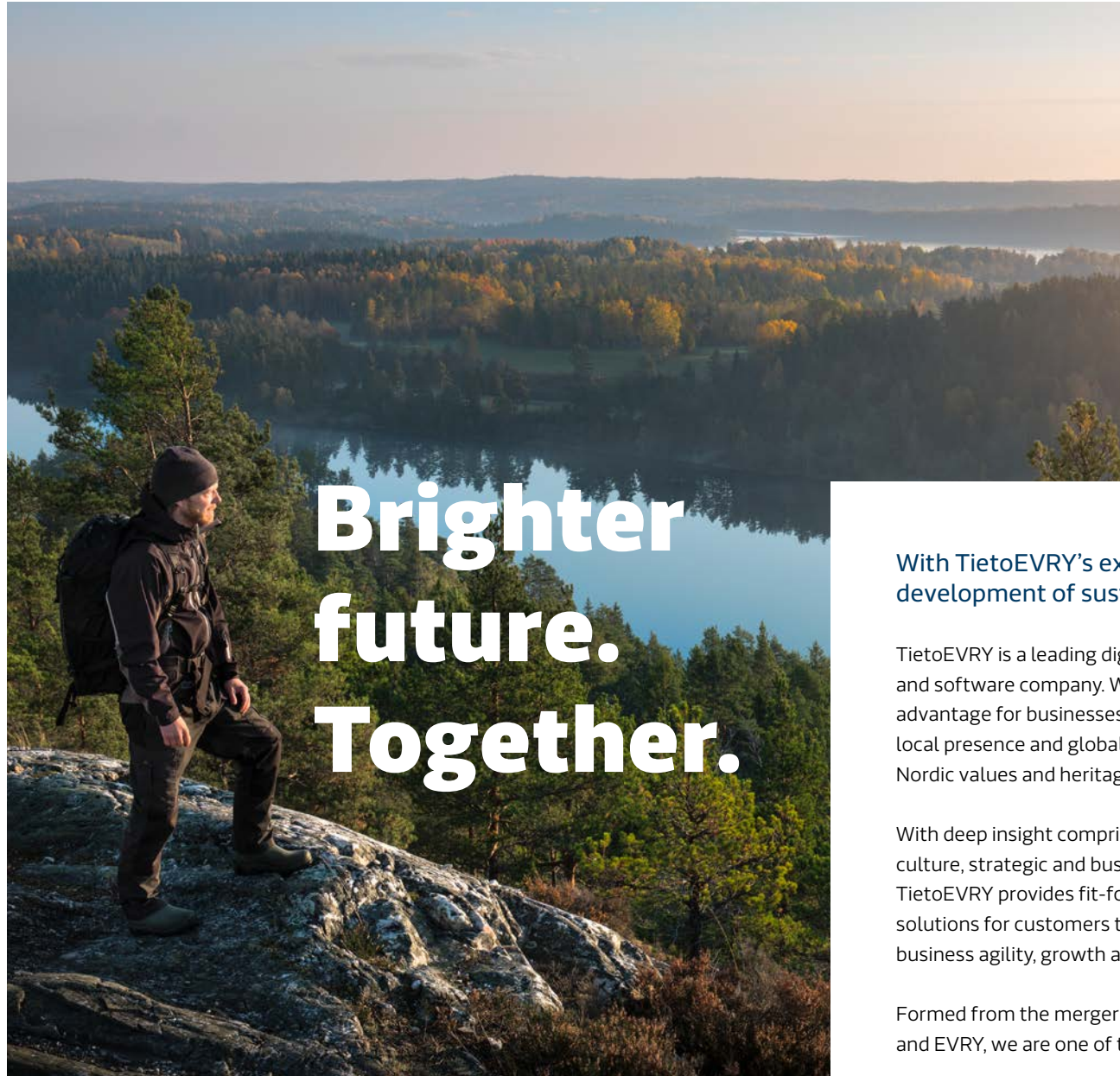


tieto *EVRY*

Sustainability Report 2019

**Joining forces
for digital
advantage**



Brighter future. Together.

With TietoEVRY's expertise, new technologies and data, we empower the development of sustainable businesses and the society.

TietoEVRY is a leading digital services and software company. We create digital advantage for businesses and society, with local presence and global capabilities. Our Nordic values and heritage steer our success.

With deep insight comprising customers' culture, strategic and business drivers TietoEVRY provides fit-for-purpose solutions for customers to increase their business agility, growth and innovation.

Formed from the merger of Tieto and EVRY, we are one of the largest

communities of technology and business professionals in the Nordics, and we employ approximately 24 000 experts globally.

We have a strong local presence with a leading market position in digital services in Sweden, Norway and Finland. With annual revenue of approximately EUR 3 billion, TietoEVRY serves customers in over 90 countries.

[Read more on the merger](#)



Facts & figures

(End of December 2019)

NUMBER OF
OPERATING COUNTRIES

90+

FULL NAME: TIETOEVRy CORPORATION

COMPANY FOUNDED IN 2019

HEADQUARTERS IN ESPOO, FINLAND

LISTED ON NASDAQ OMX IN HELSINKI AND STOCKHOLM, OSLO BØRS

TOTAL EQUITY: EUR 1 691.7 MILLION

TOTAL LIABILITIES: EUR 2 167.5 MILLION

REVENUE, MEUR

2 951

Based on stand-alone full-year financial information for Tieto and EVRY in 2019 (55% from Tieto and 45% from EVRY).

FULL TIME EMPLOYEES

23 996*

*Total number of employees for TietoEVRY.

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TietoEVRY 2019

The non-financial disclosures in the annual report 2019 covers only Tieto. Financial reporting for 2019 covers TietoEVRY with EVRY consolidated as from 5 December.

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Highlights 2019

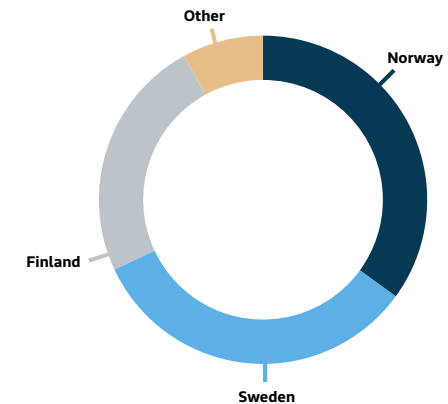
Year 2019 was as a historical year for us, bringing transformation and new opportunities.



We announced a plan to join forces with the Norway-based IT consulting company EVRY, to create the leading Nordic digital services and software company and the largest community for business and technology professionals.

[Read more here](#) →

REVENUE BY COUNTRY *



*Based on stand-alone financial information for Tieto and EVRY in 2019.

ADJUSTED EBIT

11.3%

DIVIDEND YIELD

4.6%





“

The company is well-positioned to create digital advantage for Nordic enterprises and society.

CEO STATEMENT

An exceptional year of transformation and exciting new opportunities

2019 was a historic year for Tieto. We joined forces with EVRY, the Norway-based consulting and technology company, to create TietoEVRY, a leading Nordic digital services and software company and the largest community for business and technology professionals. Together, we will accelerate digitalization and create digital advantage for our customers and society as a whole.

2019 was an extraordinary year for us at Tieto. We started the year by taking the next big leap in the company renewal to enhance the competitiveness of customers and the company alike. We launched a new strategy aiming to accelerate customers' design and data-led innovation and renewal in the Nordics and capture the opportunities in the data-driven world. We have made good progress on executing our strategy, transforming our operations and ways of working to a networked mode for

increased agility and collaboration. This enables us to serve our customers with the best possible solutions that integrate our expertise, software and services.

Tieto and EVRY to join forces

In June we announced one of the most remarkable mergers ever in the Nordic IT industry: Tieto and EVRY joining forces. The companies jointly create one of the most competitive digital services and software companies in the Nordics, and the transaction

was considered highly complementary from a geographical, offering and customer perspective. With combined revenue of close to EUR 3 billion, leading digital consulting practices, competitive industry specific software and scalable technology platforms, the company is well-positioned to create digital advantage for Nordic enterprises and society. Altogether TietoEVRY is serving thousands of enterprise and public sector customers in more than 90 countries.

Creating digital advantage for businesses and society

After meeting all regulatory conditions, on December 5th, 2019 we were able to complete the merger and TietoEVRY was legally established. The operational and cultural integration started in December and joint operations were kicked-off in January 2020. The integration work will be the key focus area for us in 2020 and beyond as we continue to implement the operating model, leadership, identity, as well as build a unified company culture. We have received positive feedback regarding the merger from all our key stakeholders, which has been very encouraging and inspiring.

Together, we can now offer our customers a wider range of services and capabilities enabling business agility, growth and innovation. We are doing this by leveraging our joint strengths: the leading customer experience capabilities, our large community

of data science and analytics experts, and our competitive offering of multi-cloud services, driving adoption of public cloud technologies, while ensuring business continuity and efficiency. Our software assets modernize core processes across the Financial services, Healthcare, Public services, Manufacturing and Energy sectors, while our advanced software R&D services digitalize our customers products.

Building on our Nordic values

A highly dynamic industry like ours calls for constant attention to employee wellbeing and skills development. We are delighted for the results of employee engagement surveys showing continuous positive development regardless of the big transformations taken place during the year. The cultural audit shows surprising level of similarity across the Tieto's and EVRY's company cultures, building a good foundation for the integration and continued culture work. Our future success will be built on our Nordic heritage and values of openness, trust and diversity. Also this year, our work for diversity and inclusion has been receiving external recognition. We were among the top three of global tech companies in Equileap's 2019 Global Gender Equality Ranking. TietoEVRY has also been listed on the 2020 Bloomberg Gender-Equality Index (GEI), which recognizes companies setting an example in advancing women's equality in the workplace. Our recently announced partnership

with Microsoft on public cloud services strengthens the company's position as the leading multi-cloud provider with both private and public cloud capabilities. As a part of our partnership, we have a development program underway for certifying 3 000 Microsoft Azure professionals at TietoEVRY. This is an excellent learning opportunity for our experts, allowing us to create the largest Azure community in the Nordic region.

Market outlook

The Nordic IT market continues to be positively dynamic with a healthy demand for both new data centric services and efficiency improvement. New services built around design, data and cloud-native applications continue to drive growth, while infrastructure and cloud services continuously play a significant role in customers' business continuity and efficiency improvement. In total, the market is expected to grow 2–3% in 2020. The consulting market is growing above market average and a significant part of technology spend is driven by solutions deriving value from data. The core of customers' digital agenda is formed around continuous, agile adaptation to the dynamic market conditions and creating superior experiences to their customers. Rapidly developing cloud technologies, ecosystems and advanced analytics are enablers of our customers' growth and efficiency. This provides significant business

opportunities for consulting, software and services providers supporting the renewal of customers operations and business models.

Shaping the future of our societies

We aim to maximize the positive effect of our operations on the societies around us. In 2019, we participated in public discussions at SuomiAreena in Finland, Almedalen in Sweden and Arendalsuka in Norway, highlighting the role of new technologies in future innovations and the skills required in the changing work-life. We took part in societal discussion on topics such as AI regulation and ethics as well as Europe's successful digital transformation. And our employees continued the engagement with Startup Refugees in Finland to help refugees and asylum seekers to strengthen digital competencies and integrate into the labor market. Advancing digital equality in the societies in which we operate has been the core purpose for our societal partnerships across the world. Our Sustainability 2020 plan, focused on a few key areas – minimizing environmental impact, being an ethical forerunner and creating value for all stakeholders – has been completed with most of the targets achieved. The process for creating a new long-term sustainability plan with stretched targets for the combined TietoEVRY is ongoing.

2019 – a year of change and innovation

In early 2019 Tieto announced its new strategy aiming to create great everyday experiences and improve our customers' competitiveness. The changes both in strategy and operations were carefully managed, elevating customer experience, employee engagement as well as financial performance. This renewal, together with the operational simplification, enabled us to improve our cost structure and performance throughout the second half of 2019. Tieto's adjusted operating margin rose to more than 11% and our cash flow reached healthy levels. This development was supported by the highest performance to date in our Hybrid Infra business as well as continued good performance in the Product Development Services.

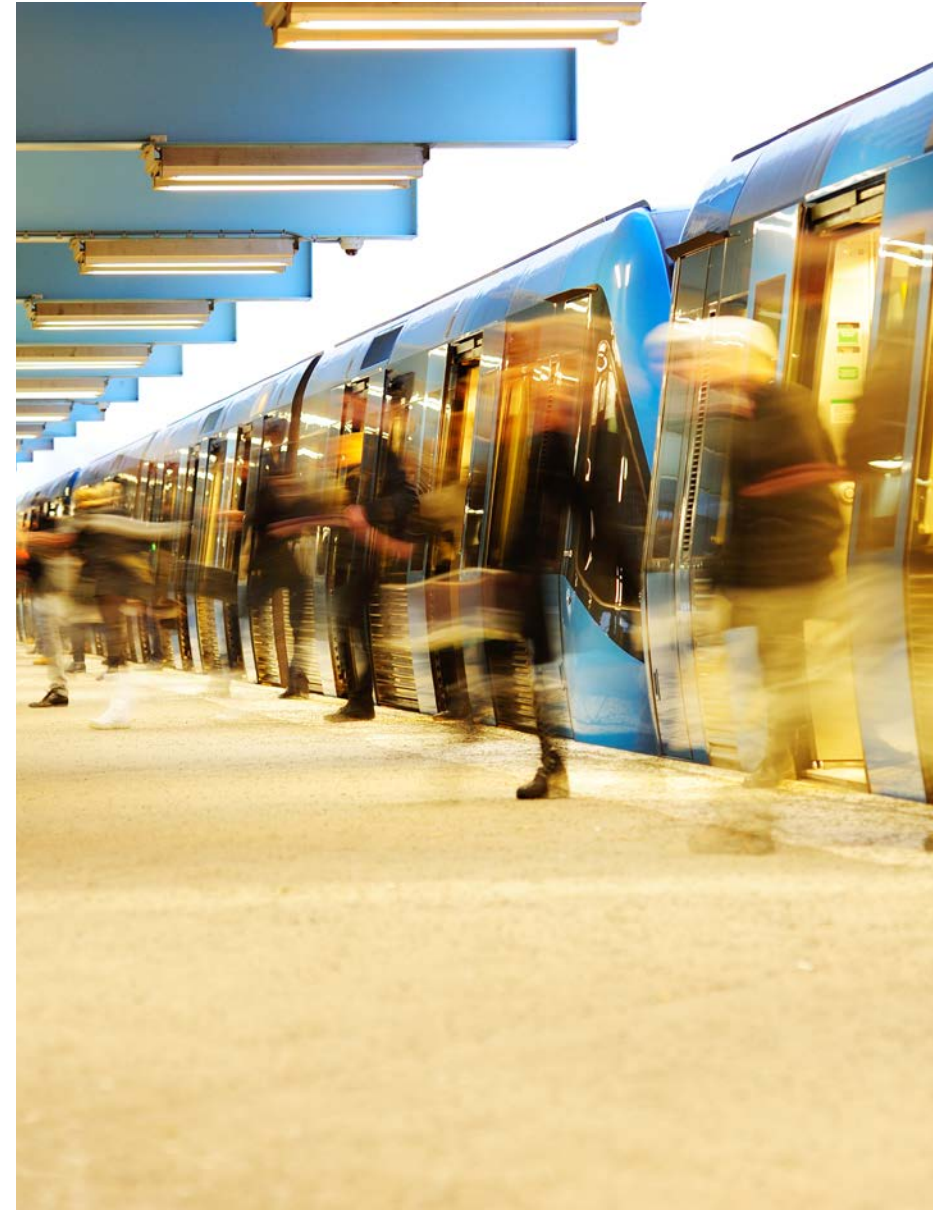
EVRY delivered a solid performance with growth in strategic areas. During the year, EVRY implemented several strategic initiatives to improve profitable organic growth and we are pleased to see the choices are showing favourable results. The development was strongest in Financial Services, where organic revenue growth was 6%, supported by good inflow of new agreements throughout the year.

The development of today's businesses and society are driven by the combination of new skills and technologies. As TietoEVRY,

we are fortunate to have a significant and meaningful role in realizing the data-driven society – opening new opportunities for innovation, learning and business growth. With our 24 000 professionals we empower sustainable development in our societies. We look towards the future with confidence and are inspired about our vision of creating digital advantage for businesses and society. I would like to sincerely thank our customers, employees, partners and shareholders for the year 2019, and look forward to our continued close collaboration.

KIMMO ALKIO

President and CEO
TietoEVRY



TIETOEVRV 2019

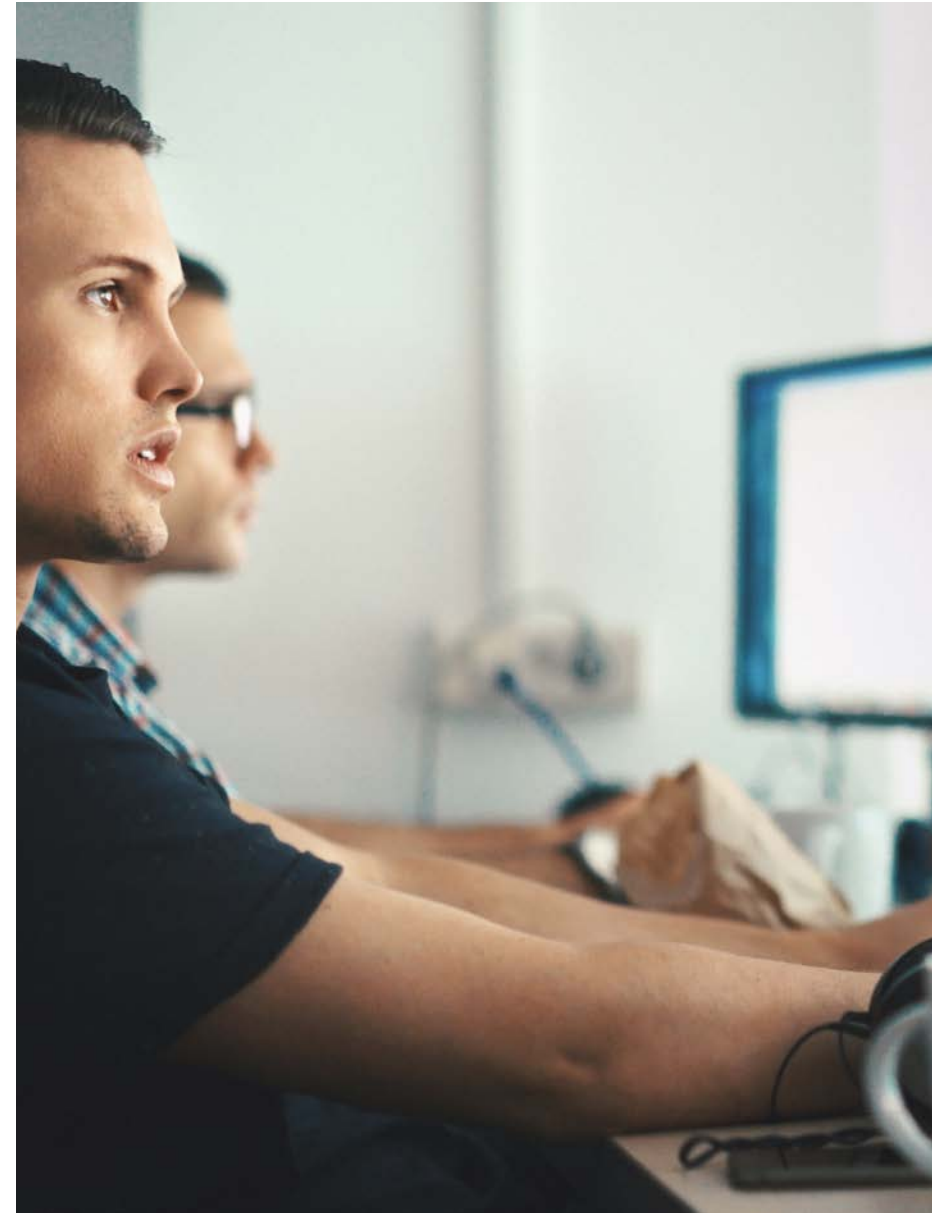
Merger

Tieto and EVRY joined forces. It stands for more business opportunities, increased societal impact, the best talent and exciting technologies to work with.

TietoEVRY, formed from the merger of Tieto and EVRY, is creating a leading Nordic digital services and software company with local presence and global capabilities. Building on the Nordic values of openness, trust and diversity, TietoEVRY is one of the largest communities of technology and business professionals in the Nordics employing approximately 24 000 experts globally. With its expertise, new technologies and data TietoEVRY empowers the development of sustainable businesses and the society.

With deep insight into comprising customers' culture as well as their strategic and business drivers, TietoEVRY provides fit-for-purpose solutions for customers to increase their business agility, growth and innovation:

- Leading customer experience capabilities realizing end-to-end digital journeys
- Larger community of data science and analytics experts enabling data-driven innovation and growth
- Stable, scalable and secure multi-cloud services driving adoption of public cloud technologies while ensuring business continuity, quality and efficiency
- Active and increased investments into end-to-end automation covering business processes, applications and technology infrastructure accelerating speed and agility in customers' operations
- Differentiating software assets modernizing core processes across Financial services, Healthcare, Public services, Manufacturing and Energy sectors
- Advanced software R&D services digitalizing customers' products



The merger creates value for shareholders through scale, longer-term revenue synergies, as well as innovation through combined targeted investments – and cost synergies of around EUR 75 million annually. The company expects that a significant part of the cost synergies will materialize within the first 12 months.

The merger of EVRY into Tieto was completed on 5 December 2019. A total of 44 316 519 new shares of the company were issued, increasing the total number of shares in TietoEVRY to 118 425 771 shares. Additionally, EVRY's shareholders received a cash consideration of NOK 5.28 per EVRY share, EUR 192 million in total.

Trading on the Nasdaq Helsinki Ltd, Nasdaq Stockholm AB and on the Oslo Børs commenced 5 December 2019.

2019	Revenue	EBIT Adj.	EBIT Adj. %
Tieto	EUR 1.614 billion	EUR 182 million	11.3%
EVRY	EUR 1.337 billion	EUR 161 million	12.1%

Timeline into 2020





Digital advantage

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DIGITAL ADVANTAGE

Market opportunity and our strategy

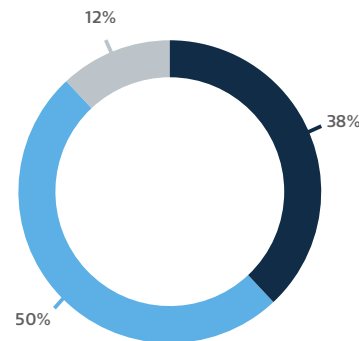
IT market development

- Digital transformation continues
- Customers aim to improve agility to adapt to rapid market changes and enable fast time to market
- Innovations focus on driving superior experiences to customers
- Business continuity and cost optimization as a continued driver

The Nordic IT market remained dynamic during the year. New services built around design, data and cloud-native applications continue to drive growth. At the same time, spending on traditional infrastructure services continues to decline and consequently, overall market growth is anticipated to remain at 2–3%.

Consulting services' growth is above the market average and a significant part of technology spend is driven by solutions

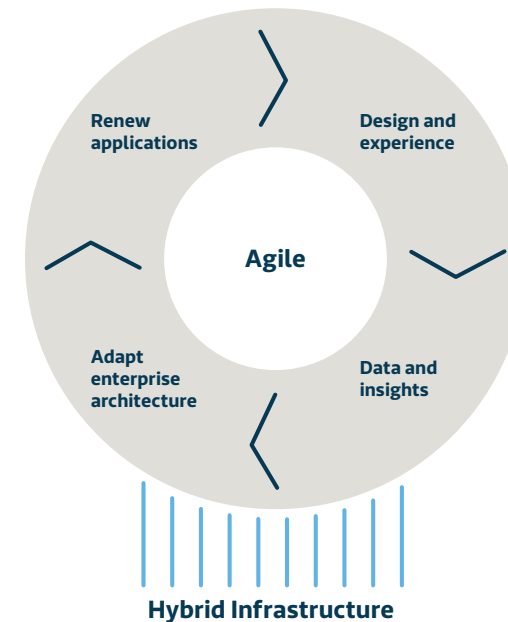
NORDIC IT SERVICES MARKET*



- Project services
- IT outsourcing services
- Support and deploy services

*incl. core markets Finland, Sweden and Norway

DATA AT THE CORE OF INNOVATION AND VALUE CREATION



deriving value from data. Customers are aiming to enhance their operational agility to continuously adapt to the dynamic market – and to deliver superior experiences to their customers through innovation. These form the core of customers' digital agenda as rapidly developing technologies, ecosystems and advanced analytics are enabling growth and efficiency improvement. This change provides significant opportunities to consulting, software and services providers

to support customers' in their renewal of operations and business models.

