



GOFORE

Sustainability Report
2020



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Our 2020 reporting consists of the following publications:

Annual Report 2020



Sustainability Report 2020



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

Gofore is pioneering an ethical digital world

Gofore Plc is a Finland-based digitalisation specialist with international growth plans. Together with our customers, we are pioneering an ethical digital world. We're made up of over 700 impact-driven people across Finland, Germany, Spain and Estonia – top experts in our industry who are our company's heart, brain, and hands. We use consulting, coding and design as tools to incite positive change. We care for our people, our customers, and the surrounding world. Our values guide our business: Gofore is a great workplace that thrives on customer success. In 2020, our net sales amounted to EUR 78 million.

Gofore aims to differentiate itself from its competitors by serving its customers extensively as a partner in agile digital transformation. Our services:

- Digital transformation advisory
- Implementation of digital services: agile software development, service design, cloud technology, data and analytics
- Digital quality assurance and testing automation

We pioneer the way to a world which is both digital and ethical. To a world where companies make a profit, but where their existence also serves a greater purpose. Gofore exists to serve all its key stakeholder groups – customers, employees, owners, societies, and the whole planet.

We help and challenge our customers to find new ways of thinking and acting that will change the world for the better, for all of us. We want to be an example of a company that combines successful business and comprehensive sustainability in its operations.

People are at the core of our business. We provide exceptional added value to our customers through shared successes and concurrently deepen our customer relationships. We also want to be the best workplace for our employees now and in the future.



Introduction to sustainability

Sustainability is the foundation of our operations

Gofore's strong commitment to corporate responsibility and sustainable development can be seen in the company's values and everyday operations. We help our clients to thrive in a constantly changing and increasingly digitalised world by producing solutions that support them efficiently in their operations. The work we do helps our clients improve their efficiency and achieve their own sustainability goals.

Possibly the biggest global challenge today is climate change. We believe that solutions created through digitalisation play a major role in solving the problem. For instance, the [World Economic Forum](#) has estimated that, by using currently available digital technologies, it would be possible to achieve a reduction of up to 15% in global carbon emissions. We at Gofore want to do meaningful work, so we want to apply our expertise and knowhow to cutting emissions, too.

The main occupational well-being risks affecting our experts are related to their mental coping. As the coronavirus pandemic also reshaped the Goforeans' way of working during 2020, we managed to develop new ways to sustain the positive characteristics of our communal corporate culture and the mental well-being of our employees while working remotely.

Our strong commitment to our employees' well-being can be seen in many actions taken by the company. We support our employees' well-being by investing in their ability to balance work and other parts of their life. This means, for example, flexibility in working hours needed to care for children or parents. A new benefit launched in 2020 was a paid two-day care leave to aid employees who need to take care of their ageing parents.

We strive for non-discrimination in compensation between men and women by encouraging wage transparency among employees.

Our industry, products, and operations require special attention to the processing of personal data as well as data protection and security. In 2020, we took steps to have our information security management system ISO 27001 certified. Questions about the ethics of AI have been prominent in 2020, and we have trained both our own personnel and clients on these themes.

In our sustainability work, we have made great strides to calculate and reduce our own carbon footprint. Our offices in Finland received the WWF Green Office certification, and we started a project to develop a method to support sustainable development.

We bear our financial responsibility for instance by ensuring the company's profitability and by paying our taxes dutifully and promptly. The prohibition of corruption and bribery applies to our personnel but also to all our partners.

In 2020, we laid the foundations for our determined efforts to develop expertise in environmental and social issues as well as methodologies for sustainable digitalisation. We confirmed our sustainable development strategy for 2021–2025, emphasizing especially the development of sustainable solutions. Gofore's goal is to contribute through its customer projects towards achieving the Sustainable Development Goals of the United Nations.

Sustainability efforts include everyday work in a changing business environment to prevent any negative impacts from business operations. The other part of this work is recognizing and developing positive sustainability impacts. Through our own sustainable operation and our sustainable digital services, we can do our part to change the world for better.

KRISTIINA HÄRKÖNEN

Chief Sustainability Officer



CEO’s review

2020 will be remembered as a very exceptional year. Due to the coronavirus pandemic, we, as well as majority of our customers faced a shift towards remote work. The situation was challenging for our company culture, which is based on community spirit, transparency, and open communication. We had to come up with completely new ways of maintaining the positive special features of our culture and to support our employees in coping with the mental strain of isolation.

Our mission is to change the world for the better. Gofore’s management is committed to making sure our company operates in a sustainable manner. In 2020, we took major steps forward in our sustainability work, and focused on it more than ever in the history of our company.

In our brand renewal, we declared our aspiration of being the pioneer of ethical digitalisation. We invest in sustainability, because we believe it will reinforce our company culture and bring us business opportunities. We want to contribute to the achieve-

ment of global sustainable development goals also through our customer projects.

Our high-quality services would not be possible without our competent employees and subcontractors. We have paid special attention to building a company culture that takes people into consideration. For us, it is important that people feel well in their work and feel their work is meaningful. We invest in reinforcing our community spirit, and we appreciate the differences in people. Diversity is also an asset in our work.

In 2020, challenges related to data protection, ethical use of information, and AI ethics were also hot topics. They are key issues for the sustainability of our business, so we have allocated a lot of resources into developing this area in 2020.

Despite the challenging year, we keep our eye firmly on the vision and goals we have set. We look to the future with confidence. We follow international developments actively. We want to do our part in solving environmental problems like climate change and

declining biodiversity. With our digital expertise and enthusiasm, we can be involved in solving many global crises. We also pay attention on the environmental responsibility of our own operations, and one of our goals is to minimise our carbon footprint.

