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Our foundations

A range of initiatives were implemented in 2016 to strengthen EVRY's foundations. The most important measures were organisational in nature, and these have already had a positive effect.

A number of measures were taken to simplify EVRY's organisational structure in 2015. In 2016 EVRY worked on a range of growth initiatives, on building up its expertise, on focusing its resources and on further developing a culture of performance. Three key strategies were defined to ensure that the company delivers on its ambitious goals and is equipped for further organic growth:

- Set up a management team with a focus on commercial and operational capabilities
- Build a profitable, competitive and future-oriented infrastructure
- Modernise the company's core banking platform to create future growth potential

EVRY has delivered in all three areas: the company has a new executive management team, it has entered into important strategic partnerships that give it robust, future-oriented infrastructure solutions, and it has invested heavily to develop next-generation core banking and payment solutions. In order to be an attractive partner to our customers and to secure growth, EVRY also worked on attracting new talent, and a number of skilled employees at both the technology and management levels joined the company in 2016. Along with

optimising EVRY's cost structure, these measures have been a fundamental element in EVRY's business plan.

CLEAR RESPONSIBILITIES IN THE NEW STRUCTURE

Two very important measures were simplifying EVRY's organisational structure and increasing its efficiency by combining the Industries Norway and Regions Norway divisions. Synergies have also been achieved following the introduction of a new and simpler operating model in Sweden. One of the measures taken in Sweden in order to harmonise operations and increase efficiency was to reduce the number of legal entities in use. The company's sales and administrative costs have also been reduced by increasing the efficiency of staff and support functions at the Group and divisional levels.

EVRY has also streamlined its business model by reducing the number of market units to three (EVRY Financial Services, EVRY Norway and EVRY Sweden) and by making these responsible for customer dialogue and customer development. There has also been a focus throughout EVRY's transformation on ensuring there is a clear allocation of responsibilities and on creating a performance culture. After implementing numerous organisational measures in 2015,

EVRY IS CERTIFIED IN ACCORDANCE WITH THE FOLLOWING STANDARDS:

ISO 9001; 2015	EVRY Norway	2018 - 11
	EVRY Operations	2018 - 11
	EVRY Financial Services Operations	2019 - 11
ISO 27001; 2013	EVRY Norway	2018 - 11
	EVRY Operations	2018 - 11
	EVRY Financial Services Operations	2019 - 11
ISO 14001; 2015	EVRY IOS Enterprise, Sweden	2018 - 11
PCI DSS	EVRY Financial Services	2017

Continuous improvement is an important part of EVRY's corporate management system. Customer feedback on quality is measured and monitored via dedicated customer surveys. EVRY also has a separate process for customer complaints, as part of which reports are produced for senior managers. In 2016, EVRY's systematic quality work delivered good results, with a reduction seen in the total number of critical incidents.

EVRY was able to focus on customers and the market to a much greater extent in 2016. This resulted in clear improvements in profitability as well as in customer and employee satisfaction.

PARTNERSHIPS TO BOOST INNOVATION AND DEVELOPMENT

Technology is developing at a fast pace, and this makes in-house development a demanding and risky task. This, in combination with the fact that EVRY did not achieve sufficient competitiveness in the infrastructure area, led to the company adopting a partnership model as its principal strategy. EVRY has now set up strategic cloud collaboration agreements with IBM, Microsoft, Google and Amazon Web Services. This has reduced the company's risk exposure. EVRY now offers its customers world-leading technology as well as processes that enable customers to transition to cloud-based solutions on their own terms. In 2016 EVRY also set up a new unit, EVRY Cloud Services, to further strengthen its focus on cloud services.

RISK-REDUCTION MEASURES

It is important for EVRY to have good oversight and control of risk exposure, as well as the ability to apply this when making management decisions. The overall objective of risk management at EVRY is to identify and quantify risks. This provides a basis for correct decision making. Carefully considering the company's risk exposure during decision-making processes enables risk control and risk management to form part of value creation. Risk management is an integral part of the company's management model and of its financial reporting. The key areas of risk that the business units consider to be material are monitored as part of the executive management's routine supervision of the business areas and key financial metrics. In operational terms, the company's objective is to integrate systematic risk management into the Group's business processes, as well as to support its customers in the risk management they carry out in relation to their value chains and value constellations. EVRY has established

EVRY now offers its customers world-leading technology as well as processes that enable customers to transition to cloud-based solutions on their own terms.

a risk management system in order to support the risk management process and ensure traceability and aggregation of various risk exposures. In addition to producing aggregated risk reporting, this system provides detailed information on vulnerabilities, which risks the vulnerabilities affect and what measures the organisation has implemented to reduce unacceptable risk exposure. This helps line management to follow up on the status of measures that are implemented, with ready access to information on prioritised tasks.