Services built around data and design, cloud adoption, multi-cloud management and automation are anticipated to see double-digit growth over the next few years. In parallel, business continuity and efficiency continue to be of high importance both to our customers and to TietoEVRY. The global market for product

development services continues to develop favourably as the demand for advanced software engineering is expected to increase across several industry sectors.

Strategy to create digital advantage to businesses and society

The change towards a more personalized and real-time world is accelerating and data is the key enabler of this development. TietoEVRY will continue develop offerings and capabilities to help customers succeed in the data-driven world and drive their digital advantage and enhanced competitiveness further.

Services to accelerate customers' digital agenda

TietoEVRY has chosen to focus on services enabling customers' competitiveness and providing TietoEVRY with the strongest growth potential. The company supports clients in their digital transformation through the design of differentiating service experiences, smart use of data and hybrid cloud solutions. The related services range from consulting to implementation and running the solutions.

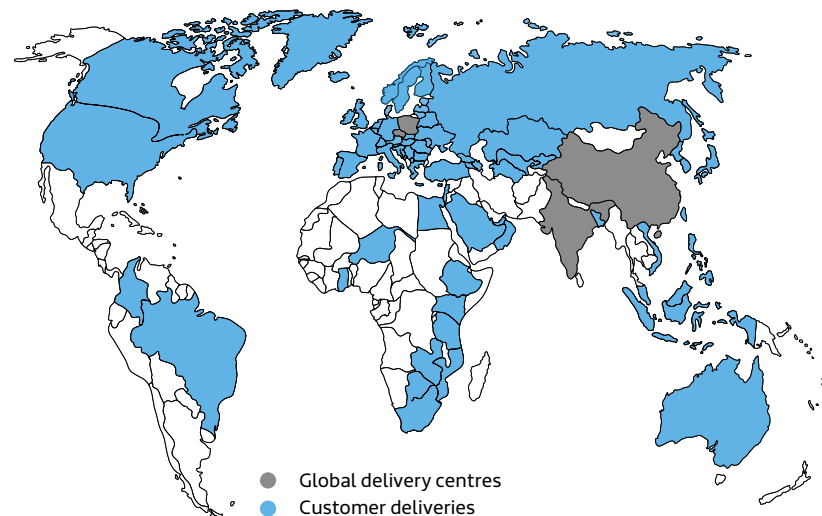
Strategic choices include:

- Focus on Nordic enterprises and public sector, building on deep customer knowledge
- Services and global capabilities to accelerate customers' digital agendas – Digital Consulting, Cloud & Infra, Industry Software, Financial Services Solutions and Product Development Services
- International expansion enabled by selected Industry Software products, Financial Services and Product Development Services
- Healthy investments driving future competitiveness

Investments in scalable industry software continue

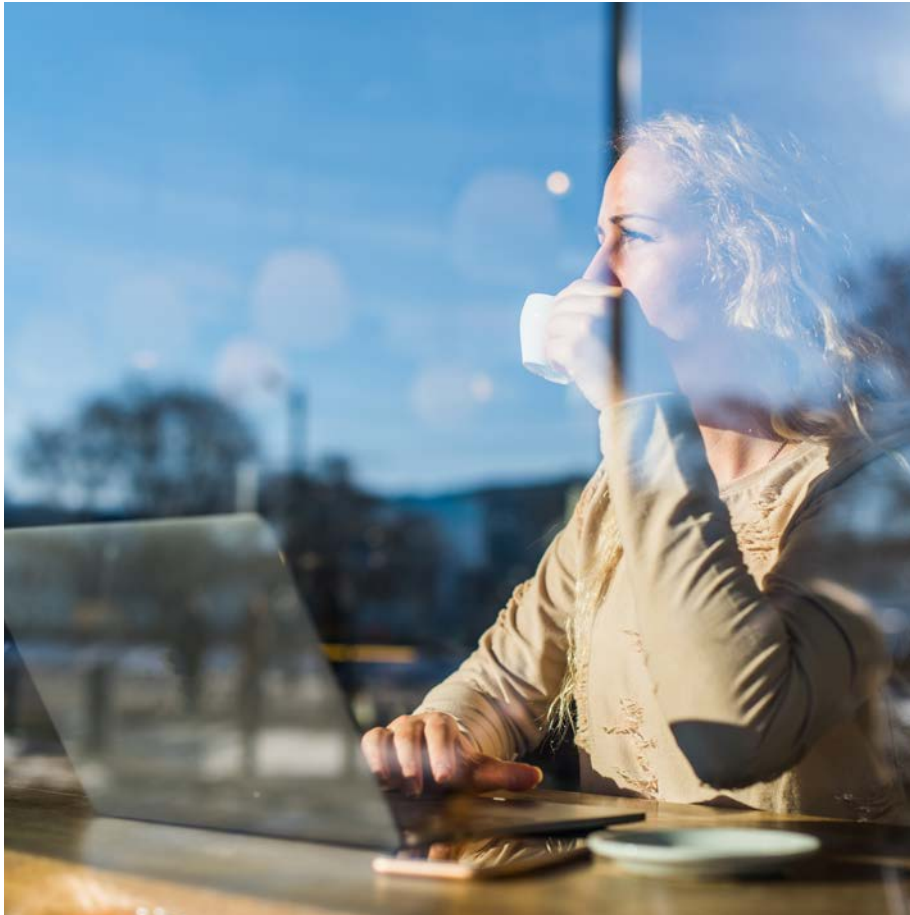
In addition to capabilities in digital consulting, TietoEVRY continues to invest in scalable software businesses and drive international expansion of selected globally competitive businesses. With strong capabilities and leading industry software, TietoEVRY is well positioned to deliver value for customers' business-critical processes.

With its active investments in end-to-end automation covering business processes, applications and technology infrastructure, TietoEVRY is well positioned to accelerate speed and agility in customers' operations.



Services focus	Nordic	International
Digital Consulting	●	
Cloud & Infra	●	
Industry Software	●	●
Financial Services Solutions	●	●
Product Development Services (PDS)		●
Global capabilities and ecosystems		

*As at 31 December 2019



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TietoEVRY's operating model is designed to drive customer value and speed across markets and technologies.

DIGITAL ADVANTAGE

Operating model

TietoEVRY's operating model is designed to drive customer value and speed across markets and technologies. The operating model consists of Country Teams, Service Lines and Support Functions. In addition, Product Development Services, providing advanced software R&D services, will operate as a separate unit, serving their customers globally.

The Country Teams comprise the full capability of TietoEVRY including the Service Lines and Support Functions. Country teams drive customer experience, quality and performance in the respective country. Country teams are established in Norway, Sweden and Finland.

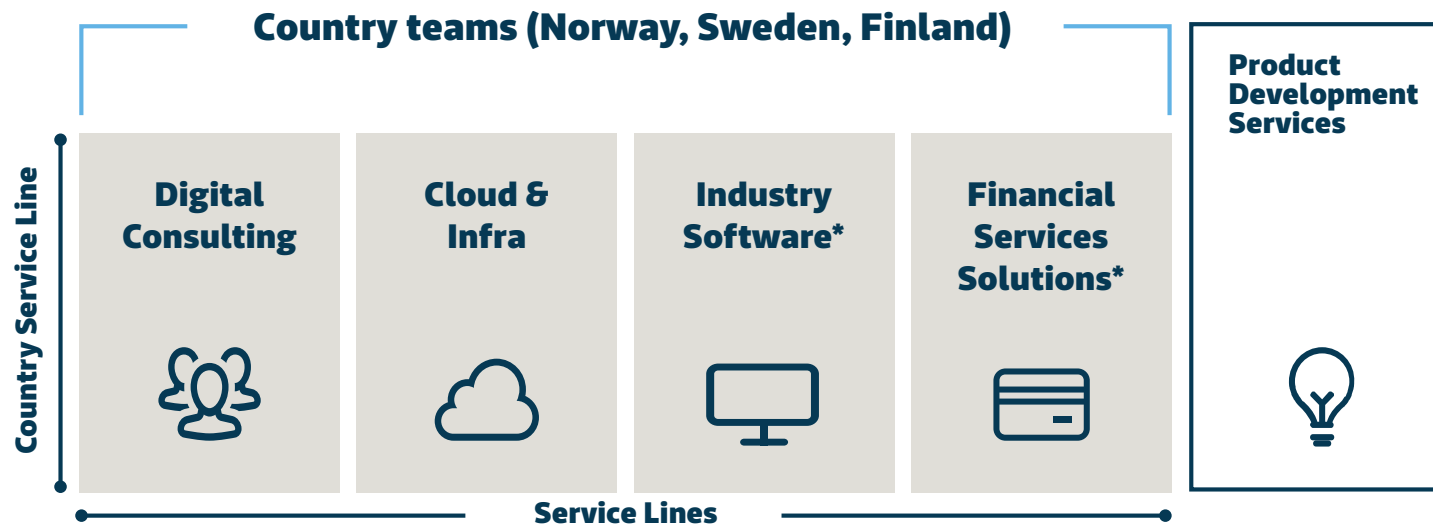
Service Lines are designed to bring competitive and scalable services to our customers and make all the capabilities available for each of the countries.

TietoEVRY has four distinct Service Lines:

- Digital Consulting
- Cloud & Infra
- Industry Software and
- Financial Services Solutions

Following businesses drive their own go-to-market independent of Country teams:

- Select international businesses in Industry software and Financial Services Solutions
- Local businesses in Austria, Lithuania, Latvia and Estonia
- Non-Nordic customers served from India and Ukraine



* Select businesses with own international go-to-market beyond country teams

DIGITAL ADVANTAGE

Our value creation model

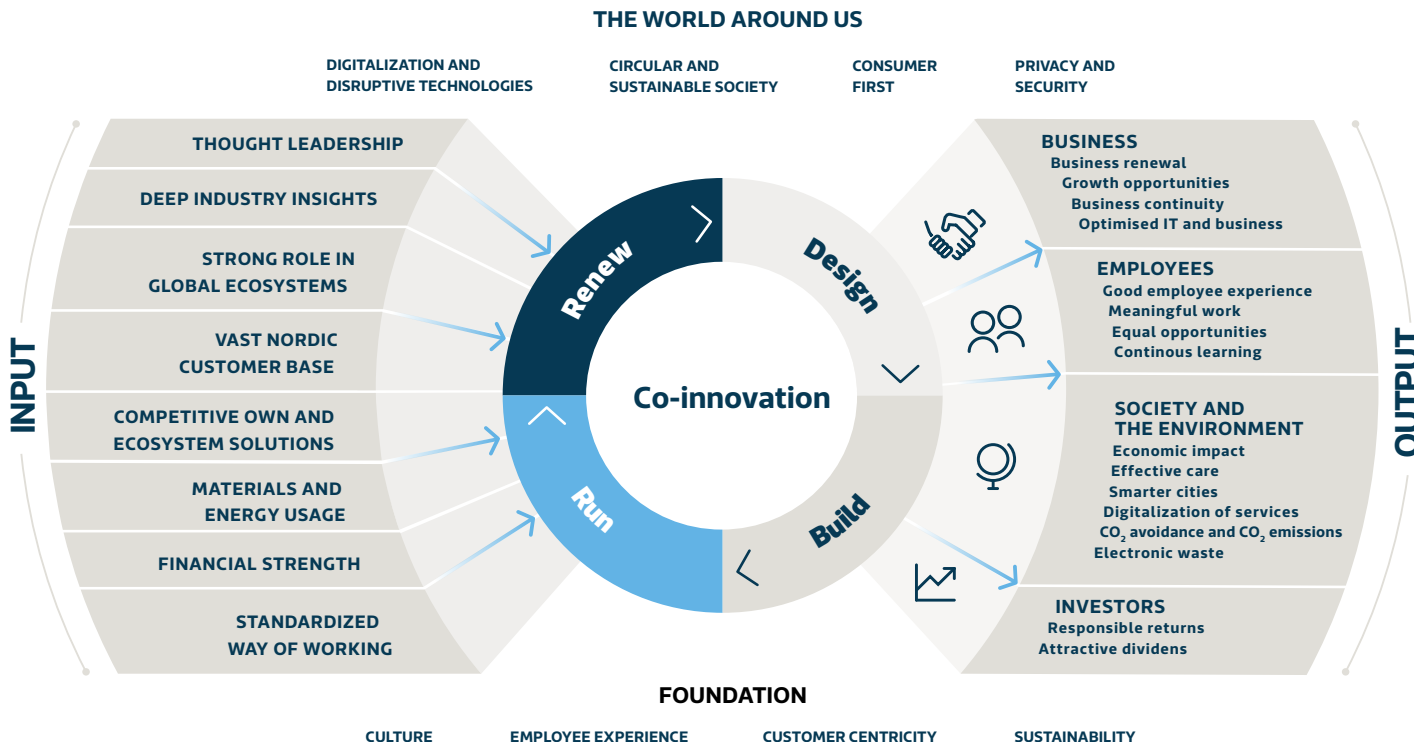
In a data-driven world, every bit of information can provide sustainable value. Our value creation model is based on our strategic aim to create great everyday experiences in the data-rich world. This annual report provides an overall picture of our ability to create this value. We have made use of The International Integrated Reporting Framework in preparing our value creation model.

How our operations create value for our stakeholders

Our main role is to create digital advantage for businesses and society. Our role varies from advisory and design of services to building and running systems and solutions. We look at the world from our customers' perspective and aim to offer the best services and solutions from our wide-ranged portfolio. This enables our customers to focus on their core business and create value in their respective domains.






Through our fundamentals, we are able to increase customer value and accelerate innovation. We aim to use the opportunities which come in a world increasingly driven by data to create societal, economic and environmental value.







- Through smart technology – digital and mobile services – we enable better everyday life for millions of people.
- Through optimizing business and IT, our customers can benefit from increased scalability and business continuity, while ensuring competitiveness and growth.
- Through our innovative solutions, we help create smarter cities, promote effective care and increase the efficiency of digital government operations.
- Through our robust financial governance and consistent profit improvement, we are committed to creating value for our shareholders as well as having a positive economic impact as an employer and taxpayer.



Dashboard

GOALS AND RESULTS FOR EACH SUSTAINABILITY AREA

Sustainability area	Goal	Target 2020	Result 2017	Result 2018	Result 2019	Status	UN Sustainable Development Goal ¹⁾
 EQUAL OPPORTUNITIES	Completion of Code of Conduct e-learning for awareness on equality, (% of employees)	100%	88%	87%	90%	Not reached	 
 EMPLOYEE EXPERIENCE	Employee engagement score, %	73%	73%	75%	78%	Target reached	
	% of employees always or often stressed and not able to recover	Keep low	3%	Not reported	11%	Not reached	
 ETHICAL CULTURE	Completion of Code of Conduct e-learning, (% of employees)	100%	88%	87%	90%	Not reached	
 INFORMATION SECURITY AND DATA PRIVACY	Total number of substantiated complaints regarding breaches of customers' privacy and losses of customer data	0	0	1	0	Target reached	
 SUSTAINABLE SUPPLY CHAIN	New or renewed suppliers agreeing to Tieto's Supplier code of conduct, (%) ²⁾	100	100	100	100	Target reached	     
 GREENHOUSE GAS EMISSIONS³⁾	Reduction of CO ₂ emissions from Tieto's indirect energy consumption	50% reduction by 2020, versus 2016 level	-51%	-58%	-53%	Target reached ⁴⁾	

Sustainability area	Goal	Target 2020	Result 2017	Result 2018	Result 2019	Status	UN Sustainable Development Goal ¹⁾
 SUSTAINABLE IT SOLUTIONS	ktons CO ₂ avoided by customers through use of IT services provided by Tieto	Increase customers' avoided CO ₂ emissions	75 kton CO ₂	76 kton CO ₂	78 kton CO ₂	Target reached	  
	% sales growth	Above market CAGR	3.0%, or 3.6% in local currencies	3.6%, or 6.6% in local currencies	8% *) in local currencies	Target reached	
	% EBIT margin	Long term >10%	9.0%	9.7%	7.2%	Not reached	
 FINANCIAL PERFORMANCE	% adjusted margin	Long term >10%	10.5%	10.2%	11.3%	Target reached	
	Annually increasing dividends	Annual increase in absolute terms	Base dividend up by 4%, additional dividend proposal	Base dividend up by 4%, additional dividend proposal	Base dividend up by 2%, additional dividend proposal	Target reached	
	Net debt to EBITDA ratio, limited in the long term	1.5 long term	0.8	0.8	2.7**)	Not reached	
 CUSTOMER EXPERIENCE	Net promoter score rNPS (-100 to 100)	35	21	24	Not reported ⁵⁾	Not applicable	
	Customer experience Index CXI (1 to 10)	8.2	7.97	7.9	Not reported ⁶⁾	Not applicable	

¹⁾ United Nations Sustainable Development Goals: <https://sustainabledevelopment.un.org/>
²⁾ Scope: Agreements made through Procurement function.

³⁾ Tieto's CO₂ emission reporting follows the methodology of the Greenhouse Gas Protocol Standard. The greenhouse gas emission reduction goals is reported on market based CO₂-emissions. Cumulative result compared with 2016 baseline.

⁴⁾ Aggregated reduction of CO₂ emissions totals 53% comparing to 2016 baseline.

⁵⁾ Relationship Net Promoter Score (rNPS) was measured in a different way than previous years. Data is therefore not disclosed as it is not comparable over time.

⁶⁾ Customer eXperience Index (CXI) was removed from our measurement process during the year and hence data is not available to report for 2019. New KPIs for Customer Experience will be measured from 2020 and onwards.

^{*)} Tieto stand-alone 2% in local currencies

^{**)} Based on 12 months for EVRY's EBITDA (in line with the increase in merger related net debt)



DIGITAL ADVANTAGE

Sustainable business transformation

Creating a data-driven world with great customer experiences requires a sustainable approach.

How we use and benefit from new technologies defines not only the success of our customers, but also the future of our society. Digitalization is the driving force of many modern markets, and the role technology companies play comes with great responsibility as well. IT services that considers all the aspects of sustainability can benefit people, planet and profit alike.

Information security and data privacy are at the core of our industry. In a digitalized world, any disturbance in IT infrastructure or IT systems involving our customers can have an immediate impact on a large number of critical services and users. Our approach to security aims at predicting, preventing, detecting and responding to different types of incidents and attacks – and always ensuring the continuity of our customers' operations.

Technology cuts across industries, with data serving as the fuel for business innovation. Every day an almost unfathomable amount of data points is accumulated, and within it lies information that can make businesses more efficient and enable better health and wellbeing. When using data from individuals and organizations, a strong ethical foundation is required. For that reason we actively develop our own ways of working in a transparent manner, and also take an part actively in societal forums to make an impact that is more far-reaching.



“

The role technology companies play comes with great responsibility.

CASE AI to speed up brain disease research

In Finland, almost every person or someone close to them is affected by diseases causing brain dysfunction at some point of their lives, and about 800 brain tumours are diagnosed annually. To be diagnosed with a severe or chronic illness has a tremendous impact not only on the individual themselves, but also for the friends and family around them. Research is key to finding ways to prevent and treat these diseases.

Patient treatment is based on research. Research helps identify the causes and mechanisms of various brain diseases and find evidence-based ways to prevent and treat them. One of the challenges medical research in Finland has faced has been data collection from medical records. Researchers usually spend most of their time gathering information. That's time that could be spent on actual research and creative thinking.

UNLIMITED CAPABILITY

To address the challenge, a brain tumour research team working with Tampere University Hospital TAYS and Neurocenter Finland started a joint pilot project with Tieto in March 2019. With Tieto's extended experience and artificial intelligence (AI) capabilities for the health care sector, a solution was delivered to the researcher's

within just a few months. The solution uses natural language processing to recognize phrases and words from medical records it has been taught. The tool then structures the gathered data according to set labels and transfers it to a data lake where researchers can access it in real time. AI has the ability to master big data with sophisticated algorithms, thereby saving time and money for research.

"The tool enables the researcher to quickly and efficiently analyze patient populations that may be of clinical significance", says neurosurgeon and Associate Professor Joonas Haapasalo from TAYS. "Artificial intelligence can also be used to select patient populations of interest for clinical use, whose clinical data can be combined with tumour tissue that has been removed



from a patient during surgery. This means that we can, for example, develop new drug treatments."

FUTURE BENEFITS

"We have been very happy with the outcomes and the agile and effective AI solution," says Mikael von und zu Frauenberg, Director, Neurocenter Finland. "We want to enhance brain tumour research at several Finnish university hospitals by making the access to research data faster and at least semi-automated. When doctors can make use of patient data and compare that with the data gathered in brain tumour research, that leads to more personalized treatment and medication plans for patients."

AI-based solutions are becoming a significant part of health care. By using and analyzing the huge amount of data in the health and welfare sector, it is possible to identify and prevent illness at an early stage. One of the unique factors in the pilot project with Neurocenter Finland is the data lake information architecture of the collected data. In five to ten years, the data lakes at hospitals would ideally have a basic information architecture which supports similar research projects. The pilot project between Neurocenter Finland and Tieto is creating a foundation for future research projects to collect data more easily than today.

SUSTAINABLE BUSINESS TRANSFORMATION

Sustainable IT solutions

We see a future where information is the biggest driver for social, economic and environmental value. Part of our responsibility as a key actor in this development is to continuously assess our impact – identifying and quantifying the impacts technological development has on the environment and society. We must also consider the ethical aspects related to the use of advanced technology and be a forerunner in the area.

How we work

At the core of our business is the belief in the potential of modern technology to drive positive change for people, businesses and planet. Technologies such as AI and IoT, for example, offer tremendous possibilities for customers as they seek to make their operations more sustainable. But rapid technological change also poses risks in areas such as inclusion and privacy. We believe that sustainability in business should go beyond compliance and tying risk management to focus on creating positive impacts and business opportunities. With sustainable IT, we investigate, understand, and communicate about the verifiable socio-economic impacts our services and products have for businesses, users or citizens and as well as society more broadly.

Each business unit in Tieto is responsible for the development of sustainable IT solutions. Projects identifying and quantifying positive impacts from IT solutions are carried out in co-operation between relevant business units and our sustainability experts on a case-by-case basis.

Although there are no regulatory requirements for measuring and reporting avoided CO₂ emissions, this is a high priority in our environmental management system. Since 2010, we have measured the positive impacts of IT by calculating the CO₂ emission avoidance enabled by replacing paper with our digital transaction services and other identified services. In 2017, for the first time we set a numeric goal for sustainable IT with the aim of further decrease both our and our customers' CO₂ emissions.

Sustainable IT Solutions

Avoided CO₂ emissions from use of IT services

Result 2019

78
kton CO₂

Target 2020

Increase customers' avoided CO₂ emissions



Progress

In 2019, we continued our efforts to analyze and quantifying the impacts of our solutions. We have further applied our impact assessment model that was developed in 2018 to solutions and services to investigate their impacts and identify potential risks related to them. In 2019, we estimated the avoided CO₂-emissions from the use of our services to 78 ktonnes CO₂. The performance and evaluations of it forms a good basis for expanding and developing additional measures for customer's avoided emissions going forward.

During the year we also studied the socioeconomic impact of the new technologies such as AI and machine learning for preventive healthcare. The focus for our study was preventative diabetes care in Sweden, and the benefits of data centric care such as cost savings for public health care, productivity savings as well as a healthier population were verified through the results.

Tieto is an active driver in many projects utilizing new technology for better citizens' health and wellbeing. In 2019, we explored using data to improve the fitness of Finnish conscripts in a pilot jointly with the Finnish Defense Forces and Suunto, a leading sports watch manufacturer. Data was also the key element in a pilot with the Finnish Olympic Committee and Polar, a leader in wearable sports and fitness technology, to test a new

system for gathering and analyzing the performance data of athletes. Meanwhile, an AI solution from Tieto is making it easier for researchers to access medical records, speeding up research and making brain disease treatment more efficient and patient centric.

Our focus on ethics in the development and application of advanced technology continued throughout the year on a national and international level. Tieto was one of the first Nordic companies to join the European AI Alliance established by the European Commission. The members of the alliance are complementing and supporting the work of AI HLEG in preparing AI ethics guidelines and ensuring Europe's competitiveness in AI. Our CEO Kimmo Alkio chaired the working group Data and platform economy for Finland's Artificial Intelligence Programme, finalized in spring 2019. In Sweden, Tieto is supporting the Swedish industry code for AI in developing guiding principles on how the industry must act when designing, implementing and managing systems and services concerning AI.

Looking ahead

A company's ability to be able to verify its impact on society and the environment is becoming a more important factor in decisions investors make about where they will invest. Equally, employees are more attracted to companies that can communicate a purpose beyond just financial performance. Our impact assessments have

been well received by our stakeholders and there is a demand for further expanding the work. Our aim is to conduct both qualitative and quantitative impact assessment projects also in 2020.

Ethics and technology will continue to be a top priority for us going forward. We continue to develop AI use-cases as well as expand our understanding of the ethics around their use. Our goal is to further expand and recruit new roles such as AI ethics engineers and AI quality assurance experts to accelerate this work. Our aim is to develop and enforce best practices to address biases, transparency, security and safety of AI.