We believe that digitalisation has the power to make the world a better place. We want to be pioneers of this change.

MIKAEL NYLUND

CEO



Sustainability risks

Sustainability impacts and risks

Digitalisation is one of the most significant changes of our time transforming the world, societies and the way people act. It affects all of us. By designing and building digital solutions, Gofore contributes to making the world a better place.

We understand that we are changing the world through our operations and products, and that we have a responsibility for people, the environment and society. Gofore’s operations have a positive impact on all three, but we also acknowledge that our operation involves risks and challenges.

Impact on people

As an expert organisation, Gofore’s operations affect its own employees and particularly their well-being and coping at work. We can support our employees’ well-being at work by paying attention to the organisation of work, sufficient recovery, and maintaining a balance between work and other areas of life.

Our customers, as individuals, are affected most by the information security and data protection solutions in our digital products. In customer projects, constant vigilance is required to identify challenges related to AI algorithms, such as discriminatory algorithms, and to develop solutions for them.

Environmental impact mostly consists of carbon emissions

All business activities have a negative impact on the environment through the consumption of energy and other natural resources. Gofore’s environmental

footprint consists mostly of the energy consumption of our offices, commuter traffic of our employees, and business travel. Our digital solutions also use energy.

We can reduce our environmental footprint efficiently by cutting the energy consumption of our operations and products. We can also compensate for the emissions that are impossible or very difficult to remove.

We are a part of society

Gofore contributes to solving large-scale challenges in society with the help of digitalisation and its customers. Through its business, Gofore generates financial benefit to its employees, owners, partners, and so to the whole society. The economic benefit to society is manifested in particular as the tax footprint of the company.

Sustainability risks

Gofore’s operations also have risks. 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 Management Team every quarter.

Gofore has extensive instructions and training that aims for preventing the realisation of different risks. The adjacent table presents Gofore’s sustainability risks and the measures taken to manage them.

Risk	Risk management
Employees find it harder to cope 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 whistleblowing channel.
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	Instructions on dealing with a discovery of illegal actions in e.g. information security, and instructions to contact Gofore’s lawyer.
Local legislation, regulations, and information security in an international location or the 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 instructions.
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 e.g. clearly defined management responsibilities, keeping up security consciousness with various training events, disposing of or reusing equipment safely, and up-to-date non-disclosure agreements.
Compromising of employees’ data protection	The risk is mitigated by e.g. clearly defined management responsibilities, keeping up security consciousness with various training sessions, disposing of or reusing equipment safely, and up-to-date non-disclosure agreements.
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. Moreover, all locations have a drill for emergencies at least once a year.

Sustainability at Gofore

At Gofore, sustainability is based on our values

Gofore is a great workplace for everyone.

At Gofore, employees are the best experts in their own work, and they are allowed to be themselves. Our culture is based on caring for each other, continuous improvement, and doing things together.

Gofore thrives on customer success.

Success is always achieved in cooperation with the customer. We pursue a positive impact with our actions, and we are committed to successful results.

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, ethical principles as well as the Code of Conduct for solving ethical problems in practice.

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, 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.

Code of Ethics

We act ethically, as it is important for us to make sure our operations deliver good to all 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 coping and well-being. The Code of Ethics, approved by Gofore’s Board of Directors in 2020, compiled the ethical guidelines as a basis for management and leadership.

Other guidelines and policies guiding our corporate responsibility work are

- Equality and diversity plan
- Information security policy
- Environmental guidelines
- Insider guidelines
- Guidelines: Work ability management, monitoring and early support; 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.

Sustainability work management and focus areas

At Gofore, sustainability-related matters are discussed primarily by the Group Executive Team. Substantial 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 development of the area as a whole and monitoring the progress made in achieving our targets.

In 2020, the company’s strategy was updated for 2021–2023, and at the same time the sustainability strategy was fine-tuned. Gofore’s goal is to be a pioneer in digital solutions promoting sustainable development and in sustainable business. Furthermore, a significant share of the company’s net sales should come from solutions that have a verifiable positive effect on resource efficiency, cut carbon emissions or that support a strong, safe, democratic, and open society. The company wants to be an attractive Environmental, Social and Governance investment.

We have identified [six UN sustainable development goals](#) as the basis for our sustainability work; we strive to promote these in particular through our actions and services.



- 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 10.**
- 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

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

Sustainable Gofore

Gofore has a Sustainable Gofore programme to promote sustainability. The programme covers both the development of Gofore’s own operations and impact on customers and the society. The Chief Sustainability Officer is in charge of the programme.

Responsibility for our own actions – “Leave no trace” – we try to minimise the negative impact of our operation.

Changing the world for the better – “Make a positive impact” – we try to amplify the positive impact of our work through our customer projects.

The focus areas in sustainability material to Gofore’s operations are:

Handprint through our customers

- Having an impact on our customers’ own sustainability goals with our daily work and our products. We consider this one of our most important business opportunities.

Responsibility as an employer

- Fair, equal, safe, and diverse working community that supports the employees’ development as professionals and human beings.

Ethical and environmentally sound work

- Minimising adverse environmental effects of our work and preventing any negative social effects.

Good corporate citizenship

- We are involved in interaction in all societies where we operate.

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

Sustainability themes

Handprint through our customers

We contribute to our customers’ own sustainable development goals through our daily customer work and our products. This is also one of Gofore’s main business opportunities.

We believe that sustainable development is the next major change to transform business. We also believe that digitalisation and its tools can have an impact on many of the most significant global challenges of today, both ecological and societal ones. This is why we at Gofore see that we as IT industry participants have an ethical responsibility to step in, take a stand, and develop new solutions: Gofore needs to use its knowledge capital to pave the way to achieving sustainable development goals.