ETHICS

EVRY's Code of Conduct sets the framework for how each employee should relate to customers and business partners, work to create a good and inclusive working fellowship, ensure diversity and contribute to achieving high environmental standards. The Code of Conduct is available on the Group's website and intranet. Managers and employees of all levels at the company read through the Code of Conduct each year in connection with their appraisal meetings.

ANTI-CORRUPTION

EVRY works actively to combat all forms of corruption. E-learning programs and training courses are organised to ensure employees are trained to act in accordance with the Group's guidelines. This applies in relation to the guidelines on accepting gifts and on travel and other benefits or activities, with training also provided on how to distance oneself from all forms of bribery and corruption. The compliance unit at the company works proactively to increase awareness

and to develop the right attitudes among employees in order to ensure compliance. Employees in doubt about whether a particular situation or gift is permissible are also able to seek guidance from the company's compliance unit. EVRY has well-established 'whistle-blower' arrangements as well as procedures for dealing with any suspicion of corruption at its businesses. EVRY received several whistle-blower notifications in 2016, none of which related to corruption.

RESPONSIBILITY AND SUSTAINABILITY IN THE SUPPLY CHAIN

EVRY requires its suppliers to act in accordance with high ethical standards and sets similarly high standards for its employees' interaction with suppliers. The company's procurement policy and processes are intended to ensure its employees adhere to the principles of equality, fair competition, anti-corruption and transparency when interfacing with suppliers. Those suppliers that form part of EVRY's supply chain, both in Norway and internationally, have to undertake to comply with the guidelines set by the company in a number of areas, namely human rights, a responsible working environment as embodied in the International Labour Organisation's declaration, HSE, work against human trafficking, anti-corruption, social responsibility and working for a sustainable environment. By signing the EVRY Supplier Conduct Principles, suppliers commit to complying with these principles and also to mirroring them to their sub-suppliers. In 2016 EVRY's requirements led to large Norwegian businesses establishing comparable principles and mirroring these to

their own supply and distribution chains. EVRY has strict environmental requirements in relation to recycling, cleaning, low energy consumption and environmental certification. Environmental criteria are an important factor when contracts are being awarded. EVRY subscribes to an international database that requires suppliers to renew their qualifications every year by confirming in detail that their practices comply with and satisfy specific guidelines and principles. This is used to provide periodic reporting. Based on an assessment of the risk associated with the industry and the market or continent in which a company operates, EVRY has a mandate to carry out a more in-depth audit. Under EVRY's contractual terms, serious breaches of its guidelines give it the right to terminate an agreement with a supplier.

INTELLECTUAL PROPERTY

EVRY's intellectual property includes copyright-protected logos, brands, domain names, trade secrets, databases and proprietary source code. The company's brands are registered with the Norwegian Industrial Patent Office and are thus protected in accordance with applicable copyright law. EVRY's name and logo are registered in Norway, Sweden, Denmark, Finland, Great Britain, Latvia, Ukraine and India. The name of and logo for EVRY's "Digital Advantage" value proposition are registered in Norway and have been submitted for registration in other jurisdictions where EVRY's name is registered. EVRY also owns the Bekk Consulting brand. The Buypass brand is owned through a joint venture with Norsk Tipping.



EVERY's aim is to leverage its experience from the infrastructure area and to combine this with its deliveries of leading cloud service technology.



Operational progress

EVERY looks back on 2016 as a year in which it made significant operational progress. From major organisational changes to smaller measures that oiled the machinery, the work that was carried out helped make the company significantly more profitable.

EVERY operates in a rapidly changing market segment and is obliged to adapt quickly to the fast pace of technological developments and changes in customer requirements. EVERY implemented a new operating model in 2016, which it will adjust yearly in order to adapt to changing market needs. EVERY's organisational structure has been significantly simplified as a result of Global Delivery being integrated into the EVERY Financial Services, EVERY Norway and EVERY Sweden business areas. The Swedish business area also became better adapted to the market in 2016, and its operating model has also been restructured to make it much less complicated. The Industries Norway and Regions Norway business areas were combined in 2015. This contributed to simplifications and synergies in Norway that had a positive impact in 2016.