While we continue to be active in public discussion, we also see our employees as key resources in understanding the sustainability impact of advanced technologies. Awareness campaigns around different aspects of sustainable IT will continue in 2020. To increase awareness and employee skills in the area, training on sustainable IT, covering CO₂ handprint, socio-economic impact and AI ethics will be organized for selected employee groups, such as sales and product development.

TietoEVERY's new long-term sustainability plan will combine our joint ambitions, plans and activities for the development of Sustainable IT solutions for the next years.

SUSTAINABLE BUSINESS TRANSFORMATION

Information security and data privacy

Data, business critical and personal, lies at the heart of our services. Whether at rest or in transit, both personal and business-critical data require top level security measures. Good visibility and resilience against cyber threats as well as our security services are the cornerstones of our business. Our focus is to continuously improve our security processes and the security services we provide to customers. Where data is stored, and how it is handled and moved, is extremely important to our customers. We work to keep information safe under all circumstances.

How we work

The importance of information and cyber security as well as privacy is continuously increasing. We must make sure that they are part of any process, delivery or work that we do. Risk management, business continuity, awareness and well-functioning security services are all important building blocks for establishing good cyber security resilience and meeting stakeholders' expectations. Our Security Operations Centre (SOC) has a key role in predicting, preventing, detecting and responding to different types of incidents and attacks.

Our comprehensive approach to information security and data privacy covers three areas: confidentiality, integrity, and availability of services and data. Updated every year, these policies guide our information security and data privacy actions and consist of:

- Tieto's Security Policy
- Tieto's Privacy Policy
- Tieto's Risk management Policy
- Tieto's Business Continuity Management Policy
- Tieto's Information Classification Rule
- Tieto's Data Transfer Rule

Information Security and Data Privacy

Total number of substantiated complaints regarding breaches of customers' privacy and losses of customer data

Result 2019

0

Target 2020

0



Our Information Security Management System (ISMS) provides mandatory information regarding security processes. Our Group level responsibility for security and data privacy arrangements is managed by our Chief Security Officer as well as our Chief Risk Officer, who heads the central risk management function.

Throughout our business units, security officers, risk coaches and privacy officers constantly support the organization on security and privacy topics. Our Security Services unit provides security services to our customers and for Tieto internal use. Our internal Computer Incident Response Team handles security incidents, in co-operation with internal and external stakeholders (such as authorities and customers). Our Governance, Risk Management and Compliance (GRC) platform supports the daily work of our security organization in areas like risk management, privacy risk assessments, security incident management and audit follow-up.

We handle any security incidents through our Security Major Incident Management (MIM) process. This supports efficient management of incidents and aims to minimize the impact on customers and end-users by restoring business-critical IT services and maintaining constant communication with relevant stakeholders. It also defines communication and mitigation actions based on the

sensitivity and criticality of the incident.

Regular internal and external audits are conducted on our processes and management of information security and data privacy. Audit results are followed up by the Tieto Leadership Network and by our Board of Directors Audit Risk Committee. We also conduct annual ISO 27001 and ISAE 3402 audits for our data centres and customer specific infrastructure services, which describe and document the adequate internal controls for information security and financial reporting.

Progress

In 2019 we received zero substantiated complaints regarding breaches of customers' privacy and losses of customer data. Security and privacy require active development based on changing operating environment and evolving threats. Tieto has continued developing security and privacy processes and protective measures throughout the year to keep our good security and privacy level. Several internal and external audits have given us assurance of effectiveness of our work, as has the achievement of our long-term goal.

Throughout 2019 we continued our efforts to further increase information security awareness among employees by various means, such as e-learning courses, simulations, conferences and training

programmes. All employees were required to complete mandatory security e-learning, focusing on our Security Policy, information security and IT security, privacy, physical (premises) security and travel security. Mandatory trainings for all employees on our Code of Conduct e-learning (including information security and data privacy topics) as well as on General Data Protection Regulation (GDPR) were also conducted throughout the year.

Throughout 2019 Tieto has continued its systematic, holistic and continuous privacy governance work to ensure our ongoing fulfillment of GDPR obligations. Our internal Privacy Engineering framework is a mandatory model to ensure Privacy by Design requirements in service and product development. We have an appropriate framework in production for fulfilling contractual obligations in personal data processing with customers and service vendors. Project and continuous service delivery areas have GDPR-related rules and processes implemented in daily production. Tieto's global privacy governance model also covers our Data Controller role and obligations set for the company in the GDPR. Through active continuous communication and mandatory and optional trainings, we ensure that employees have general GDPR awareness and necessary privacy competence and knowledge. We have continued close co-operation with

a third party to perform ISAE 3000 GDPR assessments to demonstrate our readiness towards GDPR. We are continuously evaluating our GDPR compliance and privacy maturity level and as well as developing our privacy governance model.

Looking ahead

As our data-dependent offerings and services increase, we are committed to developing them in such a way that we respect the rights of data subjects as well as adhere to privacy regulation. To continue to live up to our stakeholders' expectations and comply with legislation, we will maintain our active dialogue on cyber security issues with stakeholders on a societal level.

At an organizational level, we will implement further improvements in our GRC platform, mainly to improve our business continuity management. We will also use feedback on, and experience from, our Privacy Engineering guideline to fine tune and improve its usability internally.

Activities to build internal competence and capacity in information security and data privacy will continue through the coming year through mandatory trainings and other activities.

SUSTAINABLE BUSINESS TRANSFORMATION

Sustainable supply chain

We understand that our and our suppliers' performance have an impact on sustainable development. By making sure our suppliers are cost-efficient and reliable, we ensure business continuity and effectiveness. We also expect our suppliers to uphold human rights, labour rights, health and safety legislation, business ethics, and environmental practices. Through requirements and co-operation with our suppliers, we can support them in applying sustainable practices. This enables us to deliver on our promise to create value for our stakeholders.

How we work

Our suppliers provide a wide range of products and services needed to support our own operations and deliver solutions to our customers. These include hardware, software and IT consultant resources, as well as human resources services, facility management and travel services.

Our Group-level Procurement is responsible for all procurement activities. Procurement managers, who work closely with the business, are responsible for ensuring our Procurement Policy is followed and that the Supplier Code of Conduct is accepted and confirmed by all of our suppliers. Discussions on ethical and environmental topics are a regular

part of procurement procedures.

Our Supplier Sustainability Programme is our operative framework to ensure sustainability in our supply chain. The overall aims of the programme are to strengthen risk management and ensure co-operation with long-term key suppliers with the aim of upholding sustainable business operations within their respective businesses. Signing Tieto's Supplier Code of Conduct is a fundamental aspect of the programme and a basic threshold for all our suppliers. Another building block is a risk review model that supports us in guiding our prioritized actions – such as self-assessments and on-site audits – in relation to our suppliers. We also conduct sanction checks, as well as other on-boarding checks, prior to entering

Sustainable supply chain

New or renewed suppliers agreeing to Tieto's Supplier Code of Conduct, (%) ¹⁾

Result 2019

100%

Target 2020

100%

¹⁾ Scope: Agreements made through Procurement function



a co-operation with a new supplier. We also conduct supplier management reviews that consist of sparring sessions with selected suppliers to get a better understanding of their sustainability performance and to strengthen our collaboration.

We conduct annual performance follow-ups within the area of sustainable supply chain to make sure that we are on-track to reach the goals of the programme. Those include having all new and renewed suppliers signing Tieto's Supplier Code of Conduct, conducting self-assessment of prioritized product categories, and ensuring our e-waste recycling partners are acting sustainably.¹⁾

Progress

In 2019, the total monetary value of procurement amounted to EUR 600 million (EUR 615 million), representing 37% of revenues. Approximately 172 of our suppliers represent as much as 80% of the company's spending. The vast majority of purchases take place in the Nordic countries. Purchases from suppliers invoicing from Finland, Sweden or Norway represent over 88% of the total annual purchase volume.

For several years, our Group-level Procurement unit has continuously worked towards consolidating our supplier base to mitigate supply chain-related risks and enable us to

¹⁾ Agreements done through the Procurement process.

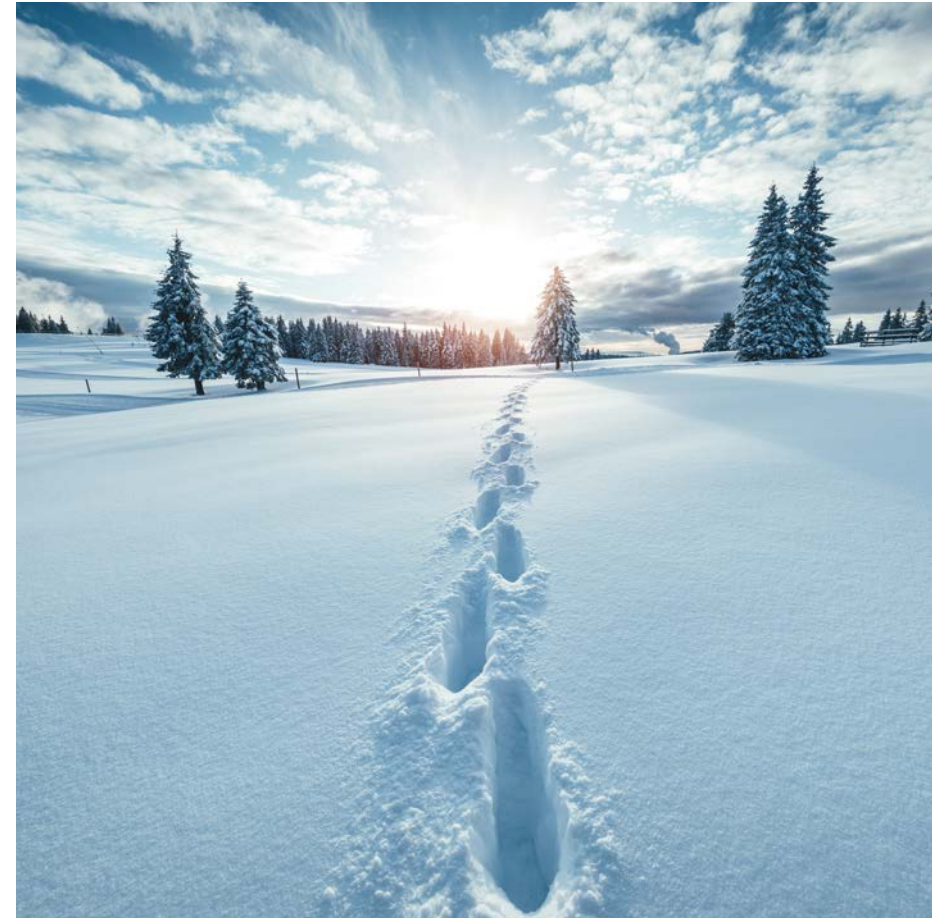
develop our suppliers and improve compliance. The consolidation efforts continued in 2019 and the total number of suppliers continued to decrease. Our total number of suppliers was 5 590 in 2019, compared to 7 200 in 2014.

Tieto managed to reach the 2020 long-term goal of having 100% new or renewed suppliers agreeing to Tieto's Supplier Code of Conduct, ratio (%). Completion of the goals is a result of a structured and committed way of working by the Procurement team as well as a strong Supplier Code of Conduct Rule.

During the year, we took several steps to further develop our Supplier Sustainability Programme to be in line with developments in legislation and stakeholders' expectations. Major changes included the development and implementation of a new Child Labour Action Plan and a Supplier Phase-out-plan, and the development of a clause library for Code of Conduct deviations. We also implemented our revised and updated Supplier Code of Conduct, including new chapters on human trafficking, privacy and living wage.

Our work with supplier management reviews with selected suppliers continued during 2019 and our focus during the year was on anti-corruption and whistle-blowing.

At the end of the year, we also conducted on-site audits at selected suppliers in high-risk markets through an external auditor and plan to



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follow up on the result in 2020.

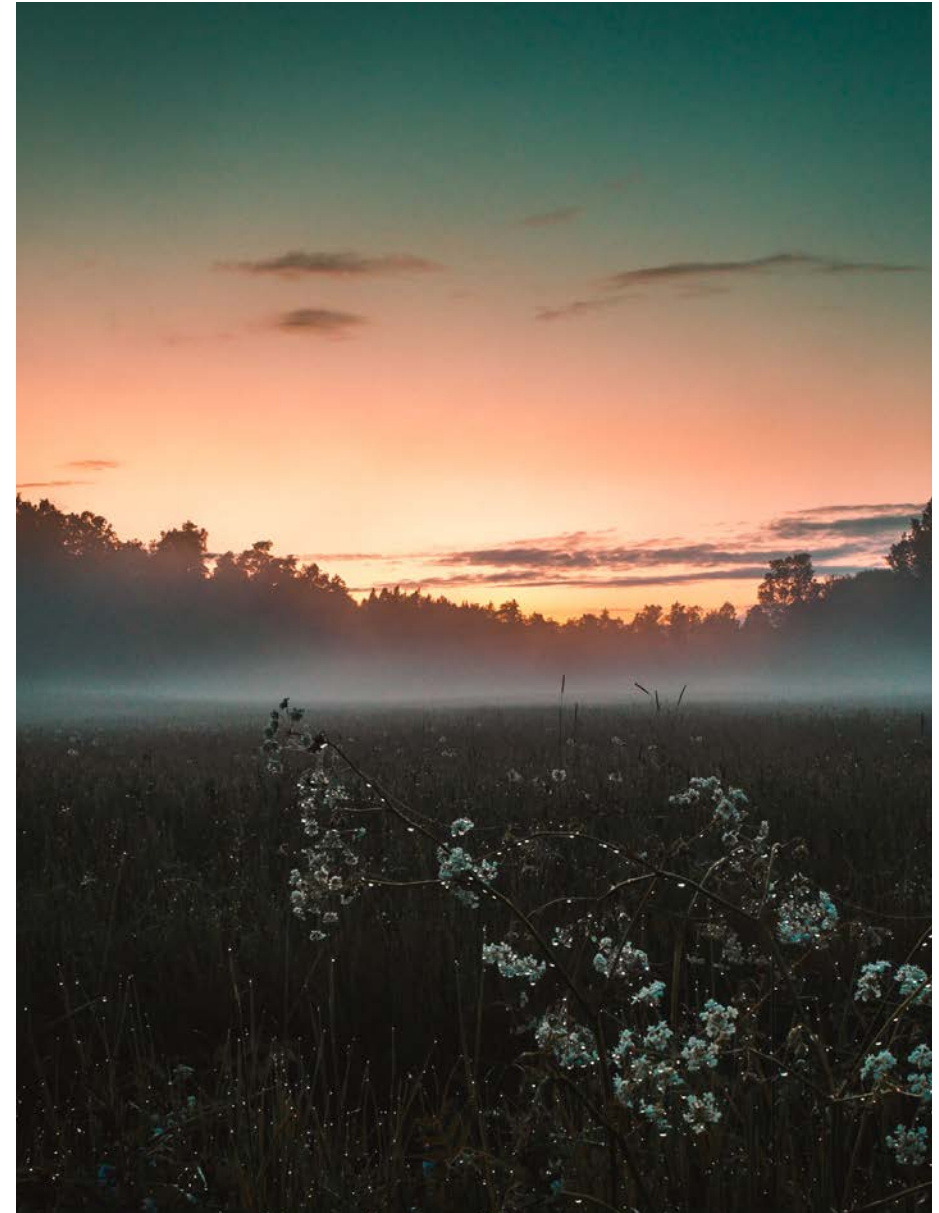
Efforts to increase awareness and capabilities within sustainable supply chain management also continued during the year with the launch of training programmes for the Group Procurement unit. We also automated and simplified our supplier self-assessment tool to improve screening of our supplier base.

Our aim is that all external businesses undertaking regular provision of goods, services, technology or sub-contractors are compliant with the minimum requirements stated in our Supplier Code of Conduct Rule. By the end of 2019, the coverage represented 87% (86%) of spend among regular suppliers. In total, 49% (46%) of all of our regular suppliers²⁾ had accepted our Supplier Code of Conduct Rule by the end of the year.

Looking ahead

We will continue to evaluate, improve and adjust our Sustainable Supply Chain programme to make sure we have a proper and up-to-date risk management approach in place. Our aim is also that our actions and activities help our suppliers and partners conducting business in a sustainable manner. For 2020, some of our prioritized activities are:

- Follow-up on findings from on-site audits with the aim of jointly improving our suppliers' sustainability performance
- Extend our base for on-site audits to more high-risk markets
- Automate and simplify our supplier self-assessment tool to improve screening of our supplier base
- Continue conducting thematic supplier management reviews with key suppliers
- Further implementation of our revised Supplier Code of Conduct Rule, including internal and external capacity building and training



²⁾Regular suppliers are defined as "At least 1 invoice/month, total 12 invoices and 20 000 Euro of spend annually"

SUSTAINABLE BUSINESS TRANSFORMATION

Customer experience

Solving the needs of customers is not only a matter of day-to-day business, but requires time, dedication and concrete actions in all the different touchpoints along a customer's journey. To best serve the needs of our customers and wider society, a continuous stakeholder dialogue, feedback sessions and efforts improving quality are required. The combined efforts of the whole company are essential to provide a great customer experience.

How we work

Customer Experience continued as one of the top priorities and a key factor for differentiation in Tieto's new strategy launched in 2019. Understanding the needs and expectation of customers and end users is essential to common success.

As a part of the new strategy, we introduced networked ways of working to enhance collaboration across the company. Autonomous teams were given greater decision-making authority in their daily work. The new company culture program highlighted everyone's role and responsibility in creating great customer experiences.

All Tieto employees have access to customer feedback data. Employees are encouraged to continuously follow the feedback given, implement improvements based on the feedback and communicate

the improvements back to the customer. To identify structural improvement needs, we use customer feedback, and the findings from internal and external audits.

Customer experience is monitored monthly in the leadership teams at all levels of the organization. Based on the analysis, corrective actions are taken, and improvements made as needed.



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Understanding the needs and expectations of customers and end users is essential to common success.

Our approach to ensuring a positive customer experience:

Customers

Our key customers are invited to participate in an Annual Relationship Experience survey. This company-level survey measures our customer relationship and the most important areas for our customers. Additionally, customers are invited to a Delivery Experience survey to give frequent feedback on projects and continuous services. Our customer teams analyze the results and consider appropriate actions with the customer to close the feedback loop.

Employees

Customer executives are accountable and responsible for the customer feedback and corresponding actions. People at different levels of the organization are involved in analyzing the data and planning the improvement actions. Employees are recognized when customers have been particularly satisfied with their contribution.

Partners and subcontractors

Where they play a role in a customer delivery, all partners and subcontractors are trained and work accordingly to Tieto processes.

Tieto's shareholders

The results from Relationship Experience feedback are followed through monthly reporting and the integrated annual report.

We address our work with customer experience in Tieto's Quality Policy, which stipulates the continuous interaction with customers and the use of customer feedback in developing Tieto's operations. For us, every piece of customer feedback holds the promise of further conversation and further insight. For this, customer experience is a key area in goal setting.

Progress

In 2019, Tieto renewed the Customer Experience measurement processes and mechanism to create the most optimal way to gather relationship feedback from our customers. We concentrated on ensuring sufficient customer feedback coverage as well as predicting the holistic company level view more accurately. Our focus for the renewal was on business value for our customers and closing the feedback loop. Both the relationship level experience process and the operative feedback process were renewed.

Through the operative customer feedback process Delivery Experience, we frequently gathered feedback on topics relevant for our customers at different points of their delivery lifecycles. The main purpose is to measure that we fulfill customer expectations and keep our promises. Together with customers we jointly planned and followed up on the improvement actions originating from this feedback.

The quality of Tieto's products and services is one of the main elements impacting customer

experience. During 2019, we established several different programs and projects to improve quality and, with it, customer experience. Programs have been dedicated to different business areas like Hybrid Infra and different competence areas like project management.

We continued to use customer feedback to identify the need for quality initiatives and improvements, ranging from individual and operational improvements to established development programs. Several internal and external audits were conducted during the year. For example, external audits have resulted in 12 renewed ISO 9001 Quality Management system certifications in different business areas.

Tieto's Customer Feedback measurement process was under renewal during year 2019. Our KPI 9.1 Relationship Net promoter Score (rNPS) was measured in a different way than previous years and data is therefore not disclosed as data is not comparable over time. Our KPI 9.2 Customer eXperience Index (CXI) was reduced from our measurement process during the year and hence data is not available to report for 2019. New KPI's for the are Customer Experience will be measured and disclosed from 2020 and onwards.

Looking ahead

Customer experience continues to be a key development area for the company. We will further develop our capabilities towards an

user-centric ways of working by scaling what we have learned as well as best practices to the wider organization with customer experience ambassadors and networks. We also focus on creating a holistic and data-driven view of our customers' experiences at different touchpoints along their journey with us. Our ambition is to continue working with predictive models that utilize data to improve customer experience in real time.

FOCUS AREAS

Company level	Purpose	Frequency	Outcome
Customer Feedback Process	Measuring customer relationship and delivery success	Minimum 1–2 times per year/delivery and customer*	Improvement actions on customer and systematic level
Quality Assurance	Monitoring deliveries and processes	24/7*	Identified actions and process improvements
Process audits	Monitoring deliveries and processes	2019*	12 ISO 9001 certificates
Business area specific			
Hybrid Infra Quality Improvement program	Focusing to the selected improvement areas	Program during 2019	Improvement actions on customer and systematic level

* continued to 2020



DIGITAL ADVANTAGE

Culture – collaborate, include and grow

The highly dynamic business environment places constant demands on us to attract and retain the right competencies to deliver our strategy. We invest in employee experience, encourage curiosity, and work to create a culture based on continuous learning, diversity and inclusion as integral parts in it. Opportunities to participate in customer projects that have a positive impact on society further contribute to a meaningful work environment for our employees.

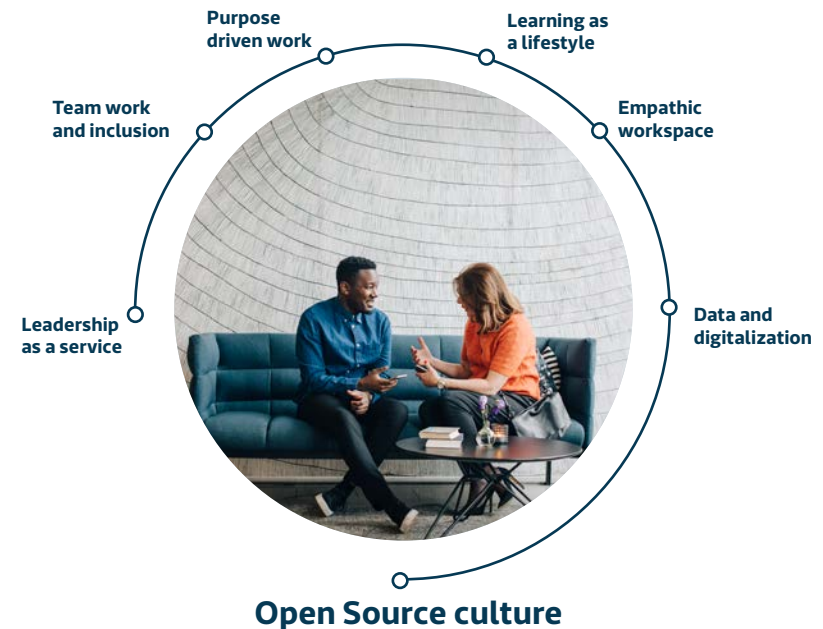
Our dynamic business environment impacts the skills we need to thrive. As society digitizes faster than ever, industries merge and even more companies become technology companies, the need for new skills is constant and competition over talent increases. To make our customers more competitive, we need expertise with deep knowledge of IT and the latest technologies, together with an understanding of specific industry and customer needs. Knowledge of digitalization, local market environments, legislation and regulations are also important parameters for our customers. We need to both re-skill and up-skill our current employees as well as recruit new talent.

Our main efforts in creating value for employees are grounded in our work with Employee Experience and Equal Opportunities. Through our ambitious efforts, we have the possibility to attract, retain and develop the very best talent and create an environment where everyone can utilize their strengths.

Our people

Our consistent efforts to make Tieto a great place to work are paying off. In 2019 we recruited 2 701 new employees to Tieto, in professions such as software developers, architects and consultants. Our commitment to diversity and inclusion is shown in the composition of our employees. We are proud of our 32 nationalities represented at our headquarters in Espoo, Finland, and 31 nationalities at our Stockholm office in Sweden. Targeted efforts to recruit young professionals (aged 30 or younger) were also successful and during the year 1 501 were onboarded.

In 2019 we also announced the merger with the Norway-based IT-consultancy company EVRY. Through the merger we are creating the largest community of technology and business professionals in the Nordics, employing approximately 24 000 experts globally.



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Through our ambitious efforts, we have the possibility to attract, retain and develop the very best talent.

