

Sustainability report 2024

Sofigate



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CEO highlights

Each and every one of us can contribute to sustainability. We at Sofigate believe that, through our business, we can make a bigger impact and become even more sustainable with joint efforts.

I am proud to share that our management, employees, and partners are united in their commitment to creating a lasting positive impact on sustainability. We are continuously evolving our business, embedding sustainability into our strategy, and embracing new insights along the way.

We are now publishing our first sustainability report. As the first of its kind, it is a baseline report and highlighting our joint efforts with our stakeholders. This 2024 report brings together the high-level focus, action points and ideology behind our sustainability efforts.

In 2023, we conducted stakeholder interviews and an employee survey to assess the impact of ESG on our work. We updated our diversity, equity, inclusion and belonging (DEIB) policy to support our commitment to a safe and inclusive workplace. We also updated our Code of Conduct and related internal trainings, and we

created a Supplier Code of Conduct to align our supply chain with our sustainability agenda and principles.

Moreover, we launched our internal and external sustainability websites. We also added a whistleblower channel to our website, enhancing transparency and accountability. Sofigate gained the ISO 27001 certificate, which was a milestone in verifying the reliability of our business. Our collaborations with our partners and pro bono work with AI Living Labs and Business Technology Standard development both took a major leap forward.

In 2025, we will focus on our sustainability KPIs, whilst building further capabilities for our future. I am proud to say that our employees recognise our impact on our communities. They are eager to take our work even further, so that Sofigate can make a bigger impact while minimising its ecological footprint.

Sami Karkkila, Sofigate CEO



Sofigate in a nutshell



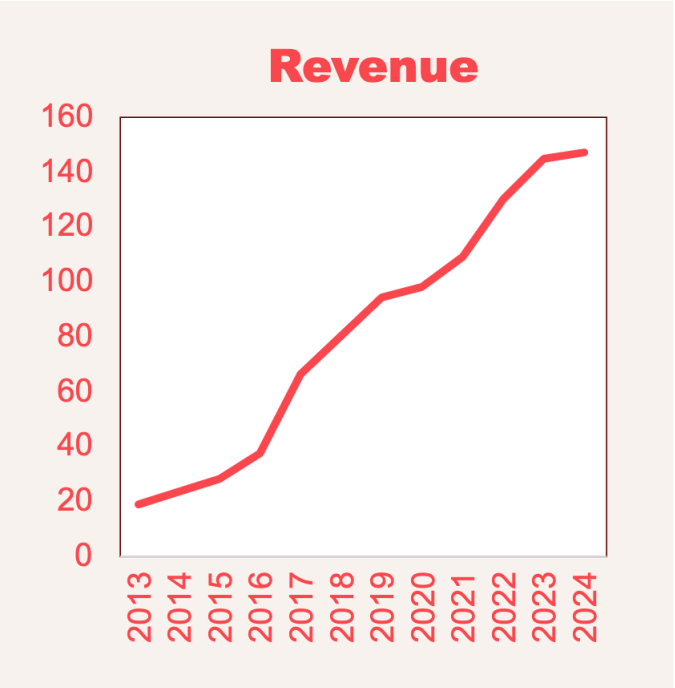
About Sofigate

Sofigate is the leading Business Technology company in the Nordics. We create fast value by combining our transformation expertise with low/no-code platforms and generative AI. In practice, this means helping our customers integrate business and technology: to design, build and implement transformations and business-friendly technology solutions, like Salesforce, ServiceNow and SAP.

We are the founder of the Business Technology Forum and the developer of the Business Technology Standard. Our team of over 700 professionals are spread across eight offices in six countries: Finland, Sweden, Norway, Denmark, Hungary and Poland. Sofigate is a privately owned growth company with net sales of EUR 147 million in 2024.

For the past two decades, we have maintained our startup spirit while working with our community to create sustainable value. This is the foundation of our growth journey.

Learn more about us at www.sofigate.com



Revenue

€147M

Employees

700+

Countries

6

Active Customers

350+

Customers NPS

67

The Business Technology Company

Sofigate is a people company with focus on sustainable customer value.

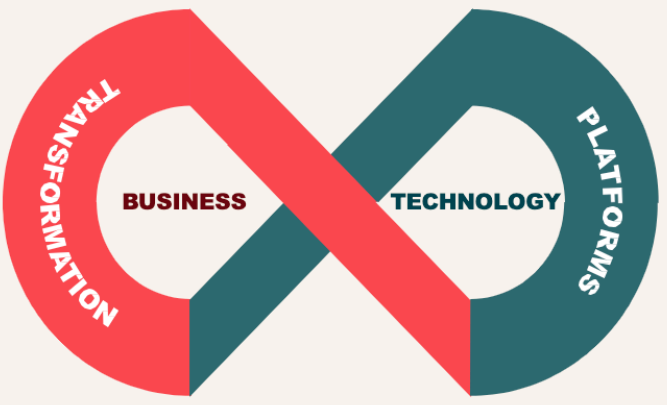
- We change the way business and technology leaders co-create business technology capabilities and lead digital transformation.
- By combining transformation expertise with low/no-code platforms and generative AI, we ensure a faster time-to-value for our customers.
- We help customers in Northern Europe from eight office locations in six countries

Practices



Extremely Good**Free to use**

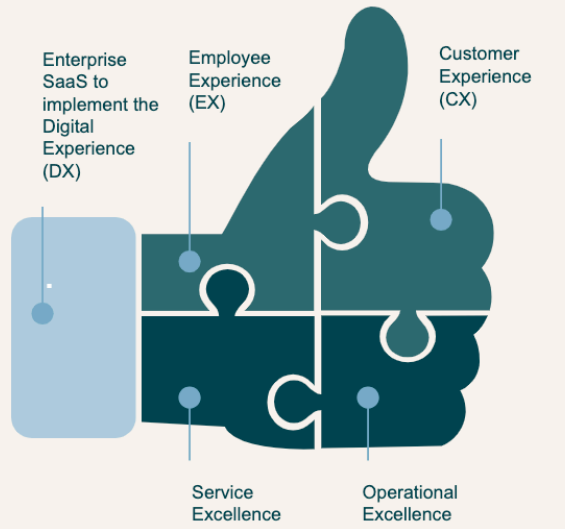
Faster value with business technology + AI



Transformation

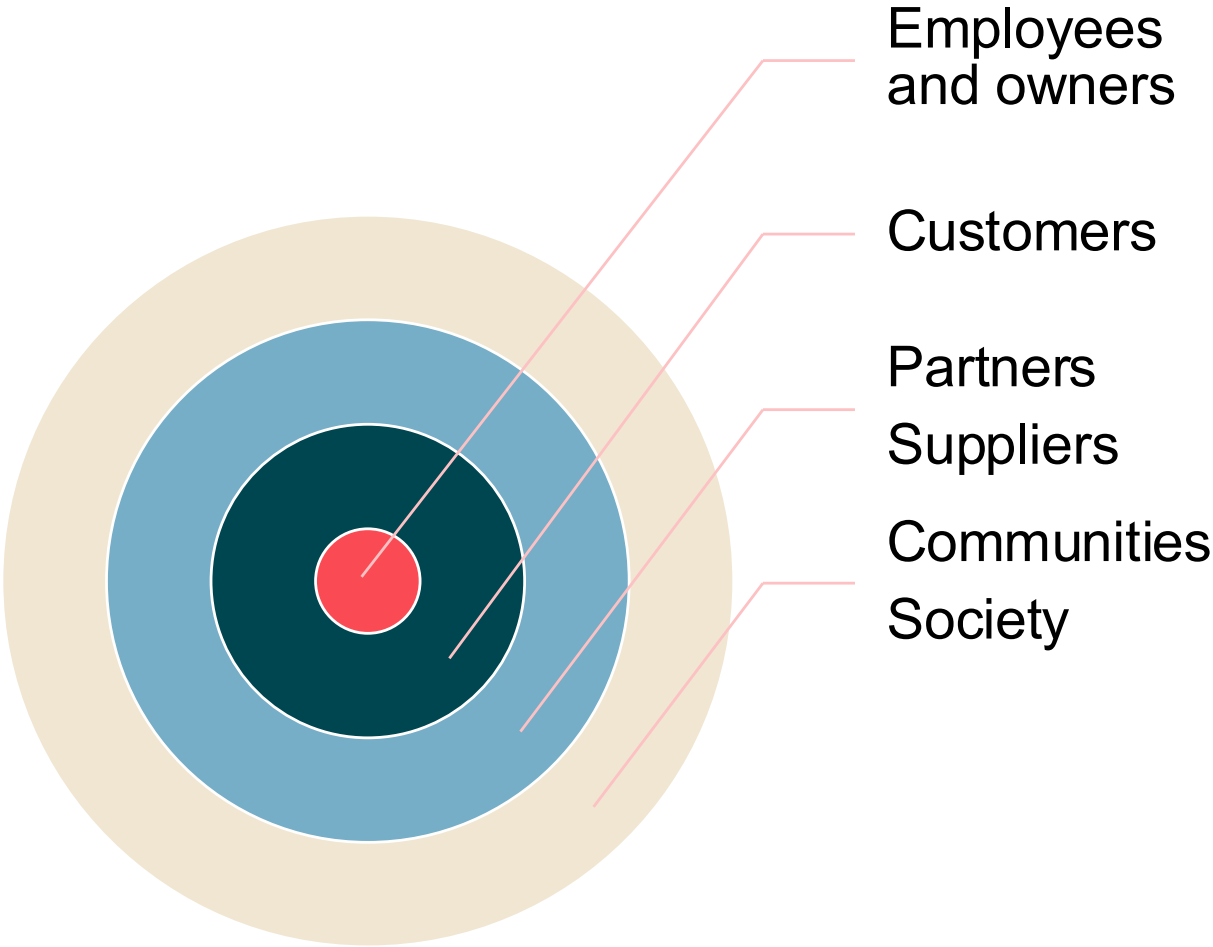


Platforms



Stakeholders

We recognise that Sofigate’s success is deeply intertwined with a variety of stakeholders, each contributing to our journey. Understanding and addressing the needs and expectations of these stakeholders is central to Sofigate’s Sustainability Agenda.