INVESTMENT IN IMPORTANT AREAS OF FOCUS

In addition to simplifying its organisational structure, EVERY invested in several exciting areas of focus in 2016. Most organisations are considering transitioning to cloud services. To exploit the greater demand for consultancy and services in cloud computing, Cloud Services was set up in 2016. EVERY's aim is to leverage its experience from the infrastructure area and to combine this with its deliveries of leading cloud service technology. By intensifying its focus on this area, EVERY is ensuring it is positioned to help organisations

transition from traditional IT operating services to dynamic and scalable cloud services.

EVERY entered into a collaboration with Method in 2016. The purpose of this was to create a strategic design team, which we have called the EVERY Strategic Design Lab. This new unit brings together teams with expertise in management consultancy, service design, user experience and digital solutions. Its goal is to help organisations create better user experiences and to assist them with innovation and improving their competitiveness. The team also seeks to capture the growth opportunities associated with adapting products and services for the digital customer.

OPERATIONALISING EVERY'S COLLABORATION WITH IBM

As part of the company's partnership strategy, EVERY and IBM entered into a unique and long-term basic infrastructure services collaboration in 2015. The collaboration has led to new world-class cloud solutions being set up for the Nordic market. EVERY has significantly simplified its organisational structure and cost structure in connection with the collaboration. This has included consolidating EVERY's infrastructure activities in relation to both data centres and software.

The IBM agreement entered into force in December 2015 and was operationalised in 2016. It was well received by

EVRY has reduced its greenhouse gas emissions by 50% in five years; EVRY is below the 1.5 °C target

customers, and the collaboration is regarded as very successful. A methodology for migrating customers over to IBM has been set up with a separate governance structure. The agreement means that EVRY is moving away from being a provider of operations services, with its role instead consisting of monitoring the agreement with IBM and delivering value-adding services. In 2016 EVRY maintained and improved operations quality for its customers.

The IBM agreement originally only applied to EVRY's large customers, but in 2016 EVRY and IBM expanded it to include regional customers/SMB customers in the Nordic region as well.

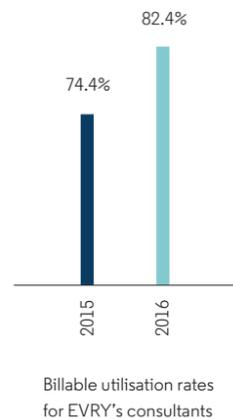
HIGHER BILLABLE UTILISATION RATES

The billable utilization rates for EVRY's consultants improved markedly between 2015 and 2016, from 74.4% to 82.4%. EVRY has adapted its organisation to the market and has focused on services for which there is a good level of demand. This increase in the billable utilization rate demonstrates that there is significant market demand for EVRY's expertise, and higher utilisation made a positive contribution to the company's profitability in 2016.

GREATER USE OF OFFSHORING

EVRY's global delivery centres have developed unique expertise and insight into the Nordic market as a result of the hundreds of assignments they have carried out. In addition, our global delivery centres in India and Ukraine have over 20 years of experience with both Fortune 100 and SMB customers in North America and in Europe. This experience is also leveraged into our

deliveries in the Nordic region. EVRY's global delivery centres thus provide customers with cost-efficient delivery models that allow them to be more agile in how they operate and also facilitate greater scalability. One of EVRY's targets has been to increase the use it makes of its offshoring services, and it was successful in this in 2016.



LOWER SG & A EXPENSES

EVRY operates in an international and competitive market in which there is significant downward pressure on prices. Therefore, to ensure it is profitable, it is crucial that it keeps the administrative part of its business simple and does not have too high staff costs. EVRY has made progress in becoming more market-oriented and focused on customers, and today it is a more streamlined and adaptable organisation than it was a few years ago. Its SG & A expenses as a percentage of total operating revenue were 1.2 percentage points lower in 2016 than in 2015. The decrease was achieved at both the central group staff and divisional levels.

INFORMATION SECURITY

The media reported on several serious security incidents in 2016. EVRY works to be at the forefront of developments and to implement preventive measures. In their threat assessments, the Norwegian National Security Authority and the Norwegian Police Security Service have highlighted computer network operations and cyber security threats as areas that could be used to cause significant harm. EVRY plays a significant role in terms of operating systems that are critical for society across all sectors. There is thus a clear expectation that we will deliver secure and stable operations, and EVRY works closely with suppliers and customers. Through systematic information security work EVRY has implemented the measures needed to protect the confidentiality, integrity and accessibility of data. Information security breaches can have significant consequences for both customers and EVRY. We are well-equipped to meet the constantly increasing threat level thanks to the systematic information security work we undertake in relation to customers as well as internally. EVRY recognises the importance of continuing to improve expertise in the information security area. We have a target of helping to improve expertise both internally and in society in general. To this end, we collaborate with educational institutions and specialist networks. EVRY collaborates extensively on security matters with national and international organisations and authorities in the information security area.