To a growing extent, the themes of sustainability are also at the core of our customers’ business, as they strive towards carbon neutrality or to the implementation of their other sustainability goals. Supporting this development by all possible means is our ethical responsibility as a forerunner of digitalisation. We also believe that developing solutions to support ecological reconstruction and a more open, transparent, and democratic society is an important new business area for us in the future.

Ecological reconstruction and e.g. solving the climate crisis successfully demand

extensive data collection, processing, and analysis. The challenges are complex and systemwide, so they must be met with systemic understanding. Creating this understanding and simulating the interdependencies between phenomena requires tools provided by digitalisation, such as processing large data masses, use of AI, or different platform solutions. Gofore has the ability to help customers achieve this systemic understanding.

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.

Measurable impact with Good Growth method

In 2020, our most important action taken in this area was to start the development of the Gofore Good Growth method. The project aims to create sustainable development and measurable impact in Gofore’s customer projects. Good Growth is a model

that enables making sustainable development goals an essential part of digital development projects. The model is developed together with Ekokumppanit Ltd, which is an expert in sustainable development. In this work we utilise the pioneering work of our subsidiary Qentinel Finland in modelling impacts.

The Good Growth model assesses the positive and negative impacts of a project or solution through three different lenses: environment, society, and economy. Performance indicators are derived from the customers’ sustainability strategy or the UN’s sustainable development goals; following the indicators gives a clear view into how successfully goals are met.

As a part of the Good Growth project, we try to find new ways to reduce the footprint of digitalisation. Here it is essential to develop the understanding of how different architecture and infrastructure choices affect the use of resources of a software solution. Good Growth development started in the summer of 2020. Our goal for 2021 is to implement the model in customer projects and

to have it in active use internally. Our concrete goals for Good Growth development are:

- Several Good Growth customer projects in different business sectors and with customers of varying sizes
- Good Growth assessment to be made internally in all Gofore’s largest customer projects.

Our strategic ambition is to be able to improve constantly our understanding of the factors that make up our impact on sustainable development goals. This is how we can improve our handprint continuously.

As the world changes and sustainable ways of operating are becoming more and more mainstream, those companies will prosper that are able to take a forerunner position. In this position, we want to advance and help our customers to see the opportunities in this change.

Responsibility as an employer

We are a fair, equal, safe, and diverse work community which supports its employees in their development as professionals and human beings.

Our employees are our greatest asset, and this can be seen in everything we do. Interesting and educational work assignments, extensive support to well-being and coping at work, equality, diversity, and non-discrimination play a key role. We cultivate all this under the auspices of our People Strategy 2021–2025 and with the help of the People Person operating model.

Strong commitment by the employees has been recognised as a success factor for Gofore. In our opinion, this strong commitment is boosted by our employees also being Gofore shareholders to a very large extent. For years now, we have supported this employee shareholding through our Crew Share programme.

Focus on skills development and well-being at work

Developing the skill sets of employees has been recognised as a critical success factor for Gofore's business as well as an important factor in well-being at work and how employees thrive. Previously we have monitored the working hours used annually by employees to develop their skills. In 2019 the amount was 80.9 hours and in 2020 85.9 hours. From 2021, we will monitor em-

ployee satisfaction with learning and development opportunities with a separate index that measures satisfaction with on-the-job learning, feedback, career opportunities and learning services. The target level of the index is 60%. This means that at least 60% of the people at Gofore consider their own learning and development excellent.

In our professional development programme, we take into account that in our diverse community the needs of the employees are always individual. We try to address this by providing a versatile set of support services, including the Gofore Academy focusing on internal training, guilds for different areas of expertise, and mentoring service based on personal peer support. From these services, our employees can build up a development support solution that meets their needs.

Employer brings flexibility to life in a pandemic

The year 2020 was marked by the coronavirus pandemic and adaptation to it. Our whole organisation started to work primarily remotely in early March, before the national remote working recommendation was given. When remote work started, we gave our

employees the possibility to take e.g. their office chair, displays, and keyboards home to make working comfortable and ergonomic even at home.

Arranging childcare particularly in the spring of 2020 was difficult for many parents with small children. We wanted to provide some relief by paying for a childcare service which could be used for 15 hours per week. Moreover, we made it possible to take summer holidays during the spring and we made it easier to take unpaid leave by promising that annual leave days will accumulate as normal even then.

Tendering of occupational healthcare a major effort in 2020

We want to support our employees' comprehensive well-being in many ways. In this, it is extremely important to have as good an occupational healthcare partner as possible. Even though our employees are on average very healthy, we wanted to improve the service experience further. This is why in 2020 we started tendering to find the best possible partner for our current growth phase.

With the tendering, we wanted to provide a better user experience in all our locations, a suitable service range to maintain

both physical and mental well-being of our knowledge workers, well working digital services and data from them for HR as well as professional and proactive partnership for the future. One selection criterion was the pricing model, encouraging the service provider to invest in preventive work.

Culture Amp into use – commitment indicates motivation

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 now and in two years as well as how proud they are to work at Gofore. The measurement is recurring, and in 2021 the focus areas and cycles of measuring are tailored within the Group for the needs of different business units.

In 2020, engagement with Gofore was divided as follows:

- 68% advocates
- 20 % neutral
- 12 % critics

In addition to the engagement index, Gofore surveys the following themes: balance of work and leisure, cooperation and communication, trust in the company and its management, satisfaction with manager, social contacts, learning and development, inclusivity, teamwork, quality of Gofore's services to customers, and feedback and recognition for work well done.

