomy-aligned business activities, and we estimate that the share of Gofore’s business activities that meet the technical screening criteria is currently small. In the future, however,

we aim to define more precisely our taxonomy-aligned business activities and also to report more freely on how our activities contribute to the environmental objectives defined in the Taxonomy Regulation. As the technical screening criteria expand, the share of taxonomy-aligned business activities is likely to increase in the future.

We have reviewed the proposals of the Platform on Sustainable Finance working group on options for expanding the taxonomy. We welcome the tripartite model proposed by the working group, which also identifies the share of business activities that do not meet the taxonomy alignment criteria but do meet the “do no significant harm” criteria. We aim to also report the share of these business activities in the coming years.

Global Compact Communication of Progress

In 2021, we joined the United Nations Global Compact initiative. The CEO’s review, available further below in this report, highlights the commitment of our company’s management to the Global Compact objectives of promoting human rights and labour rights, protecting the environment and combating corruption. We will report more closely on the progress of these objectives in the subsequent chapters of this Sustainability Report. In the chapter titled People, we describe how we promote human rights and labour rights. Our efforts in the field of environmental protection are described in the chapter titled Planet, and our anti-corruption practices in the chapter titled Principles of Governance.

Taxonomy eligible business 2021

Business	Industry code	Percentage out of net sales	Percentage out of capital expenditure	Percentage of operating expenses
Software, consultancy and related activities	NACE J62	95%	35%	91%



# Chief Sustainability Officer's Review

The importance of corporate responsibility is growing both in society and in the business of Gofore's customers. Sustainable development is increasingly seen as a business opportunity rather than as a set of mandatory obligations. Companies and public sector organisations alike are strongly committed to their sustainability objectives and are advancing them with enthusiasm. Committing to sustainability also serves to create a sense of purpose for the work community.

When it comes to sustainability transformation, Gofore's objective is to provide the means of digitalisation to support

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“Companies play an increasingly crucial role in tackling global challenges, and it is essential that we promote and strengthen cross-disciplinary collaboration between experts from different industries”

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our customers' important and ambitious goals. Companies play an increasingly crucial role in tackling global challenges, and it is essential that we promote and strengthen cross-disciplinary collaboration between experts from different industries. Here at Gofore, we are keen to offer our digitalisation expertise to advance sustainability transformation.

In 2021, we have continued working towards the objectives outlined in our sustainability strategy for 2021–2025. One of the key starting points in our strategy is to embrace global sustainability transformation as a business opportunity – both for ourselves and for our customers. We are constantly striving to increase our understanding of our customers' sustainability-related challenges and to offer the solutions and best practices we have developed working with different industries for the benefit and use of all our customers.

Our brand promise is that Gofore is a pioneer in the ethical digital world. One example of how we are living out this promise is a project we launched in 2021 to build ethical capacity within the company. The aim is to further strengthen the capacity of each Goforean to act in an ethically sustainable manner and to provide support for ethically sustainable solutions.

Gofore has also committed to strengthening the structures that support ethical behaviour within our company. We have worked to make our reporting more refined by introducing the World Economic Forum's Stakeholder Capitalism Metrics reporting framework, <https://www.weforum.org/stakeholdercapitalism>, with an aim to make our sustainability report more comparable and clearer to our stakeholders, also at international level.

I am delighted to confirm that, in 2021, we achieved our objective of making our business activities carbon neutral. Throughout the year, we worked hard to develop our emissions calculations and also participated in the UN Climate Ambition Accelerator programme. In the future, we will seek to obtain a more accurate overview of the indirect emissions of our activities (scope 3) and assess the prospect of committing ourselves to the UN Science Based Targets initiative.

In 2022, we will focus increasingly on matters regarding social responsibility, particularly in strengthening the diversity and inclusivity of our work community. This is also essential for our business operations. We believe that an inclusive work community is a strength that feeds innovation and continuous development. From an ethical point of view, it is not irrelevant which groups of people are involved in the building of the ethical digital world of the future and on whose terms it is designed. We want to be a part of integrated involvement in the discussions on the ethics of technology and digitalisation as well as digital sustainability.

**Kristiina Härkönen**  
Chief Sustainability Officer





# CEO's review

2021 was a year of rapid growth and outstanding success at Gofore. I am proud of how the social impact of our work on customer projects continues to grow. We want to seize the business opportunities offered by the green transition and help our customers build sustainable digital business activities and services on an ever-greater scale. This supports the goals of our sustainability strategy on a fundamental level.

Gofore's management is committed to ensuring the company operates in a sustainable way. In 2021, we joined the UN's Global Compact corporate responsibility initiative. In our business, we commit to promoting good working conditions, respecting human rights, protecting the environment and preventing corruption and bribery. Our sustainability work supports the UN's Sustainable Development Goals.

I feel that we Goforeans have much to offer in building a sustainable and ethical digital world. The Gofore Good Growth model we developed in 2021 applies the Sustainable Development Goals and social impact goals to our customers' digital transformation projects. Among other things, this model allows us to look for ways to reduce digitalisation's carbon footprint. We also adopted an ethical review tool in 2021 with which we evaluate the potential ethical risks of a project at an early stage.

We want to play our part in shaping a digital society that works effortlessly and predictively for everyone – including those whose everyday life takes a different shape to that of

most people. To be able to credibly take part in this work, we need to make sure that what we do is responsible and sustainable, taking into account the environment, society and the good governance of our company.

We want to set an example to inspire a shift towards a more human-centred and flexible working life. One concrete action that inspired our stakeholders and attracted attention in the industry last year was the development of our own company-specific collective agreement in collaboration with employee representatives, staff and trade union representatives. The basic principle of the agreement, which came into force at the beginning of 2022, is that the terms of employment should express our company culture and our human-centred way of thinking. The agreement emphasises flexibility and trust, which are traits we see and value in people.

Increasing pay equality and other forms of equality throughout our company is important to us. In 2021, we raised the proportion of women working at the company and in the Group Executive Team to 33 per cent, above and beyond our original target. I consider this a significant achievement in our male-dominated field.

We want to be an attractive and sustainable investment and communicate with our shareholders and investors as openly as possible. Our monthly business reviews let people follow our progress fulfilling our growth strategy. During

2021, we refined our reporting, and we are currently following the progress of the EU's sustainable finance taxonomy requirements and developing new metrics based on them. Following the principle of transparency, we also make up-to-date information on our sustainability available as openly as possible to different stakeholders.

**Mikael Nylund**  
CEO

“We want to play our part in shaping a digital society that works effortlessly and predictively for everyone”





# The priorities of Gofore's sustainability work

## We use our expertise to solve the most critical global sustainability challenges

Our daily customer work and the services we offer enable us to support our customers' sustainability objectives. This is also one of Gofore's core business opportunities. We believe that sustainability is the next big driver of transformation in business. We also believe that digitalisation and its tools can have a positive impact on many of the most significant global challenges of today, both when it comes to the environment as well as to society. This is why here at Gofore, we feel that we have an ethical responsibility to strive to step in, take a stand and develop new solutions. Gofore can use its knowledge capital to pave the way to achieving sustainable development goals.

Increasingly, sustainability themes are at the centre of our customers' business, too. Sustainability targets are already commonplace, and many customers are aiming for carbon neutrality. We believe that sustainable development will create a new, important business area for us in the future. We can contribute to ecological reconstruction and a more open, transparent and democratic society by developing solutions to support them.

Our strategic goal for 2021–2025 is to grow the share of projects in our net sales that support our customers in cutting their carbon emissions, improve resource efficiency and help develop a democratic, open and transparent society.

In 2021, we launched the Gofore Good Growth model as part of the "Sustainable Gofore" programme. Its aim is to make sustainable development goals a central part of customer projects and to create measurable impact, while also seeking new ways to reduce the carbon footprint of digitalisation.

The work is only just beginning, but the audit model created as part of the Good Growth framework was offered for suitable customer projects already in 2021. During 2022, it

will be included in all major customer projects. This will give a clearer picture of how well customer work aligns with Gofore's goal to make projects more impactful in terms of sustainable development.

From 2020, Gofore has conducted a customer satisfaction survey biannually, once in the spring and once in the autumn. Prior to this, the survey was conducted once a year. In 2021, overall customer satisfaction remained at a high level throughout the year. When it comes to working together with Gofore, customers especially appreciated our expertise, focus on the customer and flexibility. The customer satisfaction survey also mapped how significant customers consider sustainability to be in shaping their business. The results show that sustainability remains a key driver of change, and that, in 2021, it also became more important in terms of procurement and choosing a service provider. In 2021, the growing need for and importance of ethical review as part of the customers' IT projects and processes emerged as a new topic.