DATA PROTECTION

EVRY focuses on data protection in its capacity as a data processor for its customers and has started work on

complying with the EU's new General Data Protection Regulation (GDPR), which is due to enter into force on 25 May 2018. EVRY has appointed a separate Data Protection Officer, and it has drawn up a plan and is taking action in order to comply with the Regulation. We have also put data protection on the agenda at our customers through a special program that ensures customers and other stakeholders receive the help they need. Our activities also mean that we have a significant responsibility to society in relation to information security and data protection. The ways in which we meet this responsibility include by organising talks, publishing articles and proactively engaging in dialogue with organisations from the information security area. EVRY is also one of the key collaboration partners for the HackCon IT security conference.

CLIMATE AND ENVIRONMENT

EVRY is committed to being an important part of the solution to the climate and environment challenges facing the world. Its objective is to contribute to the creation of a low-carbon society while also reducing its own greenhouse gas emissions. Over the last five years, EVRY has reduced its greenhouse gas emissions by 50%. Measures that are currently being implemented have a target of reducing EVRY's greenhouse gas emissions by a further 30%.

We work in a systematic and long-term way on reducing our impact on the environment to an absolute minimum. The most important measures we take internally are energy efficiency measures, digital collaboration solutions, reducing business travel and rigorous

procurement policies, as well as waste management with a high level of reuse and recycling.

In 2016 EVRY placed its work on CSR and the environment into a broader context. The UN has established 17 sustainable development goals. EVRY is helping to achieve these goals both through its own activities and its deliveries to customers. We are focusing in particular on the climate action and partnerships goals. Our greenhouse gas emissions have fallen continually in recent years. EVRY has now implemented measures that satisfy the 1.5 °C target agreed by the UN and world leaders.

EVRY is consolidating its data centre operations, which involves migrating from our older data centres to a new state-of-the-art data centre at Fet. This data centre uses an entirely new and innovative air cooling system to remove waste heat from hardware. The new world-class air cooling system, combined with EVRY's use of low-energy servers, make this one of the most energy efficient and sustainable data centres in the world. The efficiency of data centres is measured by reference to their PUE (Power Utilization Efficiency), and EVRY's new data centre has a PUE factor of 1.1. For comparison, traditional data centres typically have PUE factors of between 1.8 and 2.