Listening to the voice of our employees

Tieto supports freedom of association and collective bargaining as defined in the International Labour Organization Declaration on Fundamental Principles and Rights at Work and stated in our Code of Conduct. Local employment laws and practices, collective agreements, and individual contract terms are followed. In the countries of operation where collective bargaining is not applied – such as China and India – Tieto facilitates local forums where these topics can be addressed. One example is the Anti-Harassment Committee (AHC) in India, a body with representatives from various units of Tieto India, addressing complaints of harassment.

The European Works Council (EWC) in Tieto is our Personnel Representative Body (PRB), allowing us to utilize our employees' expertise in decision-making concerning, for example, business operations, financial matters and personnel considerations. The Head of Human Resources is responsible for facilitating the EWC meetings based on the needs and suggestions of the EWC members. In addition to the EWC, there are country-specific forums that follow the local practices and legislation, with company and employee representatives meeting to discuss the business and employment issues. Our personnel elect two members and two deputy members to the company's

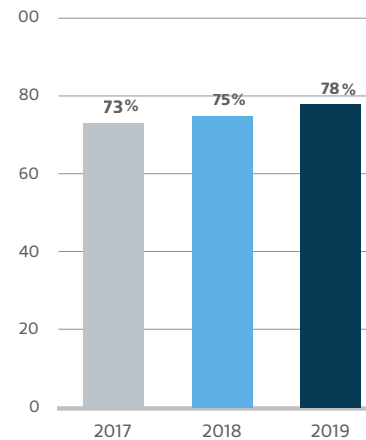
Board of Directors. This is done by the personnel representatives in accordance with the Personnel Representation Cooperation Agreement. One of the aims of personnel representation is increased unity in decision making concerning issues such as business operations, financial and employment related topics.

People & Culture driving the agenda for employee value creation

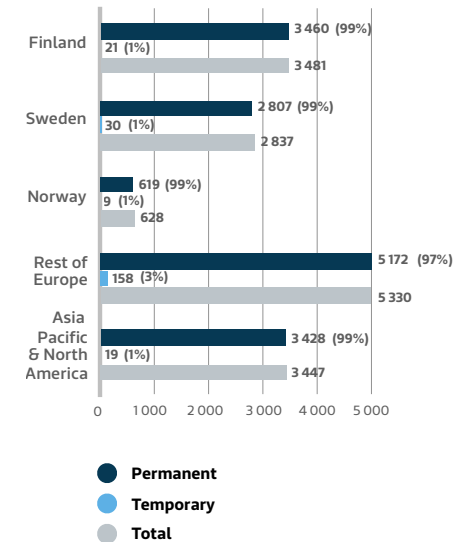
Tieto's People & Culture function is responsible for developing people practices in our company. The function is led by the group-level Head of HR while country HR teams are responsible for country-specific HR operations. People & Culture introduced a new Interaction Model to better serve business demands and to enhance our manager, employee and candidate experience.

The Human Resources (HR) Policy serves as the overall strategic direction for our people practices and applies to all employees and operations globally. This policy states that Tieto supports and respects the principles set out in the United Nations Universal Declaration of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work.

EMPLOYEE ENGAGEMENT SCORE, %*



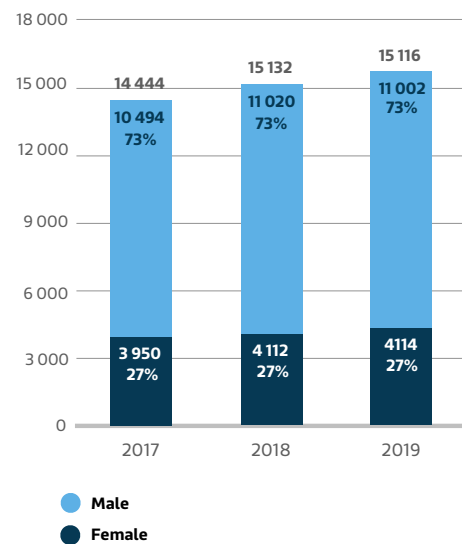
TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CONTRACT BY REGION, DEC 31 2019*



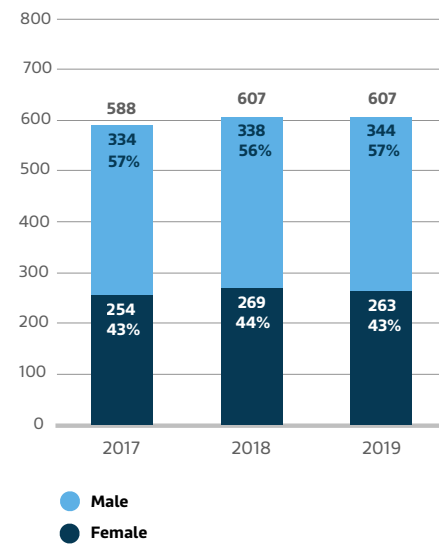
*Due to the merger of Tieto and EVRY being completed in December, figures in personnel sections cover only Tieto.



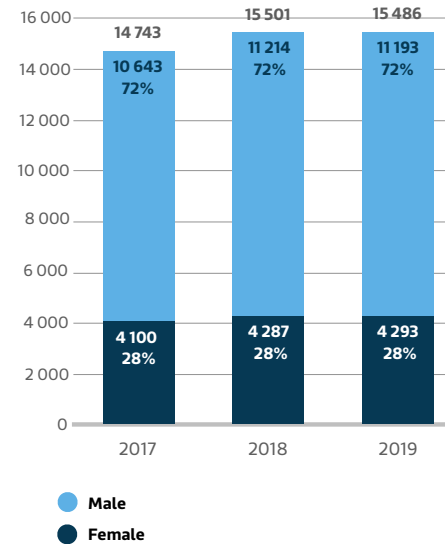
FULL-TIME EMPLOYEES BY GENDER, 2017–2019*



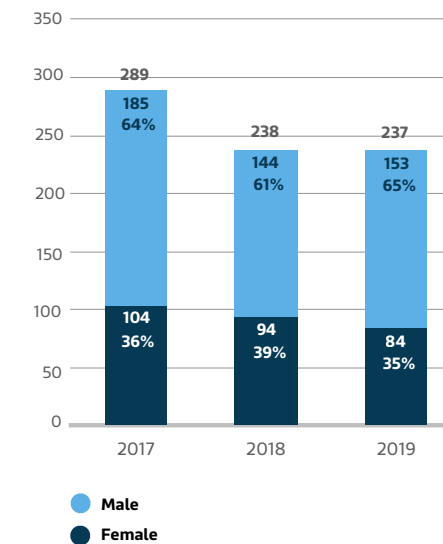
PART-TIME EMPLOYEES BY GENDER, 2017–2019*



PERMANENT EMPLOYMENT CONTRACT BY GENDER, 2017–2019*

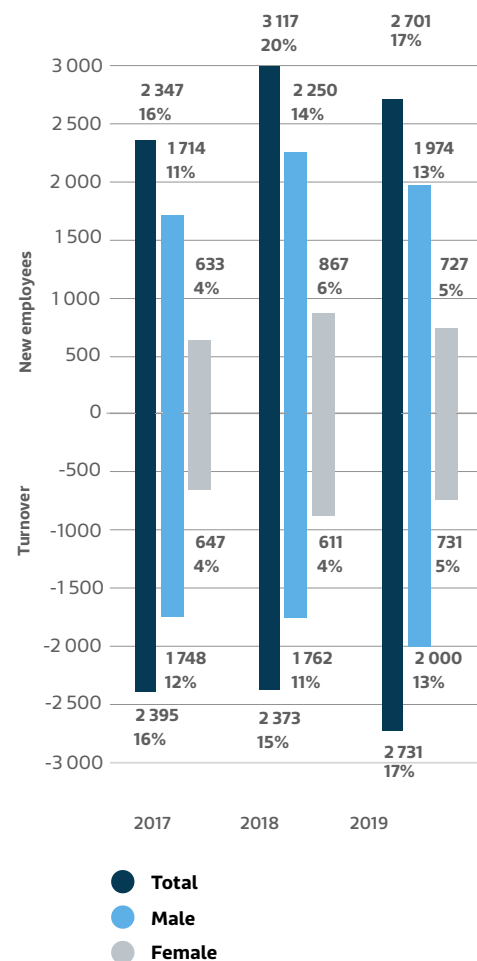


TEMPORARY EMPLOYMENT CONTRACT BY GENDER, 2017–2019*

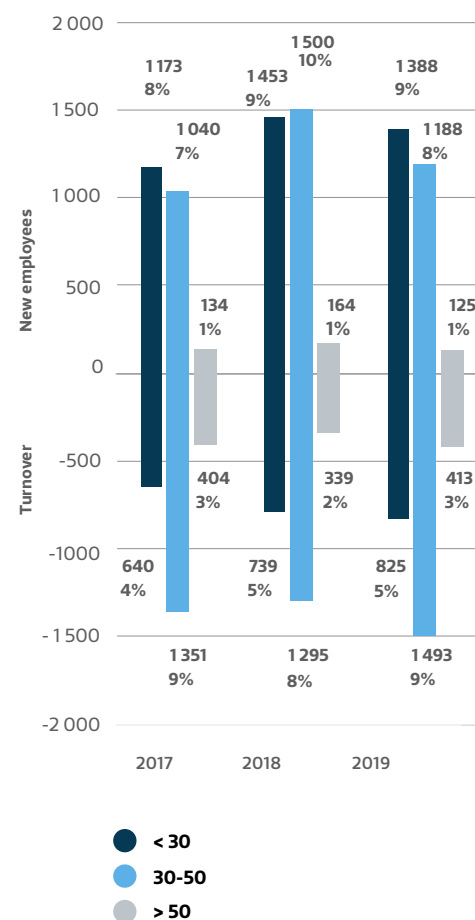


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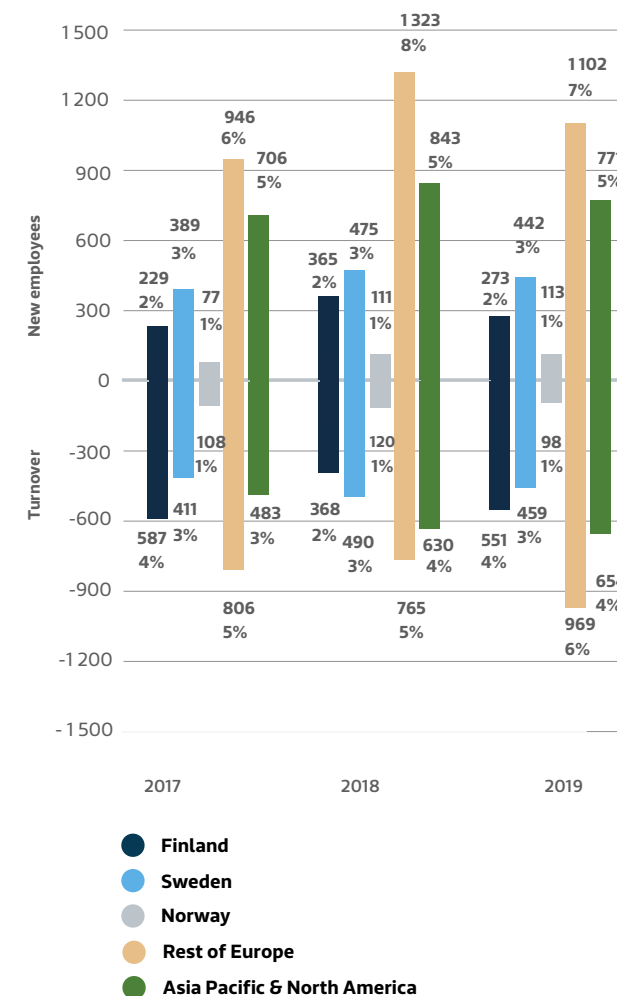
NEW EMPLOYEES AND EMPLOYEE TURNOVER BY GENDER, 2017–2019*



NEW EMPLOYEES AND EMPLOYEE TURNOVER BY AGE GROUPS, 2017–2019*



NEW EMPLOYEES AND EMPLOYEE TURNOVER BY REGION, 2017–2019*



*Due to the merger of Tieto and EVRY being completed in December, figures in personnel sections cover only Tieto.

CASE Inclusion – a business driver that benefits the people

Inclusive teams bring benefits to both people and businesses. Inclusion boosts engagements and creates competitive advantage. In 2019 we initiated a bias training for people in decision-making position at Tieto.

Research shows that diversity brings competitive advantage to an organization, from increased profitability and creativity to stronger governance and better problem-solving abilities. For the individual, an inclusive environment is where everyone is treated with equal respect and dignity to develop oneself and one's career.

Inclusion should be a given driver in any organization. In practice, however, cultivating a truly inclusive environment requires continuous effort and commitment. As a part of our work to make Tieto more inclusive, we launched a Bias training aimed at expanding awareness for unconscious bias that can occur, for example, when leading teams and recruiting new staff.

TOOLS TO MANAGE THOUGHTS

Biases are influenced by our environment and experiences, and they can be difficult to eliminate. One solution to minimize their effects is to be aware of the biases one may have or

may encounter. We believe that training is an important tool for increased awareness.

"The training opens your eyes and changes ways of thinking," says Jędrzej Okonowski, Head of Delivery unit Poland, BU Radio in Tieto. "For instance, for me it became visible how tough it can be for a person to come into an already formed team, where members are very much alike and have worked together for a long time. Also, I realized how important it is for us leaders to inform, encourage and create a safe space for people to speak up, when they don't feel fairly treated or respected. As leaders, it's our duty to observe if something is not right in the team and then be proactive about it. This is something that I try to make my managers more aware of."

Okonowski is located in Poland and manages a team of about 200 employees. In addition, he is a manager for a Tieto site of approximately 350



people. A big part of his daily job is to coach and encourage people and team work.

"When leaders lead by example, the organization will follow," Okonowski says. "Together, we create an inclusive workplace. As we are competing for the best talent, an inclusive culture is a clear advantage. I am confident that our work with inclusion and diversity bring benefits beyond salary levels, it gives us something special to offer to our existing and potential employees. By creating a safe environment where everyone feels included and respected, we build competitive advantage both in terms of recruitment and retention."

Bias training at Tieto started out small-scale, and has been continuously

developed through co-creation and feedback from internal stakeholders. We launched the Bias training first in Sweden, making it mandatory for all people managers. From there, it has grown organically to become mandatory for all the leaders in the global business Product Development Services, including some other roles such as scrum masters and project leaders. In some sites in Sweden there have been open sessions for all employees who are interested in joining the training. By end of 2019, approximately 650 employees had participated the Tieto's Bias training (excluding Tieto India where our Bias training is adapted according to local legislation).

CULTURE – COLLABORATE, INCLUDE AND GROW

Ethical culture

A robust ethical business culture is crucial in earning and maintaining the trust of our stakeholders. Expectations are rising for companies to act ethically and with integrity are continuously strengthened both on national and international levels. To ensure we meet the demands our stakeholders place on us, we are putting emphasis on implementing and maintaining responsible business practices across our business operations.

How we work

Tieto as a company, including the Board of Directors and top management, has zero tolerance for unethical business behaviour, and sees implementation of ethical values and work practices as a vital part of the company's responsibility. In addition to adhering to local legislation in operating countries, such as the UK Bribery Act and US Foreign Corrupt Practices Act, Tieto's ethical values are outlined in our company-wide Code of Conduct Policy and related rules, which apply to all employees.

Our business ethics efforts are led by the Vice President, Global Communications and Sustainability in close cooperation with Legal and Internal Audit. Resources allocated to the ongoing work comes from different functions and bodies within the company depending on the nature of the effort. Human Resources has a pivotal role

in embedding ethical culture in our work environment and working practices. Read more about our performance in these areas in the sections **Equal Opportunities** and **Employee Experience**. We draw upon a wide range of expertise when assessing potential breaches of our Code of Conduct or looking to strengthen our performance in a particular area. These include functions such as our Compliance, Privacy & Security Board, Internal Escalation Function, Internal Audit, Legal and Compliance office, as well as the Sustainability Steering Group.

Our approach to ethical behaviour is highlighted and embedded in our proactive awareness campaigns, continuous monitoring and follow-up processes. Our risk management approach comprises a risk map for higher-level management, including the Board of Directors. The risk categories are compliance, financial, operational and

Ethical culture

Completion of Code of Conduct e-learning, (%)

Result 2019
90%

Target 2020
100%



strategic. To identify and validate risks of unethical behaviour, we conduct internal as well as external audits when required.

Internal audits are conducted by the Internal Audit function according to the annual plan based on the risk evaluation. The aim is to ensure the company complies with the laws and regulations, as well as policies and guidelines, in all operations. The Internal Audit Policy outlines the internal audit's objectives, intentions and responsibilities. Together with the Escalation Rule, the Internal Audit Policy covers audit activities, governance and escalation handling and applies to all employees.

Internal audits and investigations are also initiated by whistleblowing. Our whistleblowing process allows anonymous and confidential reporting on violations of the Code of Conduct, related rules, or any unethical behaviour to the General Counsel of the company. The process is designed to ensure that persons reporting violations will not be subject to any retaliation. Failure to act in compliance with the Code of Conduct can result in appropriate disciplinary actions.

External financial audits are conducted by an external party and vary between full scope and statutory audit, depending on the size of business operations and specific needs. Audits may include, among other things, testing of transactions as well as assessment

of possible compliance with regulations and policies.

Our goal is that all employees are aware of and know our Code of Conduct and are proactively implementing ethical culture in all our operations. In addition to accepting the Code of Conduct when joining the company, employees are expected to refresh their knowledge on the content of the Code on a yearly basis by taking the Code of Conduct e-learning course. People & Culture further supports employees in knowing of, and acting in accordance with, our Code of Conduct throughout the employee lifecycle, spanning from an awareness session during onboarding to role-based trainings when becoming a manager.

Progress

During the second half of 2019, business ethics was a core theme within Tieto. We highlighted topics such as the importance of speaking up, anti-discrimination and inclusion and anti-corruption in an internal global communication campaign. During the year, we also carried out activities to implement our new Supplier Code of Conduct among all our existing and new suppliers. Other efforts to increase awareness of our business ethics included sustainability awareness training for selected groups across Tieto. We carried out sustainability awareness training, including business ethics, in Tieto's 'Take off' days for new employees in Finland and Sweden.

E-learning sessions covering the Code of Conduct, our environmental impact, security and GDPR in 2019 were mandatory activities for all employees in 2019.

We aim for 100- % e-learning coverage on a yearly basis, understanding it is hard to reach due to normal attrition. Completion of our Code of Conduct e-learning is a mandatory goal in all employees' scorecards and is thereby being formally evaluated as part of each employee's annual review process. By the end of 2019, 90 % of employees had carried out the Code of Conduct training. A range of efforts have been put in place over the two last years to boost the uptake of the training, such as including the completion of the training as a mandatory goal in the annual review phase, several internal global information campaigns and a complete renewal of the e-learning. Even though the progress has been slightly positive during 2019, the conclusion is that that the long-term goal of a completion rate of 100% of employees was too ambitious to reach, given the company's employee turnover as well as several merger activities.

As part of Tieto's zero tolerance to unethical behaviour, the company has a goal that all employees are not only aware of and know the Code of Conduct, but also know how to report breaches. We also conduct assessments of our operations with the aim of identifying risk for corruption and fraud. In

2019, operations in ten countries, covering 38% of our operations were assessed for risks related to fraud or corruption. Two significant risks were identified through the risk assessment conducted in 2019, which led to termination of one vendor contract. Internally, the Code of Conduct related whistleblowing escalations in 2019 generated 18 investigations in 8 different countries. These investigations included analysis of fraud risks and misuse of assets, inappropriate behaviour of individuals and conflict of interest. In 2019, three breaches of the Code of Conduct Policy were confirmed, whereof two are described in the section Equal opportunities. No confirmed incident of corruption was identified in 2019.

External financial audits in 2019 covered 100% of our employees in all business operations and countries. No findings of misconduct were discovered in the financial audits in 2019.

Looking ahead

Business ethics will continue to be a prioritised area for TietoEVRY going forward. At the end of 2019, we began the work to develop a new long-term sustainability plan for TietoEVRY. Accordingly, from 2020, we will implement new goals, activities and measurement will be implemented to ensure we foster and maintain an ethical business culture at TietoEVRY.

CULTURE – COLLABORATE, INCLUDE AND GROW

Equal opportunities

Diversity and inclusion are critical components in creating equal opportunities, providing great everyday experiences and fuelling innovation that advances our customers' competitiveness. We need to continuously develop our culture, mindset and processes to foster an environment of open thinking.

How we work

Inclusion is a key driver for employee engagement and hence impacting also customer experience. Our commitment to diversity and inclusion is business critical, and part of Tieto's global HR operating plan.

Our Code of Conduct Policy and our Human Resource Policy outline the principles for diversity and inclusion. Each Tieto country is responsible for planning and conducting activities that support our overall diversity and inclusion goals.

As a company, we look to collaborate closely with personnel representation bodies. In 2019, 40% of our employees were covered by collective bargaining agreements. However, the differences between countries varies extensively, with the highest participation being in Sweden (97,5%) and in Finland (97%). In countries of operation where collective bargaining is not applied, such as in China

and India, we strive to facilitate local forums where these topics can be addressed.

We measure our equal opportunity efforts in many ways. Cultural assessments are done through our global employee survey, VOICE. One of the measures we use is understanding how safe employees feel about speaking up. Incidents of non-compliance, which relate to equal opportunities, can be reported anonymously through our whistleblowing channels. Our escalation process is described in detail under the Ethical Culture section. We also evaluate our performance in providing equal opportunities through internal audits. Additionally, we gather input on performance through external assessments.

Progress

Inclusion is a part of Tieto's global HR operating plan. Both strategic and operational developments have taken place throughout the year to deepen the

Equal opportunities

Completion of Code of Conduct e-learning for awareness on equality, (%)

Result 2019

90%

Target 2020

100%



understanding within the company and drive towards an inclusive workplace. Our ambition for 2019 was to integrate diversity into our processes and ways of working. Tieto has raised internal and external awareness on best practices of inclusive teams and on role models. We also established digital platforms for knowledge sharing among our global operations.

Annual training in equal opportunities and non-discrimination is expected from our employees as part of our Code of Conduct e-learning. E-learning on inclusion is part of the mandatory manager onboarding programme from 2019 and a new bias awareness training is now mandatory in some parts of the organization.

All appointments to jobs and rewards within Tieto are based solely on an individual's performance. We strongly believe that we can contribute to a more equal society and diverse industry. In terms of organizational development, we strive to increase the diversity in the organization, aiming to increasingly have women, young professionals and different nationalities represented in management positions. We conduct internal equal pay audit reviews in our largest operating countries, corrective action is taken, and results are communicated internally.

In the VOICE survey conducted in May 2019, the indicator 'Feeling safe to speak up without the fear of harassment' decreased by 4 percentage points (2019: 75%, 2018: 79%, 2017: 73%). The decrease correlates with the high pace of change and degree of insight into the nomination process of roles, which took place during spring in conjunction with Tieto's new organizational setup. The share of women in senior management reached 21% at year-end. At the end of 2019, Tieto Leadership Network consisted of 11 men and two women and Tieto's Board of Directors of seven men and two women. To help us improve, diversity and nationality were included as selection criteria in the process of appointing the new TietoEVRY Group Leadership.

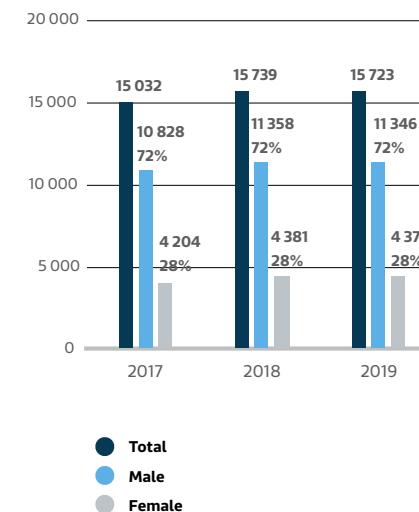
At the end of 2019, the average age of Tieto employees was 40 years. Many roles in the IT services industry require technological and managerial skills acquired through years of experience. At the same time, a younger generation is important in bringing in fresh ideas as well as new ways of working. We are therefore working to ensure age diversity – both to retain and attract the right skills across a wide age span. During the year, we undertook different initiatives to build a more age diverse workforce and to bring in young professionals took place. These initiatives succeeded in

more than half of all recruitments in 2019 being aged 30 years or younger (55,6% of 2 701 new joiners). Collaborations with external partners to instil curiosity in the daily work-life in our technology industry among young students were carried out during the year. Collaborations with external partners are described in the Societal Engagement section.

Throughout the year we were recognized for our work with diversity and inclusion by a range of organizations. Tieto ranked as top three of global tech companies in Equileap's 2019 Global Gender Equality Ranking, which evaluated more than 3 000 companies across 23 countries based on 19 gender equality criteria.