### We are builders of an ethical digital world

We continuously strive to develop our understanding of how digital technologies are used in an ethically sustainable manner. This means not only a strong commitment to information security and data protection but also a broader reflection on the use of ethical data, for example from the perspective of non-discriminatory artificial intelligence or data rights.

We believe that the ethics of a company's business are the sum of the ethical behaviour of all the people within the organisation. This is why we are working to develop the ethical capability of our entire work community and to create structures that support ethical behaviour. In 2021, we launched a separate project to support this development. In addition, we have organised training in AI ethics, both internally and for our customers, and developed methods and

practices to evaluate ethics in AI and data usage. At the end of the year, we launched a tool for sales to identify ethical risks in new customer projects.

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We continuously strive to develop our understanding of how digital technologies are used in an ethically sustainable manner.

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### Gofore is the best possible workplace

We understand that skilled and motivated employees are the foundation of our entire business and success. Employee well-being is a high priority for us, so we invest a great deal in it and want to be a pioneer and a model in acting as a responsible employer. We understand that we have a responsibility to support the continuous development of our employees' skills. In our view, this is above all done in practice – through offering interesting projects to work on, with new learning opportunities.



# Principles of Governance

From the beginning, Gofore has been a value-driven company with a strong sense of social responsibility. We understand that our relationship with society is reciprocal and that the continued success of our business is founded upon a functioning, prosperous and stable society.

## The purpose of our business

The purpose of Gofore's business is to pioneer an ethical digital world. We are a specialist company that makes the opportunities offered by digitalisation available to our customers. We also help our customers plan and implement solutions that contribute to global objectives of sustainable development.

We see the role of a pioneer to be an industry frontrunner, but also to have an investigative and open-minded approach to matters. The ethical issues of digitalisation are difficult and complex and there are no simple answers. What becomes understood as "good" from an ethical point of view is often the result of lengthy dialogue. This kind of dialogue requires hearing the perspectives of different people as well as interdisciplinary expertise, and everyone should be prepared to change their views if necessary. As part of our role

as a pioneer, we want to help find answers to the most challenging ethical questions. We are not afraid to participate in debates, for example, about what it means to use data ethically, what an ethical AI is, when digital change is inclusive and appreciates diversity, or under whose terms digitalisation is being advanced.

## Board of Directors and executive compensation

Gofore's Board of Directors and its members are presented in more detail in the Board of Directors' Report, which is attached to the Annual Report. The report is available on the company website: <https://gofore.com/en/invest/releases-and-reports/reports-and-presentations/>.

The remuneration of senior management follows the Board's remuneration policy, which is publicly available on the company website: <https://gofore.com/en/invest/governance/remuneration/>. The purpose of the remuneration policy is to support the company's strategic goals and promote its competitiveness and long-term financial success. Remuneration is connected to the company's short-term and long-term profitability through which it promotes the company's business strategy and long-term financial success. In

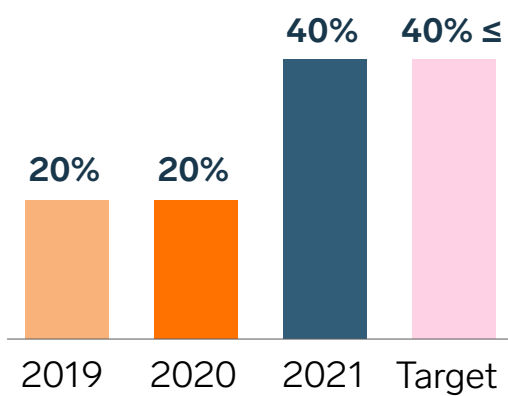
addition, the purpose is to contribute to the positive development of the company's shareholder value and foster the Board of Directors' and CEO's long-term commitment to the company's goals.

The company's remuneration policy will be presented in the company's annual general meeting at least every fourth year and every time significant changes are proposed to it. Each year, we publish a remuneration report on our website describing the actual remuneration for the financial year.

## Code of Ethics

The way Gofore works and operates is always based on openness and transparency, both internally and externally, and towards all of our stakeholders.

Percentage of women in the Board of Directors



### Independent Board members

Mammu Kaario  
Piia-Noora Kauppi  
Sami Somero  
Juha Eteläniemi

### Not independent Board members

Timur Kärki  
Gofore's largest shareholder and former CEO

In 2021, Gofore launched a project to develop the ethical capacity of the work community. The project is carried out in collaboration with a consultancy, CoHumans, and has received funding of EUR 27,000 from the Finnish Work Environment Fund. The aim of the project is to establish a comprehensive understanding of what the ethical capability of the work community in a technology company means in practice, and how it can be strengthened. The result will be a model of ethical capability. It will enable us to build on not only our knowledge and skills in ethical behaviour but also the conditions for ethical sustainability at community and structural level. The project will be completed in June 2022.

Additionally in 2021, we designed and implemented a tool to help Gofore's sales to identify ethical risks related to customer projects.

Gofore's Code of Ethics encourages employees to highlight any ethical issues or illegal activities they may encounter. We also strive to support this through maintaining a culture of open dialogue within the company. If the matter at hand is related to a customer project, employees are advised to contact the internal stakeholder responsible for the client account or the industry in question or, if necessary, the Chief Sustainability Officer. If the matter is related to the company's internal operations, it should be raised with the line manager, HR or shop steward (trusted employee representative). In addition, the Code of Ethics emphasises that employees may also contact the CEO directly at any time if they discover unethical or illegal activities.

As a rule, we encourage any problem to be raised in person. However, Gofore also has an anonymous reporting channel in accordance with the EU's "whistleblower" directive that allows an issue to be raised anonymously. Notifications received through this channel are directed to the company's general counsel and the CEO, who are committed to handling them confidentially.



Gofore’s sustainability work: goals, focus areas, and stakeholder groups

Stakeholder group	Expectations
Customers	<ul style="list-style-type: none"><li>• Sustainable and environmentally friendly operation</li><li>• Reliability and honesty</li><li>• Ability to support customers in achieving their own sustainability goals with digital innovations</li><li>• Motivated, creative experts who work in an ethical manner and understand their responsibility</li></ul>
Investors, analysts, and other capital market representatives	<ul style="list-style-type: none"><li>• Return on investment; profitable and sustainable long-term business</li><li>• Reliable, accurate, and up-to-date information</li><li>• Honesty and transparency</li><li>• Sustained business growth and stability</li><li>• Innovation in operations and ability to take up important and topical challenges (sustainable development goals)</li><li>• Consideration and management of risks</li><li>• Sustainability management and processes</li></ul>
Employees	<ul style="list-style-type: none"><li>• Reasonable and equal pay in relation to the duties for all, in all countries, good benefits and comprehensive occupational health services</li><li>• Equal work community, zero tolerance of harassment, balance between work and leisure</li><li>• Human rights, workers’ rights</li><li>• Inclusivity, diversity, and equality</li><li>• Meaningful work with opportunities to develop</li><li>• Reliable management, transparency, and fairness</li><li>• Ethical operation, sustainability</li><li>• Steady and safe job, stability</li></ul>
Media	<ul style="list-style-type: none"><li>• Expert views and comments, active interaction with media representatives by the experts in management</li><li>• Reliable, correct, and up-to-date information</li></ul>
Society and authorities	<ul style="list-style-type: none"><li>• Open relations and interaction</li><li>• General responsibility</li><li>• Local well-being, compliance with regulations and laws, sustainable business</li><li>• Taxes</li></ul>
Universities and educational institutions	<ul style="list-style-type: none"><li>• Work experience</li><li>• Research cooperation</li></ul>
Partners and subcontractors	<ul style="list-style-type: none"><li>• Working network which supports all parties in growing and developing their business and capabilities</li><li>• Reliable partnership</li><li>• Management of sustainability risks through the supply chain</li></ul>
Competitors	<ul style="list-style-type: none"><li>• Cooperation in sustainability themes</li><li>• Fairness and openness in competitive situations</li></ul>

The company’s Code of Ethics prohibits corruption and bribery in all forms. We also do not support politicians or political parties, nor do we lobby to promote our own business.

Our commitment to combat corruption and bribery applies not only to our employees but also to all our partners. With the ethical review tool introduced in 2021, we aim to assess and identify the risks of corruption in all projects at the sales stage, before they are launched. Through the anonymous whistleblowing channel, employees and other key stakeholders can also report findings related to potential bribery and corruption.