Employees and owners

At the heart of our operations are its employees. We are committed to fostering a culture that promotes continuous learning, wellbeing and inclusivity. By offering relevant and inspiring training opportunities, we ensure that our employees are equipped to grow both personally and professionally. The emphasis on holistic wellbeing, including psychological safety, underscores our dedication to creating a supportive work environment.

Owners play an important role in our growth journey. The involvement of private equity investors provides not only financial backing but also strategic guidance. Furthermore, 12% of shareholders are Sofigate employees since the employees have an opportunity to purchase our shares.

Customers

Our customers are pivotal to our mission of creating sustainable value through business technology. By co-creating the best practices and helping customers build their own transformation capabilities, we ensure that our services lead to tangible improvements in efficiency and innovation. Our commitment to ethical technology use, including the responsible deployment of artificial intelligence, reflects our dedication to customer-centric solutions.

Partners and suppliers

Collaboration with partners and suppliers is integral to our ability to deliver comprehensive solutions. We engage in partnerships that enhance our service offerings and align with our sustainability goals.

Communities and society

Through initiatives like pro bono work for non-profit organisations and the Business Technology Standard framework, we contribute to societal wellbeing and knowledge enhancement. These efforts demonstrate our commitment to making a positive societal impact beyond our immediate business interests. Additionally, compliance with regulatory standards is a fundamental aspect of our operations. We proactively prepare for evolving ESG reporting requirements, ensuring transparency and accountability in our sustainability practices.

Our value chain

Upstream



Indirect suppliers, which have indirect impact on upstream value.

Natural resources (water, wood, etc.)

Production (metals, plastics, other substances)

Others (energy, waste deposal, etc.)

Direct service suppliers

Personnel, Office, IT, Marketing & Communication, Administration and Legal services

Direct suppliers related to customer work

Technology suppliers, Technology service providers (contractors, subcontractors)

Own operations



Expert services production

Our own operations include all expert work by our employees

Downstream



Customers

We offer business technology services and platforms to private and public sector customers across a variety of industries.

Sofigate's sustainability agenda



Our sustainability agenda

In today's world, sustainability has become crucial for any forward-thinking organisation. Embracing sustainability is not just about protecting our environment but also about fostering a thriving economy and vibrant communities. It ensures the long-term viability of our business operations, drives innovation, and builds trust.

We have created a comprehensive sustainability agenda for our company, reflecting our commitment to reduce our environmental footprint and promote social responsibility. By integrating sustainable practices into our core strategies, we aim to contribute positively to the planet and society while ensuring business resilience and success in the future, for us, our customers, and society.

The agenda was built together with our stakeholders and is based on our values and strategy. Being a sustainable company is important to us, and we aim to be known as a sustainable employer, partner, and company. We are committed to working together towards our goal: minimising our ecosocial footprint and maximising our positive fingerprint on society.

Our sustainability agenda consists of five areas where we see our highest impact: Create sustainable value, Make an impact, We are a people company, Commit to ethical business, Care for the environment. These five areas form the baseline for all our work and prioritise our efforts.

Employees are committed to making sustainable choices but need more understanding on the topic and on ways they can make an impact.

94%

say working in a sustainable company is somewhat or very important.

94%

say Sofigate has an impact on society

30%

don't see sustainability as part of their every day work.

Our sustainability agenda

Minimising our ecosocial footprint and maximising our fingerprint by positively impacting the society.



Create sustainable value

We are committed to the best interests of customers and the community.

We co-create best practices and help customers build their own transformation capability.



Make an impact

We empower people to fuel their intelligence and encourage to continuous learning.

We support customers' and employees' growth and competencies through unique training and insightful coaching.



We are a people company

We take care of our employees by fostering our people's wellbeing and providing a good working environment.

We care for the wellbeing of Sofigate's employees and strive to build a diverse, inclusive workplace.



Commit to ethical business

We run our business with high ethical principles and are transparent about it.

We have high integrity, policies and practices. We use data and AI ethically.

Care for the environment

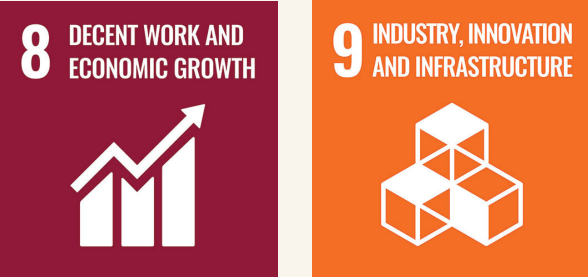
We are aware of the impact our business has and are committed to mitigating its environmental impact.

UN Sustainable Development Goals

We are committed to sustainability and follow the guidance of the European Union and the United Nations.

Our Sustainability Agenda is aligned with the UN SDG framework. We have identified the goals we can have the greatest impact on and have grouped these according to the Agenda areas.

Create sustainable value



Make an impact



We are a people company



Commit to ethical business



Care for the environment





**Create
sustainable value**

Create sustainable value

Create sustainable value: Our commitment to responsible business

The first area of Sofigate's sustainability agenda focuses on delivering value at every step, ensuring that sustainability is embedded in everything we do. For over 20 years, we have partnered with our customers to co-create the best practices and develop their transformation capabilities. This mission remains at the heart of our business, and we are committed to achieving it in a sustainable way.

Driving efficiency through digitalisation and automation

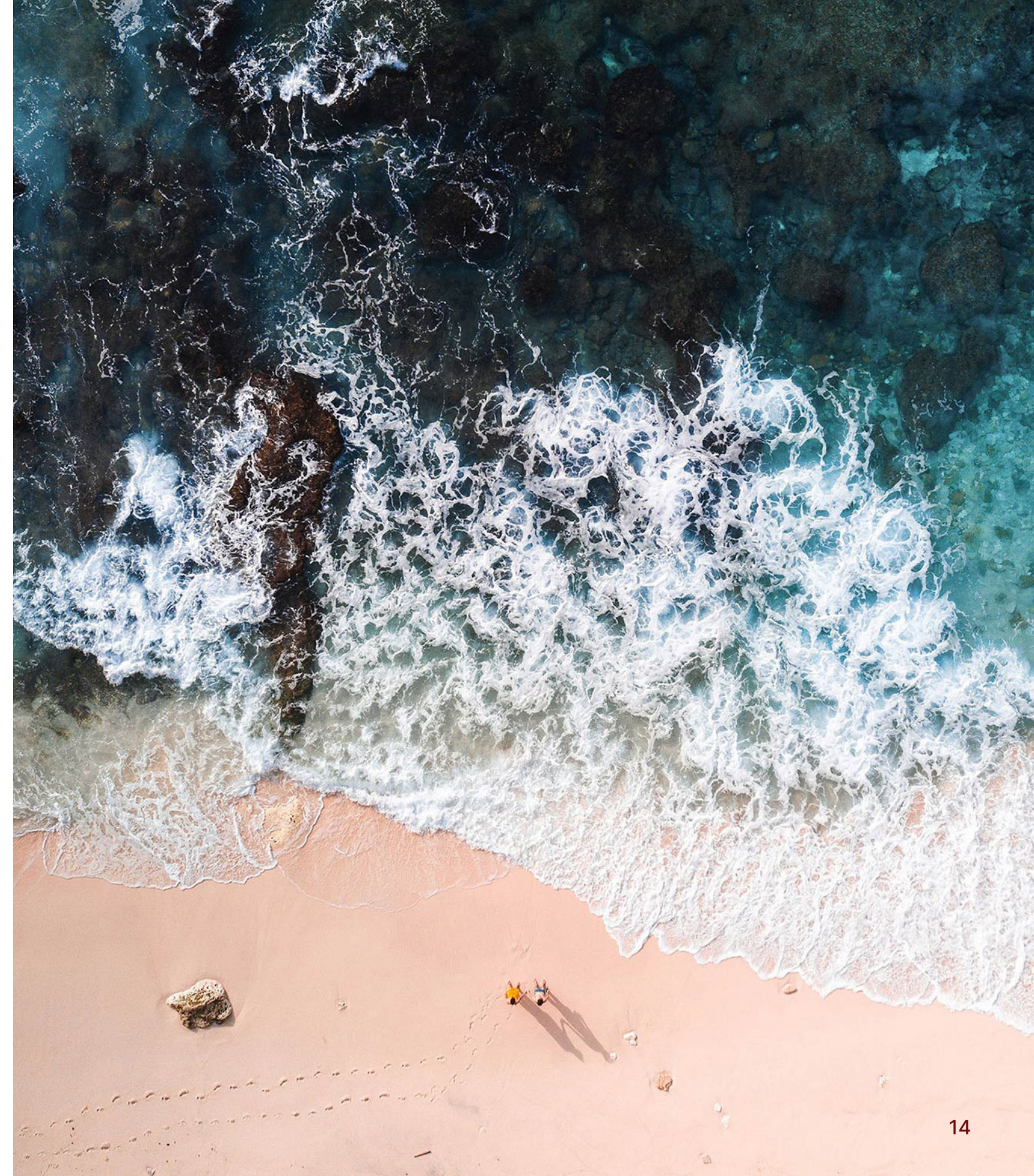
Our greatest contribution lies in our ability to enhance business operations. By developing innovative solutions and services, we help organisations increase efficiency through digitalisation and automation. Modernising workflows allows businesses to operate more effectively without expanding resource consumption. Digital solutions enable companies to focus on their core mission, while automation eliminates manual tasks, empowering people to contribute where their expertise is needed most.