At country level, a wide range of local initiatives and activities took place during 2019 to enhance diversity and also highlight women in technology. For instance, women networks are active in Austria, Sweden and India. We partnered with Women In Tech in Finland and Sweden, International Women's Hackathon in India and Carrot Girls in Czech Republic. Other country initiatives included participation in Pride Finland, improving accessibility of the premises in India to fit differently abled employees and celebration of cultural diversity in Estonia and Sweden.

TOTAL NUMBER OF EMPLOYEES BY GENDER, 2017–2019*



*Due to the merger of Tieto and EVRY being completed in December, figures in personnel sections cover only Tieto.

Tieto Sweden was re-certified with the EDGE Assessment Certificate, the leading global assessment and business certification for gender equality. We were the first IT company in the world to be granted EDGE Certification in 2015.

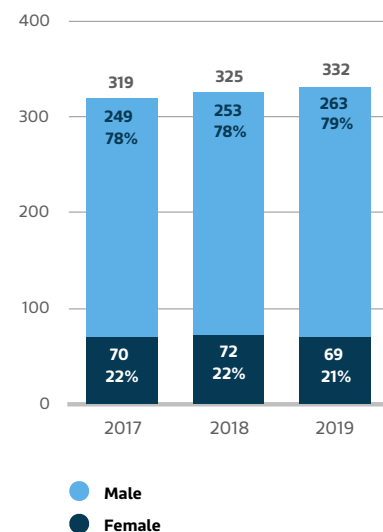
In India, Tieto received the 'Employee Excellence Award' from BD Foundation I-Inspire Awards, a global diversity consultancy. The award recognizes organizations across categories of Diversity and CSR Excellence to celebrate inclusive culture as a business imperative.

During 2019 two allegations of discrimination cases were investigated. One was not concluded as discrimination cases but breach of the Code of Conduct; the other one was concluded as harassment on the ground of gender. The latter case was reviewed, a remediation plan was implemented, results reviewed end of the year and the incident is no longer subject to action. Both of the cases are reported as breaches of Code of Conduct in the section Ethical Culture.

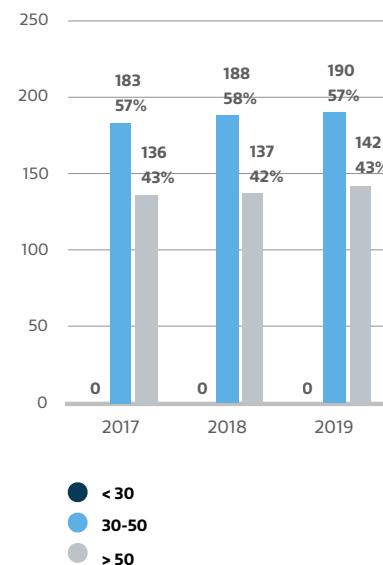
Looking ahead

We will continue to strive for equality by targeting and enhancing diversity and inclusion at the new company TietoEVRY.

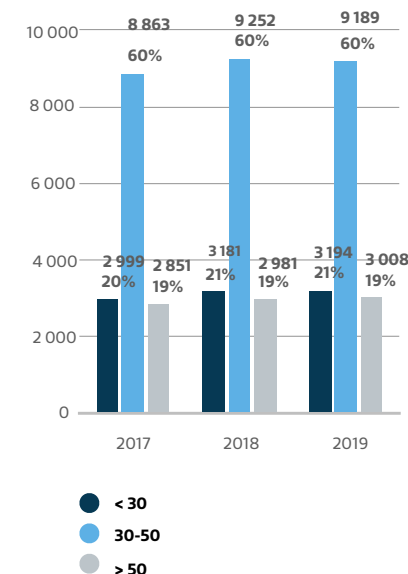
SENIOR MANAGEMENT BY GENDER, 2017–2019*



SENIOR MANAGEMENT BY AGE GROUPS, 2017–2019*



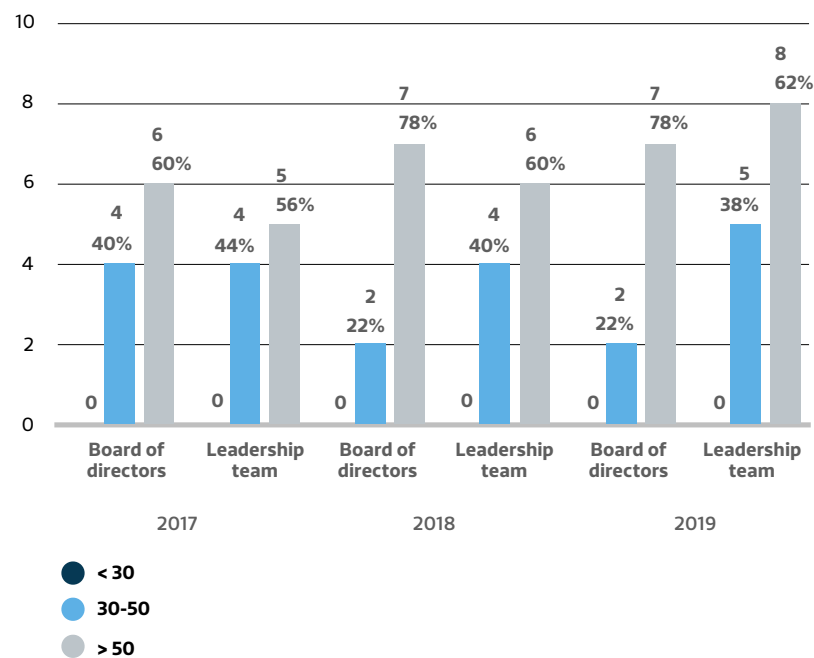
EMPLOYEES BY AGE GROUPS, 2017–2019*



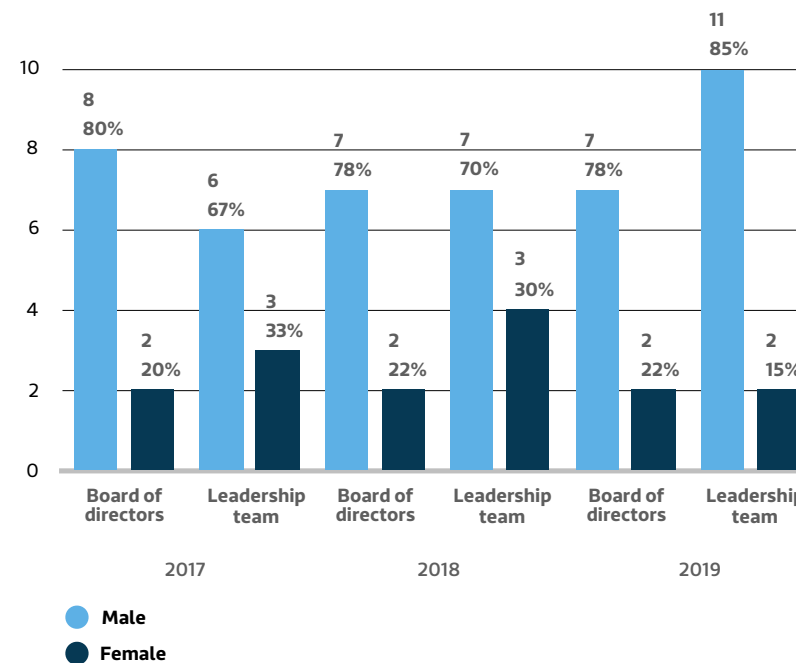
*Due to the merger of Tieto and EVRY being completed in December, figures in personnel sections cover only Tieto.

The results from our current work in developing a new long-term sustainability plan will guide us in developing our diversity and inclusion efforts further. This will enable us to identify and build on those aspects that our stakeholders perceive to be most important.

BOARD OF DIRECTORS AND TIETO LEADERSHIP TEAM BY AGE GROUPS, 2017–2019*



BOARD OF DIRECTORS AND TIETO LEADERSHIP TEAM BY GENDER, 2017–2019*



*Due to the merger of Tieto and EVRY being completed in December, figures in this graph cover only Tieto.

CULTURE – COLLABORATE, INCLUDE AND GROW

Employee experience

As the competition over talent is intensifying day-by-day, recruiting, retaining and engaging the best professionals puts high demands on all organizations. At Tieto, we are committed to building a positive and empowering workplace that provides an excellent Employee Experience.

How we work

Happy employees generate happy customers. Several studies suggest, that Employee Experience (EX) highly impacts customer experience (CX). At Tieto, we have observed a correlation between the work satisfaction of our employees and the customers' experience in our annual employee and customer experience surveys. We believe that by investing in our employees, we are able to create better customer experience. The overall responsibility for developing employee experience is with People & Culture. The results of the employee engagement activities are followed up through employee engagement surveys, where employees give feedback on how we are developing in key areas. The survey results are reviewed and discussed by Tieto's Leadership Team as well as within the business networks on all levels across the organization.

Progress

Tieto's target for Employee Engagement was reached already in 2017 (75% in 2018, 73% in 2017) and ended up at 78% in 2020; five percentage points above the long-term goal. The increase between 2018 and 2019 was however mainly due to changes in how parts of the score was measured, which led to inflated numbers that impacted the overall score and thus comparability over time.

According to our VOICE Employee Survey in 2019, 11% of respondents have experienced challenges in recovering from their workday overnight (baseline 2017: 3%, KPI not collected in 2018). The VOICE survey took place during spring restructurings, and initiatives on a business and country level took place to turn the trend. Going forward, it demonstrates that we need to follow up Employee Health closely in the TietoEVRY integration work. Based on the feedback from

Employee experience

Employee engagement score, %

Result 2019

78%

Target 2020

73%



our employees, we have been able to identify three main areas that impact employee engagement: Leadership, Learning & Career Development possibilities and Culture. Our ambition is to build the greatest workplace for tech and business professionals.

Developing our culture

Tieto's Open Source culture is a core foundation for building a good employee experience. It is supported by advanced technology and a modern working environment. With Tieto's strategy renewal in spring 2019, we identified a need to further develop Tieto's culture to enable networked ways of working and encourage self-leadership. We initiated an engaging approach where 160 employees in our main operating countries participated in the culture work to define desired target culture and behaviours to support the culture.

Inclusion

Team work with inclusion is crucial in creating an environment where employees thrive. It is an integral part of our culture. We believe that a wide mix of people is needed to stay competitive and innovative. Read more about our approach and activities under Equal Opportunities.

Leadership as service

Research and trends have identified a need to change the view on leadership

from traditional hierarchical to a more empowering leadership. At Tieto, we want to promote leadership as a partnership between the manager and employee. Our leaders' primary role is to support and enable people to grow. To support the realization of our vision we empower our leaders through trainings, coaching, mentorship programmes, workshops and discussions on leadership, team development, feedback, inclusion and engagement.

Enabling employeeship through self-leadership

The new partnership of managers and employees calls for a higher level of self-leadership, which is called employeeship. To enable employeeship and the possibility for employees to drive their own career and development, we took numerous steps in 2019.

We ran a pilot in one of our largest operating countries to increase employees' influence over their own career, by creating transparency of skills across the organization and the staffing tools. Furthermore, as we operate in cross-collaborating teams, employees can choose a project manager or senior colleague for their performance review instead of the line manager. Tieto has piloted several models for more efficient and regular dialogues with the leader as well as introduced a Coaching Portal for internal and

Employee experience

% of employees being always or often stressed and not being able to recover.

Result 2019

11%

Target 2020

Keep low



external coaching. These initiatives allow employees to drive their own career and open up for more meaningful conversations about their development and performance.

Learning as a lifestyle – boost learning for the future

Curiosity and lifelong learning are crucial parts of our culture and success. Our Learning as a lifestyle platform, which offers various learning modules, has turned employees into active creators and curators of learning playlists. By the end of 2019, 97% of our employees and 98% of our managers had used the learning environment and approximately 230 learning playlists were created by employees.

Looking ahead

Active employee dialogue through employee feedback makes a good foundation for our continued efforts in creating an inspiring place to work. The merger between Tieto and EVRY as well as our new sustainability long-term plan for 2020 onwards provide great opportunities for further enhancing the employee experience.



“

We believe a wide mix of people is needed to stay competitive and innovative.

Robots to make working days easier

In 2019, we introduced chat-bots in our HR solution to answer process-related questions and to help with compensation processes. The chat-bots are available for all employees and managers 24/7. The Q&A chat-bot can answer questions relating to performance management, such as goal-setting, performance evaluation and discussions, process timelines and tool instructions. The action chat-bot is an interactive online assistant for managers helping the manager with compensation processes.



DIGITAL ADVANTAGE

Digital advantage for society and the environment

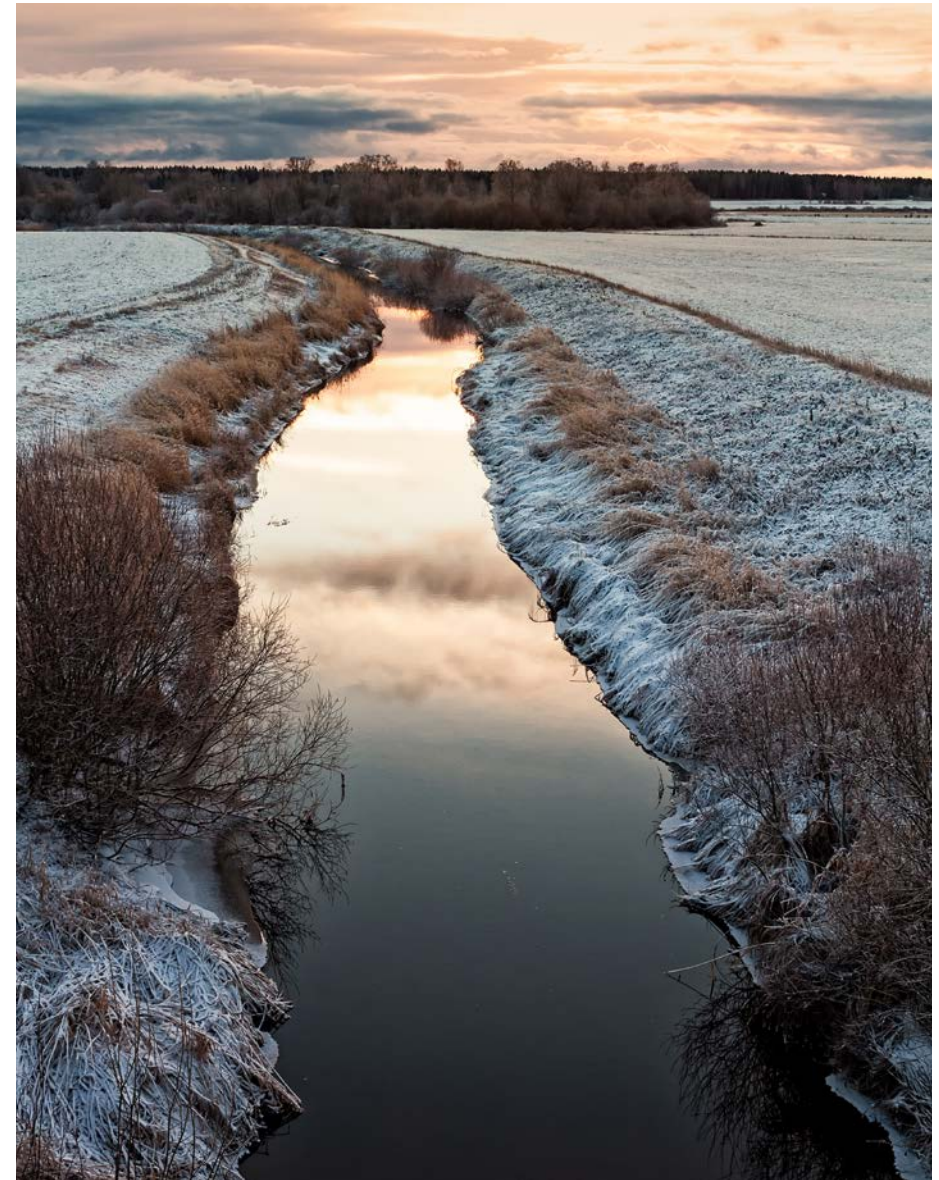
Through leading technologies and smart use of data, we can positively impact everyday life for millions of people. Our solutions can help create smarter and more sustainable cities, provide preventive healthcare for citizens and enable more efficient governmental operations. We strive to carry out our operations in a responsible manner as well as minimize our negative impact on the environment and climate.

Economic responsibility is multi-faceted. We create long-term sustainable value for our shareholders and owners, but we also have a positive economic impact as an employer and tax payer. Our local presence in multiple cities creates job opportunities for residents in areas and countries where we operate. We pay competitive salaries and benefits and provide our employees with meaningful work. Where possible, we prioritize local suppliers in our markets as this creates value for other stakeholders and stimulates local economies.

We are continuously exploring new ways to minimize our environmental impact and reduce our greenhouse gas emissions. We do this by working in environmentally certified offices, purchasing renewable energy for our data centers and reducing travel.

We also actively pursue opportunities to contribute to societies where we operate. For example, we do this in the healthcare sector through several projects, which we outline in the sustainable IT section of the report.

We also contribute through our societal engagements for a more equal society. We do this by not only actively supporting several NGO organizations, but also engaging our employees in activities, workshops and mentorships.



CASE Joint innovation benefits the climate

Cooperation and co-innovation allow companies to reap results that benefit the climate quicker than working alone. In Finland, Tieto has been an active participant in a pilot project aiming at turning carbon dioxide removal into verifiable and comparable commercial operations.

In the spring of 2019, Tieto participated with 22 other companies in a co-operation led by clean energy company Fortum, aiming to create the world's first voluntary carbon removal marketplace for businesses. This marketplace is called Puro.earth, and the CO₂ removal certificates Puro is selling, represent one ton of CO₂ removed for the long term from the atmosphere. Tieto participated in working groups defining the verification and methodology as well as registry and auction rules. We also provided business and technology sparring for the initiative.

"The primary goal of companies and other organizations is to reduce the environmental impacts of their operations," says **Kia Haring**, Head of Global Communications and Sustainability at Tieto. "In addition, we must actively look for new means of offsetting the emissions that cannot be reduced."

Puro's suppliers develop products, that remove carbon from the atmosphere. The removals are verified by an independent third party and turned into CO₂ Removal Certificates called CORCs. CORCs can be bought by climate proactive companies in the auctions held by Puro marketplace, to neutralize the companies' carbon emissions. The proceeds from the auctions go to the carbon removal supplier to invest in R&D, operations and sales to expand the market of climate-friendly products.

Acting through Puro is helping to expand the markets of climate-positive products and the development of materials that absorb carbon dioxide. Puro's aim is to expand the markets of climate-positive products and invest in developing materials that absorb carbon dioxide.

"It is impossible for most companies to become carbon neutral even with the most ambitious emission reduction



programs. Something always remains," says **Antti Vihavainen**, Co-founder of Puro. "Those remaining emissions can be removed by the suppliers of the Puro.earth ecosystem. They produce materials that store more carbon than their production emits. By making this climate service measured and verified, we accelerate the development of these under-utilized and therefore under-developed industries. As the Intergovernmental Panel on Climate Change (IPCC) states, we need all possible ways of reversing the climate change. Puro.earth provides an innovation platform for that purpose".

Puro currently supports three CO₂ removal methods: biochar, carbonated

building elements and wooden building elements. As an example, biochar is a very stable form of carbon, that is used mainly in city landscaping, drainage water systems and in animal feed. As a material it does not decompose so the carbon it embodies stays away from circulation. During 2019, Tieto has bought CORCs as a pilot project in Puro auctions for neutralizing a part of CO₂ emissions caused by business travel.

"With this kind of co-operation we accelerate the incentives towards a carbon net negative economy – and also do common good," says Kia Haring. "We are proud to be able to co-create and drive these kinds of innovations for the climate, that the world currently so desperately needs."

DIGITAL ADVANTAGE FOR SOCIETY AND THE ENVIRONMENT

Greenhouse gas emissions

Climate change is one of the biggest challenges of our times, with policymakers and businesses scrambling to find rapid and effective solutions. The best way for us to combat global warming is to improve the energy efficiency of our operations and reduce emissions. Our aggregated CO₂ emission reduction since 2016 totals 53% and we are continually examining ways to reduce our CO₂ emissions even further.

How we work

Tieto is committed to the United Nations Global Compact and Sustainable Development Goals. We continuously strive to improve and support the precautionary approach to tackling environmental challenges. We focus our measures on where we have the biggest impact: in running our own offices and data centres with a strong emphasis on energy efficiency and reducing business travel. We also recognize our part of CO₂ emissions caused throughout our value chain, both upstream and downstream.

Our Environmental Rule defines our approach to managing the company's environmental impact. Accordingly, we have implemented measures to boost energy efficiency in our

existing offices and data centres. We have also relocated to BREEAM or LEED certified buildings with upgraded facilities to reduce direct and indirect energy consumption. In addition to environmental certificates, the energy efficiency of a building has been an important site selection criterion. For all our data centres, our target is to drive and maintain operations as energy efficiently as possible. We regularly collect and monitor energy consumption data to ensure the highest efficiency possible is maintained.

Our Travel Rule encourages only essential travel. We provide and encourage employees to use virtual conference solutions and various digital collaboration platforms to help minimize our environmental travel footprint.

Greenhouse gas emissions

ktons CO₂ from indirect energy consumption

Result 2019

-53%

Target 2020

-50%

Aggregated reduction of CO₂ emissions totals 53% comparing to 2016 baseline.



Our Chief Procurement Officer is responsible for the environmental management of our offices and procurement including business travel. The Head of Data Centres has the same responsibility for our data centres. All Nordic data centres and offices with more than 50 employees are covered by our Environmental Management System (EMS), which is ISO 14001-certified. The responsibility for the implementation of the EMS, as well as activities for energy reduction actions, lies with an Environmental Manager appointed for one or several countries of operations. The Environmental Managers form a global network that is responsible for putting into practice global environmental guidelines and objectives in our operating countries. Our data centre teams are responsible for energy consumption monitoring on a regular basis. Possible risks or incidents related to environmental issues can be reported via the EMS in each country or via our global risk reporting portal.

Progress

Increasing energy efficiency and renewable energy use in our offices and data centres and reducing business travel are key actions in our focus to reduce CO₂ emissions. In 2016, we set a goal of halving our energy-related CO₂ burden from indirect energy consumption by 2020. In 2019, our CO₂ emissions from indirect energy consumption were 53% below the 2016 level, ahead of our

50% target. We are continuing our efforts to achieve an even greater reduction and set new ambitions for the years to come in our next long-term sustainability plan.

At a Group level, the goal is to reduce total energy consumption in operations by 3.5% annually. In 2019, our total energy consumption reached 104 525 MWh, a decrease of 2.3 % compared to the previous year. Total electricity consumption for 2019 decreased by 3.3% to 73 263 MWh. In 2019, the amount of emissions from indirect energy consumption (scope 2) did, however, increase by 13% compared to previous year (2018: 10 295 tCO₂), amounting to 11 587 tCO₂. This was due to the increased share of electricity usage in countries (mainly India and Poland) where CO₂ emissions factors are on a higher level than in the Nordic countries. We are looking at different ways to mitigate any future increases of CO₂ emissions.

In 2019, we also began unifying elements of our EMS across all our operations. This involves putting in place common processes and guidelines that enhance the efficiencies of the system.

Green buildings and smart use of office space

Providing sustainable, efficient, and activity-based office space is the primary target for our facility operations. In 2019, we

continued our work towards consolidating and creating flexible and multi-use square meters in our offices. During the year, 62% of our employees were located in environmentally certified office buildings. Our key performance indicator, 'Office area per employee', guides us in reducing the area dedicated to a workplace or person and leads to more efficient use of square meters and reduces energy consumption. In 2019, the office area per employee was 11.5 m².

Green energy in our Nordic data centers

During the year we continued to use green energy and recycle excess heat from all of our Nordic data centres. In these sites, we continuously work to improve energy efficiency by optimizing cooling capacity, utilizing intelligent airflow management and deploying low energy infrastructure solutions. In Espoo, Finland, excess heat generated by data centres is recycled back to society and heats nearby households. With the excess heat in 2019 we heated 745 detached households in the Espoo area alone. In Stockholm, we continued to use solutions that warm the facilities and also redirect any excess energy generated to nearby houses in the Swedish capital. Meanwhile, the data centre in Norway – located deep inside a mountain in Stavanger – is run with 100% renewable energy and cooled by cold water from the adjacent fjord.

Reducing our carbon footprint in our supply chain

During the year, we evaluated our supply chain emission intensity taking into consideration the relevant categories according to Greenhouse Gas Protocol: purchased goods and services, capital goods, waste generated in operations and business travel. Currently, we are reporting greenhouse gas emissions from business travel, which is a category most visible to our employees and clearly connected to our customer deliveries.