During 2021 and prior to that there have been no reported cases of corruption or bribery or other unethical business practices at Gofore. In addition, there have been no legal proceedings against Gofore in relation to unethical or illegal practices.

So far, we have not systematically trained our employees in anti-corruption practices, however, we will start the training during 2022 as part of the aforementioned project for building ethical capabilities.

## Stakeholder assessment

During our materiality assessment, we have identified our stakeholders and their expectations as described in the adjacent table.

## Sustainability risks and opportunities

We are aware that our offering and the work we do can change the world. We feel responsibility for our fellow human beings, the environment and society. Gofore’s operations aim to have a positive impact on the surrounding world, but we



also acknowledge there can be risks and challenges. In its active register, Gofore collects continuously both business risks and sustainability risks, i.e. risks Gofore generates itself to people, the environment and society. Risks are assessed, for example, on the basis of their likelihood and impact on business, and they are examined by the risk management stakeholders and the Management Team periodically.

Our risk management system includes a detailed risk management model, policies, planning, responsibilities and processes.

Alongside sustainability-related risks we can also recognise sustainability-related business opportunities. Our customers’ efforts to achieve their own sustainability objectives offer us opportunities to create new business by developing digital solutions that support these objectives. For example, data-driven means to combat climate change present an important business opportunity for us. We see significant business opportunities in developing customer data protection and information security, as well as solutions that support ethical data usage. In addition, enabling data-based decision-making, e.g. with systems modelling, is of increasing importance in the field of sustainability.

The most significant sustainability risks

The adjacent table presents the most significant sustainability risks of Gofore’s operations in general and the measures taken to manage them.

Risk	Risk management
Employees struggle to thrive at work	Monitoring and measuring job satisfaction with e.g. Crew Pulse and Culture Amp platforms. Intervention in possible problems with the help of the early support model.
Customer project that is unethical or harmful to the environment or people	Risk is mitigated with the Code of Ethics instructions and the anonymous whistleblowing channel. The Good Growth audit launched in 2021 to be carried out for all projects in the future, further mapping the sustainability impacts each project. Introduction of an ethical review tool in 2021 to assess potential ethical risks related to a project already at the sales stage.
Compromising of human or labour rights caused by Gofore or its partner	Risk is mitigated with the Code of Ethics instructions and whistleblowing channel.
Illegal activity in a customer project	There are guidelines for reporting the occurrence of illegal activities, for example, with regard to information security. In addition, an anonymous whistleblowing channel is in place to allow employees to report their findings in relation to potential unlawful activities.
Local legislation, regulations and information security in an international location or customer’s domicile conflicts with EU regulation or Gofore’s Code of Conduct	Risk is sought to be prevented in advance with the Code of Ethics.
Publication of inaccurate financial information	The publication of inaccurate information is sought to be prevented through audits and approvals of financial reports as part of due diligence.
Accidental disclosure of stock market-sensitive information within the company or outside it	All employees processing inside information must be familiar with Gofore’s insider instructions. There is a separate reporting channel for possible insider offences.
Risk of corruption and bribery	The risk of corruption and bribery is mitigated with the insider instructions and Code of Conduct. There is also a whistleblowing channel for employees to report anonymously their observations of possible corruption or bribery.
Deterioration of a customer’s information security or information leak related to a customer	The risk is mitigated by clearly defined management responsibilities, keeping up security awareness via training events, disposing of or reusing equipment safely, up-to-date non-disclosure agreements and other measures in accordance with Gofore’s ISO27001-compliant information security system.
Compromise employee data protection	The risk is mitigated by clearly defined management responsibilities, keeping up security awareness via training events, disposing of or reusing equipment safely, up-to-date non-disclosure agreements and other measures in accordance with Gofore’s ISO27001-compliant information security system.
Damage to people caused by emergencies, like a fire or a similar situation	All locations have an up-to-date readiness and rescue plan for emergencies. Employee readiness is maintained through rescue exercises.





# Information security and data protection

Gofore’s business is largely based on the trust of customers, partners, employees and other stakeholders. Information security is key to maintaining and protecting this trust. The confidentiality, integrity and availability of information in all its forms are important for the continued operations and good governance of Gofore. That is why we aim to make every effort to ensure that information security is effective and consistent with business goals as well as applicable laws and regulations.

We are constantly developing our ISO27001-standard-ised information security management system. Safety is everyone’s responsibility and we are building a culture where all employees consider safety in their day-to-day operations and responsibilities.

0

NUMBER OF SECURITY BREACHES  
IN 2021

0

NUMBER OF DATA BREACHES  
IN 2021

## Information security policy

Gofore follows the below practices when it comes to information security:

1. The Gofore Group Executive Team is committed to taking comprehensive responsibility of the company’s information security management system.
2. Information security risks are regularly assessed and managed to ensure business continuity.
3. Safety practices and related requirements are communicated to employees, subcontractors and other partners through contracts.
4. Access to systems and information is allowed on the basis of the confidentiality of information and the need for access.
5. Data is classified and processed following the appropriate security levels and personal data will be processed in accordance with the GDPR.
6. Information security is integrated in the design, development and purchase of digital services and this is also supported by guidelines.
7. Data networks are isolated, protected, controlled and managed in accordance with network security recommendations.
8. Security breaches and other security-related incidents are reported and handled in accordance with the instructions.
9. We encourage and support a security-conscious culture that promotes security training for our employees, subcontractors and other partners.
10. We ensure that each Gofore employee, subcontractor or partner representative understands their responsibility to be aware of security matters and act accordingly.



# Planet

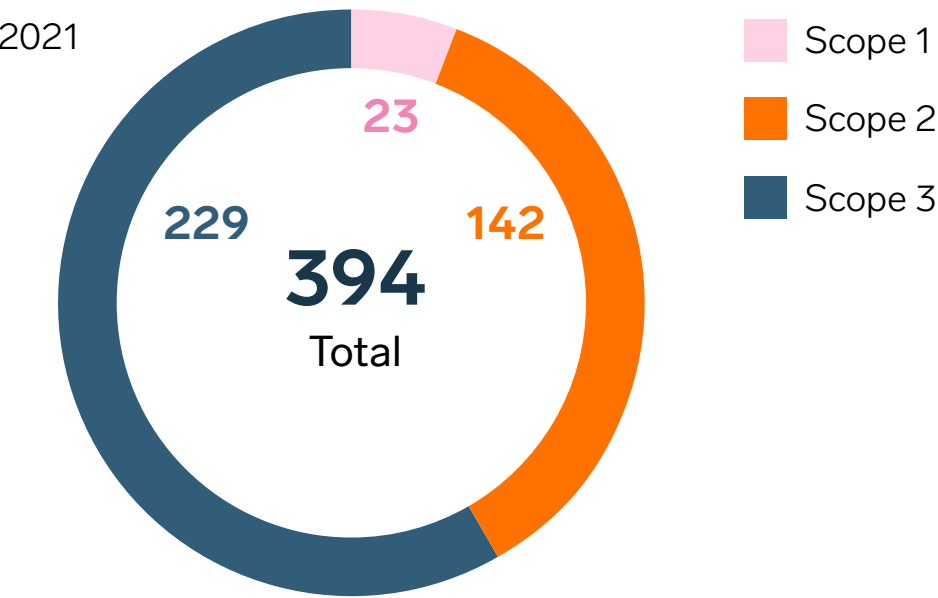
At Gofore, we try to minimise the adverse environmental impact of our actions. In our business this means, above all, minimising climate impact. We are committed to carbon neutrality in our own operations from 2021 onwards.

## Climate

We have calculated the climate emissions of Gofore’s Finnish operations since 2019. The calculation includes all scope 1 and 2 emissions as well as business travel (commute between home and office and other business trips) and purchases (equipment and furniture) from scope 3.

From 2021, we included in the calculation the previously missing emissions from operations in other countries and emissions from our own vehicles and waste management, which increased the total emissions. Without these additions, the 2021 emissions would have been 310 tCO2-eq, a decrease from the previous year.

### Cilmate emissions by scope, tCO2-eq



For 2022, our goal is to calculate scope 3 as a whole. In practice this means that the emissions from the software systems we maintain will also be included in the carbon footprint.

In 2021, we participated in the UN Climate Ambition Accelerator programme, and our intention is to assess the prospect of committing to the Science Based Targets initiative in the course of next year.

Gofore has offset its emissions partly from 2020 onwards. For 2021, we are committed to offsetting all emissions included in our calculation. However, the aim is also to reduce emissions from further.

Measures will focus on reducing the carbon footprint of the products and services purchased. In addition, the company’s travel guidelines will be developed so that emissions caused by commuting can be reduced.