Supporting businesses on their sustainability journey

Whether it's leading sustainability initiatives, optimising data utilisation, or managing change, we provide the expertise businesses need to navigate their sustainability journey. In 2024, we helped organisations enhance their sustainability data usage and transform their operations. Additionally, our cybersecurity services play a vital role in protecting businesses, ensuring data security and minimising risks in a digital world.

Our business development team and innovation center collaborate with our employees and partners to anticipate emerging trends, customer needs, and regulatory changes. We embrace agile methodologies, encouraging the development and testing of new ideas. Leveraging cutting-edge technologies, such as artificial intelligence, we work ethically to guide both our employees and customers in adopting smarter, more efficient ways of working.

Delivering value means continuously providing services and insights that empower businesses. In 2024, we hosted over 30 AI Living Labs to educate customers on AI applications,





alongside numerous events that raised awareness about sustainability regulations for businesses across the Nordics.

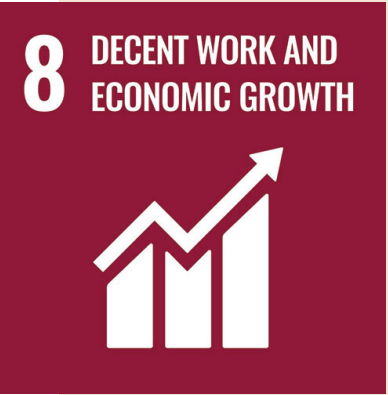
By combining innovation, sustainability, and ethical business practices, we remain committed to shaping a more responsible and efficient future for our customers and communities.

Making a positive impact on our communities

At Sofigate, creating a meaningful impact on our communities has always been a core value. Our key framework, the Business Technology Standard (BTS) has shaped how we integrate business technology into organisations. As an open-source framework, it is widely used by businesses worldwide, and our collaborations have continuously enhanced its development.

For over 20 years, we have supported local communities. In 2024, instead of giving Christmas gifts to employees, we donated €10,000 to Save the Children in Finland and SEK30,000 to Maskrosbarn and Barncancerfonden in Sweden. In 2025, we remain committed to continuing our charitable efforts to support those in need.

By prioritising local community impact and responsible business practices, we aim to create lasting, positive change.



Our business logic has always been based on promoting sustainable economic growth. We bring value to customers with our expertise and knowledge whilst following the allocations and wellbeing of our employees. Our services are created and developed by our people, and our mission is to provide decent work opportunities to all our employees throughout all seniority levels.



Fostering innovation to bring value to our customers is a crucial part of our business development. We follow the needs of our customers and our innovation centre evaluates the needs and trends of the future. Developing services that support our customers initiatives is a crucial part of creating them value. We develop services and provide technologies that help manage sustainability initiatives and the use of new innovations. We help companies modernise their technology infrastructure and work more efficiently.

Customer experience study shows record-high satisfaction

over trusted collaboration and sustainable business value

As part of our value creation, we measure our customer satisfaction. The results of our latest customer experience study, carried out in December 2024, show that all results have improved from previous years, as satisfaction levels have risen steadily for three consecutive years. The study shows record-high satisfaction over trusted collaboration and business value, nearing or reaching an impressive 100% score.

While multiple factors contribute to this positive trend, one key driver has been our customer-value-centric sales and account management model, introduced in 2023, supported

by comprehensive training for personnel across diverse roles. At the heart of this model is a deep understanding of our customers' needs and a commitment to creating value throughout the customer lifecycle. It emphasizes rapid value creation while ensuring adequate time for meaningful dialogue.

Our Net Promoter Score (NPS) has also increased steadily over the past three years, reaching a record high of 67 points in 2024. The Net Promoter Score is a widely used metric in business operations, measuring the level of recommendation for Sofigate.

A score above 50 is considered excellent, while below zero needs improvement, above 0 is good and above 30 is favourable. Thus, we can be proud of the collaboration and relationships that we have built with our customers.

In addition to monitoring customer experience amongst our strategic accounts, we also have other means to measure customer satisfaction.

One of the latest additions is the Employee Customer Feedback Survey, which any employee can trigger during or after a customer assignment. This tool is meant to be used by employees continually through the year and it can be used for any customer.

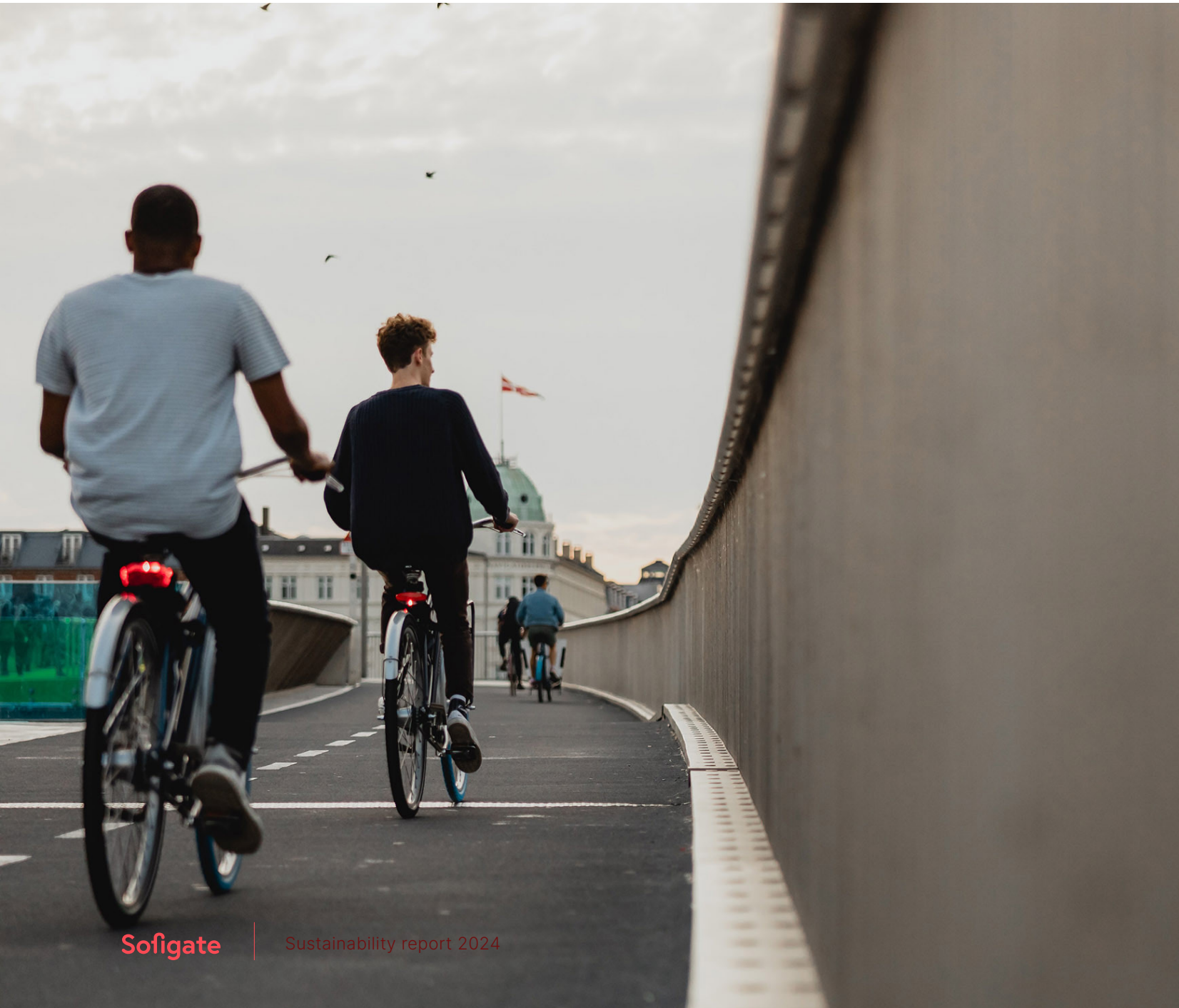
An employee working with a customer can use this survey to get a deeper understanding of their strengths as well as the impact of their work and to help them with their personal development.

The survey has gained popularity and the results are commendable: the latest Employee Customer Survey NPS is an impressive 65, almost equal to the NPS of 67.

These results are something we can all celebrate and be proud of, as they reflect the excellent relationship we have with our customers and the high level of service we provide for them.

Ethical AI and Business Technology Standard:

driving responsible innovation



Ethical AI: a smarter and sustainable approach

Artificial Intelligence (AI) was a major technological trend in 2024, with organisations adopting it rapidly to stay competitive. Sofigate champions a more responsible approach, embedding ethics into AI from the start.

To achieve long-term success, AI needs to be implemented responsibly. The EU AI Act provides a regulatory framework to guide organisations on data sensitivity and ethical boundaries. As AI evolves, employees must understand how data is processed, particularly with generative open-source tools.

Sofigate supports businesses in identifying high-impact AI use cases that enhance operations while ensuring data privacy. Our AI Living Lab initiative introduced AI principles and capabilities across the Nordics in 2024, providing organisations with a strong foundation for secure and ethical AI adoption.

