

GOFORE

Code of Ethics

i.e.
**HOW TO BE
A HUMAN
AT GOFORE**

Gofore's purpose is to radiate goodness.

We have a story to tell and to be proud of. We've managed to build a values-based sustainable Company. We are determined to keep it that way.

The future will be built on top of this legacy. **It will be built by You.**

Timur Kärki,
Chair of the board

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Readers' instructions:

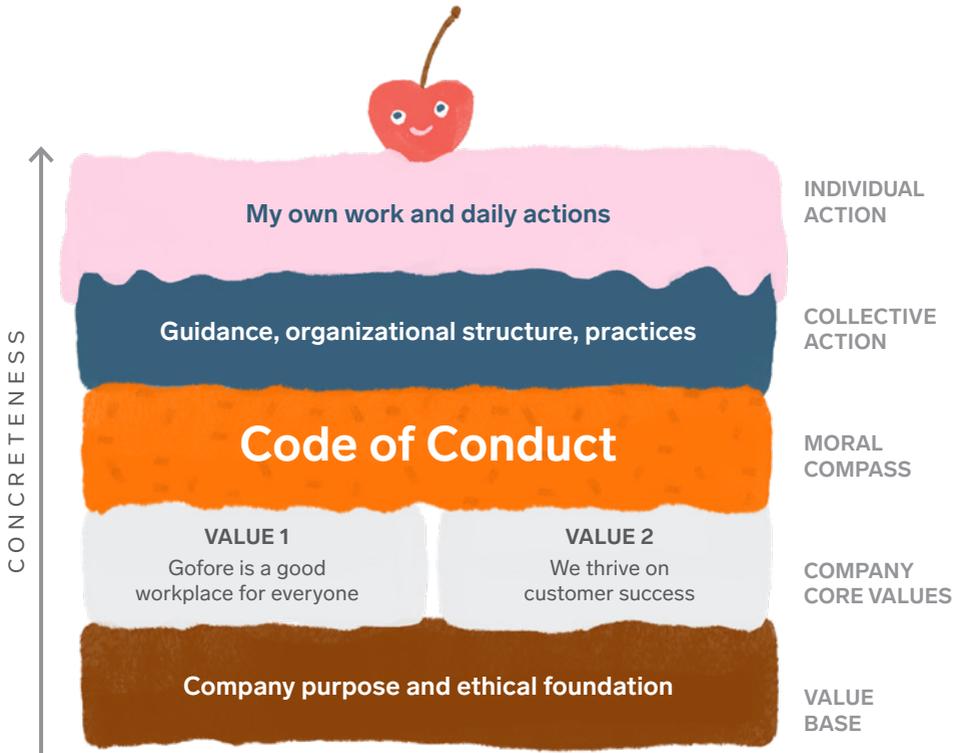
Why and how to use this manual?

You are holding in your hands the first Manual of Ethics in the history of Gofore. Our aim at Gofore is ambitious: we want to be a forerunner of responsibility in our own industry. For this reason, this manual does not only provide our code of conduct, but also establishes our ethical foundations. When it comes to corporate responsibility, aiming higher also means digging deeper.

Why do we at Gofore, as a community, care about ethics? Why should we? Firstly, we want to attract the best possible potential co-workers, and keep those brilliant experts we now have.¹ Secondly, the stakeholders and shareholders expect it from us. Our aim is to be a safe and reliable long-term investment for our investors. Thirdly, we at Gofore promote a safe and healthy working environment. Academic research has established that unresolved ethical questions, experiences of injustice, and clashes of values undermine well-being at work – even our physical health.² Finally, and most importantly, we at Gofore want to be among those organisations that genuinely work towards creating a better world. Creating positive societal impact is part of who we, as a community, are.

- 1 In organizations with benevolent ethical culture, commitment is significantly higher than in organizations with egoistic culture. (Cullen et al. 2003)
- 2 Employees' experience of unethical leadership at work is associated with higher risk of cardiovascular diseases and sleeping problems. (Elovainio & Virtanen 2018)

Layers of ethical work life



This manual notes the difference between the concepts of *ethics* and *morality*.

Ethics is about the fundamentals. How is working life a part of good life? What are our key values? What is it to be a human being? Morality, in turn, expresses the more tangible guidelines on how to achieve the ethical vision. Morality, expressed in our code of conduct, is a compass that helps us navigate amidst the daily ethical challenges.