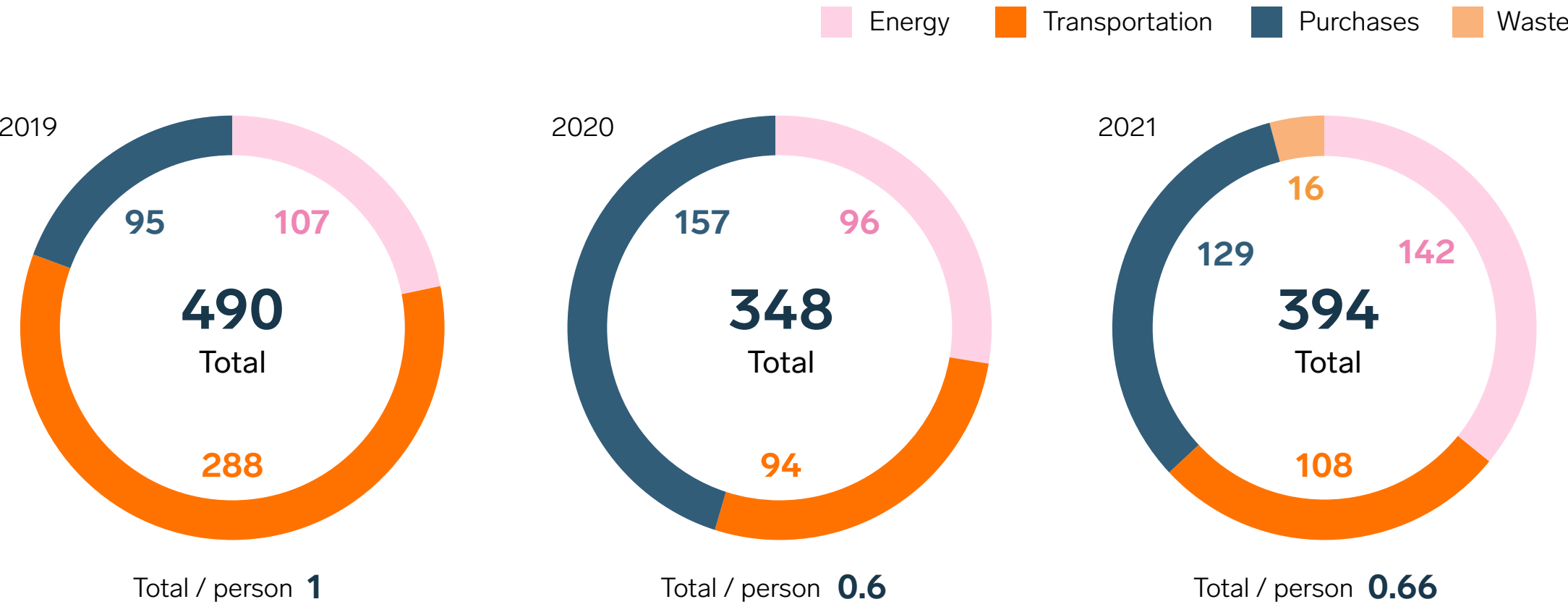
In terms of business travel and energy consumption, the COVID-19 pandemic has made us and our customers learn new ways of working that do not require commuting to the office or travelling. Our goal is to continue to work remotely on a large scale in the future.

As a practical measure to increase carbon neutral business travel, we launched benefit bikes for employees in 2021. We also provide financial support for the use of public transport in commuting to work and advise train use for business travel when possible.

We lease our equipment from a service provider that recycles products at the end of the lifecycle. We will primarily purchase TCO Certified equipment.

Stakeholder Capitalism Metrics recommends the introduction of full reporting under the TCFD (Task Force for

### Carbon footprint, tCO2-eq



Climate-Related Financial Disclosures). For the time being, we do not consider climate emissions to be sufficiently material for Gofore’s business for it to be worthwhile to report according to the TCFD model. However, we will reassess the matter in the future.

## Nature loss

Gofore’s business has no significant direct impact on biodiversity or land use. We do not own any property or land. Possible indirect effects on nature loss occur mainly in customer projects and can be positive or negative in terms of nature loss. During 2022, we will conduct a more detailed assessment of the environmental impacts of customer projects, including the impacts on nature loss.

We identify the threat to biodiversity as a major environmental threat, alongside the climate crisis. For this reason, we have devoted a significant part of our charitable contributions to organisations that are working to combat biodi-

versity loss. In 2021, we supported regenerative agriculture, which protects biodiversity, through the Baltic Sea Action Group in Finland. Additionally, in Germany, we supported afforestation projects through Aktion Baum. They have a significant impact on preserving biodiversity in Germany. We have also considered biodiversity when selecting the offsetting partner for our climate emissions, opting for Hiilipörsi (Carbon Market), which focuses on the restoration of ditched peatlands in Finland. The area of peatland restored with Gofore’s support was 4 hectares.

## Water use

Gofore does not use significant amounts of water in its operations, only that which is used at our premises as part of daily office life.



# People

Our employees are our most important asset, and this is reflected in all our operations. Interesting and educational work assignments, extensive support to well-being at work, equality, diversity and non-discrimination are core to our business. All of this is being further developed as per our People Strategy 2021–2025. The key goals of HR in 2021 were to support growth by strengthening recruitment capacity as well as change capacity to increase understanding of the components of exceptional employee experience and culture.

In 2021, based on the updated People Strategy, we also launched the Gofore 2.0 project that aims to renew and support Gofore’s self-directed and community-driven approach. The project examined what support employees needed in their work and how to develop leadership so that it enables the best conditions for self-directed individuals and teams. Among other things, the project led to the renewal of Gofore’s People Leader roles to support a company culture that was created and defined together.

### Equality and human rights

Gofore operates primarily in countries that are fully committed to international human rights. At Gofore, the requirement to respect human rights applies not only to employees but also to all our partners. During 2021, no suspicions of human rights violations such as discrimination or other ill-treatment of employees were reported, as has never been the case during Gofore’s operations.

The company’s Code of Ethics takes a stand for respecting human rights and international employees’ rights. All our

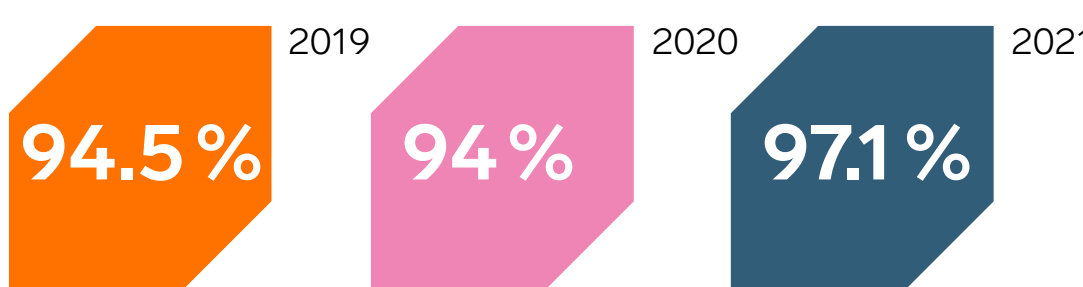
operations are governed by national legislation and internationally recognised human rights. We support universal human rights and the elimination of all forms of discrimination in the labour market and working life.

As an employer, Gofore is flexible and supports diversity and equality. The latter means that all people are equal regardless of their age, language, ethnic or national origin, nationality, religion or belief, opinion, disability, health, sexual orientation, family relations, political activity, trade union

### Amount of employees by country



### Salary of women / salary of men, %

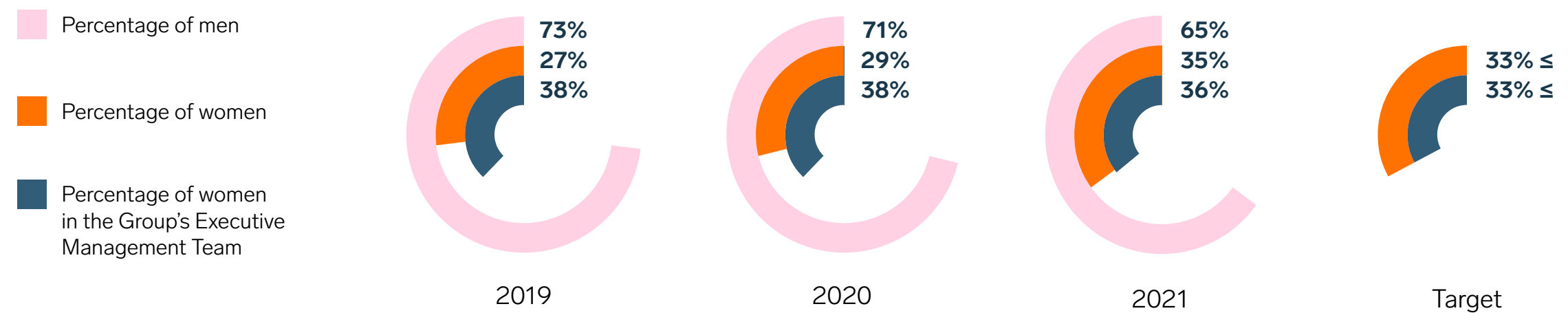


activity or any other personal reason, and none of the above will be an obstacle to individual success or fulfilment of potential.