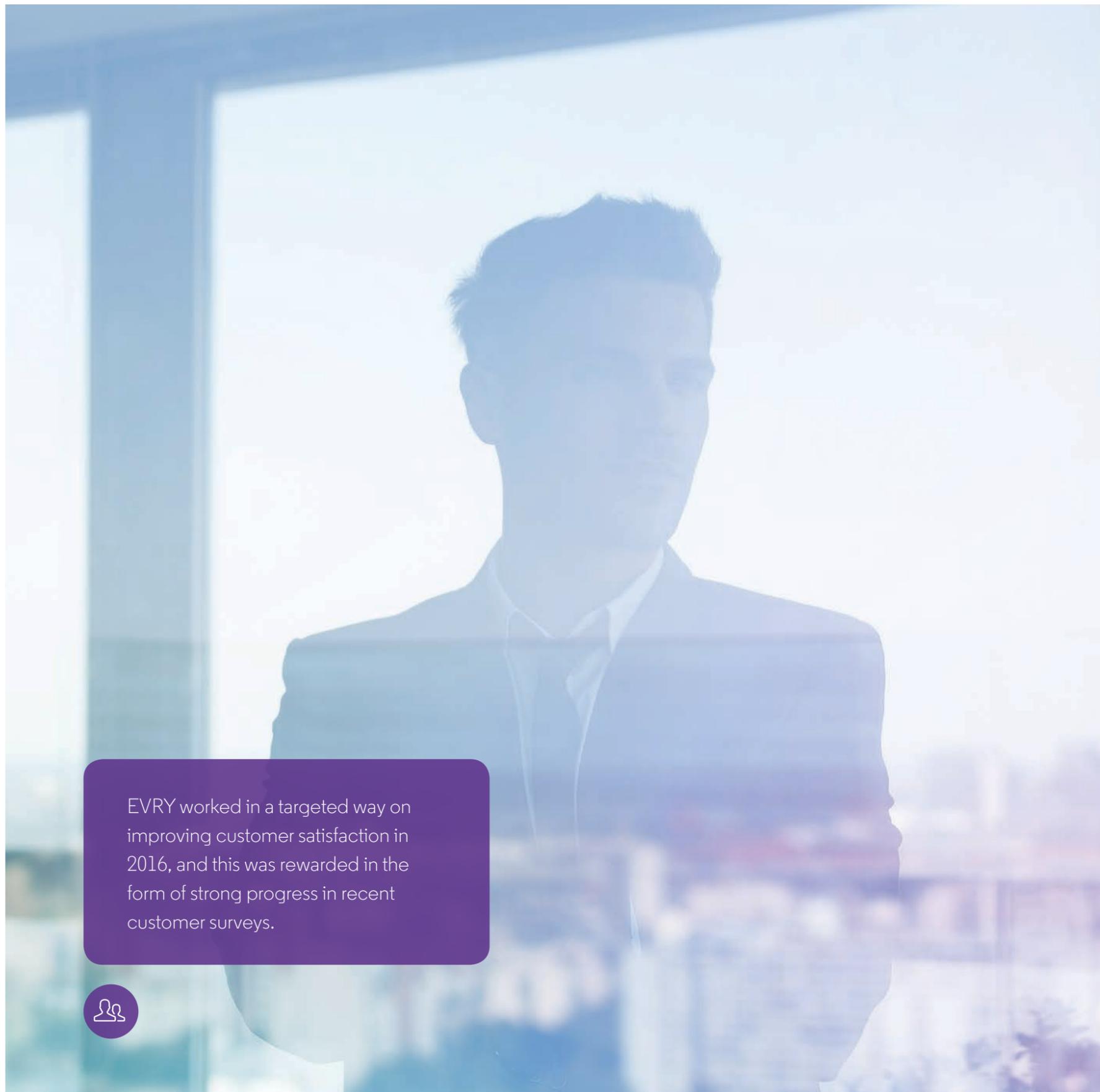
EVRY has produced and submitted climate reports to the investor-led Carbon Disclosure Project (CDP) since 2013. As a consequence, the company's reporting is of a far higher quality and is much more comprehensive. In the 2016 assessment EVRY received an A rating, making it the only organisation in

Norway to achieve the highest possible rating. Across the Nordic region, 14 companies received an A rating, while 193 did so globally. CDP describes what this rating means as follows: "A high score signals that a company is measuring, verifying and managing its carbon emissions, for example by achieving emissions reductions by implementing programs to reduce emissions in both its direct operations and its supply chain."

We are a global company and collaboration between specialist groups across international borders is important to EVRY's commercial success. EVRY ensures that this collaboration takes place digitally to a very large extent, with only occasional travel between EVRY's locations in exceptional circumstances.



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Customer-centric development

One of EVERY's key strategies is to become a more customer-centric company. Organisational and market-related initiatives have been implemented to help achieve this, and these have had a sizeable impact in the form of new contracts and an improvement in customer satisfaction.

It is crucial for EVERY to be close to its customers. This is important to our ability to develop value-adding services that enable our customers to offer their customers more attractive products and services as well as a better user experience. EVERY is committed to focusing the company's resources on what creates customer value. The digital shift currently taking place is creating a whole range of opportunities. This is leaving many customers unsure about what they should and can do. Against this backdrop, EVERY wants to be a high-quality advisor. The company therefore needs to be at the forefront of technological developments and close to its customers. Historically, the IT industry has focused on its own products and services. EVERY is no exception to this, but it is now in the process of adopting the opposite way of thinking. This involves engaging customers in dialogue on their own terms, taking the digital opportunities that are available to them as the starting point.

In order to make a success of this approach, EVERY has introduced the three Cs: "Customer-centricity",

"Collaboration" and "Cultural change". The three Cs illustrate the change journey that is essential in order for EVERY to transition from being a traditional IT company to a digital transformation provider.