Diverse personnel as the goal

As an employer, Gofore is flexible and supports diversity. The company treats all its employees equally, regardless of their gender, ethnicity, religion, age, or other comparable factors. Diversity increases our human capital which again boost well-being at work, productivity, and ability to renew. In 2020, the company also started to draft a policy on equality and diversity.

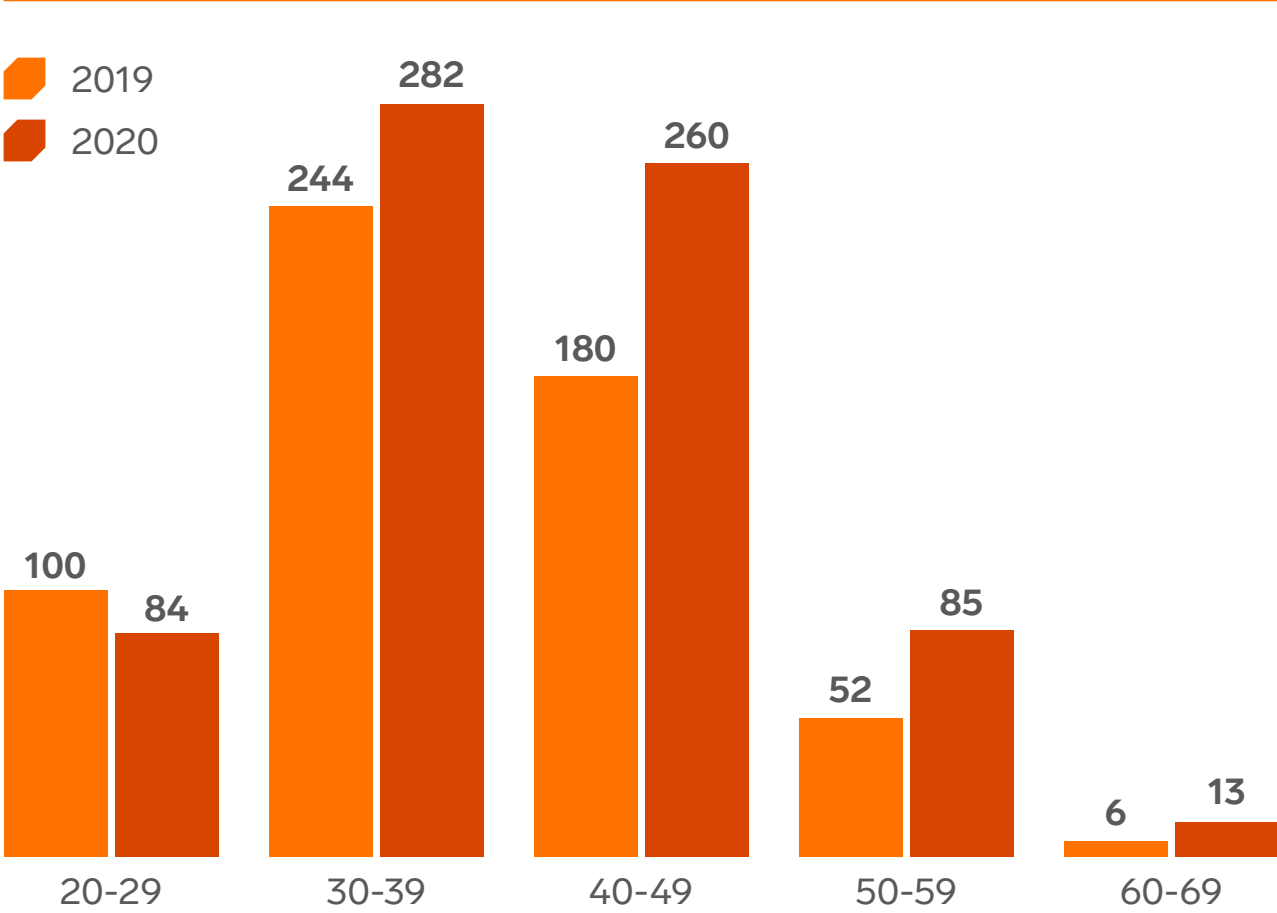
For 2021, our goals are:

- Increasing the share of women in the Board of Directors to 40%
- Professional development model created
- The professional development index to at least 60%