However, treating everyone the same way does is not always sufficient to guarantee equity. That is why Gofore aims to achieve de facto equality by identifying the varying and individual needs of its employees. Diversity and inclusion are seen as a strength that increases human capital, well-being at work, productivity and the ability to reform. In 2021, the company updated its policies on equality and diversity. Based on these policies, an equality and diversity plan was completed in 2021.

During 2021, we set an objective that the share of women employees should be at least 33 per cent at all times and that the share of women in the company’s Group Executive

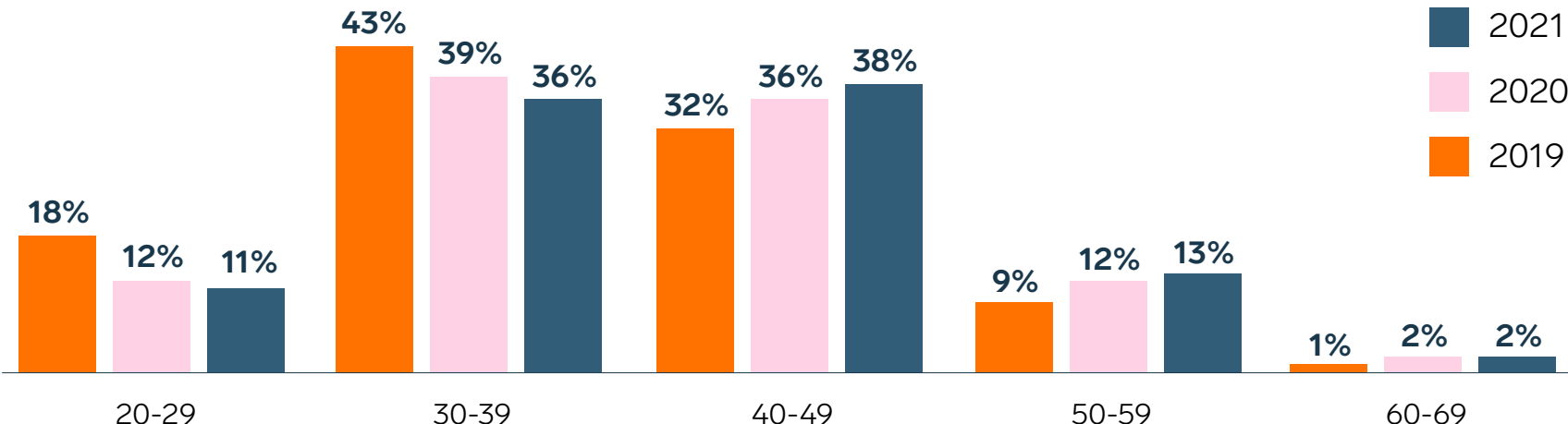
### Percentage of women / men



### Total amount of employees



### Employees by age group, %





cases of forced labour in the cleaning or catering industry. In this respect, the risk of forced labour can be minimised by purchasing these services from operators known to be socially responsible. So far, no violation of child or forced labour has occurred in any of our supply chains.

With regard to foreign subcontracting, we strive to minimise the risks of occupational health and safety and the risks related to workers' rights by purchasing subcontracting directly from companies we have a long-standing relationship with and whom we know to operate responsibly. The subcontracting agreements are accompanied by Gofore's Code of Conduct, which the subcontractors commit to comply with. When working on joint projects for extended periods of time, the employees of our foreign subcontractors also become acquainted with us, allowing us to become familiar with their working conditions.

### Health and well-being

We protect and promote the health and well-being of our employees through extensive occupational health services, employee benefits and practical arrangements to optimise workload. Our aim is to ensure that every employee is able to handle their workload and responsibilities within their own capabilities or, if necessary, with the support and resources of the work community. We pay particular attention to supporting the mental well-being of our employees, which has grown in precedence as a result of the prolonged COVID-19 pandemic and the subsequent increase in remote work in 2021. When compared to the industry averages, Gofore's number of sick leave days and, separately, mental health-based absences are commendable.

In Finland, Gofore has a very comprehensive occupational health service that does not differentiate in access to care or the quality of care whether the illness or injury occurred at work or outside working hours. Occupational health covers surgery, imaging and psychotherapy. If necessary, brief ther-

apy is provided, in the form of occupational psychology, dietetics, physiotherapy or relationship therapy. Employees can use a variety of contact tools, telephone, electronic appointment booking or chat services when they need occupational health care.

When it comes to occupational health services, we focus heavily on preventive activities, which also includes offering training to our managers. If a decrease in an employee's ability to work is acknowledged, we will try to find solutions to their situation through discussion. If necessary, the person may be supported by referral to the psychological services of an occupational health service provider or offered changes in work arrangements to avoid prolonged sick leave. However, if long-term sick leave is prescribed, we will organise a work-ability consultation with the employee, their manager and a representative of occupational health services upon return to work. The aim is to agree on practical measures to ensure that ability to work can be maintained.

We assess the employee benefits we offer annually. They may also vary according to local conditions in different countries. We strive to provide benefits that support the ability to work and that can be enjoyed by as many employees as possible. At present, our package includes, for example, a sports benefit which the employee can use for cultural events or other recreational activities. In addition, we offer a variety of benefits that have a direct effect on well-being, including dental care or massage services. We also support the purchase of glasses, both for work glasses (100 per cent coverage) and for normal glasses and contact lenses.

All our employees in Finland are covered by an extensive and comprehensive occupational health service and are insured against accidents. At the beginning of December 2021, a separate remote work insurance was introduced, covering our employees beyond the statutory occupational accident insurance so that they are also insured for the breaks they take during remote work. The insurance also covers travel for the purpose of taking children to childcare

and walking meetings commonly used at Gofore.

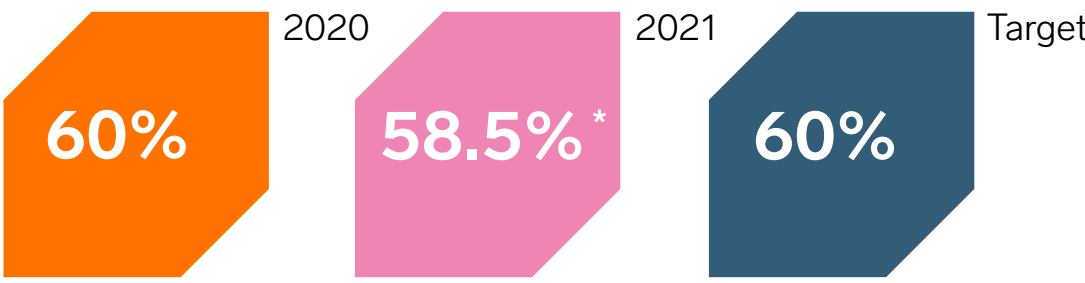
Among us Goforeans, there are many parents of young children. Managing the work-life balance with young children can often be stressful, so we have strived to support this in many different ways. In international comparison, the maternity and parental leave provided by Finnish legislation are long. However, we also offer our employees longer periods of paternity leave than the minimum statutory requirement, with an aim to support fathers wishing to stay at home with young children. As benefit related to caring for a sick child, we offer the opportunity to call a company-paid carer to be with the child at home during the working day, if the employee so wishes.

In addition to these benefits, perhaps the most important and most widely used means of balancing work and family life is the flexible working time and working week. We offer flexibility very quickly and easily when needed. Our holiday policy is also generally quite flexible, and it is usually possible to schedule holiday for the most appropriate time when it comes to your needs. Similarly, our flexible remote working arrangements allow our employees to work in different situations and locations, relieving some of the pressures of a busy family life.

We have also recognised that some of our employees, in addition to caring for children, are increasingly assuming the responsibility of caring for their parents. Many people have parents that live far away and sometimes, when they get sick, people need to get there to help with a quick schedule. We provide our employees with parental care support that allows for two days of paid leave in the event of an acute illness of a parent.