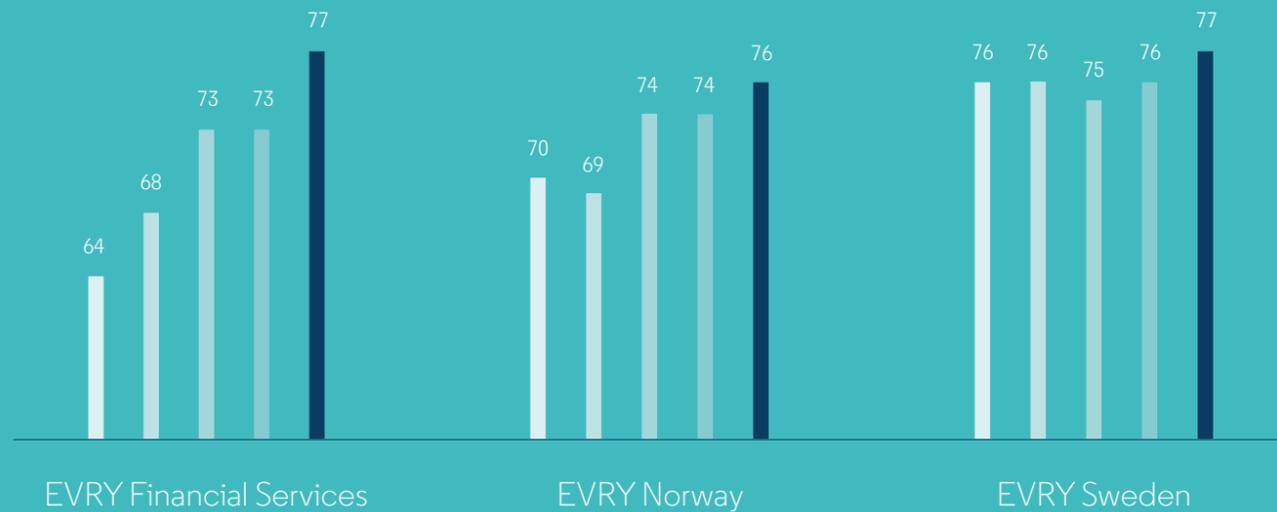
IMPROVED CUSTOMER SATISFACTION

EVERY worked in a targeted way on improving customer satisfaction in 2016, and this was rewarded in the form of strong progress in recent customer surveys. For the Group as a whole, customer satisfaction increased from 69 points in 2012 to 77 points in 2016. This is EVERY's best-ever result, and all business units made solid progress. EVERY Financial Services made particularly strong progress, with customer satisfaction rising from 73 in 2015 to 77 in 2016.

Customer feedback shows that EVERY also became more inspiring and even easier to collaborate with. As "Be inspiring" and "Collaborate" are two of EVERY's core values, this is a sign that EVERY is realising its values in a targeted way. EVERY's ability to inspire, to work closely with customers, to be

Customer satisfaction

■ 2016
■ 2015
■ 2014
■ 2013
■ 2012



Win rate



a reliable collaboration partner and to offer reliable services contributed to this progress. EVRY's ambition is to make additional progress and to further improve in these areas, and it regards taking a proactive approach and being as relevant as possible to customers as essential to this.

INDUSTRY EXPERTISE

EVRY has in-depth insight into its customers' industry segments. In 2016 it increased its focus on widening the range and depth of its industry expertise, and adopted a target of offering leading comprehensive solutions that are adapted to each industry. EVRY has taken those industry areas in which it is particularly skilled and has worked on further strengthening them. An example of this is case management and archiving for the public sector, where EVRY's acquisition of Gecko has further strengthened and modernised an area in which EVRY was already a leading supplier.

The organisational changes that EVRY has made have helped support its focus on industry verticals. EVRY is a market-leader in a range of industries and focuses particularly on segments including banking and finance, national government, local government, healthcare, insurance, manufacturing businesses, energy, oil and gas, retailing and logistics, grocery retailing, primary industries, and transport and logistics.

ACQUISITIONS TO STRENGTHEN EVRY'S CUSTOMER OFFERING

In 2016 EVRY acquired a number of

companies in order to strengthen its deliveries, provide more comprehensive services and offer greater customer value. EVRY's acquisition of IT Nor, which delivers the entire portfolio of UNIT4 products, including payroll and accounting services, strengthened the position of the company's ERP team as the market leader in Norway. Acquiring Gecko confirmed EVRY's position as the leading supplier of cloud-based case management systems in Norway. Case management is the process at the core of the public sector and, with around 30 new employees from Gecko, EVRY is able to offer its customers even better solutions than before.

EVRY also acquired NetRelations in 2016, and this significantly strengthened its expertise and delivery capabilities in digital services in Sweden. Following this acquisition, EVRY is a leader in an area of strategic importance to customers and has a dedicated team that consists of more than 400 employees who work together with EVRY's customers to develop innovative services that create high value. EVRY offers its customers in the Swedish market specialist expertise in digital business development, strategy, experience design and project management, as well as technical expertise in implementing solutions.