The structure of this manual reflects the difference between ethics and morality. The ethical foundation is presented first, and our values are a part of them. Then, we proceed to morality, our code of conduct, grouped under three overarching statements. Each statement is accompanied with a clarifying “how” to guide our everyday work.

As you go through this manual, you will notice that there often are no detailed, concrete instructions to specific ethical challenges. There is a well-founded reason for this. At Gofore, we believe in people’s own ability for critical reflection in general, and also when it comes to morality. In ethical issues, the responsibility of reflection cannot be transferred to anyone else.

In this regard, a manual of ethics is not like the manual for an electronic device. Hence, when you face an ethically challenging situation, take out this booklet, find a couple of colleagues, and have a chat. The best way to prepare for the future’s unforeseen ethical challenges is to increase your ethical ability, with the help of this booklet.

Hopefully, this booklet will be well used. Ethical issues are not easy, and sometimes they entail choosing between options that are bad in different ways. We at Gofore, nevertheless, believe that if this booklet translates to our daily life as Goforeans, our culture of ethicality grows stronger and we will be known as a forerunner of corporate ethics.

Designed *with*, not *for*.

We believe the best way to make a contract that everyone wants to respect is to make sure everyone has had their say in creating it. A Code of Conduct is, in the end, a contract, and for any contract to be effective in practice, its contents must be accepted, respected, and followed by all who have signed it. Keeping this in mind, it was important for us to engage Gofore as a whole. The participatory approach supported the iterative way of working throughout the project. Great emphasis was put on ensuring the process would not exclude, push, or dictate, but rather ask for ideas, opinions, and guidance, while keeping the process as transparent as possible.

This work was launched in 2019 by Timur Kärki, Gofore's CEO at the time, and Gofore Board of Directors.

The Code of Conduct was drafted together, constantly improving, validating, and learning by doing. Instead of trying to find opinions we would all agree on, we started by identifying the deeper, common denominators we all are proud to stand for, and building from there, bit by bit.

The Core team included the Project Owner (Kristiina Härkönen), one Pillar Owner per each sustainability pillar: social, economic, and environmental (Laura Tero, Timo Bruns, and Anmar Matrod), a copywriter (Eeva Kiiskinen), and facilitators and graphical designers (Janne Palovuori, Eemeli Nieminen). The pillar owners selected crewmembers as advisors to share the workload, forming the extended team. The help of an external ethics expert was used to provide us with a much-needed objective and academic viewpoint, perform a sanity check, and support us in picking the correct wording for our statements. Finally, an illustrator (Janni Valkealahti) created the beautiful artwork to humanize the contents and entice you to pick up this document – hopefully more than once.

THE PURPOSE AND ETHICAL FOUNDATION OF GOFORE



Our Story: Why Gofore exists

At the origin of Gofore's story is the ambition to create a company that radiates goodness around it. As our journey has progressed, the purpose has taken different forms. From early on, the purpose has been epitomized in our two core values: we are a great workplace for everyone and we thrive on our customers' success. The work atmosphere at Gofore supports the flourishing of a good life – both for Goforeans themselves as well as for their social surroundings.

As the community evolved and Gofore grew, the purpose found its expression in our mission. First, our mission was to change Finland for the better, and then, to aim even higher, to change the world for the better.

The journey of Gofore continues, but we still cherish the very same purpose as at the outset. We are committed to finding answers to the questions provoked by our purpose. How does the *radiation* occur, concretely: through which actions does our impact materialize? What is the *good* we are aiming for, or which causes are most relevant and urgent for us? Which are the most important stakeholders *around us*? No matter which forms the answers take in the future, Gofore exists to make a positive impact, not only in a financial, but also in a societal and environmental sense. This is the bedrock of our ethical foundation, values, morality, expressed in the code of conduct and, finally, of our everyday actions.

We foster a holistic view of being a human

Every human being has an innate capability to do both good and bad.

Nevertheless, research suggests that connecting with other people and promoting the good of others is vitally important to us¹. At Gofore, in our relationships with colleagues and customers, we always seek to nourish the propensity to do what is good. We believe that every Goforean is a moral agent: we all have the right to reflect on morality in our daily work. We acknowledge that work is an important arena in leading a meaningful life: work should provide possibilities for personal growth, a sense of meaning, self-fulfilment, and joy.

- 1 Social connections are vital: social rejection and physical pain cause a similar reaction in brain. (Eisenberger et al. 2003)

What does this mean in practice?