We support our employees in reducing business travel in several ways, such as by providing conference solutions and various digital collaboration platforms. In 2019, we also updated Tieto's Travel Rule to include acceptable reasons for business travel as a means to further support our employees in changing their travel habits. The aim of revising the rule was to reduce the number of trips, lower CO₂ emissions and encourage employees to plan travel so that several meetings can be combined in one trip. In addition, we steered our travelers to use public transport and trains instead of private vehicles. Emissions from all business flights in 2019 were 13 030 CO₂ tons (2018: 13 700 tons). Our total CO₂ emissions in scope 3 (i.e. business flights, company cars and upstream leased assets), decreased by 5% compared to 2018.

Innovations for the climate

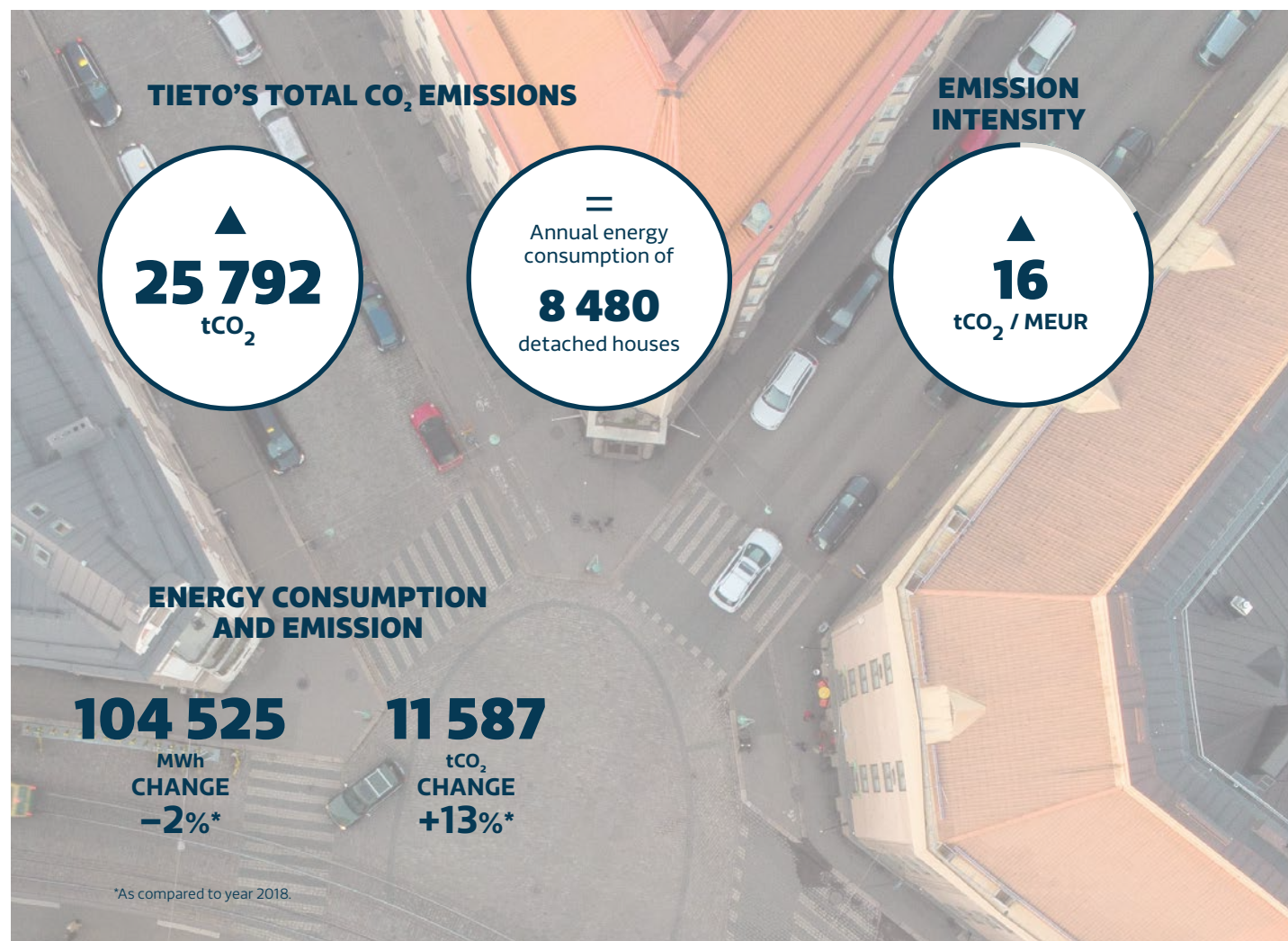
Besides continuously striving to minimize the environmental impact from our own operations, we are also eager to find innovative ways to further reduce our CO₂ footprint. In the spring of 2019, we participated in auctions arranged by Puro, trading in CO₂ removal certificates. Read more on Puro in our case example.

Looking ahead

We are committed to continuing activities and reducing our CO₂ footprint in the coming year. Our focus longer-term we will be on increasing the usage of renewable energy and improving energy efficiency measures in offices and data centres as well as reducing CO₂ emissions caused by business travel. We will continue managing our carbon footprint throughout the value chain and explore opportunities for expanding supply chain CO₂ emissions reporting. We will also continue to investigate and measure how our solutions and products can support our customers in decreasing their own carbon footprints.

During 2020, we will launch our new long-term sustainability plan, which will contain new and further stretched targets for our efforts to minimize our environmental impact.

ENERGY AND GHG EMISSION HIGHLIGHTS



Emission class	Unit	2017	2018	2019	% Change 2018-2017	% Change 2019-2018	Change 2019-2018
302-1 Energy consumption within the organization							
Diesel total	litres	61 039	47 917	38 105	-21,5%	-20,5%	-9 812
Electricity	kWh	83 553 485	75 755 432	73 263 472	-9,3%	-3,3%	-2 491 961
Cooling	kWh	19 837 264	18 866 880	18 815 099	-4,9%	-0,3%	-51 781
Heating	kWh	11 935 744	12 336 498	12 446 089	+3,4%	+0,9%	109 591
Total Scope 2 energy consumption	kWh	115 326 493	106 958 810	104 524 659	-7,3%	-2,3%	-2 434 151
302-2 Energy consumption outside of the organization							
Upstream leased asset diesel consumption	litres	1 260	1 260	1 788	+0%	+42%	528
Upstream leased asset energy consumption	kWh	769 293	832 366	896 467	+8%	+8%	64 101
1302-4 Reduction of energy consumption							
Energy returned to district network	kWh	15 656 200	15 078 950	14 907 500	-4%	-1%	-171 450
305-1, 305-2 Total direct and indirect greenhouse gas emissions							
Diesel	tCO ₂	158	124	99	-21%	-20%	-25
Electricity (location-based)	tCO ₂	11 170	9 680	10 793	-13%	+11%	1 112
Electricity (market-based)	tCO ₂	8 089	6 056	6 772	-25%	+12%	715
Cooling	tCO ₂	1 805	1 589	1 473	-12%	-7%	-116
Heating	tCO ₂	2 168	2 649	3 342	+22%	+26%	693
Total GHG Scope 1	tCO₂	158	124	99	-21,5%	-20,5%	-25
Total GHG Scope 2 (location-based)	tCO₂	15 144	13 919	15 608	-8,1%	+12,1%	1 689
Total GHG Scope 2 (market-based)	tCO₂	12 062	10 295	11 587	-14,7%	+12,5%	1 292
Total GHG Scope 1, 2 (location-based)	tCO₂	15 302	14 043	15 707	-8,2%	+11,8%	1 664
Total GHG Scope 1, 2 (market-based)	tCO₂	12 221	10 419	11 686	-14,7%	+12,2%	1 266
305-3 Other relevant indirect greenhouse gas emissions							
Business Travel - Flights	tCO ₂	9 690	13 710	13 030	+41%	-5%	-680
Business Travel - Own cars	tCO ₂	1 008	1 059	1 072	+5%	+1%	12
Upstream leased asset CO ₂ emissions tCO ₂	tCO ₂	3	3	5	+0%	+42%	1
Total GHG scope 3 emissions	tCO₂	10 701	14 773	14 107	+38%	-5%	-666
Total Tieto CO₂ emissions (location-based)	tCO₂	26 004	28 816	29 813	+11%	+3%	998
Total Tieto CO₂ emissions (market-based)	tCO₂	22 922	25 192	25 792	+10%	+2%	601

DIGITAL ADVANTAGE FOR SOCIETY AND THE ENVIRONMENT

Economic impact

For us, economic responsibility means creating long-term sustainable value for our stakeholders. Through running our businesses in profitable manner, we are contributing to a global and sustainable economy. In 2019 our profitability remained at a healthy level and net cash flow from operations was significantly up over the year.

How we work

Our group-level finance operations are handled by our Chief Financial Officer's (CFO) office. In addition, each Industry Group and Service Line has a dedicated finance partner, who works closely with business and supports management in financial processes and reporting. Our shared service centre in Riga, Latvia, supports accounting and master data maintenance services to fulfil both Group reporting and statutory reporting needs and requirements.

We have a common accounting and reporting platform, Tieto ERP. Group consolidation and reporting are based on the reporting system, facilitating common control requirements for all legal entities reporting to the Group. Financial reporting consists of monthly performance reports, including all the key performance indicators, rolling forecasts and interim financial reports. The correctness of our financial

reporting, including interim and annual reports, and the compliance of financial reporting with regulatory requirements are ensured through our internal control practices. The Audit and Risk Committee of our Board of Directors has the role of overseeing our external financial reporting.

Our financial reports are regularly reviewed by the Leadership Team and the Board of Directors. The follow-up is based on a thorough comparison of the actual figures with the set objectives, forecasts and previous periods. If there are deviations in the figures, the Leadership Team members are responsible for initiating corrective actions.

Our Group Accounting Manual includes internal financial information that is directed at people involved in the financial planning and reporting or working with finance matters. The information covers a broad spectrum from the steering system



FINANCIAL PERFORMANCE

Result 2019	Target 2020
% sales growth	
8%* in local currencies	Above market CAGR
% EBIT margin	
7.2%	Long term >10%
% adjusted EBIT margin	
11.3%	Long term >>10%
Annually increasing dividends	
Base dividend up by 2%, additional dividend proposed	Annual increase in absolute terms
Net debt to EBITDA ratio, limited in the long term	
2.7**	<1.5 long term

* Tieto stand-alone 2% in local currencies
 ** Based on 12 months for EVRY's EBITDA (in line with the increase in merger related net debt)

Following the merger, the company will re-evaluate its financial targets during 2020

to detailed timetables for reporting, as well as descriptions of reporting systems and financial guidelines. Our financial reporting follows the International Financial Reporting Standards (IFRS) and IFRIC interpretations as adopted by the European Union. As a listed company, we are compliant with the regulations of the NASDAQ Helsinki and Stockholm and Oslo Stock Exchanges.

Progress

Our financial objectives set in February 2019 are to grow revenue from IT services above the market (CAGR), achieve a 10% reported operating margin (EBIT), increase dividends annually in absolute terms, and to have a net debt/EBITDA of 2.0 as an upper limit in the long term. In 2019, sales growth was 8%, with growth partly related to the merger of Tieto and EVRY. Revenue for Tieto stand-alone was up by 2% in local currencies. It is estimated that the IT services market relevant to Tieto grew by 2-3%. Full-year operating profit (EBIT) amounted to EUR 124.2 (154.7) million, representing a margin of 7.2% (9.7). Operating profit includes EUR 72.2 (13.4) million in adjusted items, mainly related to restructuring costs for the efficiency programme initiated in 2019, the M&A and integration costs and amortization of acquisition-related intangible assets. Adjusted operating profit stood at EUR 196.4 (168.0) million, or 11.3% (10.5) of net sales.

The proposed dividend is up by 2% to EUR 1.27 (base dividend 1.25 and an extra dividend of EUR 0.20 in 2018). Dividend yield is 4.6%. Tieto's capital structure was affected by the merger and net debt/EBITDA rose to 2.7 (based on EVRY's EBITDA for the full year) while the company expects that it will achieve the targeted level of below 2.0 in the mid term.

Our strategic tax aim is to comply with all local tax legislation and other regulations in all jurisdictions. We are committed to operating in a responsible way and to comply with ethically acceptable principles in all our activities. This means that we fulfil all our reporting requirements and pay all legally imposed direct, indirect and other taxes in those countries where the Group has operations. Furthermore, we shall always operate with full co-operation with the authorities and aim to disclose all information that is needed for determining tax consequences. Our general objective is to avoid uncertain tax positions. In case of uncertainty, all tax positions taken should be supportable. Our Tax Strategy is approved by the Audit and Risk Committee (ARC). The Group Tax team reports on the status of Group tax issues biannually to the ARC. We also have a written Tax Function Model including roles, tasks and responsibilities of the Group Tax Team and other relevant internal and

external stakeholders in managing taxes. External tax advisors are used, for example, in complex M&A cases. Tax risks are identified and managed as part of an enterprise wide approach to risk management. TietoEVRY Oyj is in a co-operative compliance programme with the Finnish Tax Authorities and the collaboration has continued ever since 2017.

Our economic contribution to stakeholders is summarized in the graph below. It illustrates our economic impact on customers, employees, suppliers, governments and society at large.

During the year, we received financial assistance from local governments in some of our operating countries. However, all of those corresponded to amounts less than EUR 0.2 million, except for a funding of EUR 0.4 million from Business Finland, the Finnish Funding Agency for Technology and Innovation, for projects to support digitalization in various industries.

Looking ahead

TietoEVRY expects that it will achieve cost synergies of EUR 75 million due to the merger. Furthermore, the merger is anticipated to accelerate growth. The company will re-evaluate its financial targets during 2020. Cash flow is also anticipated to remain strong,

enabling attractive dividends and deleverage.

For a full description of our financial performance, please read our Financial Review 2019.

**FINANCIAL PERFORMANCE IS
DESCIBED IN MORE DETAIL IN THE
REPORT BY BOARD OF DIRECTORS.**

Financial Review



Economic value for different stakeholders, EUR million

	2019	2018	2017
Revenues	1 753.2	1 623.8	1 562.3
Operating costs	533.5	509.7	496.8
Employee wages and benefits	989.7	905.0	873.3
Payments to providers of funds	122.7	108.6	105.7
Payments to governments ¹⁾	21.8	26.7	21.5
Economic value retained	85.5	73.8	65.0

¹⁾ of which

	2019	2018	2017
Finland	9.6	12.1	7.2
Sweden	1.3	7.9	9.2
Norway	1.9	0	-0.4
Czech Republic	1.4	1.6	1.5
India	1.9	2.2	2.3
Other	5.7	2.9	1.7
Total	21.8	26.7	21.5

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Our societal engagements give our employees the opportunity to take part and do good for the society around us.



DIGITAL ADVANTAGE FOR SOCIETY AND THE THE ENVIRONMENT

Societal engagements

We want to be an active corporate citizen in the societies where we operate. We believe that we can create lasting value by engaging with partners that develop societies and at the same time support our business strategy.

We engage in long-term societal projects with several established partners. During 2019, we continued our co-operation with My Dream Now in Sweden, Identity Foundation and Lila Poonawalla Foundation in India, Startup Refugees and the Children and Youth Foundation in Finland. In addition to our long-term collaborations, we deepened the work with Uplift Mutuals in India and partnered with Pride Helsinki.

Our societal engagements are aligned with our business strategy. We believe that the future lies in the youth of today and therefore we want to focus on investing in young people and their education. In addition, we continue to focus on improving digital equality in society, strengthening digital competencies and skills among disadvantaged groups.

Our Sustainability Steering Group, authorized by the Board of Directors, annually reviews our societal engagements. Our selection of partners is based on community-need assessments made in co-operation with local business operations. Our societal engagements give our employees the opportunity to take part in these projects and do good for the society around us.

In 2019, our key societal engagements included:

My dream now helps children pursue their future dreams

My Dream Now is an organization focused on building bridges between companies and schools with the aim of inspiring young students to fulfil their dreams. As part of the mission, My Dream Now prioritizes schools

in areas with the greatest potential and need – for instance, where unemployment is high. Over several years we have engaged in My Dream Now's operations in various ways. In 2019, we had employees volunteering as class coaches, as well as well as students participating in study visits to inspire and increase their understanding of daily work life.

Uplift mutuals provides health and medical aid to low-income families

Under Uplift Mutuals' model, low-income families in the unorganized sector in India can share their health risks and get access to mutual microinsurance for financing medical treatments and hospital visits. Besides health insurance, the organization also provides medical advice via telephone, and has employed its own doctors who provide their services to patients free of charge.

We have been in contact with Uplift Mutuals since 2012. In 2019, we worked pro bono developing and providing Uplift Mutuals with a Software-as-a-Service (SaaS) solution (a software licensing and delivery model in which software is licensed on a subscription basis and is centrally hosted). The solution, named Uttam, is replacing the time-consuming manual work needed for health insurance claims. Uplift has been able to process claims in a matter of 48 hours, instead of the usual

turnaround time of 20–25 days. Furthermore, it has helped to reduce operational costs for Uplift Mutuals. Going forward, we will help launch Uttam as a mobile solution, supporting Uplift's expansion to larger communities.

Identity foundation helps underprivileged children

Founded in 2003, Identity Foundation is a charitable trust in Pune, working with socio-economically challenged children. We have supported Identity Foundation's Mobile Learning and Infotainment Centre (MLIC) buses since 2007. In the two mobile learning and infotainment buses socio-economically challenged children, such as street children, can get literacy as well as life skills education. The MLICs also serve as information facilities by giving children an exposure to positive entertainment and providing useful information.

Lila Poonawalla Foundation empowers women to pursue higher education

Lila Poonawalla Foundation (LPF) is an Educational Trust in India whose vision is to contribute to the empowerment of Indian women by supporting academically outstanding and financially deserving girls, through scholarship to pursue higher education.

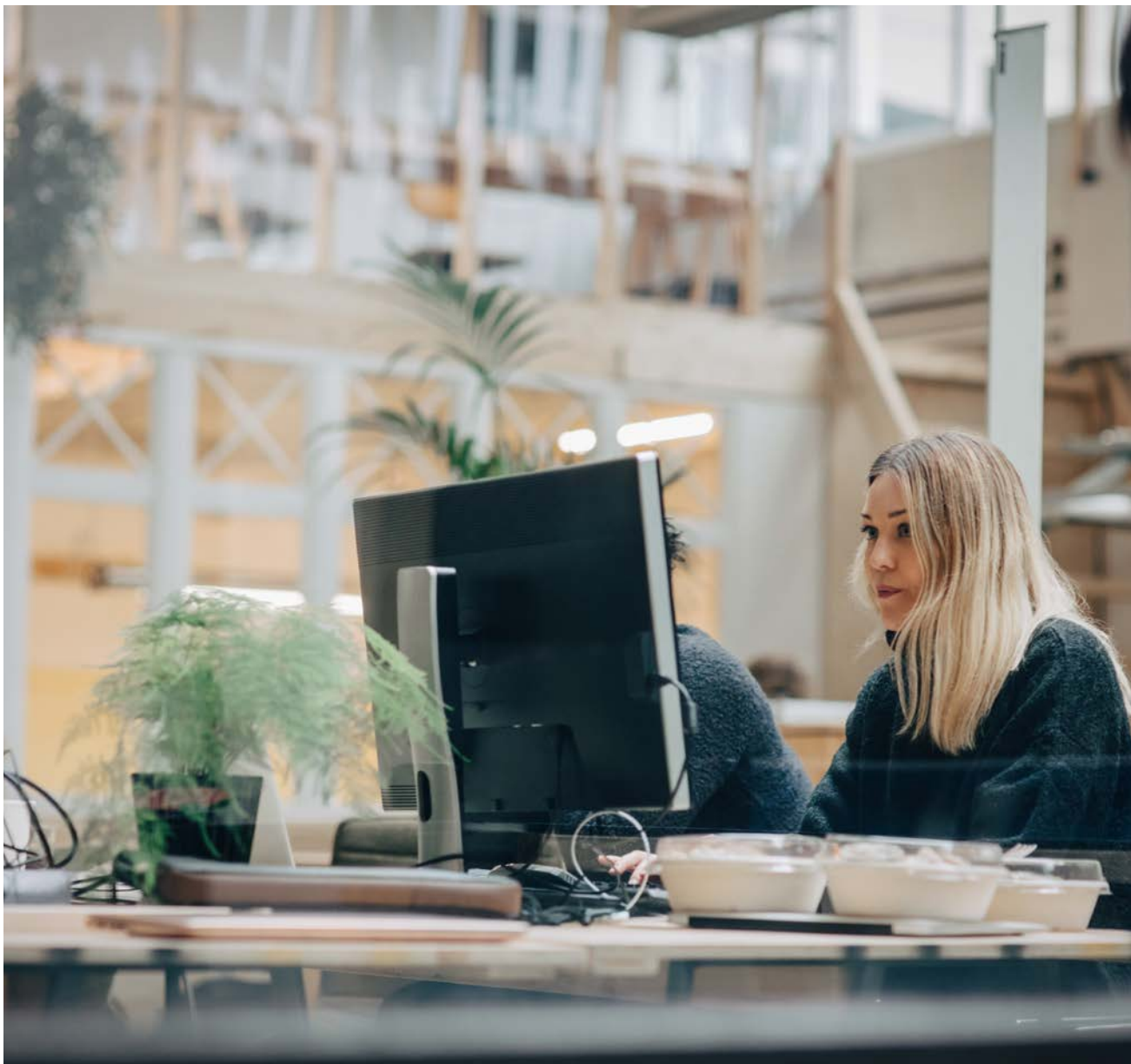


The Children and Youth Foundation

The Children and Youth Foundation supports children and youth in achieving their dreams by organizing workshops and discussing the skills that are needed in future work life. The operations of the Finnish Children and Youth Foundation focus on good self-esteem, strong social skills and the courage to act and try out different things.

Driving inclusion through startup refugees

StartUp Refugees in Finland consists of 500 members, including companies, government officials, NGOs, universities, congregations, research institutes, communities and individuals who support newcomers with starting businesses and entering the Finnish labour market. Tieto and Startup Refugees are collaborating to help refugees and asylum seekers to strengthen their digital competencies and support the integration into the Finnish labour markets and the society. Finding work can change a refugee's life from passive to active, and it has several positive outcomes for society more broadly.



Sustainability

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SUSTAINABILITY

Our approach to sustainability

Sustainability at Tieto covers many topics and is regarded both a responsibility and an opportunity for us. We need to be environmentally, socially and financially responsible in our daily business to meet the requirements and expectations set by our stakeholders. But we must also create sustainable value for our customers and society through our innovative solutions.

As a company, we are aligning our sustainability practices with international norms, frameworks and legislation covering anti-corruption, environment, human rights and labour rights. Our sustainability approach is founded in the UN Global Compact's Principles (UNGC), the OECD Guidelines for Multinational Enterprises and aligned with the UN's Global Sustainable Development Goals. But our sustainability efforts are not merely a question of complying with laws and regulations. We are determined to lead the way and be an ethical forerunner, which sometimes means going beyond regulations and applying higher standards.

We also aim at playing an active role in the sustainable development of people, business and society at large.

We affiliate ourselves with a number of voluntary industry organizations and initiatives in order to promote long-term, sustainable industry development and regulation at local, national and international level.

Some of our affiliations are:

- Finnish Business & Society (FiBS) in Finland
- CSR Sweden
- The European AI Alliance
- Climate Partnership network of City of Helsinki, Finland
- Cleantech Finland
- Fossilfritt Sverige
- CDP (the world's largest investor index for carbon disclosures)



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We aim at playing an active role in the sustainable development of businesses and society at large.

As a result of our sustainability performance, we have received several acknowledgments for our efforts during the year.

CDP

In 2019, Tieto achieved level B in CDP Climate Change scoring. This score recognizes our solid environmental management efforts over the years. Our CDP score exceeds the IT sector and CDP programme averages and has done so since 2010. We have reduced our CO₂ emissions every year since 2012.

Ecovadis

In addition, Ecovadis, operating a collaborative platform providing supplier sustainability ratings for global supply chains, published a CSR risk and performance index in autumn 2019 with global results for Environment, Labour practices & Human rights, Fair business ethics and Sustainable procurement areas. While the global scoring average for ICT companies was around 43 according to the index, Tieto received 78 points and thus a gold level recognition.

OMX GES Sustainability Finland Index

Based on our sustainability performance, Tieto Oyj is included in the OMX GES Sustainability Finland Index.

Equileap's 2019 Global Gender Equality Ranking

Equileap, a non-profit organization, published its third cross-sector ranking showing how well the world's top companies, across all sectors and countries, perform on gender equality. Tieto ranked among the top three global tech companies in Equileap's 2019 Global Gender Equality Ranking, which evaluated more than 3 000 companies across 23 countries based on 19 gender equality criteria.

Bloomberg Gender-Equality Index (GEI)

TietoEVRY was also honoured by being included in the 2020 Bloomberg Gender-Equality Index (GEI), which tracks the performance of 6 000 public companies in 84 countries committed to advancing women in the workplace.