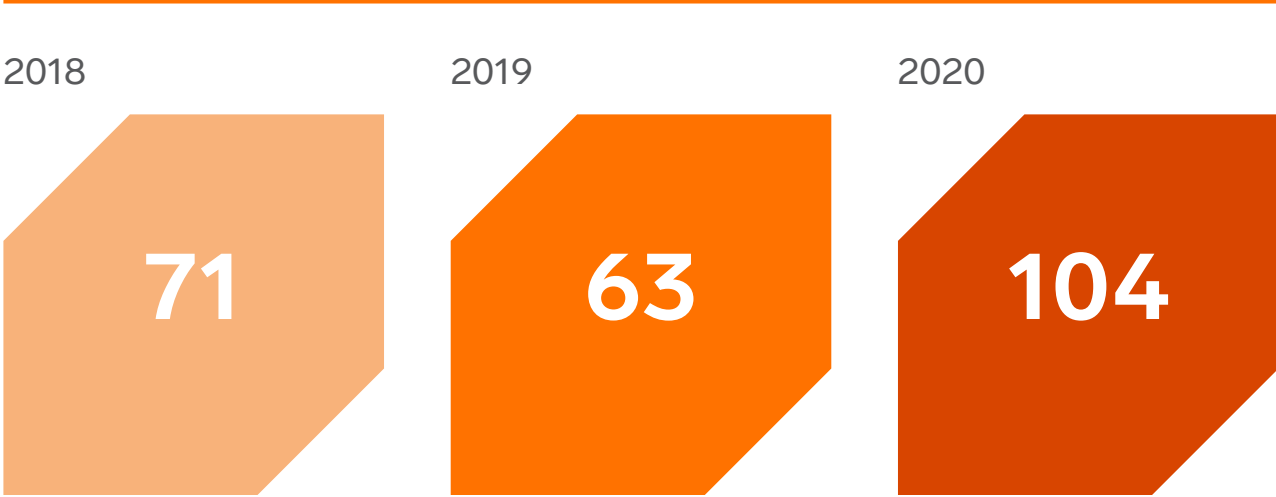
Employees by country



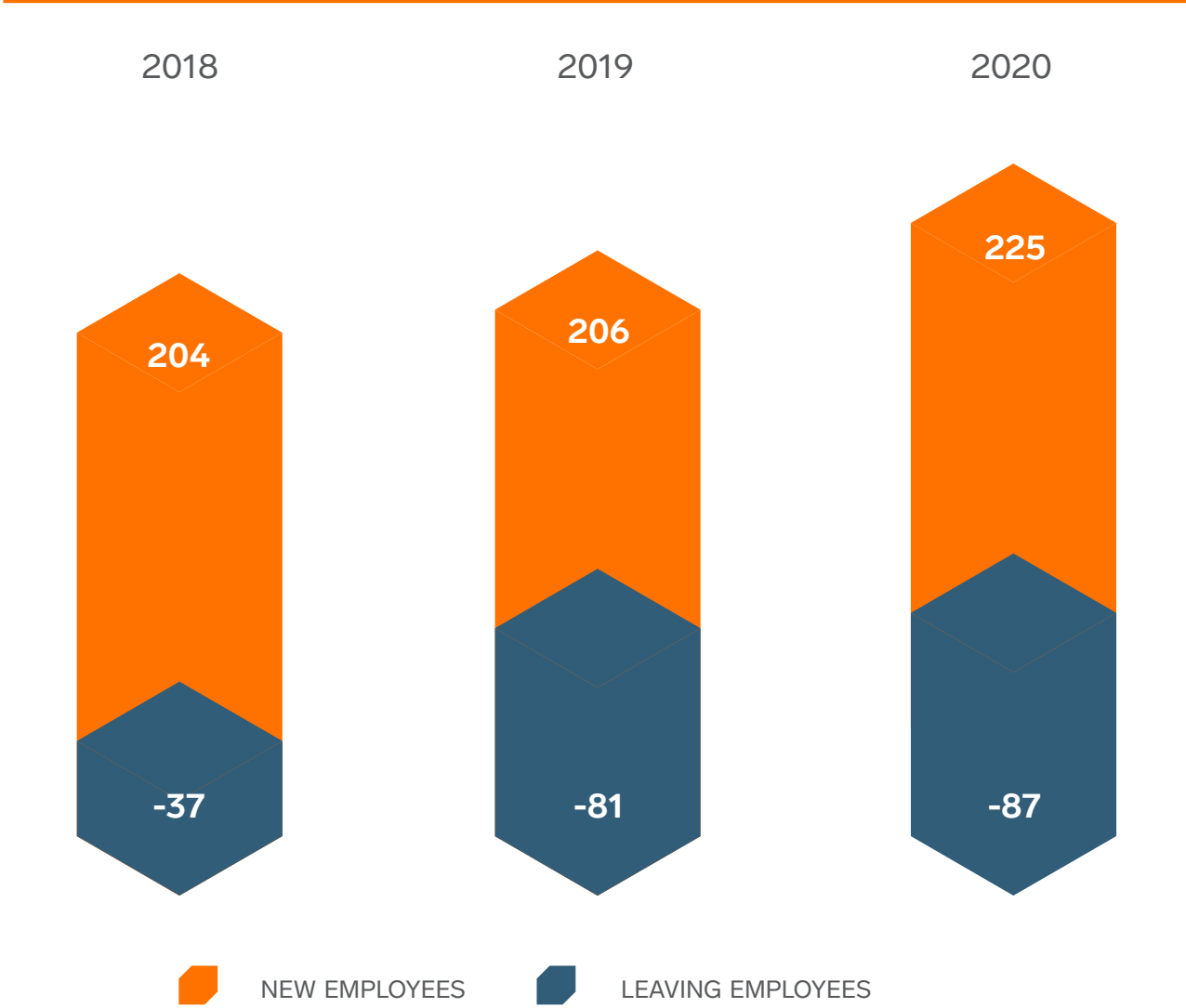
Employees by age group



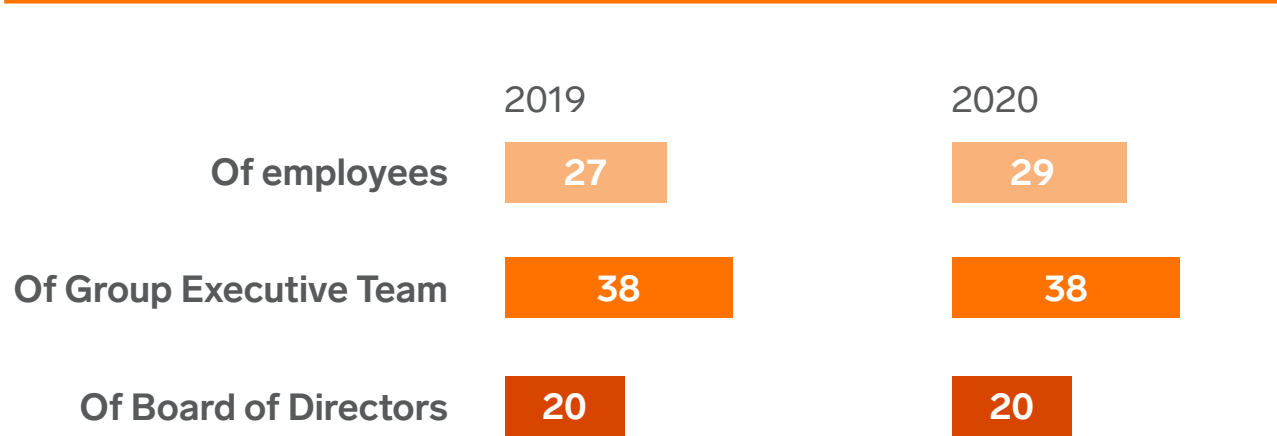
Number of employees through acquisition



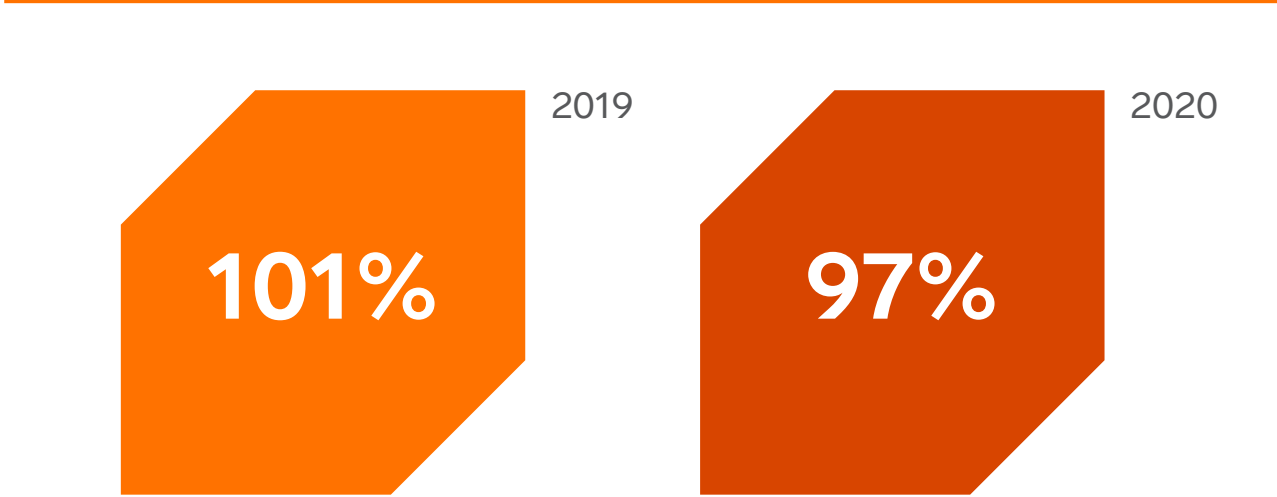
Employee turnover



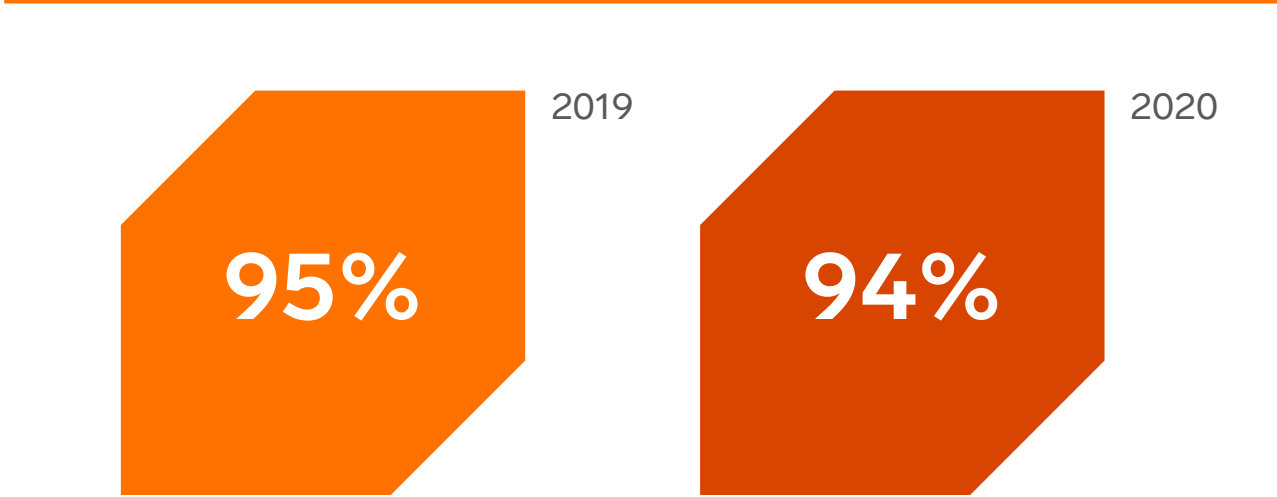
Percentage of women



Salaries of women/men in invoiced work

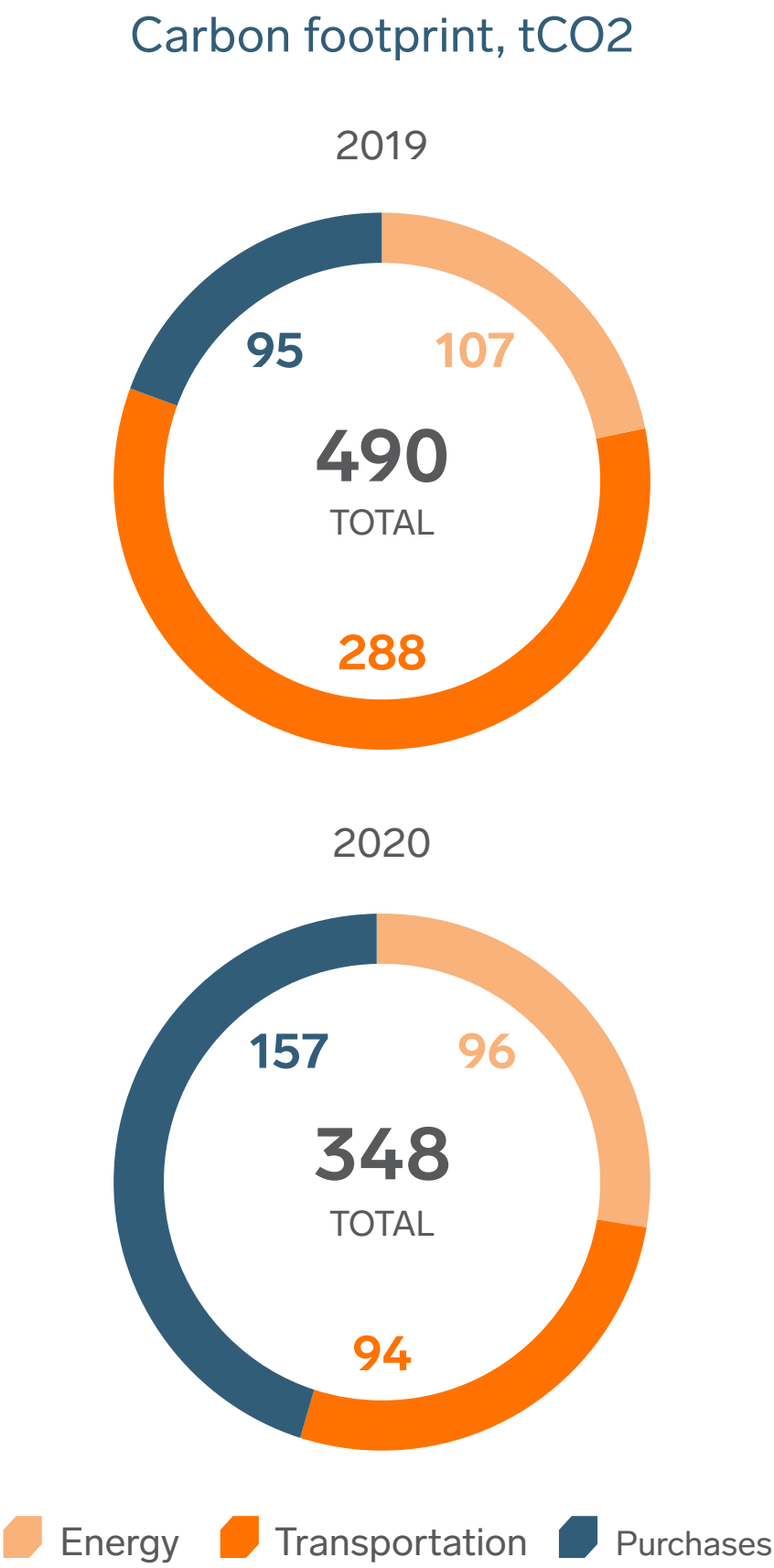


Salaries of all women/men



Ethical and environmentally sound work

We minimise the adverse environmental impacts of our work and prevent negative social impacts.



All business activity has an impact on people, the environment and society, even Gofore’s operations. We try to minimise the adverse social and environmental impact of our actions. From the social viewpoint, this means being a responsible employer as well as assessing continuously the sustainability risks of our customer projects, responsible approach to data protection, and ethical use of data. From the environmental perspective, sustainability means especially the minimisation of climate impact.

Carbon neutrality as the goal