Internally, all Sofigate employees have access to generative AI tools, with dedicated corporate AI training and a community fostering best practices.

As there is growing discussion about AI's environmental impact, Sofigate remains com-

mitted to promoting ethical AI while encouraging organisations to account for their AI-related energy consumption. We encourage developers to improve AI's energy efficiency, ensuring innovation aligns with sustainability goals.

By integrating ethics, innovation, and sustainability, Sofigate helps businesses harness AI's power responsibly and future-proof their operations.

Business Technology Standard: a global framework for transformation

A growing global impact

The Business Technology Standard (BTS) is an open-source management framework that enables organisations to align IT with business goals in an evolving digital landscape. Developed and maintained by the Business Technology Forum, it fosters collaboration among companies through a platform economy model, where best practices, innovations, and expertise are shared.

Since its inception in 2009, BTS has become a widely recognised business technology management framework, particularly in the Nordics. In 2024, it saw record engagement, with in-

creased website visitors, LinkedIn activity, and downloads. Companies in Finland, the UK, the US, India, and Sweden showed strong adoption.

Operating as a not-for-profit, the Business Technology Forum funds its activities through training and consulting services, with financial support from Sofigate. By making best practices and innovation models freely available, it drives long-term value for businesses and communities worldwide.



Expanding BTS for AI and future needs

The rapid rise of AI in 2024 highlighted the need for updated business technology guidance. In response, the Business Technology Forum introduced:

- A framework for AI usage in business technology.
- Webinars that attracted participants globally, providing practical insights into BTS.
- BTS Living Labs, offering organisations an affordable way to assess their business technology maturity and explore the framework. In 2024, these labs expanded their reach across the Nordics, significantly increasing their impact compared to 2023.

Looking ahead to 2025, the Business Technology Forum is expanding its reach by:

- Launching global eLearning courses for BTS Foundation and Practitioner levels.
- Strengthening partnerships to ensure the framework evolves with industry needs.
- Increasing global accessibility, reinforcing BTS as a widely adopted management standard.
- By embracing innovation and collaboration, the Business Technology Forum continues to shape the future of business technology, making structured, effective management practices accessible worldwide.

CASE

King's College London & Business Technology Forum, transforming higher education

A model for digital innovation in universities

King's College London (KCL) and Business Technology Forum have partnered to demonstrate how social responsibility and collaboration can drive transformation in higher education. By adapting BTS for universities, they have created an agile, purpose-driven framework to support digital transformation.

KCL sought a practical and scalable model to align business and technology. BTS's simplicity and accessibility made it an ideal fit, enabling modernised operations while maintaining a strong focus on education and research outcomes.

A blueprint for global higher education

This collaboration provides universities with a structured approach, integrating Strategy-to-Plans and Plans-to-Capabilities to align strategic goals with daily

operations. It fosters sustainable ecosystems by promoting collaboration between universities, industry, and government.

By focusing on digital frontlines, technology backbones, and business transformation, the model enhances both research impact and student experience.

Scaling impact across the education sector

Business Technology Forum's commitment to open-source collaboration ensures this model benefits the broader higher education sector. Universities worldwide can adopt it to modernise their operations and navigate the challenges of the digital era.

This initiative showcases the power of business and education collaboration, equipping universities with a scalable framework for leading change in an increasingly technology-driven world.

A low-angle, close-up shot of a woman with dark hair looking upwards with an open mouth, as if in awe or singing. The background is dark with out-of-focus city lights creating a bokeh effect. The overall color palette is cool, with blues and greys, accented by the warm tones of the distant lights.

Make an impact

Make an impact

Sofigate has always identified itself as an enabler of impact and growth. We foster our employees and our community to further develop their skillset and knowledge to reflect the needs of today and trends of the future. To this end, we constantly develop both our internal development capabilities and external training opportunities for our stakeholders. We empower people to fuel their intelligence, encourage continuous learning, and support our customers' and employees' growth and competencies through training and insightful coaching.

Sofigate Academy provides training opportunities both internally and externally. The Academy brings people together to work towards common goals, utilising industry standards, top subject matter experts, and skilled facilitators.

Internally, Sofigate provides various tools to support career development, helping individuals

grow and succeed in customer engagements. To support this growth, we offer a wide range of training opportunities that are available to everyone, aimed at developing core competencies. Our goal is to ensure that everyone can grow according to their abilities to become top experts in their field and future leaders in the industry.

Externally, we provide customer centric training and coaching opportunities for our stakeholders across the Nordics. Sofigate Academy's unique training programmes provide concrete models, tools, and practices that can be quickly and effectively adopted in any organisation. They also use training methods that make learning effective, practical, and fun.



Knowledge sharing has always been one of our key drivers. Having the opportunity to learn and grow is vital for our internal and external stakeholders. All employees are given equal learning opportunities. We constantly evaluate our training catalogue to keep our training opportunities both interesting and beneficial. Our open-source Business Technology Standard is free for anyone and is used worldwide.



Making a positive **impact** on our communities is a crucial way we utilise our capabilities. Our key capabilities include collaborating with the public sector and cities, supporting their efforts through business technology knowledge sharing and capability development. With effective resource use and training, the public sector can optimise its use of business technology to enhance sustainable, safe and inclusive urban areas.

Employee training capabilities

Our learning and development model is based on individual strengths, and development needs are driven by business targets. We encourage our employees in pursuing their career goals to ensure a meaningful career and employee experience.

Our mission is to create a culture that drives engagement through ongoing professional development, where the key success factors are:

- Capability of employees
- Development ability
- Competence development
- Knowledge sharing

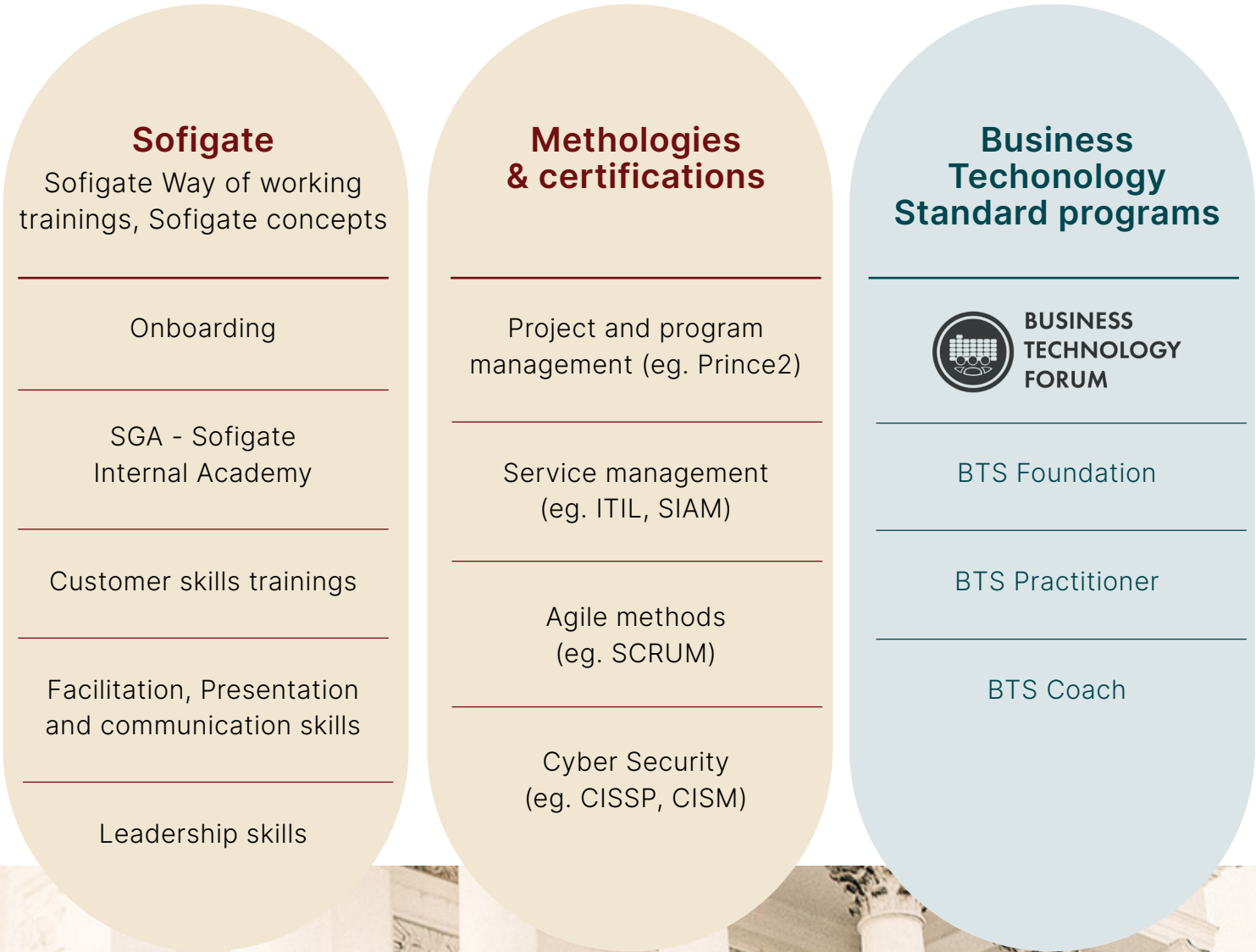
We support our employees in the development of their competencies through various means, including a wide range of internal and external training opportunities provided by in-house coaches and partners, on-the-job learning, mentoring, and personalised career development planning tools. Our training programmes cover several competency areas and enhance both technical and soft skills. Additionally, we offer a variety of recognised certification opportunities to further support professional growth.