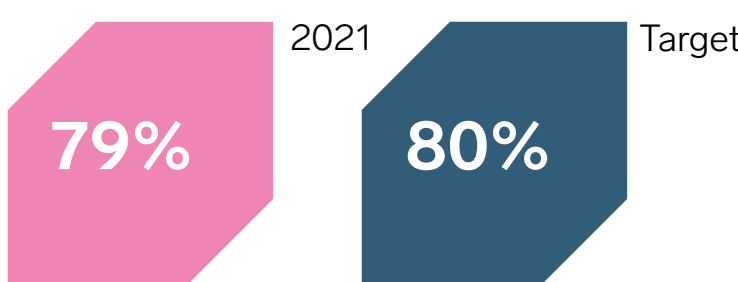
There were 3 accidents at work during the year, none of which were serious. Typical accidents at work are falls during a commute or a walk-in meeting in remote work, or road accidents.

### Professional development index



\*men 59.75%, women 55.5%

### Percentage of employees that feel they are continuously learning from their work



### Development

Gofore develops the professional skills of its employees on a goal-oriented basis and based on people's needs. Developing the skill sets of employees has been recognised as a critical success factor for Gofore's business as well as important to well-being at work. Employees are encouraged to use part of their working time to develop their skills. We believe that learning is best done in daily work e.g. through current work, new job assignments or projects, and in collaboration with others such as in the context of e.g. guilds and peer support groups. Formal education also has a place in the development of skills through e.g. courses and coaching.

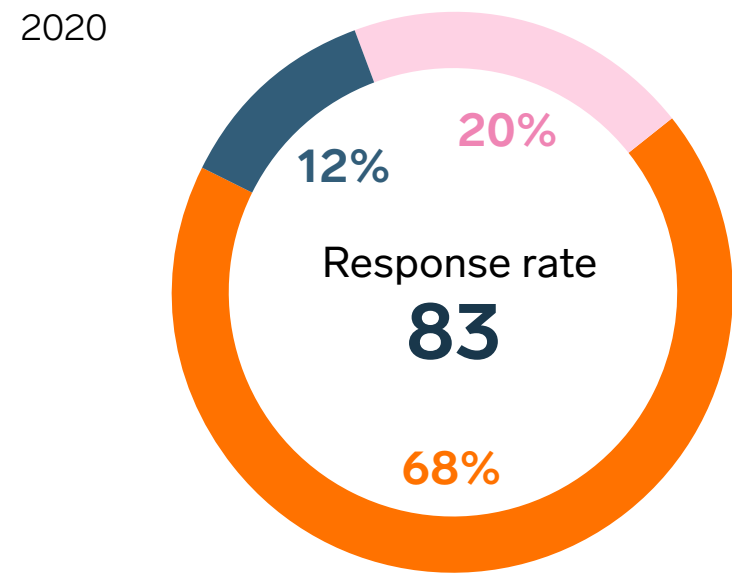
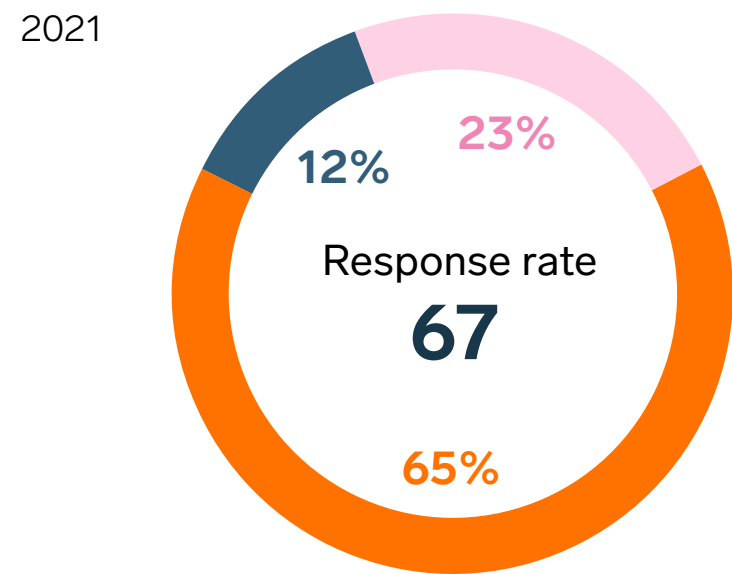
Since 2021, we have been monitoring employee experiences with learning and development opportunities using a separate index that measures satisfaction with on-the-job learning, feedback, career opportunities and learning services. The target index level is set at 60 per cent: this means that at least 60 per cent of the people at Gofore consider



their own learning and development excellent. The target will be raised as long-term work yields results.

We do not monitor or report the number of completed training sessions or hours spent on training because this metric does not correctly describe the learning opportunities offered to our employees. Our experience shows that the most effective way to learn and develop is through a customer project, in which the employee can work with a more experienced expert, as well as through applying the skills learned in a different industry or environment, or through working with new technologies. Practical in nature, these

Engagement, %



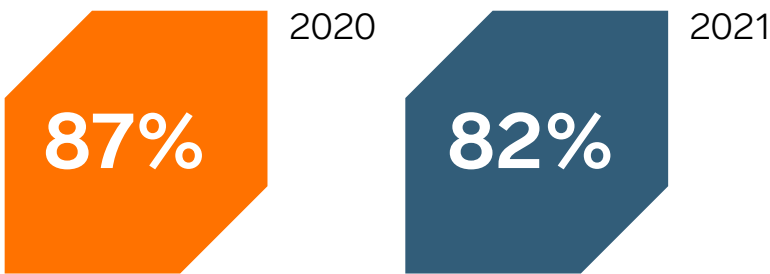
Neutrals Promoters Critics

skills are often not possible to gain through formal training. That is why the personal experience of each employee best describes the progress they have made on the learning and development front.

In our professional development programme, we take into account that in our diverse work community the needs of the employees are always individual. We are addressing individual needs by offering a wide range of support services, such as the Gofore Academy, which provides training in consulting skills and personal growth, guilds established around different areas of expertise, and the opportunity for teams to re-

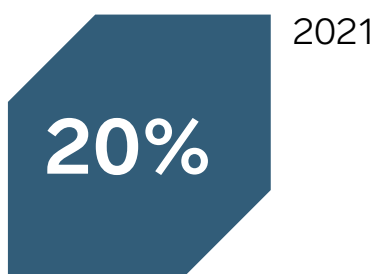
Job satisfaction

eNPS (percentage of those who recommend Gofore as a great place to work)

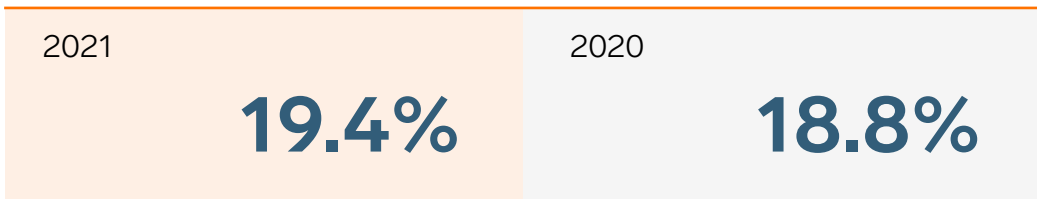


Attractiveness as an employer

Growth in the amount of job applications, %



Percentage of revenue from subcontracting



ceive training based on the team's needs and particular area of expertise. From these services, our employees can build up a development support solution that meets their needs.

# Recruiting international, diverse and skilled workforce

The successful recruitment of new employees and the retention of old employees are critical factors to Gofore's growth and business success. Our strong investment in this field was rewarded in November 2021 when Gofore was chosen as the best employer brand of the year in the recruitment industry gala Rekrygaala. The award was attributed to Gofore's long-term and strategic brand work. In addition, as another indicator of Gofore's reputation as an employer, higher education students chose Gofore as one of Finland's most attractive employers in the YPAI (Young Professional Attraction Index) survey in 2021. In a study conducted by Universum, an employer branding expert, Gofore rose to the 12th place among the most attractive employers in the IT industry.

Strong commitment to the company from employees is recognised as a measure of success for Gofore. Our employees are also Gofore's shareholders to a large extent, which in part also serves to foster commitment. For years now, we have supported employee shareholding through our Crew Share programme. In 2020, we set up a model to measure the engagement of Gofore employees on the Culture Amp platform. This engagement index examines the motivation of employees, their commitment to the organisation as well as how proud they are to work at Gofore. Going forward, we will regularly measure employee engagement using this index.