THE IMPORTANCE OF EVRY'S DELIVERIES TO SOCIETY

EVRY is the force behind a whole range of solutions that are critical to the operations of private sector companies and municipal and national public sector organisations. Over five million people

in the Nordics use services delivered by EVRY every day. With customer deliveries of such great importance to society, we depend on having close relationships with our customers and on operating reliable, high-quality systems and processes. EVRY pays great attention to its relationships with its customers, its role in society, the environment and its employees. EVRY's customers can be confident that the services they use are provided by a sustainable and reliable company.

MAKING CUSTOMERS MORE ENVIRONMENTALLY FRIENDLY

With the UN's sustainable development goals as its starting point, EVRY works in a targeted way on reducing the company's impact on the environment. EVRY's most important contribution to climate change is achieved when it digitalises and collaborates on projects at its customers. With around 10,000 customers in the Nordic region, the contribution it makes in this way is significant. EVRY digitalises its customers' business processes and provides environmentally friendly solutions that have a positive effect on its customers' impact on the environment. EVRY's contribution particularly relates to reducing paper usage and travel and transport.

In addition to solutions that help create a low-carbon society, EVRY delivers solutions that facilitate increased participation in democratic processes, promote inclusion, and help improve health.



Developing and retaining talent is essential to EVRY. The company has high ambitions for its customers, and this is also reflected in the company's internal ambitions.



Employees and culture

Businesses need a high level of employee engagement to succeed. EVRY worked proactively on employee engagement in 2016 and made good progress throughout the year in terms of employee engagement and company performance. EVRY also worked actively on creating a more performance-based culture with greater proximity to customers and more collaboration.



EVRY launched a new value proposition "Shape the future today", for existing and potential employees in 2016 – and is succeeding in the battle for talent.

EVRY's corporate culture inspires its employees to be enterprising and to focus on ideas and innovation without being afraid of failure. We want to be a business partner that challenges its customers and brings ambitious but realistic ideas to the table. EVRY's transformation process has included a particular focus on creating a much more performance-based culture whose starting point is the creation of greater customer value and better commercial results.

ATTRACTIVE WORKING ENVIRONMENT FOR BOTH EXISTING EMPLOYEES AND NEW TALENT

Developing and retaining talent is critical to EVRY. The company has high ambitions for its customers, and this is also reflected in the company's internal ambitions. In addition to working on the company's vision and values, in 2016 EVRY also produced a new value proposition for all employees, which is "Shape the future today".

This new value proposition defines both EVRY as an organisation and what its employees actually do. It also defines important aspects of EVRY's corporate culture. Companies have no choice but to become digital if they are to maintain and strengthen their ability to compete; their future survival depends on their ability to shape the future today. This is where EVRY wants to be a key partner to its customers. EVRY needs to attract new expertise and talent, and its new value proposition is also intended to be relevant to this target audience, specifically to communicate how the company offers potential employees the opportunity to shape their career and future today.

WORKING ENVIRONMENT AND EMPLOYEE SATISFACTION

EVRY aims to be an attractive employer, and the Group's working environment is good. Employee satisfaction is surveyed quarterly. The results of each survey are discussed by

Norway's most attractive employers in 2016, according to a Universum survey:

IT PROFESSIONALS

1. Google
2. Microsoft
3. FINN.no
4. Telenor
5. DNB
6. BEKK*
7. EVRY
8. Norwegian Armed Forces
9. Knowit
10. Visma

IT STUDENTS

1. Google
2. Microsoft
3. BEKK*
4. Telenor
5. Norwegian Armed Forces
6. EVRY
7. Accenture
8. DNB
9. FINN.no
10. Sopra Steria

*Subsidiary of EVRY

Percentage of women

	2015	2016
Norway:	25%	25%
Sweden:	26%	28%
Nordic:	25%	26%
Group:	26%	28%

Percentage of women managers

	2015	2016
Norway:	24%	23%
Sweden:	27%	29%
Nordic:	25%	25%

Sick leave

	2015	2016
Norway:	3.4%	3.4%
Sweden:	3.0%	3.4%
Latvia:	3.1%	3.1%
India:	1.4%	2.0%
Ukraine:	1.2%	1.1%
Nordics:	3.3%	3.4%

Average age

	2015	2016
	39 years	39 years

all of EVRY's governing bodies as well as by its employee and management groups at all levels. The main topics assessed by the employee surveys are the Group's working environment, employee motivation, commitment, management, reputation and compliance with the company's values. The survey leads to the introduction of concrete improvement measures in EVRY's operating plans. EVRY worked in a targeted way on these areas in 2016, with good progress achieved despite 2016 being a year of significant change. The employee engagement survey for the final quarter of 2015 yielded a score of 75.3, which improved to a score of 80.1 in the final quarter of 2016. Improvements were seen in all assessment areas in 2016, with the score for employee pride increasing strongly from a less than desirable 66.4 in the final quarter of 2015 to 75.1 in the final quarter of 2016.