Empowering personal development, our learning model

The development of our employees’ long-term competence is achieved by setting personal goals for everyone who wishes to pursue modern development paths. We do not restrict development to ‘formal career paths’. Instead, our job descriptions are broad, allowing for different roles, transitions, and combinations of areas of expertise, all supported by personal enthusiasm and development.

In addition to our mandatory training, Code of Conduct, security, and privacy, we provide our general internal training, including good understanding of the Business Technology Standard, to all our employees. Our goal is to arrange the necessary training during the first six months of employment, for example, the internal Sofigate Academy, as well as time for learning new things to get off to a good start. Employees are encouraged to recognise their own development targets, as well as potential interests and trends, ideally through work done for a customer.

After a successful onboarding process, or even earlier if required by the individual development plan, employees begin to enhance and broaden their skills through specialised training.



These trainings cover areas such as project management, change management, service management, facilitation, consultancy, customer skills, IT strategy and management, as well as integration and technology-specific courses like ServiceNow, Salesforce, Oracle or SAP. Many of these trainings are part of Sofigate's own training programme. Additionally, we utilise external training partners and technology partners' learning platforms.

We also offer the opportunity to complete a wide range of industry-recognised certifications, such as PRINCE2 Foundation and Practitioner, SAFe Scrum Master, ITIL4, Prosci, and SIAM Foundation, CISM.

In addition to individual training opportunities in our training catalogue, we believe that on-the-job experience is essential for building competence in industry practices, delivery, and related concepts and methods in a real-world

context. As part of continuous learning, we also provide work opportunities within customer projects that support the development of real-life experience and industry knowledge.

Leadership development is one of our key focus areas, and here we have implemented several different programmes. The most well-known and long-running programme is License to Lead, which focuses on leadership development at Sofigate. Another long-running programme is our Next Generation Performers (NGP) graduate programme. In addition, we have the capability to design and implement other customised programmes to support business needs.

In 2024, our employees signed up to over 34 000 hours of trainings in total, which averages a bit over 6 days per employee.

CASE

Sofigate Academy enables sustainable organizational development through strategic learning

The rapidly changing world and the accelerating development of artificial intelligence challenge organisations to renew themselves and adopt new operating models to maintain their competitiveness. Sustainable business is about leveraging technology and the ability to develop organisations holistically, integrating business, technology, and people.

Sofigate Academy supports companies in this transformation by providing strategic competence development that combines up-to-date technology & AI expertise with modern leadership. In addition to training programs, our Learning Lead service enables organisations to embed continuous learning into their strategic and operational processes, ensuring long-term competence growth. Green ICT has been a part of Sofigate's Business Technology Leadership training for several years, helping leaders and professionals

understand responsible technology use and environmental impact reduction. Participants have gained practical insights on how to integrate sustainability principles into their business technology strategies.

To date, Sofigate Academy has provided training to more than 300 companies, covering a wide range of courses that combine leadership and technology. Beyond structured training, our Learning Lead experts work alongside organisations to design strategic competence roadmaps, coordinate role-based learning paths, and ensure that skills development aligns with business goals.

Through this holistic learning approach, organisations not only upskill their workforce but also build a culture of continuous development- ensuring they remain agile and competitive in an ever-changing business landscape.



**We are a
people company**

We are a people company

At Sofigate we prioritise our employees. We are a people company with a strong focus on well-being and provide a good working environment. We actively promote wellbeing in employees' overall experience path and strive to build a diverse workplace. This means we aim to maintain an inclusive and safe workplace, ensure pay equality for work of equal value, uphold work-life balance, and cultivate a strong sense of belonging within the Sofigate family.

According to our ESG Agenda, our key focus areas are:

Wellbeing:

- Mental wellbeing
- Zero tolerance for harassment
- Equal career opportunities
- Flexible ways of working

Diversity, equity and inclusion:

- Diverse working environment
- Comprehensive DEI policies
- Equal treatment of people

In 2023, we launched a 5-year programme, Building a People Company, that aims to drive our growth with a strong people-centric focus.



Sofigate is our people, and we take our people's health and wellbeing seriously. We offer all our employees extensive and preventive healthcare services, including a comprehensive health insurance for severe illnesses and a vaccination programme. We work towards reducing risks for illnesses and are looking for early warning signs for both physical and mental wellbeing. Our wellbeing programme provides a wide range of different services to meet the individual needs of all employees.

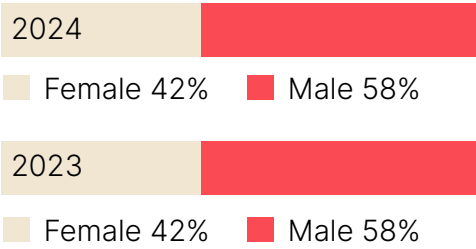


As technology industry is often male-dominated, we want to raise the awareness and importance of gender equality and support the career paths of women in the industry. We monitor our gender quotas and set goals to balance and increase the number of women in senior and leadership positions. We have strict policies against discrimination and take preventive measures against unethical practices.

Own employees 2024 (2023)

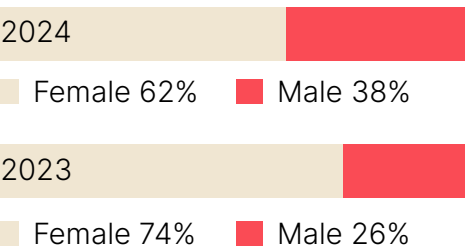
Total number of employees:

753 (740)



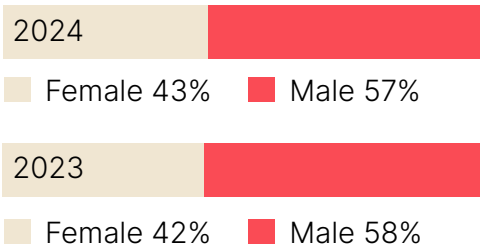
Total number of employees working part-time:

37 (27)



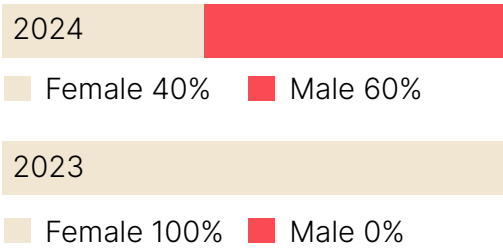
Total number of employees with permanent contract:

748 (739)



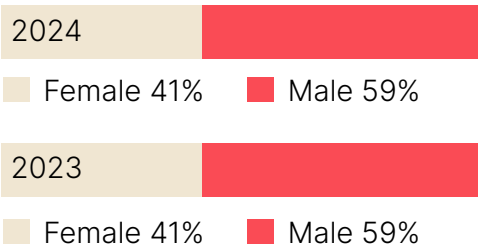
Total number of employees with fixed term contract

5 (1)



Total number of employees working full-time

716 (713)



Our headcount has increased moderately 2023-2024, with a slight increase in employees working part-time.

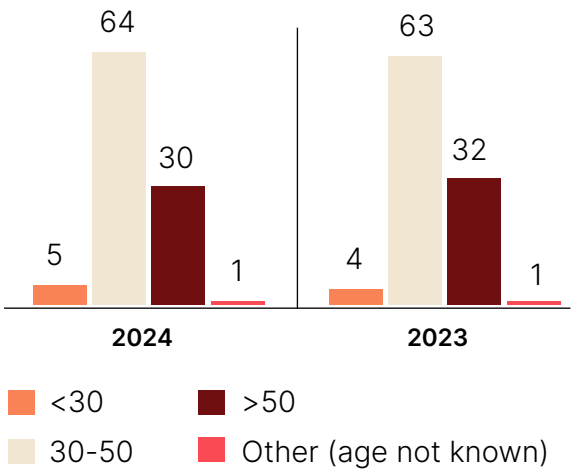
Our Female-Male ratio has stayed steady. With the industry being male-dominant, our efforts to keep Sofigate a diverse work environment will continue.

Own workforce 2024 (2023)

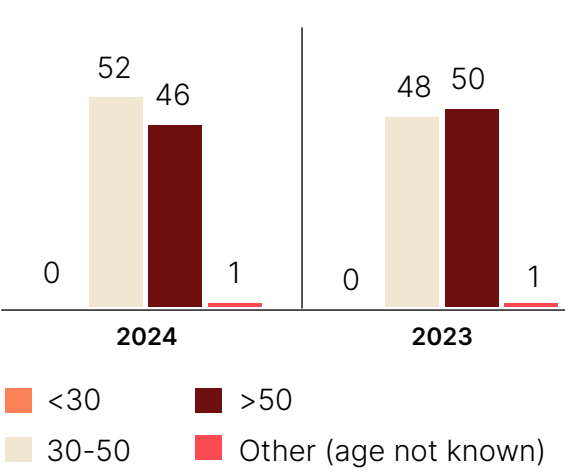
820 (775)

Own workforce includes employees and employee contractors.

Total number of employees per age group, %



Employees as Seniors* per age group, %



*Seniority category is defined by billing level.