Swiss EDGE Certified Foundation

We were the first IT company in the world to receive a gender equality certification from the Swiss EDGE Certified Foundation at the end of 2015 (valid for two years), and again in 2017 and 2019. The certification represents the leading global assessment methodology and business certification standard for gender equality. It assesses policies, practices and numbers across five different areas of analysis: equal pay for equivalent work,

recruitment and promotion, leadership development training and mentoring, flexible working and company culture.

The Estonian Diversity Badge

As the first and only IT company in Estonia we received this award from the Estonian Ministry of Social Affairs for our strategic work in the area of non-discrimination and equal opportunities.

The Employee Network Excellence Award in India

In India we received the 'Employee Network Excellence Award' from BD Foundation, a global diversity consultant. The award recognizes an employee network which has been able to demonstrate its impact in shaping and driving the diversity and inclusion agenda; while also demonstrating the sustained value it has added to the business.

The State of Customer Experience Management

The Finnish study, The State of Customer Experience Management, conducted by CXPA Finland and Shirute Ltd, evaluates organizations' customer experience management, taking into consideration organization and leadership, culture, processes, tools and extent of operations. In 2019, we were ranked the fifth best company in Finland out of 55 companies examined.

SUSTAINABILITY

Managing sustainability

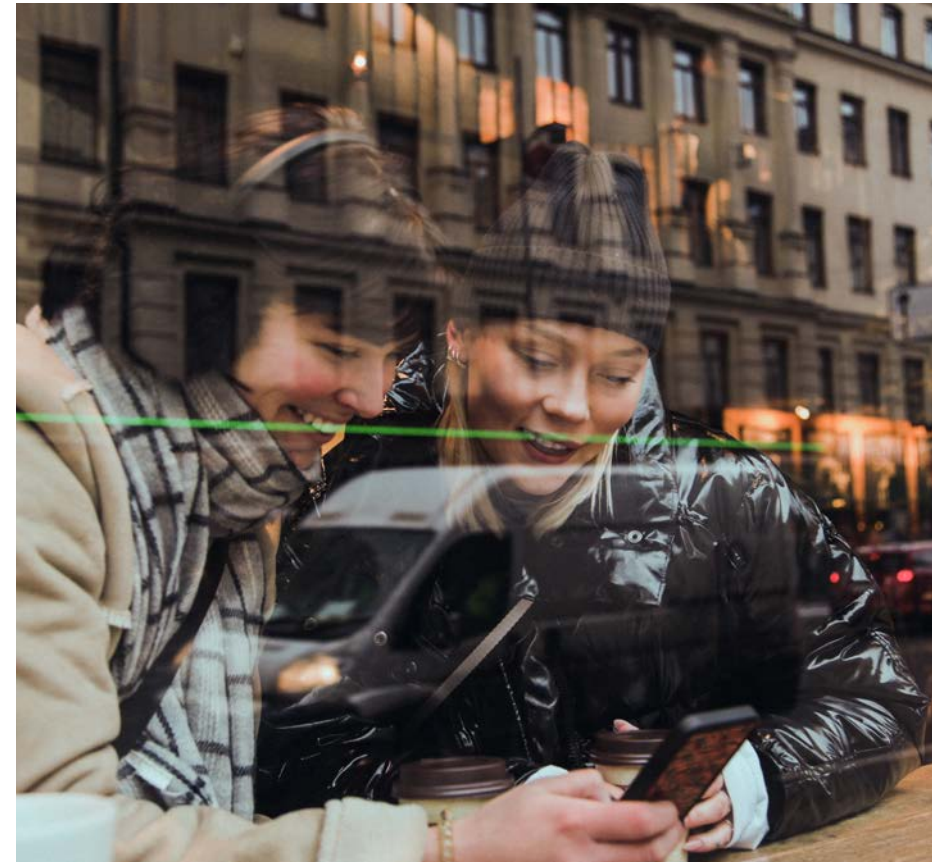
We believe that by integrating sustainable business practices throughout our value chain, we can ensure Tieto's long-term business success. We need to both mitigate the sustainability-related risks and grasp the opportunities to futureproof our business. Through sound governance, compliance, processes, tools and organization, we make this happen.

Sustainability integrated in the organization

Our sustainability work is facilitated by the company's Sustainability team and supported by the Sustainability Steering Group, chaired by the Vice President of Communication and Sustainability. The steering group advises the Leadership Network and Board of Directors and approves the annual integrated report from a sustainability perspective. The Sustainability Steering Group represents different functions and units of Tieto, ensuring that the voices of various internal and external stakeholders are heard. Our aim is to maintain a balanced male and female representation in the steering group, as well as younger and more experienced management.

In 2018, the Sustainability Steering Group approved Tieto's Sustainability operating plan for 2019. The operating plan focuses on implementing activities to reach our long-term objectives: minimizing environmental impact, creating value for stakeholders and being an ethical forerunner in society. During the year, the steering group followed up and discussed the implementation and engagement needed to successfully execute the operating plan and consequently our long-term Sustainability 2020 plan. The steering group also discussed the integrated reporting project and approved the content related to sustainability.

Daily sustainability activities are led and facilitated by the sustainability team, led by the Head of Sustainability, who



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We encourage employees to discuss and promote the positive sustainability outcomes that digitalization can enable for customers.

is also responsible for the company's sustainability policies and processes. The Head of Sustainability reports directly to the Vice President of Communications and Sustainability, who reports to the Executive Vice President, Identity and Experience. The management of specific sustainability areas is handled by appointed sustainability area owners, responsible for reporting on area specific goal performance. The long-term sustainability goals are presented in the Sustainability 2020 plan, which has been approved by the Sustainability Steering Group and Tieto Leadership Network. The management of specific sustainability areas is presented in more detail in the respective sections of this report.

Policies and rules giving strategic direction and practical guidance

Our ethical principles are summarised in our **Code of Conduct Policy**, which applies to all our employees as well as any third party contributing to our services, products and other business activities. The Code of Conduct is aligned with international frameworks and norms, as well as local legislations.

We have a separate Supplier Code of Conduct Rule clarifying the ethical guidelines applying to Tieto's suppliers.

This rule is implemented in all new supplier contracts with regular suppliers.

Our Anti-Corruption Rule provides practical guidelines on how to evaluate and avoid unethical behaviour. Additionally, all employees are expected to adhere to our Competition Law Compliance Rule. We also have an Environmental Rule which outlines our precautionary approach to environmental management within the company and throughout the value chain. This rule is compliant with ISO 14001 requirements. In addition, we also have several other policies and rules supporting the management of specific sustainability areas. All policies and rules as well as processes covering sustainability apply to our entire organization. Policies and rules are reviewed on an annual basis, as part of our compliance program.

Implementing sustainability in daily business operations

To support our organization in further implementing sustainability in daily business operations, we have a Sustainability Management Process, which is included in our business system, Tieto Way. This process utilizes best practices from the United Nations Global Compact Management Model and GRI Standards. The tool demonstrates

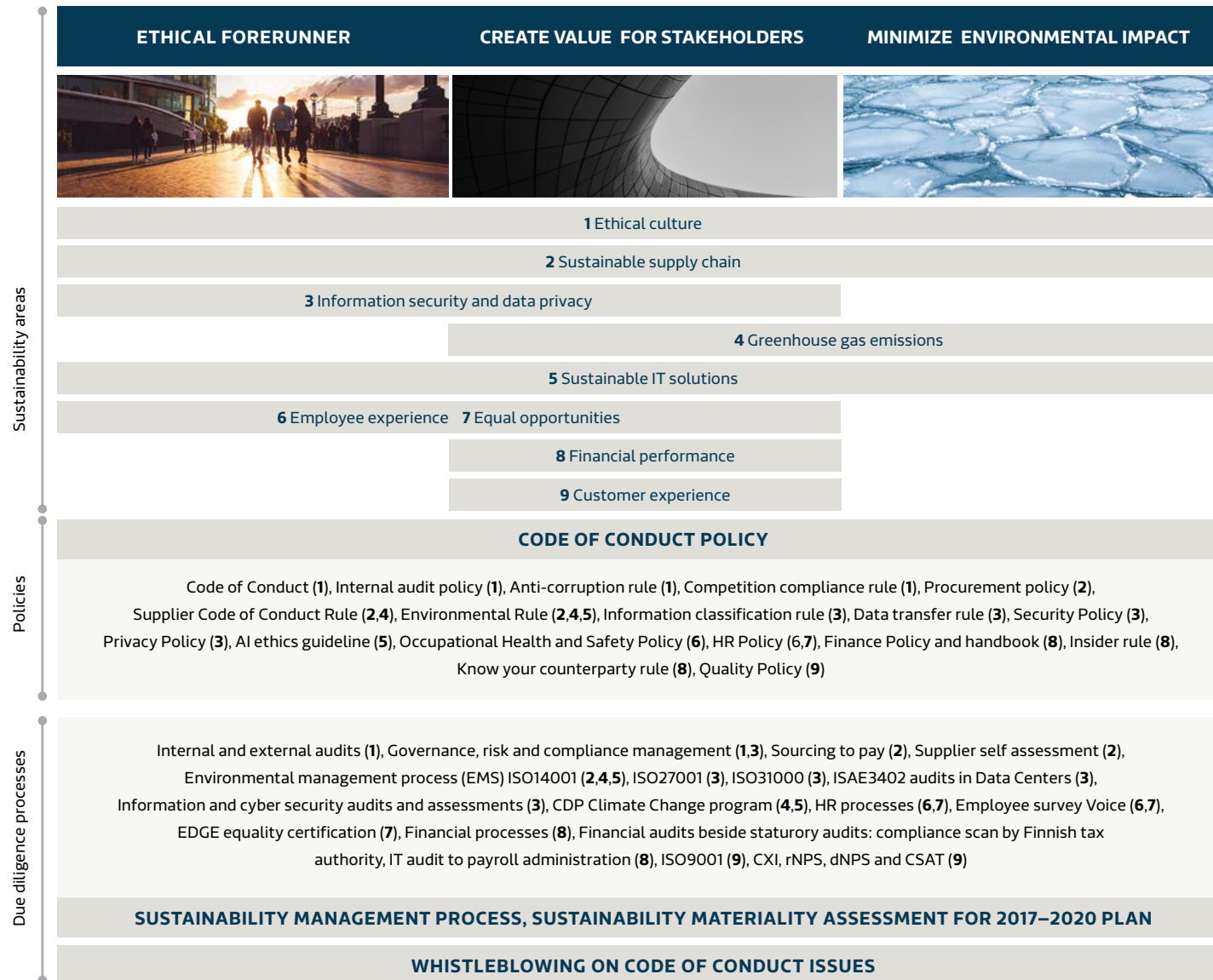
clear links of process and documents to other business processes. Among other things, the Sustainability Management Process formally presents the role of a Sustainability Area Owner. Our Code of Conduct e-learning further supports the implementation of sustainable and ethical business practices across the entire organization. In addition, we have an environmental e-learning that supports the implementation of our Environmental Management System and related ISO 14001 certifications. Mandatory trainings for all employees also cover e-learning in GDPR, as well as a general security training.

As sustainability concerns the whole company, we encourage employees to discuss and promote the positive sustainability outcomes that digitalization can enable for customers. Our sustainability approach is regularly included in the company's sales materials. These materials help sales teams learn about sustainability at Tieto and respond to customers' sustainability requests. The sustainability team, together with the sustainability area owners, support internal functions, such as Procurement, HR, and customer teams in sustainability matters.

Tieto's Rule for Escalations defines our common way of managing all escalations made to Internal Audit, Sustainability

and Legal. Our Escalation Function is responsible for logging, following up and initiating preventive actions based on the case experience. At Tieto, we are committed to a culture where employees feel safe to speak up and report concerns, and we adhere to the principle of non-retaliation. The handling of escalations is described in more detail [here](#).

POLICIES AND PROCESSES COVERING SUSTAINABILITY AREAS



SUSTAINABILITY

Sustainability related opportunities and risks

Sustainability related opportunities

Our Sustainability 2020 plan captures and details our strategic efforts to maximise opportunities connected to sustainability. These are defined by three overall sustainability objectives.

Minimizing environmental impact

Climate change is a global concern and needs to be addressed by all enterprises and organizations. The energy consumption of our business together with business travel form the biggest direct environmental burden at Tieto. By simply increasing efficiencies in our daily operations, we have steadily reduced our CO₂ emissions. At the end of the 1990s, we implemented an ISO 14001 certified environmental management system (EMS) and which currently covers more than 90% of our operations. Our offices are green certified, and we are optimizing the use of each square metre. As the need for data increases, we constantly explore new ways to optimize energy efficiency across our entire data centre

network. Our Nordic data centres run with renewable energy and whenever possible, any excess heat is recycled back to benefit nearby neighbourhoods. Virtual meetings have become a natural way of working within Tieto. When travelling is necessary we always try to find the most reliable and sustainable partners.

The bigger opportunity, however, lies in reducing emissions in our customer's industries through innovative IT solutions and services. According to the Global eSustainability Initiative Smarter 2030 report, ICT can enable a 20% reduction of global CO₂e (CO₂ equivalent) emissions by 2030. This would mean emissions kept at 2015 levels. We are committed to implementing solutions that improve customers' sustainability as well as benefit society at large.

Being an ethical forerunner

In a global society, being an ethical forerunner means setting a good example as a corporate citizen in all our operating



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The bigger opportunity lies in reducing emissions in our customers' industries through innovative IT solutions and services.

countries. Diversity and equality are topics which are of high priority within our company and integral parts of our culture. We want to ensure those values are taken seriously and their value to our business as enablers for innovation is understood by everyone.

Corruption continues to be a global challenge and poses a risk to all businesses, so anti-corruption is one key focus area for us. Our approach to business ethics is detailed in our Code of Conduct Policy and in our Anti-Corruption Rule and it is the core of our Open Source Culture. We believe that by having a strong focus on business ethics and being committed to transparency and openness we can be a trustworthy partner for our customers.

All companies need to respect and be aware of the impact of their operations on human rights across their value chain. We respect our employees' workplace rights and aim to ensure our suppliers respect human rights in their operations too. This focus also extends to our customers, both through our business relations and the services and solutions we deliver. Our efforts with information security and data privacy as well as AI ethics represent concrete examples of this.

Creating value for stakeholders

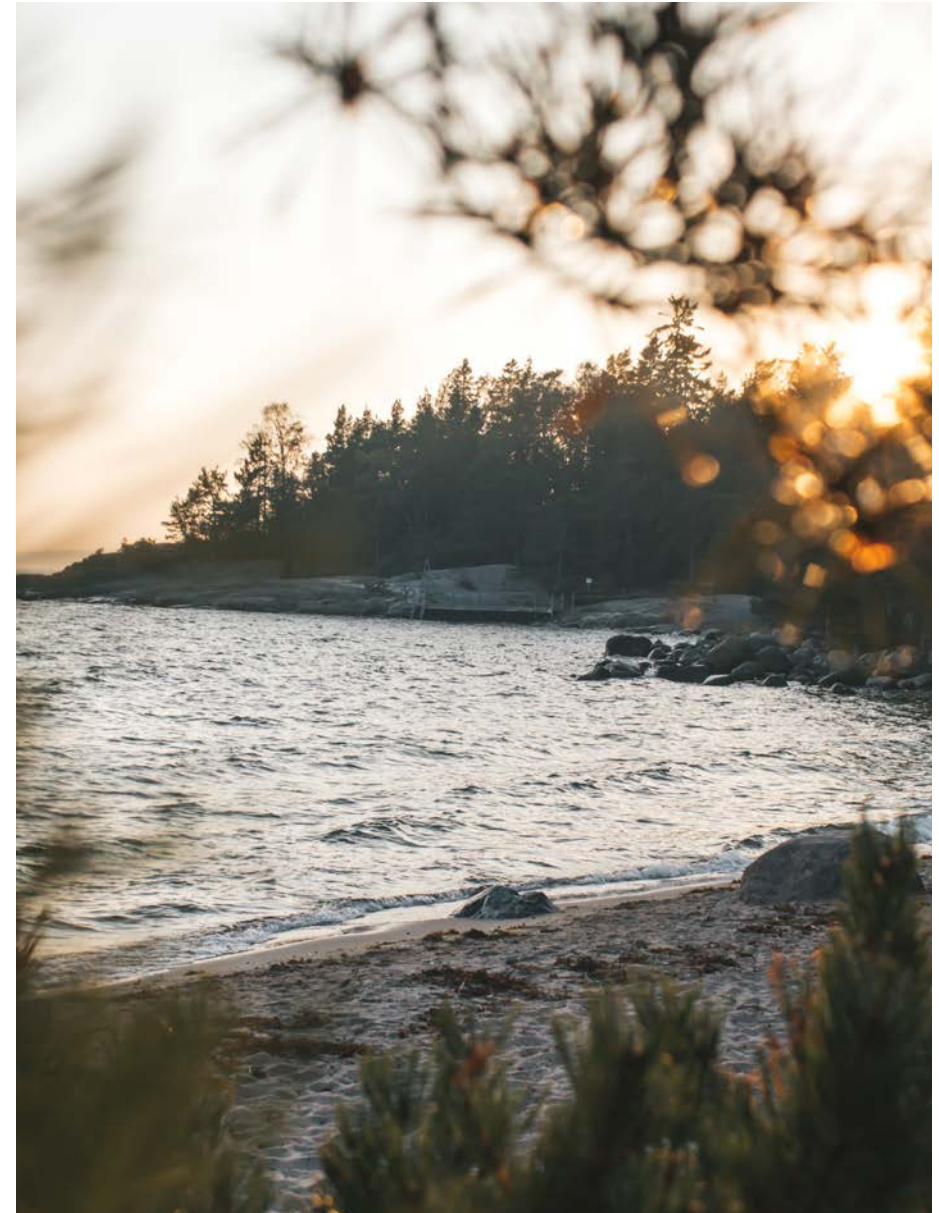
We want to create value for all our key stakeholder groups: customers, employees, and investors, but also for society as a whole.

Our ambition is to enhance our customers' use of digital services and solutions to support their business renewal. When we deliver sustainable IT services and solutions to enterprises and public sector organizations, we help to improve the economic, social and environmental conditions in the markets where we operate. Simultaneously, our profitability can be strengthened, which is essential for our long-term success as a market innovator, employer and taxpayer.

Sustainability related risks

Integrating sustainability into our core business processes and systems is a key priority. In 2018, our operational risks were re-evaluated and identified mainly as compliance risks. Risks come with a potential reputation impact. Negative publicity and associations among stakeholders may lead to a decline in the sustainability indices or deviations in audits. Severe breaches could even lead to loss of customers. Fraudulent, unethical, or illegal actions by individuals, in areas such as corruption or conflict of interest, can occur if anti-corruption awareness and team culture are not sufficiently embedded. The implications from these situations range from disqualification from public tenders to contractual sanctions. Compliance training, audits and follow-ups are used to mitigate risks.

The identified risks associated with human and labour rights are employee wellbeing,



stress-related health issues, discrimination, and harassment. We need to take measures to mitigate operational risks – for example, the impact long-term employee illness may have on our customer deliveries. Health issues, discrimination and harassment can all create a working environment where employees do not reach their full potential. Discrimination could also hinder our ability to develop innovative solutions to our customers' challenges. We strongly believe that diversity of personnel, whether based on gender, age or cultural background, is needed to stay competitive in the fast-paced IT industry. Diversity and inclusion are at the core of our Open Source Culture. Being able to recharge and maintain wellbeing is equally crucial. Employee health and wellbeing index is measured and followed up across the organization and actions taken where necessary.

Supply chain risks may include compliance risks related to environment, human and labour rights or corruption. Severe breaches against international conventions in the supply chain could lead to customers terminating their contracts. We mitigate these risks through the supplier sustainability programme and on-boarding practices, consisting of both compliance and audit activities. We also continuously develop our partner qualification and third-party risk management processes.



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Diversity and inclusion are at the core of our Open Source Culture.

SUSTAINABILITY

Stakeholder dialogue

Through continuous collaboration and open dialogue with our key stakeholders, we not only understand what is expected from us now but are also able to innovate and develop sustainable solutions for the future.

We engage with a wide range of stakeholders, including employees, customers, business partners, authorities, governments and wider society. Our aim is to meet our stakeholders' sustainability requirements and needs, both in our daily business and in longer term strategy. We believe that we can raise the sustainability standards both for the industry and wider society.

We continuously engage in a number of stakeholder dialogues including yearly surveys with customers and employees, as well as conversations with suppliers, business partners, customers, investors and authorities. Our stakeholder relations are for Investor Relations, which is centralized within the Group support functions. Similarly, supplier relations are mainly handled by our Procurement team.

STAKEHOLDERS



SUSTAINABILITY

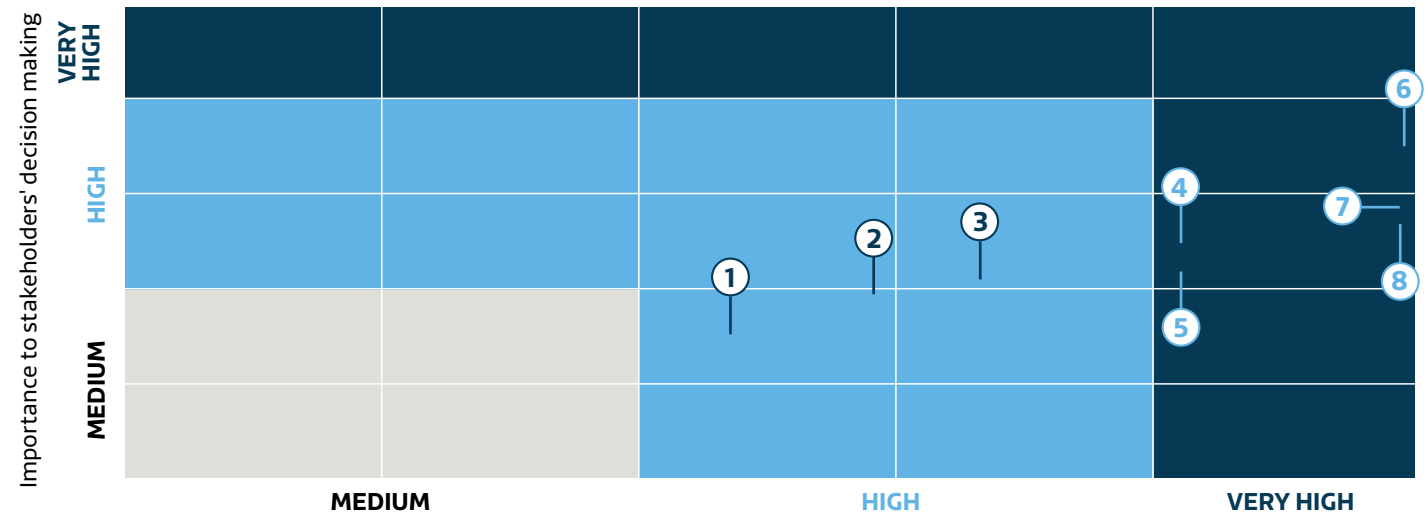
Materiality analysis

The nine sustainability areas and our Sustainability 2020 plan are the result of the materiality assessment carried out among key stakeholders in 2016. In 2019, we initiated a project to develop a new long-term sustainability plan that will apply from 2020.

At the end of 2016, we engaged internal and external stakeholders and conducted a materiality assessment in accordance with GRI Standards' requirements. Stakeholder engagement included a sustainability area survey for employees, partners and suppliers. Selected customers were also engaged in a dialogue on sustainability focus areas, and an open survey, together with a Twitter chat, was organized for the general public. As a result, nine sustainability areas were identified and chosen to guide our sustainability approach and form the core of our Sustainability 2020 plan.

Our materiality analysis is reviewed on an annual basis to make sure that internal and external stakeholders' views are considered and that we have the right focus for our sustainability activities. In 2018, we reviewed the analysis through in-depth stakeholder

MATERIALITY RESULTS 2019



Significance of economic, environmental and social impact

- ① Greenhouse gas emissions
- ② Financial performance
- ③ Sustainable supply chain
- ④ Employee experience
- ⑤ Sustainable IT solutions
- ⑥ Customer experience & Information security and data privacy
- ⑦ Ethical culture
- ⑧ Equal opportunities

consultations with a few sustainability experts chosen based on their subject matter expertise in combination with their knowledge about Tieto. The Sustainability 2020 plan was confirmed, and hence our long-term targets remained in place.

However, through our consultations and internal analysis, we revised our contribution to the United Nations Sustainable Development goals. Goal 5 – gender equality, was replaced with goal 10 – reduced inequalities, as our focus on equality spans beyond gender equality into sex, gender identity, nationality, religion, belief system, race, age, disability, sexual orientation, political opinion, union membership or social or ethnic origin. In addition, goal 7 – affordable and clean energy was added given our positive CO₂ impact through Sustainable IT solutions.

At the end of 2019, we initiated a project to develop a new long-term sustainability plan covering the combined company TietoEVRY. Activities include research, analysis, as well as extensive stakeholder engagements. During 2020, implementation will take place throughout the organization.