EMPLOYEE DEVELOPMENT

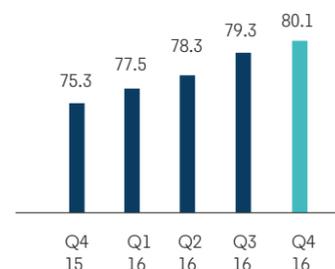
EVRY has well-established processes and systems for employee development. These form an annual cycle with employee appraisal meetings held in the first and third quarters. These meetings are held to address where employees are in relation to the company's career model, to set personal targets and to agree training requirements. In addition to the intensive training gained by completing demanding assignments and projects, more formal training and certification opportunities are provided by the EVRY Academy's extensive offering. The EVRY Academy organises classroom and e-learning courses for all employees, with some courses delivered by EVRY employees and others by external experts.

Our goal is to retain and develop our employees so they grow together with the business. We have set up processes to ensure this is a well-established part of the company's operating model. There is also an emphasis on ensuring EVRY has a culture in which all employees are trusted knowledge workers whose development and skills are material to EVRY's success, both internally and externally. We see our organisational culture as our primary competitive advantage, and this requires continual and systematic attention to ensure we are in front.

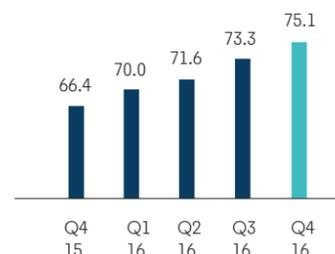
GENDER EQUALITY AND DEMOGRAPHICS

The EVRY group employs more than 2,500 women, which in total represents 28% of the workforce. Women represent 25% of EVRY's workforce in Norway and 28% in Sweden, making EVRY one of the largest employers of women in IT in the Nordic region. EVRY's male and female employees have equal access to all types of position. The distribution of genders is also reflected in management, where the proportions of women are 23% in Norway and 29% in Sweden. EVRY has well-established personnel guidelines that ensure there is no discrimination based on gender in matters such as salaries, promotion and recruitment. The average salary for women is slightly lower than that for men, with the annual salary for women representing 92.7% of men's. This reflects the fact that the average age, and accordingly the seniority, of women is somewhat lower. In the recruitment process, emphasis is placed on attracting highly qualified employees of both genders. The group's employees have extensive experience, and their average age is 39.

EVRY EMPLOYEE ENGAGEMENT SURVEY 2016



Overall score



Pride



Commitment



Leadership



Execution capabilities

At the end of 2016, EVRY's executive management team tallied eleven people, two of whom were women. The proportion of women on the Board of Directors of EVRY AS was 30%.

ABSENCE DUE TO SICKNESS AND ACCIDENTS

EVRY works in a systematic and long-term way on health, safety and the working environment. The primary focus of the company's work in this area is on preventative measures to keep sick leave at the lowest possible level, to avoid risks to life and health, to minimise adverse effects on the environment and to prevent accidents and injuries. The risk of serious injuries and fires is considered to be extremely low. The preventative health measures include early intervention for health problems, encouraging a healthy diet in EVRY's canteens and organised sports activities.

INCLUSIVE WORKING ENVIRONMENT

EVRY focuses on encouraging a working environment that is free of discrimination, whether on grounds of religion, skin colour, gender, sexual orientation, age, functional disability, or national or ethnic origin. The Norwegian part of the Group has entered into an agreement for "Inclusive Working Environment" to strengthen the focus on working environment programs, measures to reduce absence due to sickness, and diversity. The Group collaborates with Telenor Open Mind and routinely offers work experience placements for individuals with disabilities.

HUMAN RIGHTS

The most important human right for EVRY's employees relates to data protection. EVRY focuses on this as the data controller for its own personal data. We have initiated work on complying with the EU's new General Data Protection Regulation (GDPR), which will enter into force on 25 May 2018. EVRY supports the United Nations Universal Declaration of Human Rights and related conventions. The company places particular emphasis on protecting the fundamental rights of employees as embodied in the ILO core conventions. EVRY's Code of Conduct is aligned with the UN's Global Compact, which was signed by CEO Björn Ivroth in 2016. This commits the company to following the 10 basic principles, which address labour rights and environmental and social responsibility issues. EVRY's suppliers have to satisfy the standards EVRY itself observes in all areas related to corporate social responsibility.