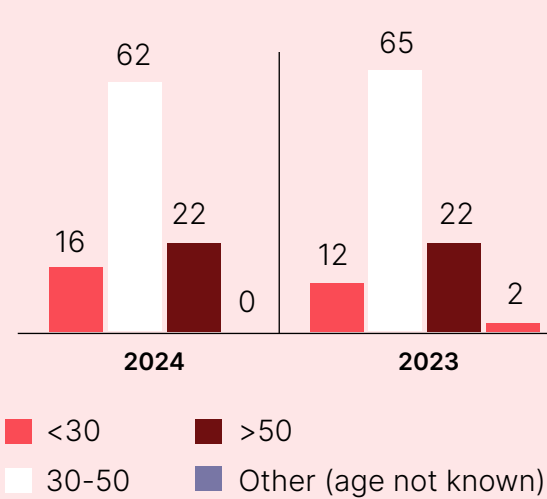
Contract types 2024 (2023)

	Permanent contract	Fixed contract
Finland	99% (99.8%)	1% (0.2%)
Sweden	100% (100%)	0% (0%)
Denmark	95% (100%)	5% (0%)
Hungary	100% (100%)	0% (0%)
Poland	100% (100%)	0% (0%)
Norway	100% (-)	0% (-)

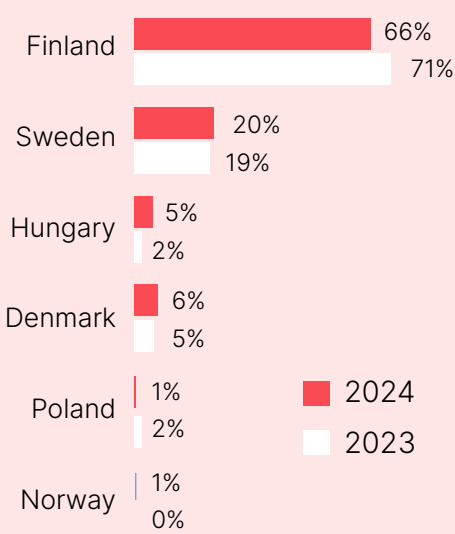
Total number of employees by contract type in each country **753** (740)

There are no major changes in our country organizations' headcounts. The percentages are rounded, so some numbers referring to 0% may still have a few headcount inside them.

Joiners by age group, %



Joiners by country, %



Employee turnover **9** (27)

Joiners in total

113 (129)

Leavers in total

104 (102)

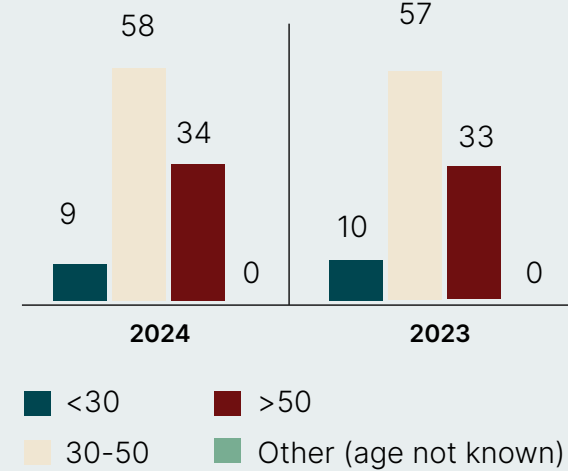
Joiners by gender, %

Female, % **47** (49) Male, % **53** (51)

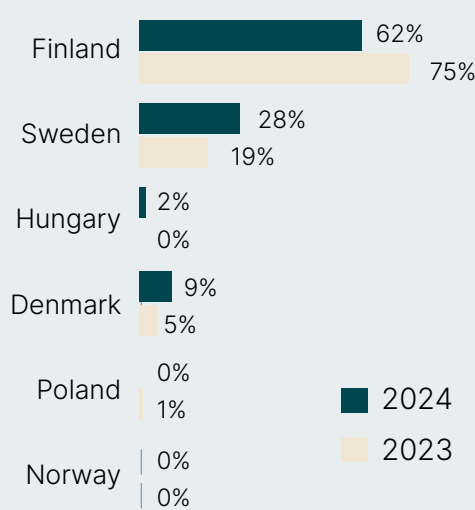
Leavers by gender, %

Female, % **45** (44) Male, % **55** (56)

Leavers by age group, %



Leavers by country, %



The calculative difference between the employee headcount and employee headcount after joiners and leavers is due to leavers leaving on the 31.12. These employees are no longer included in the headcount on January 1, but cannot be extracted from previous year' headcount.

Wellbeing at Sofigate

Wellbeing at work refers to the overall health and happiness of employees in the workplace. It encompasses physical, mental, and emotional health and involves creating a positive and supportive work environment. We promote wellbeing at work by:

- **Encouraging work-life balance:** We make sure employees can easily take breaks and enjoy time off, maintaining a healthy balance between work and personal life.
- **Encouraging social connections:** We encourage employees to build relationships with their coworkers and participate in team-building and other shared activities.
- **Fostering a positive culture:** We create a positive and supportive work culture by promoting open communication, recognising and rewarding good work, and encouraging teamwork and collaboration.
- **Providing support:** We offer resources such as counseling services through our health care partners to help employees manage stress and other mental health concerns.
- **Promoting physical health:** In addition to offering occupational health care, we encourage employees to take breaks and stretch, weekly mobility sessions and other events to promote physical wellbeing.
- **Ergonomics:** We promote good ergonomics

at the office and recommend employees to do so at remote offices. Our ergonomics partner offers all Sofigate employees a company discount on ergonomic equipment for remote offices as well.

Mental wellbeing

Mental wellbeing is a core element of Sofigate’s work ability strategy. Addressing mental health challenges proactively is integral to our early support model, ensuring that employees’ mental health is prioritised as part of work ability management. By offering support for work ability challenges, including mental health, we aim to create a sustainable work environment that prevents sick leaves and reduces disability. Team Leads are trained to identify mental health risks early, and we work closely with our healthcare partners to ensure employees receive the necessary support. Sofigate’s commitment to mental wellbeing is part of our broader goal to create a healthy, productive, and flexible workplace for all employees.

Monitoring health and safety

A good and safe work environment is a strategic priority for us. Managing the work environment systematically is integrated into our daily activities and encompasses all essential physical, psychological, and social conditions.

We conduct regular workplace surveys with a third-party partner or, when required by changes in working conditions, in accordance with occupational health regulations. These surveys allow occupational health services to examine workplace conditions, evaluate the health impacts on employees, and assess physical and psychosocial workloads, work arrangements, and potential risks for accidents and violence.

Safety guidelines and an emergency action plans are accessible to all employees via our intranet, under each office location. We routinely monitor employee health and wellbeing, with deviations reported to the management team for follow-up. Our health and safety policy is fully documented and available on the intranet.

Zero harassment policy

Health and safety metrics of employees	Own employees
Number of work-related injuries	1
Number of work-related fatalities	0
Days lost due to injuries	0
Sickness absence rate	1.9%

Harassment of employees by anyone, including leaders, supervisors, coworkers, or third parties, is unacceptable and will not be tolerated. Our Zero Harassment Policy is part of our sustainability agenda. It outlines our commitment to preventing harassment and providing procedures for addressing complaints. This policy applies to all employees, contractors, customers, and visitors.

Whistleblowing channel

We have developed a whistleblower solution using the ServiceNow platform. Sofigate opened a Whistleblowing channel for its personnel in 2021. Since 2024, the whistleblowing channel has been publicly available on our website www.sofigate.com/sustainability/.

In 2024, we had one whistleblower incident, which was reviewed, managed and closed according to our procedure.

Equal career opportunities

Employees are encouraged to find their individual path by providing flexible career opportunities. We aim to offer the opportunities equally, so that everyone has the chance to develop their skills and role to the direction they desire.

Our fair work practices include fair wages and benefits for all, as well as the anti-discrimination policies.

Our aim is to offer our people a fulfilling em-

ployee experience and high-quality services to our customers. As Sofigate is a growth company, there are lot of new career opportunities within the company. When it comes to career paths, we believe that employees are the best experts in knowing what their unique path should look like. We want to encourage them to be open and share their career aspirations. Competence development programmes are beneficial for both the individual and the organisation, as they can help employees grow professionally, increase work satisfaction, and drive business success.

As part of career development, an employee dialogue is held annually with each employee. Employee dialogue is an open discussion between an employee and a team lead. It covers different topics, such as goals and career development desires, with emphasis on dialogue. The minimum requirement is that decisions, actions and key issues are documented and that dialogue is held at least once a year. Continuous learning, leadership development, and career advancement are part of our employee development capabilities offered.

Employee acquisition

At Sofigate, we prioritise people sustainability by being a people company with strong wellbeing focus and fostering gender balance. For us, diversity encompasses not only gender but also age, life experience, neurodiversity, competences and educational background. In employee acquisition we:

- Ensure that our work advertisements promote diversity both verbally and visually and attract diverse candidates.
- Ensure equitable representation by actively sourcing and screening both women and men with equal qualifications. We aim to create a balanced candidate pool that reflects diversity in gender, age, competence and education, while maintaining a focus on skills and qualifications.

This focus ensures a comprehensive and inclusive approach to employee acquisition, including candidate selection. This also applies to internal recruitment. In addition to maintaining diversity, we strive to ensure that new employees fit in and thrive within our community and demanding customer environments.





Flexible work environment

Sofigate encourages a modern and flexible working environment with focus on our customers. Customer work is primarily agreed upon together with the customer, and in alignment with the customer's policy regarding on-site and remote work.

Flexible working arrangements can be tailored to meet various needs and preferences.

- Remote work
- Flexible hours
- Part-time work
- Flexitime
- Hybrid work
- Sabbaticals

We offer these arrangements to help employees achieve a better work-life balance, increase job satisfaction, and improve productivity.

Work satisfaction

Sofigate monitors work-life balance and job satisfaction through surveys and with early monitoring practices. In 2024, we had the following employee-related satisfaction surveys.

Organization Vibe and quarterly Pulse Surveys

- Provide insights on employee experience and engagement.