Prevention and mitigation of climate change are the big challenges of our time. This is why a key indicator of our environmental performance is annual carbon emissions monitoring or carbon footprint. In addition to this, we strive for environmentally responsible procurement in other ways and try to decrease the negative impacts of our operations. These actions have been described in more detail in Gofore’s environmental guidelines.
Carbon emissions from our operations in Finland have been calculated annually for two consecutive years.

The adjacent graph presents the emissions in 2019 and 2020. Typically, our emissions come mostly from the energy use of our offices as well as from commuting and business travel. In 2020, the emissions were significantly smaller than in 2019 due to the coronavirus restrictions imposed on traveling.
Our goal is to include the emissions of our offices abroad in this calculation in 2021.
To cut our commuter traffic emissions, we support our employees’ emission-free travel between their homes and our offices with employer-subsidised bus tickets and financial support to employees who travel to and from work on foot or by bike. In 2021, we are planning to implement an employee benefit for bike purchases.
Because all emissions cannot be eliminated, we will offset our remaining 2020 emissions to reach a 50% reduction from the 2019 level.
We have set as our goal to be carbon neutral in 2021. This applies to all Gofore’s operations, in Finland and abroad. This goal is achieved by compensating for the emissions we cannot eliminate. At the same time, we continue to strive for reduced emissions.

At the moment, the majority of the electricity we use is carbon neutral production (in our largest offices, Helsinki and Tampere based on 100% hydroelectric power), and other offices also largely use low-emissions energy.
Going forward, the most important ways to continue cutting our emissions are related to decreasing commuter traffic and business travel, as well as selecting lower emissions ways to travel. The coronavirus pandemic has made it easier to achieve these goals by making us and our customers learn new ways of working that do not require presence in the office or travel. Our goal is to utilise these methods even more in the future.

Green Office certificates for our offices in Finland
In 2020, we gained WWF’s Green Office certificate for all our offices in Finland. Our goal is to certify our offices abroad, too, in 2021. The Green Office certificate considers cutting carbon dioxide emissions but also things like the amount of waste produced, water consumption and environmentally friendly procurement. We try to support small, local businesses, and we prefer certified products whenever possible.