# Employee rights

We are committed to the ILO Declaration on Fundamental Principles and Rights at Work in all the countries where we operate. We uphold the freedom of association and recognise the right of collective bargaining for employees in all countries.

During 2021, we created Gofore's first company-specific collective agreement in close collaboration with employee representatives, our staff and representatives of trade unions. In effect from the beginning of 2022, this collective agreement broadly reflects the values, business culture, thinking and behaviours of Gofore. It also includes a wage settlement based on our company's growth and profitability. We believe that our collective agreement is of cultural importance and contributes to maintaining our attractiveness in the competitive labour market. In Finland, we were among the first in our industry to publish our own agreement. The agreement will be available at <https://gofore.com/en/>.

Since 2020, our subcontractors have been committed to complying with the Gofore Code of Conduct, which is attached to the subcontracting agreements. During 2022, we will also introduce a more detailed subcontracting Code of Conduct, in which we will define more precisely how our subcontractors should consider employee rights in their operations.

Our subcontractor network is an important stakeholder group for our business. We work with many companies of different kinds and sizes as our subcontractors both in Finland and abroad. Our subcontractor network makes our work community more diverse, and we are supportive of smaller companies and freelancers within our subcontractor network.

In addition to good customer and employee experience, we pride ourselves on good subcontractor experience, offering more than just financial incentive to working with Gofore.



# Prosperity

For us, good corporate citizenship means that we understand businesses are an integral part of society and that the relationship is reciprocal. We are dependent on stable, democratic society and the services it provides. Education in particular is essential to us, so our responsibility is to support the stability and positive development of society in all countries where we have operations.

## Employment and wealth creation

Gofore provides financial benefits to its employees, customers, owners, partners and society. Sustainable growth and strong profitability form the basis on which Gofore operates, with the ambition to positively influence society through digitalisation.

### Charitable donations

Every year we make financial donations to our chosen charities, based on a charity budget approved by the Board of Directors. In 2021 the budget was EUR 20,000. In addition, Gofore's subsidiary CCEA contributed to charity with EUR 9,829 in 2021. Part of the support from the CCEA was donated to upper secondary school students.

In 2021, our donations went to the following charities:

- Baltic Sea Action Group – as part of Carbon Action business network, cooperation in protection of the Baltic

Sea and actions against climate change

- Aktion Baum – an organisation that carries out afforestation projects throughout Germany
- Pesäpuu – an organisation that works to improve the situation of children who are under the protection of child welfare services
- Venner – an organisation focused on reducing poverty in families with children and health inequalities
- Isenge village in Zambia
- The Finnish Association for Nature Conservation – a nature conservation organisation that protects endangered species, forests, waters and bogs
- Gubbe – an organisation that aims to help older people live a happy and active old age

Our biggest donation of EUR 13,000 went to the Baltic Sea Action Group; we have vowed to support it in our Baltic Sea Commitment until the end of 2022. Our support is not only financial but also a contribution of work and expertise as a part of the Carbon Action business network. Carbon Action supports regenerative agriculture and seeks to promote the sequestration of atmospheric carbon in soils, the conservation of biodiversity and the protection of water bodies.

In addition to our chosen charities, we have offered both our employees and our customers the opportunity to direct donations made by Gofore. In 2021, our employees chose to support the children's hospital in Tampere with a donation of EUR 8,300, in connection with the Gofore We Care campaign. And approximately one third of our customers chose





to direct a donation to the association Hope instead of receiving a personal Christmas gift. The total amount of this was EUR 4,350.

Employment

We strive for strong growth and are constantly recruiting. Employee engagement and retainment are of paramount importance to us. In 2021, however, the exit turnover increased, reflecting the turbulence of the COVID-19 pandemic, as has also been observed in the industry in general. This page shows the number of new employee hires and employees that have left, broken down by gender and age group. The figures by age group and gender include only the companies that were part of the Gofore Group as of 1st January 2021 and do not take into account acquisitions made during 2021.

Social support during 2021

During the review period, Gofore was participating in the Robins research project, funded in part by Business Finland.

In addition to Gofore and the Tampere Universities community, the Robins project consortium included five other expert companies in Finland. Gofore's involvement consisted of strategic development projects Capability Accelerator and Digital Gofore. The Capability Accelerator project explored ways to continuously renew the company's capabilities and thus its service offering. The Digital Gofore project examined the company's transformation into an international and more platform-based operator. The cost of the project was approximately EUR 0.2 million for 1 January to 30 April 2021. Business Finland's grant was a maximum of 40 per cent of the total eligible costs of the project, which was, during the project period 1 April 2019 to 30 April 2021, approximately EUR 1.6 million. The Robins project ended during the review period.

During 2021, a project funded by Business Finland was underway to support business continuity over the COVID-19 pandemic and to find new ways to generate customer value in the changed operating environment, for example, developing new methods for remote work. Business Finland's grant was a maximum of 80 per cent of the total eligible costs of

the project, which was, during the project period from 24 March 2020 to 30 April 2021, approximately EUR 0.13 million.

The third publicly funded development project launched in 2021 focused on developing ethical capability. For this project, Gofore has received EUR 27,000 from the Finnish Work Environment Fund for the entire project period. The project will continue until 2022.

Innovation and product development

Gofore is an expert service company that does not make its own product development. We offer the expertise of our specialists for use in the product and service development of our customers.

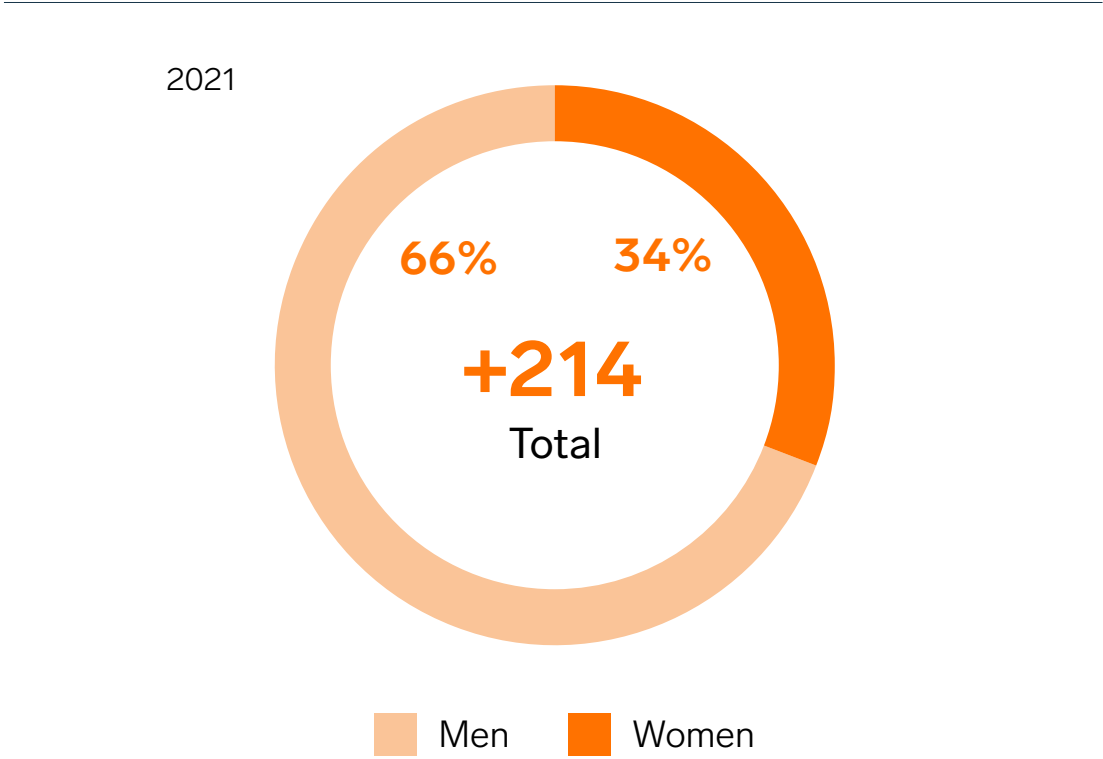
Society

Our financial benefit to society comes in the form of, among other things, the tax footprint generated by the company. We do not accept and have never done any tax evasion or grey area tax planning.