Employee Customer Feedback

- Provides feedback for employees from their customers.

Leadership Survey

- Provides insights on and helps to further develop our leadership.

Diversity, equity, inclusion & belonging

At Sofigate, we provide equal opportunities and fair treatment to all employees.

We employ professionals with diverse backgrounds and actively work towards an inclusive workplace where employees' individual needs are considered. Our diversity encompasses not only gender but also age, life experience, neurodiversity, competences and education.

Our DEI(B) commitment and policies in action

We are a community that cares. We value every employee and strive to build a diverse, equal, and inclusive workplace where everyone can bring their authentic, full self to work, ensuring psychological safety, and feel that everyone's voice is appreciated and heard.

We actively foster a culture of peer-to-peer knowledge sharing and encouraging participation in inclusive communal events, where everyone, regardless of background, can contribute and have a meaningful impact.

Equal treatment of people

At Sofigate, everyone is treated equally. We do not allow any form of discrimination based on, for example, gender, ethnicity, beliefs, disabilities, sexual orientation or age.



**Commit to
ethical business**

Commit to ethical business

We operate with high ethical standards, transparency, and integrity. Our governance model ensures responsible decision-making, risk management, and compliance, all of which are essential for sustainable growth. We are also committed to the ethical use of data and AI in all our operations.

According to our ESG agenda, our key focus areas are the following:

Integrity:

- ESG included in risk management
- Legal requirements and reporting

Governance:

- Transparent governance model
- Ethical ecosystem

We adhere to all relevant laws and regulations, including competition rules, labour laws, workplace agreements, and environmental legislation, to promote fairness, sustainability, and a responsible work environment.

Our approach to business is built on zero tolerance for corruption, bribery, and unethical practices. Employees, contractors, and partners are strictly prohibited from offering, accepting, or soliciting any improper advantages. Compliance with anti-corruption laws and internal policies is mandatory to reinforce trust and accountability.

By fostering a culture of integrity, we protect our reputation, strengthen customer relationships, and contribute to a fair and sustainable business environment.



We are an international company with locations in six European countries and employees from diverse backgrounds. We apply the same ethical principles to all employees and promote inclusion throughout the company. Whilst every country has its own laws that regulate the work, Sofigate policies are the same in all countries.



Our business is based on an ecosystem of partnerships. We work with global companies that provide products and services to modernise the ways businesses work. Our pro bono partnerships are our way to modernise non-profit organisations and so develop communities. We support efforts to impact local communities and encourage our local organisations to partner locally.

Governance and leadership structure

Strong governance for sustainable growth

At Sofigate, we believe that solid governance is not just a regulatory requirement, it is a foundation for responsible and ethical growth. Our leadership structure is designed to ensure transparency, accountability, and long-term success, with a clear focus on ethical AI and data-driven decision-making. Our long-term target also promotes gender equality in our governance structure.

Annual General Meeting (AGM): ensuring transparency

The AGM is where key decisions are made, including the appointment of Board members, approval of financial statements, and determination of remuneration. Starting in 2025, the AGM will also select the auditor for our sustainability reporting and verify our sustainability performance as part of the Board of Directors' report.

Board of Directors: guiding our vision

Sofigate's Board of Directors plays a critical role in steering our business strategy and ensuring responsible management. The Board oversees corporate governance, approves strategic decisions, and appoints the CEO. It also has connection to our ESG taskforce, keeping sustainability an integral part of decision-making.

In 2024, our Board consisted of:

- Olli-Pekka Kallasvuori (Chair)
- Juha Huovinen
- Jari Raappana
- Juha Mikkola

Board of Directors	Male	Female	Total
Executive members	2	0	2
Non-executive members	2	0	2
Total	4	0	4

CEO and Group Leadership Team: driving execution

CEO Sami Karkkila is at the helm of Sofigate's business operations, ensuring the successful execution of our strategy. The CEO works closely with the Group Leadership Team (GLT), which is responsible for key business and functional areas:

- Stream Leads: Sanna Suomela, Janne Rekonen, Mikko Saari, Jari Raappana, and Ville Väärälä
- Function Leads: Sanna Siniketo, Virpi Hentunen, and Anna de Torres

The GLT is responsible for ensuring our operations remain agile, ethical, and focused on delivering value to customers while maintaining the highest integrity in data and AI practices.

Group Leadership Team	Male	Female	Total
Executive members	5	4	9
Ratio	56%	44%	100%
Gender distribution of the management team (ratio of female to male members)			0.8

ESG Taskforce

ESG Taskforce Steering Group: keeping sustainability on track

The ESG Taskforce Steering Group ensures that sustainability remains Sofigate's top priority. Key responsibilities include:

- Coordinating the execution of Sofigate's sustainability agenda.
- Supporting the ESG Taskforce in operational sustainability work.
- Preparing ESG targets and action proposals for approval by the Group Leadership Team.

The Steering Group members, Sanna Siniketo, Virpi Hentunen, and Anna de Torres, also serve on the Group Leadership Team, ensuring that ESG considerations are directly integrated into business leadership decisions.

ESG Taskforce: engine behind our sustainability efforts

The ESG Taskforce plays a pivotal role in ensuring Sofigate stays at the forefront of responsible business practices. Their key functions include:

- Developing and sharing best ESG practices across the organisation.
- Leading ESG communication and reporting, ensuring transparency and accountability.
- Supporting Streams and Functions as the key sparring partner for sustainability initiatives.

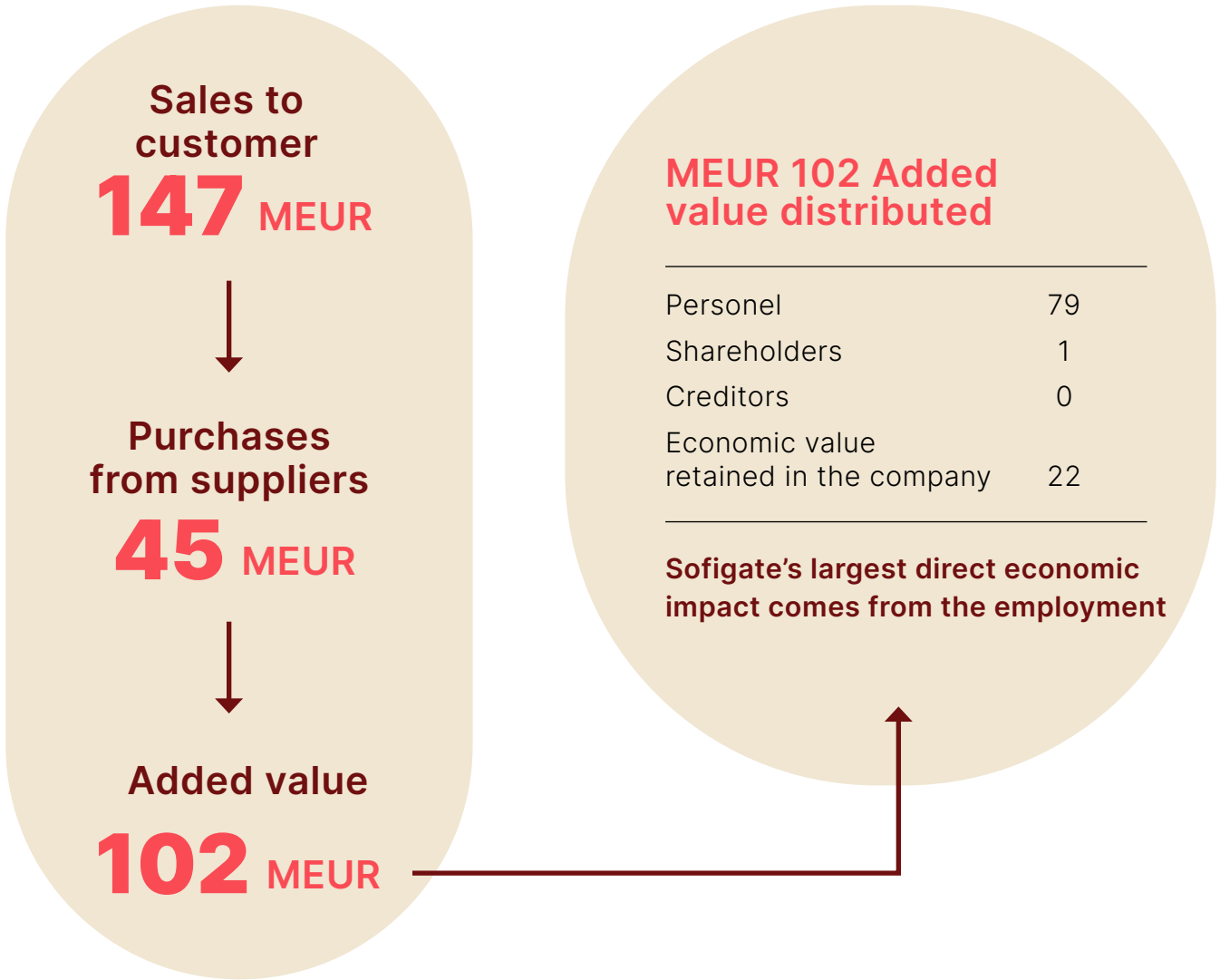
The ESG Taskforce does not just ensure compliance, it drives real impact by fostering a culture of responsibility, innovation, and ethical AI use.



Sofigate added value in 2024



According to 2024 financial statement, our revenue was MEUR 147 of which goods and services accounted for MEUR 45 and MEUR 102 was Sofigate business added value. This added value was distributed to our stakeholders.