Good corporate citizenship

We interact in all societies where we operate.

For us, good corporate citizenship means that we understand businesses are a part of the society and their relationship is reciprocal. We are dependent on a 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 the society in all countries where we have operations.

In our business, we follow the 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. We do not approve any tax planning aiming for tax evasion.

We do not condone any kind of bribery or corruption, and we do not support politicians or political parties. [Gofore’s Code of Ethics](#) includes general instructions on how to prevent any corruption and bribery cases. Instructions on the prevention of corruptions will be elaborated on during 2021.

Gofore has a whistleblowing channel for employees or outsiders to report anonymously any observations about possible corruption, bribery or unethical activity. During 2020, there were no reported incidents of corruption or bribery nor any other business practice violations or unethical activity.

Subcontracting

Our subcontractor network is an important stakeholder group for our business. We have 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 want to support the wishes of many experts in our field to work in small companies or as freelancers. In addition to good customer and employee experience, we aim for a good subcontractor experience and being able to provide our subcontractors with something more than just financial value for working for us.

We are preparing a Code of Conduct for subcontractors. Our goal is to implement it during 2021.

Development of risk management

In 2020, we did extensive risk mapping. The project was started as a part of our ISO27001 information security certification, and as its result, we logged and analysed a broad set of risks related our operation. Our risk management system includes a detailed risk management model, policies, planning, responsibilities, and processes. The mapping also comprised sustainability risks and, for example, corruption-related

risks. These will be described in more detail in 2021, particularly concerning risks related to activities abroad.

Donations and charity

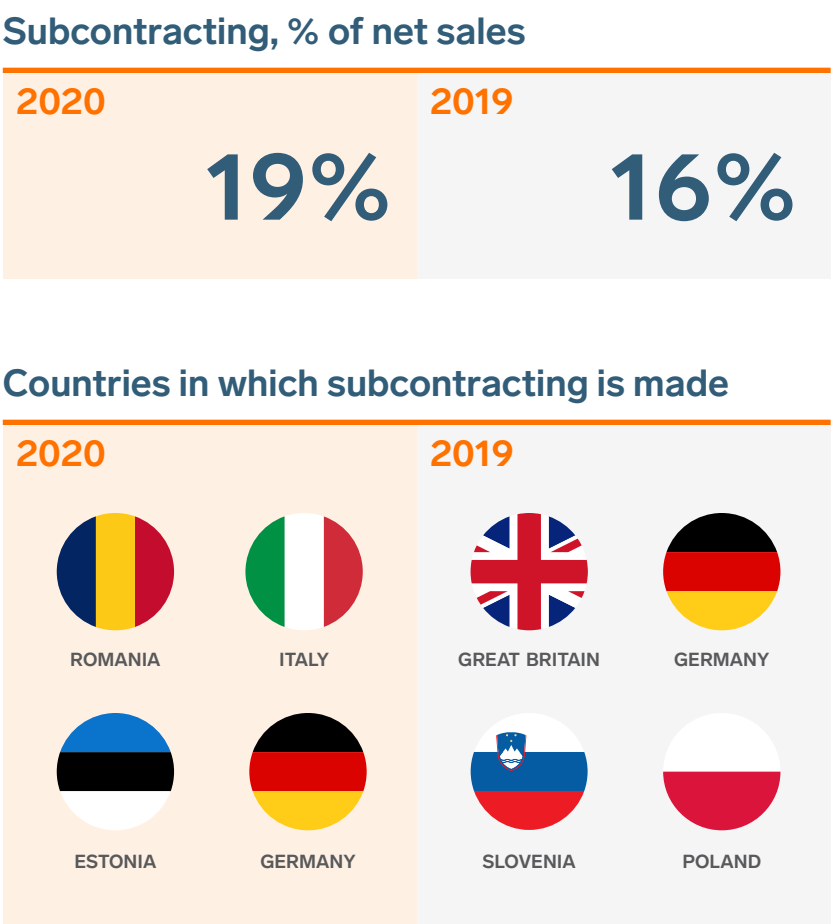
Every year we make financial donations to charities we find important, based on a charity budget approved by the Board of Directors. In 2020 the budget was EUR 20,000. In 2020 our donations went to the following charities:

- Protection of the Baltic Sea and actions against climate change in cooperation with Baltic Sea Action Group and as a part of the Carbon Action business network
- Local donations to the impoverished and particularly families with children before Christmas in cooperation with many local organisations in all locations where we have offices
- Isenge is a village in Zambia where we have aided through education, digital solutions (telecommunications, equipment and training in their use) as well as healthcare
- Support to healthcare personnel during the coronavirus pandemic by providing them with snacks in all our Finnish locations.

Our biggest donation of 10,000 euros went to the Baltic Sea Action Group; we are committed to supporting it in our Baltic Sea Commitment at least until the end of 2022. The support is financial but also a contribution of work and expertise as a part of the Carbon Action business network. The Carbon Action project supports regenerative agriculture and aims for increasing the sequestration of atmospheric carbon to the soil. The solutions to be developed will also help in maintaining biodiversity and protecting waterways.

UN Global Compact

Our goal is to join the UN Global Compact network in 2021. It provides our sustainability work a framework with principles and goals that are known all over the world. We believe that, in cooperation with other Global Compact companies, we can increase our impact towards achieving the global sustainable development goals.



Taxes and tax-like payments

EUR 1,000	2020	2019
Corporate taxes	1,927	1,603
Indirect taxes	12,534	11,316
Withholding taxes	10,384	7,946
Social security contributions	827	458
Total	25,672	21,290

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