Our material topics concern the whole Tieto Corporation, unless otherwise stated, and cover all Tieto's operating countries.

SUSTAINABILITY AREA BOUNDARIES ACCORDING TO GRI STANDARDS

Suppliers	Partners	Tieto	Customers	End-users
GHG Emissions		GHG Emissions		
		Sustainable IT		
Sustainable supply chain				
Ethical culture				
		Equal opportunities		
		Information security and data privacy		
		Employee experience		
		Financial performance		
			Customer experience	

SUSTAINABILITY

Sustainability 2020 plan

Sustainability is both a responsibility and an opportunity for Tieto. We consider the social, environmental and economic aspects of sustainability and cover not only our own operations, services and solutions, but also those of our partners and suppliers. To succeed at this, we focus on three main objectives: minimizing environmental impact, being an ethical forerunner and creating value for our stakeholders.

We know that we need to operate in a sustainable manner to futureproof our business and take responsibility of the planet for future generations. Furthermore, we believe that by actively integrating sustainability in all operations we are gaining a competitive advantage, which enhances our business performance. We also recognize that our stakeholders, ranging from employees, investors, customers and suppliers to local societies, citizens and authorities, expect us to conduct our business in a responsible manner and impact positively on the sustainable development of society at large.

The Sustainability 2020 plan is the roadmap guiding our efforts for integrated sustainable practices across our value chain. The plan is based on the materiality

analysis we conducted in 2018 and consists of three main objectives with three focus areas under each. Our objectives include reducing the environmental impact of our own operations as well as those of our customers and our suppliers, being an ethical forerunner in the global society, and creating value for our stakeholders. Our sustainability plan is aligned with global frameworks for sustainable business, such as the United Nations Global Compact and the OECD Guidelines for Multinational Enterprises. It also outlines how we contribute to the United Nations Sustainable Development Goals.

At the end of 2019, we started to develop a new long-term sustainability plan, which will be fully formulated in 2020.



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Our sustainability plan is aligned with global frameworks for sustainable business, such as the United Nations Global Compact and the OECD Guidelines for Multinational Enterprises.

SUSTAINABILITY 2020 PLAN



SUSTAINABILITY

About sustainability reporting

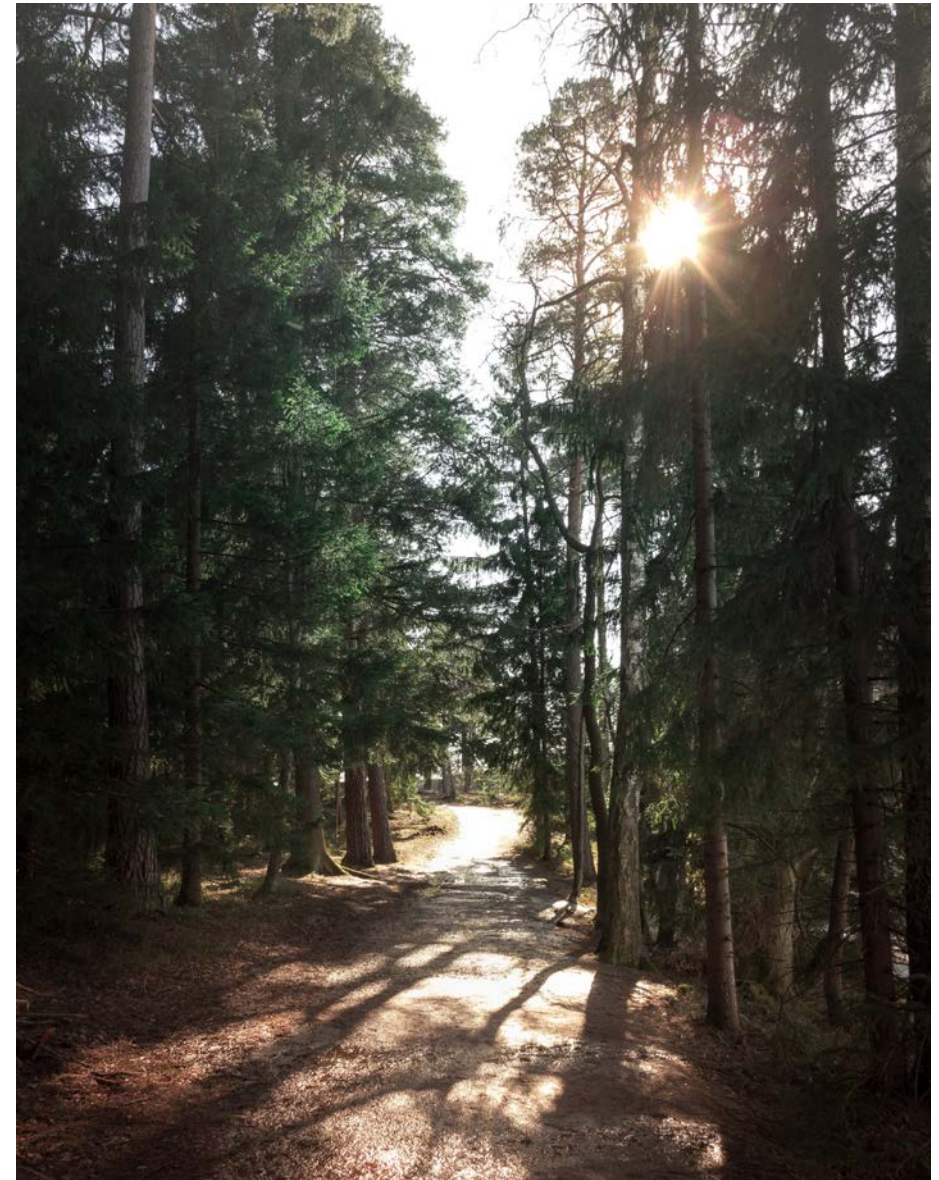
The non-financial data and information included in our Annual Report 2019 are prepared in accordance with the core option of the GRI Standards. The disclosures focus on the sustainability topics that are most material regarding our economic, social and environmental performance.

Our material sustainability areas were identified during a materiality analysis in 2016–2017. These areas are the focus of our Sustainability 2020 plan. The materiality analysis was validated in 2018 through an expert panel. In the end of 2019, work commenced to develop a new sustainability long-term plan containing new long-term targets. The new plan will be implemented in 2020.

For the financial year 2019, EVRY's sustainability activities are not consolidated in the sustainability reporting. From the financial year 2020 and onwards, sustainability reporting and non-financial information will cover the combined company TietoEVRY. However financial figures in the sustainability section of this report include full-year revenue of EVRY.

As EVRY consolidated to TietoEVRY as from 5 December 2019, revenue by country in our Financial Statements (based on IFRS) is different from these figures.

The sustainability disclosures in this year's report include the Parent company Tieto Corporation and all subsidiaries over which the Parent company has direct or indirect control. Human resource data, Code of Conduct data as well as Greenhouse gas emission data does not cover Tieto's Swedish subsidiaries Avega and Meridium (around 400 employees). The GRI General Disclosures cover the entire Tieto Group. Unless otherwise stated, our workforce related figures in the Sustainability section of the report are based on the GRI Standards. The numbers include joint ventures, hence differing from the headcount in the Financial section. The data sources



are company systems which provide data on full-time, part-time, permanent and temporary employees.

Unless otherwise stated, all information and data pertain to activities from 1 January to 31 December 2019. The regional data is divided between HR and financial data due to system restrictions.

Our energy reporting and corresponding scope 1 and 2 emissions cover all operating sites (offices, laboratories and data centres) except Tieto's Swedish subsidiaries Avega and Meridium. The scope of the energy data collection was aligned with our Environmental Management System; data is collected from data centres, laboratories and offices with 50 employees or more. The energy consumption of offices excluded from data collection scope is based on our global average values with a 10% safety margin. The original data sources are internal IT systems and invoices from utility providers. The scope 3 business travel related CO₂ emissions include flights and the use of own cars. The CO₂ factors used are DEFRA for flights and VTT Lipasto for car use. Data was collected from our own IT system and from our service providers systems. Locations with major operations and a significant amount of travel are within the scope.

Energy and emission calculations follow the Greenhouse Gas Protocol, and emissions are reported as CO₂ emissions. Some calculations are manually conducted. The source of the indirect, location-based energy emission factors is the International Energy Agency (IEA). The 2018 emissions for the scope 2 reporting were updated using three-year average factors for years 2015–2017. The sources for indirect, market-based energy emission factors are energy companies for the actual factors. Residual mix factors are used for the EU and the IEA factors are used for non-EU countries with no actual market-based factors. For direct energy, DEFRA's emission factor is applied.

The base year for the scope 1–2 environmental calculations is 2016. The base year for scope 3 environmental calculations from car usage for business travel is also 2016, while for emissions from flights it is 2018. In the report, the metric ton/UK tonne equivalent to 1 000 kilograms is stated solely as a ton.

An independent third party, PricewaterhouseCoopers Oy, has provided limited assurance on sustainability information disclosed in Tieto's Annual Report 2019. The scope of the assured information is indicated in the independent practitioner's assurance report. In our

view, third-party, independent assurance increases transparency and is key to delivering a high-quality report. This report is also our annual Communication on Progress in accordance with the United Nations Global Compact requirements. It qualifies for the Global Compact Advanced level.

Our integrated report and sustainability management report 2019 were published on 4 March 2020.

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SUSTAINABILITY

Independent Practitioner's Assurance Report

To the Management of TietoEVERY Corporation

We have been engaged by the Management of TietoEVERY Corporation (hereinafter also the Company) to perform a limited assurance engagement on selected sustainability disclosures for the reporting period 1 January to 31 December 2019, disclosed in TietoEVERY Annual Report 2019. The assured information covers the former Tieto Corporation for the reporting period and is indicated in the Company's GRI Content Index 2019 (hereinafter Sustainability Information).

Management's responsibility

The Management of TietoEVERY Corporation is responsible for preparing the Sustainability Information in accordance with the Reporting criteria as set out in the Company's reporting instructions and the GRI Sustainability Reporting Standards of the Global Reporting Initiative. The Management of TietoEVERY Corporation is also responsible for such internal control as the management determines is necessary to enable the preparation of the Sustainability Information that is free from material misstatement, whether due to fraud or error.

Practitioner's independence and quality control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

PricewaterhouseCoopers Oy applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Practitioner's responsibility

Our responsibility is to express a limited assurance conclusion on the Sustainability Information based on the procedures we have performed and the evidence we have obtained. Our assurance report has been prepared in accordance with the terms of our engagement. We do not accept, or assume responsibility to anyone else, except to TietoEVERY Corporation for our work, for this report, or for the conclusions that we have reached.

We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 "Assurance Engagements Other than Audits or Reviews of Historical Financial Information". That standard requires that we plan and perform the engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement.

In a limited assurance engagement the evidence-gathering procedures are more limited than for a reasonable assurance engagement, and therefore less assurance is obtained than in a reasonable assurance engagement. An assurance engagement involves performing procedures

to obtain evidence about the amounts and other disclosures in the Sustainability Information. The procedures selected depend on the practitioner's judgement, including an assessment of the risks of material misstatement of the Sustainability Information.

Our work consisted of, amongst others, the following procedures:

- Interviewing senior management of the Company;
- Visiting the Company's Head Office in Finland as well as one site in Sweden;
- Conducting one video interview with a site in Norway;
- Interviewing employees responsible for collecting and reporting the Sustainability Information at the Group level and at the site level where our site visits took place;
- Assessing how Group employees apply the Company's reporting instructions and procedures;
- Testing the accuracy and completeness of the information from original documents and systems on a sample basis;
- Testing the consolidation of information and performing recalculations on a sample basis.

Limited assurance conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that TietoEVERY Corporation's Sustainability Information for the reporting period ended 31 December 2019 is not properly prepared, in all material respects, in accordance with the Reporting criteria.

When reading our assurance report, the inherent limitations to the accuracy and completeness of corporate responsibility information should be taken into consideration.

Helsinki, 25 February 2020

PricewaterhouseCoopers Oy

SIRPA JUUTINEN

Partner
Sustainability & Climate Change

JUSSI NOKKALA

Director
Sustainability & Climate Change

GRI content index table

Disclosure	Disclosure title	Link and reference	Tieto area and number	UNGC	Externally assured
GRI 102: GENERAL DISCLOSURES 2016					
Organizational profile					
102-1	Name of the organization	Fact & figures		COP report profile	
102-2	Activities, brands, products and services	Operating model		COP report profile	
102-3	Location of headquarters	Fact & figures		COP report profile	
102-4	Location of operations	Market opportunity and our strategy		COP report profile	
102-5	Ownership and legal form	Fact & figures		COP report profile	
102-6	Markets served	Market opportunity and our strategy		COP report profile	
102-7	Scale of the organization	Fact & figures, Market opportunity and our strategy		COP report profile	
102-8	Information on employees and other workers	Culture - collaborate, include and grow		Principle 6, COP report profile	x
102-9	Supply chain	Sustainable supply chain		Criteria 2, COP report profile	
102-10	Significant changes of the organization	Highlights 2019, Merger, Share and shareholders		Criteria 2, COP report profile	
102-11	Precautionary principle	Greenhouse gas emission			
102-12	External initiatives	Our approach to sustainability			
102-13	Memberships of associations	Our approach to sustainability			
Strategy					
102-14	Statement from senior decision-maker	CEO statement		Criteria 19	
102-15	Key impacts, risks and opportunities	NFI, Sustainability opportunities and risks, Sustainability 2020 plan			
Ethics and integrity					
102-16	Values, principles, standards and norms of behaviour	Ethical culture, Managing sustainability		Criteria 12-14, Principle 10	

Disclosure	Disclosure title	Link and reference	Tieto area and number	UNGC	Externally assured
Governance					
102-18	Governance structure	Corporate governance statement		Criteria 20	
102-20	Executive-level responsible for economic, environmental and social topics	Managing sustainability		Criteria 1, 20	
102-21	Consulting stakeholders on economic, environmental and social topics	Corporate governance statement, Stakeholder dialogue, Managing sustainability, Materiality analysis		Criteria 1, 20	
102-23	Chair of the highest governance body	Corporate governance statement		Criteria 1, 20	
102-32	Highest governance body's role in sustainability	Managing sustainability, Independent assurance report		Criteria 1, 20	
Stakeholder engagement					
102-40	List of stakeholder groups	Stakeholder relations and materiality mapping		Criteria 21	
102-41	Collective bargaining agreements	Creating value for employees		COP report profile	X
102-42	Identifying and selecting stakeholders	Stakeholder relations		Criteria 21	
102-43	Approach to stakeholder engagement	Stakeholder relations		Criteria 21	
102-44	Key topics and concerns raised	Stakeholder relations and materiality mapping		Criteria 21	
Reporting practice					
102-45	Entities included in the consolidated financial statements	About sustainability reporting			
102-46	Defining report content and topic boundaries	Materiality analysis, About sustainability reporting			
102-47	List of material topics	Materiality analysis			
102-48	Restatement of information	About sustainability reporting			
102-49	Changes in the report	About sustainability reporting			
102-50	Reporting period	About sustainability reporting		COP reporting profile	
102-51	Date of most recent previous report	About sustainability reporting		COP reporting profile	
102-52	Reporting cycle	About sustainability reporting		COP reporting profile	
102-53	Contact point for the report	About sustainability reporting		COP reporting profile	
102-54	Claims for reporting in accordance with the GRI standards	About sustainability reporting		COP reporting profile	
102-55	GRI content index	GRI content index			
102-56	External assurance	Independent assurance report		COP assurance	

Disclosure	Disclosure title	Link and reference	Tieto area and number	UNGC	Externally assured
MATERIAL TOPICS, MANAGEMENT APPROACH AND DISCLOSURES					
GRI 200: Economic standard series					
GRI 201: Economic performance 2016					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Economic impact	8: Financial performance	Criteria 15-18, Principle 1-9	
103-2	The management approach and its components	Sustainability 2020 plan, Economic impact	8: Financial performance	Criteria 15-18, Principle 1-10	
103-3	Evaluation of the management approach	Sustainability 2020 plan, Economic impact	8: Financial performance	Criteria 15-18, Principle 1-11	
201-1	Direct economic value generated and distributed	Economic impact	8: Financial performance	Criteria 9-11	
201-4	Financial assistance received from government	Economic impact	8: Financial performance	Criteria 9-11	
GRI 205: Anti-corruption 2016					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Ethical culture	1: Ethical culture	Criteria 15-18, Principle 1-9	
103-2	The management approach and its components	Sustainability 2020 plan, Ethical culture	1: Ethical culture	Criteria 15-18, Principle 1-10	
103-3	Evaluation of the management approach	Sustainability 2020 plan, Ethical culture	1: Ethical culture	Criteria 15-18, Principle 1-11	
205-1	Operations assessed for risks related to corruption	Ethical culture	1: Ethical culture	Criteria 12-14, Principle 10	X
205-3	Confirmed incidents of corruption and actions taken	Ethical culture	1: Ethical culture	Criteria 12-14, Principle 10	X
GRI 300: Environmental standard series					
GRI 302: Energy 2016					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Greenhouse gas emissions	4: Greenhouse gas emissions	Criteria 15-18, Principle 1-9	
103-2	The management approach and its components	Sustainability 2020 plan, Greenhouse gas emissions	4: Greenhouse gas emissions	Criteria 15-18, Principle 1-10	
103-3	Evaluation of the management approach	Sustainability 2020 plan, Greenhouse gas emissions	4: Greenhouse gas emissions	Criteria 15-18, Principle 1-11	
302-1	Energy consumption within the organization	Greenhouse gas emissions	4: Greenhouse gas emissions	Criteria 9-11, Principle 7	X

Disclosure	Disclosure title	Link and reference	Tieto area and number	UNGC	Externally assured
GRI 305: Emissions 2016					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Greenhouse gas emissions	4: Greenhouse gas emissions	Criteria 15-18, Principle 1-7	
103-2	The management approach and its components	Sustainability 2020 plan, Greenhouse gas emissions	4: Greenhouse gas emissions	Criteria 15-18, Principle 1-8	
103-3	Evaluation of the management approach	Sustainability 2020 plan, Greenhouse gas emissions	4: Greenhouse gas emissions	Criteria 15-18, Principle 1-9	
305-1	Direct (Scope 1) GHG emissions	Greenhouse gas emissions	4: Greenhouse gas emissions	Criteria 9-11, Principle 7	X
305-2	Energy indirect (Scope 2) GHG emissions	Greenhouse gas emissions	4: Greenhouse gas emissions	Criteria 9-11, Principle 7	X
305-3	Other indirect (Scope 3) GHG emissions	Greenhouse gas emissions	4: Greenhouse gas emissions	Criteria 9-11, Principle 7	X
GRI 400: Social standard series					
GRI 401: Employment 2016					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Culture – collaborate, include and grow	7: Equal opportunities		
103-2	The management approach and its components	Sustainability 2020 plan, Culture – collaborate, include and grow	7: Equal opportunities		
103-3	Evaluation of the management approach	Sustainability 2020 plan, Culture – collaborate, include and grow	7: Equal opportunities	Criteria 15-18, Principle 1-9	
401-1	Total number and rates of new employee hires and employee turnover	Culture – collaborate, include and grow	7: Equal opportunities	Principle 6	X
GRI 405: Diversity and equal opportunities 2016					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Culture – collaborate, include and grow, Equal opportunities	7: Equal opportunities	Criteria 15-18, Principle 1-7	
103-2	The management approach and its components	Sustainability 2020 plan, Culture – collaborate, include and grow, Equal opportunities	7: Equal opportunities	Criteria 15-18, Principle 1-8	
103-3	Evaluation of the management approach	Sustainability 2020 plan, Culture – collaborate, include and grow, Equal opportunities	7: Equal opportunities	Criteria 15-18, Principle 1-9	
405-1	Diversity of governance bodies and employees	Equal opportunities	7: Equal opportunities	Principle 6	X

Disclosure	Disclosure title	Link and reference	Tieto area and number	UNGC	Externally assured
GRI 406: Non-discrimination 2016					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Equal opportunities	7: Equal opportunities	Criteria 15-18, Principle 1-7	
103-2	The management approach and its components	Sustainability 2020 plan, Equal opportunities	7: Equal opportunities	Criteria 15-18, Principle 1-8	
103-3	Evaluation of the management approach	Sustainability 2020 plan, Equal opportunities	7: Equal opportunities	Criteria 15-18, Principle 1-9	
406-1	Incidents of discrimination and corrective actions taken	Equal opportunities	7: Equal opportunities	Criteria 3-5, Principle 6	X
GRI 418: Customer privacy 2016					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Information security and data privacy	3: Information security and data privacy		
103-2	The management approach and its components	Sustainability 2020 plan, Information security and data privacy	3: Information security and data privacy		
103-3	Evaluation of the management approach	Sustainability 2020 plan, Information security and data privacy	3: Information security and data privacy		
418-1	Substantiated complaints regarding breaches of customer privacy and losses of customer data	Information security and data privacy	3: Information security and data privacy		X
TIETO SPECIFIC DISCLOSURES					
Ethical culture					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Ethical culture	1: Ethical culture	Criteria 15-18, Principle 1-7	
103-2	The management approach and its components	Sustainability 2020 plan, Ethical culture	1: Ethical culture	Criteria 15-18, Principle 1-8	
103-3	Evaluation of the management approach	Sustainability 2020 plan, Ethical culture	1: Ethical culture	Criteria 15-18, Principle 1-9	
Tieto 1.1	Code of Conduct training coverage	Ethical culture	1: Ethical culture	Criteria 12-14, Principle 10	X
Tieto 1.2	Breaches of Code of Conduct	Ethical culture	1: Ethical culture	Criteria 12-14, Principle 10	X

Disclosure	Disclosure title	Link and reference	Tieto area and number	UNGC	Externally assured
Greenhouse gas emissions					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Greenhouse gas emissions	4: Greenhouse gas emissions	Criteria 15-18, Principle 1-7	
103-2	The management approach and its components	Sustainability 2020 plan, Greenhouse gas emissions	4: Greenhouse gas emissions	Criteria 15-18, Principle 1-8	
103-3	Evaluation of the management approach	Sustainability 2020 plan, Greenhouse gas emissions	4: Greenhouse gas emissions	Criteria 15-18, Principle 1-9	
Tieto 4.1	Reduction of CO ₂ emissions from indirect energy consumption	Greenhouse gas emissions	4: Greenhouse gas emissions		X
Sustainable IT solutions					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Sustainable IT solutions	5: Sustainable IT solutions	Criteria 15-18, Principle 1-7	
103-2	The management approach and its components	Sustainability 2020 plan, Sustainable IT solutions	5: Sustainable IT solutions	Criteria 15-18, Principle 1-8	
103-3	Evaluation of the management approach	Sustainability 2020 plan, Sustainable IT solutions	5: Sustainable IT solutions	Criteria 15-18, Principle 1-9	
Tieto 5.1	Estimated avoided emissions from the use of IT services	Sustainable IT solutions	5: Sustainable IT solutions	Criteria 15-18, Principle 9	X
Sustainable supply chain					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Sustainable supply chain	2: Sustainable supply chain		
103-2	The management approach and its components	Sustainability 2020 plan, Sustainable supply chain	2: Sustainable supply chain		
103-3	Evaluation of the management approach	Sustainability 2020 plan, Sustainable supply chain	2: Sustainable supply chain		
Tieto 2.1	New or renewed suppliers agreeing to Tieto's Supplier Code of Conduct	Sustainable supply chain	2: Sustainable supply chain		X

Disclosure	Disclosure title	Link and reference	Tieto area and number	UNGC	Externally assured
Employee experience					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Employee experience	6: Employee experience		
103-2	The management approach and its components	Sustainability 2020 plan, Employee experience	6: Employee experience		
103-3	Evaluation of the management approach	Sustainability 2020 plan, Employee experience	6: Employee experience		
Tieto 6.1	% of employees always or often stressed and not able to recover	Employee experience	6: Employee experience		X
Tieto 6.2	Employee engagement index	Employee experience	6: Employee experience		X
Customer experience					
103-1	Explanation of the material topic and its Boundary	Sustainability 2020 plan, Materiality analysis, Customer experience	9: Customer experience		
103-2	The management approach and its components	Sustainability 2020 plan, Customer experience	9: Customer experience		
103-3	Evaluation of the management approach	Sustainability 2020 plan, Customer experience	9: Customer experience		
Tieto 9.1	Relationship Net Promoter Score (rNPS)	rNPS was measured in a different way than previous years. Data is therefore not disclosed as it is not comparable over time. New KPI's for Customer Experience will be measured and disclosed from 2020 and onwards.	9: Customer experience		X
Tieto 9.2	Customer eXperience Index (CXI)	CXI was removed from the measurement process during the year and hence data is not available to report for 2019. New KPI's for Customer Experience will be measured and disclosed from 2020 and onwards.	9: Customer experience		X

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