Tax footprint, 67 MEUR taxes and tax-related fees paid

We are committed to transparency and accountability in all our business, including taxation. In addition to our company and employees, we also generate direct economic value for society through corporate taxes, VAT, payroll taxes, and social security contributions.

Taxex and fees	Paid in 2024 (MEUR)
VAT paid	27
Withholding tax	20
Pension insurance	13
Social security	3
Corporation tax	2
Unemployment insurance	1
Total	67

We operate in full compliance with tax laws and regulations, ensuring we contribute fairly to the economies in which we operate. We follow both the letter and spirit of the law, aligning our tax practices with ethical business principles.

Our financial independence and European ownership further strengthen our commitment to responsible tax management, to build trust with our stakeholders and to support sustainable growth.

Code of Conduct

Our Code of Conduct (CoC) is more than a set of guidelines for our employees, it is the foundation for how we work, make decisions, and build trust. It is a commitment to create a workplace where trust, fairness, and respect drive everything we do.

The CoC reflects our core values of DARE, CARE, GROW, defining our interactions with colleagues, customers, partners, and communities.

Living our values means making ethical and transparent choices every day. The CoC serves as a framework for navigating challenges, fostering open communication, and ensuring that everyone feels empowered to speak up and seek guidance when needed.

The CoC applies to everyone at Sofigate in our offices and on customer sites. To reinforce this, all employees are required to complete the annual CoC training to stay aligned with our ethical standards. The CoC is updated annually.

Supplier Code of Conduct

In 2024, we introduced a Supplier Code of Conduct (SCoC) to extend our ethical and sustainability standards to our supply chain ensuring our suppliers share our commitment to responsible business.

We expect high ethical standards from all suppliers, including compliance with laws on governance, labour rights, anti-bribery, data protection, and taxation. These principles must also be upheld in their own supply chains.

Non-compliance with these principles must be addressed promptly; failure to do so may lead to a termination of the business relationship.

The SCoC is being gradually integrated into our supplier agreements, with the goal of full adoption by the end of 2025. This marks an important step in building a sustainable value chain across our group.



WE DARE

to challenge the market with new concepts and technology services.



WE CARE

for the wellbeing and future of people and our environment.



WE GROW

individually, as a team and as a company by being passionate to build a better world with business technology.

Information security, data protection, and confidentiality

At Sofigate, we are committed to safeguarding data and maintaining confidentiality as a cornerstone of trust with our customers, colleagues, and stakeholders.

We handle all personal and business information in compliance with applicable data protection laws, regulations, and company policies. Employees are expected to treat sensitive information with the utmost care, ensuring it is used only for its intended purpose and shared strictly on a need-to-know basis. Any unauthorised access, use, or disclosure of confidential information is strictly prohibited.

By prioritising data protection and confidentiality, we protect our stakeholders' rights, uphold our reputation, and ensure compliance with legal and ethical standards.

In 2024, Sofigate achieved ISO 27001, the world's best-known standard for managing information security. The standard outlines the requirements for an information security management system, encompassing processes, technology, and people. It facilitates the protection and management of all organisational information through effective and continuous risk management.

ISO 27001 certification is a significant asset in the consulting industry; by achieving it, Sofigate wants to highlight its commitment to protecting its customers' data and building long-term partnerships.

Organisations that meet the standard's requirements undergo a rigorous audit process by a third-party auditor on a regular basis. Sofigate has been working to achieve this certification for the past two years, implementing numerous changes and enhancements in its processes, IT, and security management, resulting in improved resilience against various cyber incidents.



0

major data breaches
in 2024.



Care for the environment

Care for the environment

At Sofigate, we are committed to contributing to the wellbeing of our planet as a healthy environment is vital for the growth of our business and communities. In navigating the challenges of climate change, it is crucial that we work towards a future where environmental sustainability is a top priority.

Sustainability is not just a concept; it is a commitment to action. Our commitment is to reduce our ecological footprint in accordance with the objectives of the Paris Agreement.

We have identified our key environmental areas and are exploring additional ways to enhance our environmental sustainability.

We are dedicated to minimising our ecological footprint across our activities. This requires close collaboration with our stakeholders to ensure visibility and control over our impact.

Together with our partners, we aim to develop our business in a sustainable way, from service development to device recycling.

Our initiatives and impact consist of, but are not limited to, travel policies, office environment policy improvements, carbon neutrality roadmap, and balanced virtual and onsite training.



We are optimising our processes and ways of working sustainably. We work with our ecosystem to develop our delivery models to lower their ecological footprint. Within our own business, we aim to make our ecological impact visible and make step-by-step changes to improve our existing policies and practices.



Climate change has an impact on us all, and we recognise our role in combatting it. We work with our ecosystem to minimise our ecological footprint. We raise awareness and take concrete actions to mitigate and minimise our impact on the climate. We measure and set targets to reduce our own emissions, working in an agile way and taking actions based on impact.



Minimising our ecological footprint

In 2024, we made significant progress in our sustainability journey, with a focus on raising awareness and enhancing our understanding of our ecological footprint.

As a business technology company, our environmental impact is divided between our own operations and our ecosystem. Our direct environmental impact covers our business operations, including energy and water use in our premises and business travel-related emissions. Our indirect impact includes our partnerships, our customers, and our network.

Sofigate's ESG taskforce is developing our own capabilities to measure environmental factors and lead with this data.

Office premises

Our goal is to rely solely on renewable and carbon-free energy sources in our office premises. We are working with our office network to achieve this by updating our energy practices.

In 2024, we experienced changes in our business environment due to the relocation of three offices, two in Finland and one in Sweden. This has led to an increase in the use of office hardware, as many items were replaced during the relocation process. In Sweden, the new office has been fitted with a significant amount of

pre-owned furniture, contributing to its sustainability. All new offices are strategically located near public transportation and the office premise providers have also their own sustainability programmes.

All our offices are modern facilities with recycling services. We work digitally with modern platforms and promote a paperless office. In addition, we facilitate remote work and meetings.

Business travel

Our travel policy is currently under review for implementation in 2025. It encourages employees to prioritise public transportation whenever possible. At present, we offer electric cars as part of the benefits package, and employees can choose to lease a bike or a car. The final decision to choose a sustainable option is at the employee's discretion.

Our training centre in Malaga, Spain offers employees the opportunity to train and work remotely once a year. In this case, employees buy their own flights, and we provide a one-time financial compensation for travel.



Managing electronic waste

In our daily work, our main tools are hardware, such as laptops, monitors and mobile phones. By reusing and recycling our hardware, we maximise the utilisation of each product and minimise the environmental impact of the hardware's lifecycle.

Maximising hardware service life is part of our responsible hardware usage. In 2022, we extended the service life of each laptop and mobile phones by six months beyond the originally specified time. Furthermore, we keep hardware that is not in use but still has service life left, so that we can quickly provide our employees with a backup tool in emergencies.

Currently, our hardware emissions come from new products, so our priority is to only purchase new products when necessary. All defective hardware is investigated, and our goal is to repair rather than replace, if possible.

Together with our partner ecosystem, we aim to recycle all our hardware. We offer our employees the opportunity to purchase used hardware products at the end of their service life. Unpurchased hardware will be recycled. Currently our recycling level for laptops and mobile phones is at 100%.

In 2024, we witnessed a peak in our hardware-related emissions due to the office move in Finland, during which we replaced a significant number of external monitors. Hardware from the old office was mainly purchased by our employees.



Green office journey

Majority of our locations use already carbon-free electricity, which we aim to increase to 100%.

As our offices are one of the key contributors to our emissions, we are focusing on making our office premises more sustainable.

Sofigate has locations in nine cities in six countries. Out of the locations, eight cities have office locations. Employees work remotely in locations where there are no offices.

We are now measuring the impact of our offices by tracking electricity use, heating and cooling, water use, waste generated in the premises, and levels of recycling.



Roadmap for the future

Roadmap for the future

As we step into 2025, our commitment to sustainability remains stronger than ever. The European Union's evolving legislative framework was central to our ESG efforts in 2024, and we continue to align with these regulations. We are also automating manual data input wherever possible, ensuring that sustainability is not just about reporting but about making data-driven decisions that drive real impact.

Data-driven sustainability

Leveraging data is at the core of our daily operations. In 2025, we will further develop our sustainability initiatives with technology and intelligence, enhancing our ability to lead with data. The more efficiently we integrate these tools, the more effectively we can drive meaningful change.

Our double materiality analysis (DMA) will be completed in 2025. This will provide valuable insights, allowing us to refine our goals and key performance indicators (KPIs) for the future. The DMA will also bring greater transparency to our industry, where the most significant environmental impacts often lie within the broader ecosystem rather than in our direct operations.

Empowering our people

Enhancing our employee experience remains a top priority. Wellbeing is a key area of our sustainability agenda and essential for a truly

sustainable workplace. Our people are central to Sofigate's success, and we are committed to addressing the global challenge of declining workplace wellness. In 2025, we will further strengthen individual support systems while expanding our training and career development opportunities.

Cybersecurity & business reliability

In 2024, we achieved ISO 27001 certification, recognising our commitment to providing secure and reliable services while minimising cybersecurity risks. In 2025, we will continue to strengthen our security measures to maintain our track record of zero major data breaches, ensuring that our business remains a trusted partner.

2025–2026: years of positive change

Looking ahead, we see 2025 and 2026 as years of investing, learning, and leadership. We are committed to continuous improvement, working agilely to adapt and refine our sustainability approach. Furthermore, Sofigate invests heavily to AI capabilities and knowledge. Our goal is to minimise our ecosocial footprint and maximise our fingerprint by having a positive impact on society.



Sofigate