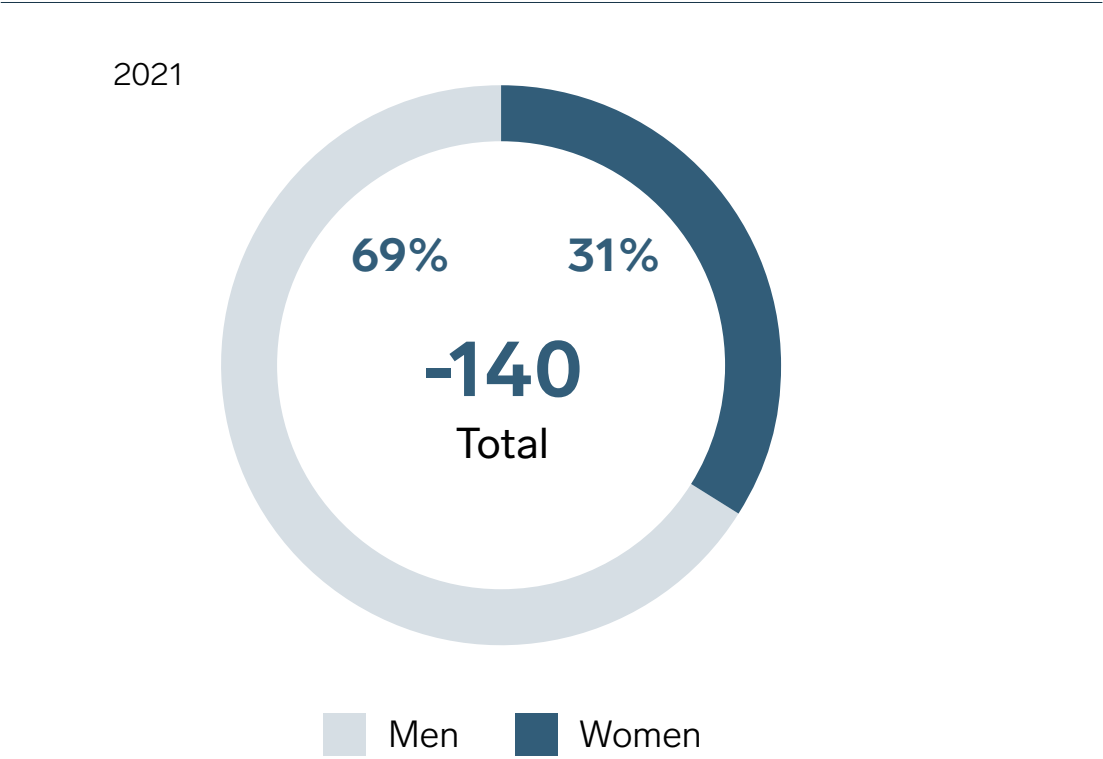
Taxes and tax-like payments

EUR 1,000	2021	2020	2019
Corporate income taxes	2,734	1,927	1,603
Indirect taxes	15,722	12,534	11,316
Withholding taxes on salaries	13,046	10,384	7,946
Social security contributions	1,238	827	458
Total	32,739	25,672	21,290

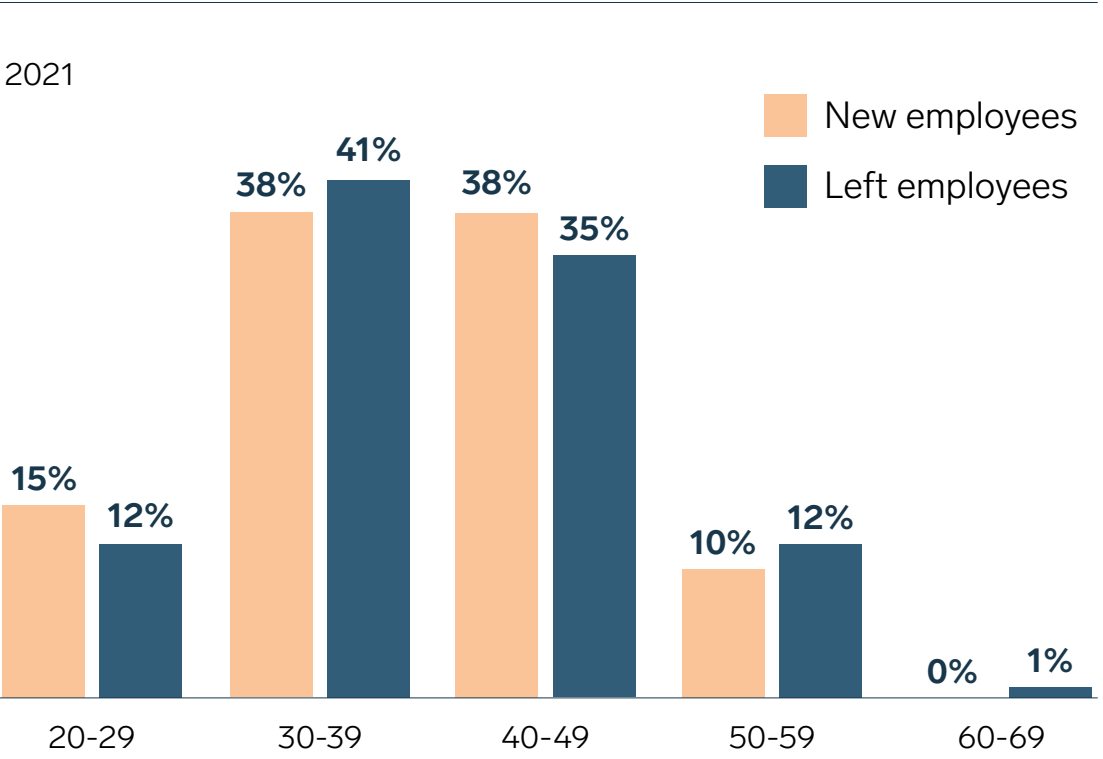
Total number of new employee hires



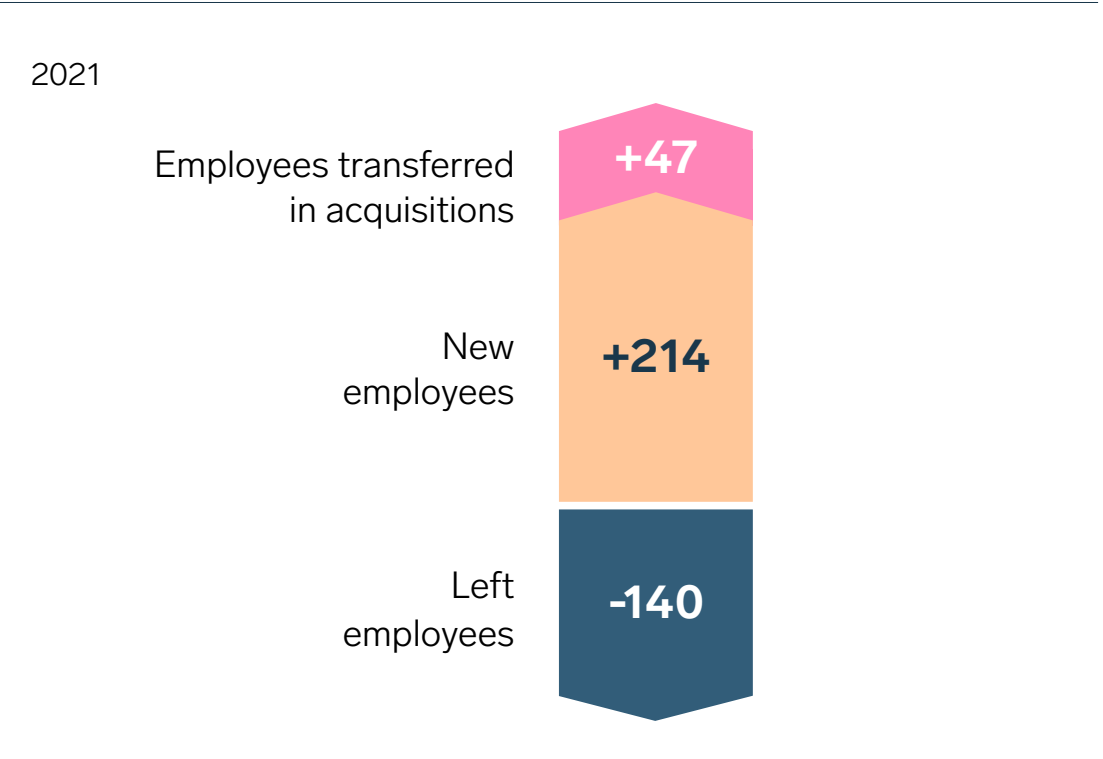
Total number of employees that have left the company



New and left employeeest by age group



Employees transferred in acquisitions







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