Even if I do not know my colleague particularly well, I choose to trust her. Supervisors trust their subordinates. People are allowed to show emotions at the workplace. Intervening in ethical violations is everyone's duty.

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

Each person at Gofore and in our stakeholder organisations is to be respected, regardless of status, nationality, religion, or other factors.

We never treat people as only a means to our own ends: humans are not mere human resources. Being part of a community means that we all have duties to the community: sometimes we cannot do what we want to do. However, we can only achieve our targets at Gofore if we work together. We flourish or fail as a community.

What does this mean in practice?

Leaders and supervisors trust the employees themselves to find the best possible way to accomplish a task. If in an ethically relevant situation an individual's own values and Gofore's values and guidelines conflict, the individual often has to set their own views aside. This does not mean that critical discussion on ethics would be forbidden, quite the contrary.

Gofore is essentially a part of society, and we must care about it

We would not exist if the society surrounding us would not exist.

Business and society are not separate entities, but intertwined: that is why we always want to be aware of our societal impact, and critically ponder the ethical value of our actions. We do our best to promote a flourishing, just, and well-functioning society. In this way, we also contribute to our own future success.

The UN's Sustainable Development Goals (SDGs) provide a road-map towards a better society. We use our technological expertise to help our customers create more environmentally friendly solutions, and to promote functionality, transparency, democracy, and justice in their operations. In this way, we are part of the global movement fostering SDGs and, through them, a good life for people and the planet. For us, caring about people and caring about the planet go hand in hand.

What does this mean in practice?

When designing new digital services, we critically reflect which kinds of values the service promotes, during the design process. We continuously evaluate the societal impact of our projects and do our best to improve continuously our positive effect on society.

We are not allowed to put any more strain on the environment than is necessary.

We believe the environment has an intrinsic value that surpasses its use value in economic terms.

We are responsible for safeguarding future generations' right to a healthy environment. Even if we would not be the first to suffer the consequences of the current ecological destruction², we must care about those who are in a more vulnerable position than us.

2 Climate change already affects our mental health: 25% of Finns experience climate anxiety. (Sitra 2019)

What does this mean in practice?

We are determined to use our skills and knowledge to help our customers use technological innovations for advancing their material and energy efficiency. We are also determined to decrease our own direct negative environmental impact.

OUR KEY VALUES



In accordance with
our ethical foundation,
two key values
guide our business.

OUR KEY VALUES

**Gofore
is a great
workplace for
everyone**



Gofore's culture is based on mutual respect and caring for others.

Our success implies that everyone has the possibility to develop oneself, both as a professional and as a person. We support work-life balance. We are open, and we encourage diversity and an individual's ability to be who they are.

Goforeans are the best experts in their own field of work. We operate in a self-directed way and expect individual decision-making from our employees. Our work is characterized by high quality and professional pride, not forgetting our straightforward and fun atmosphere. We think it is good to laugh at work, and we also expect it.

We want to be an equally good workplace for all Goforeans

This requires continuous consideration of mutual benefits. Everyone must take care of each other and pay attention to people's changing life situations. Our culture is preserved and keeps evolving, when everyone is committed to the building process.

We pursue projects that have a great positive impact on society and the environment. This increases the significance of our work and is part of our work as a responsible employer.

OUR KEY VALUES

Gofore thrives on customer success



Our greatest passion is to create a positive impact on the outside world, and help our customers reach success.

The professional pride of all Goforeans is developed through the success of our customers and the quality of our work. We have a passion to solve problems in customer projects, and we understand that every project offers us new possibilities to learn and progress. We are committed, trustworthy, and honest.

Success is always gained in co-operation with the customer.

Customers are the experts in their business, and Gofore is the expert in digitalization – together, we can develop the kinds of unseen solutions that neither one could find alone. We are open and share our opinions bravely. We aim to work on projects that have a positive impact on society and on the environment.

GOFORE CODE OF CONDUCT



What to do when you encounter an ethically challenging situation?



- 1 Go through our ethical foundation and our code of conduct, and take a moment to reflect: does it provide a means for clarifying the situation?
- 2 Gather a couple of colleagues together, explain the situation and your reflections on it. Ponder together to find a solution.
- 3 Especially in ethical challenges concerning customer projects, first contact the account owner, and if the question remains unresolved, turn to the head of business. In the trickiest cases, our Chief Sustainability Officer is committed to helping to solve the issue.
- 4 In ethical challenges within our community, in our interaction or mutual relationships, you can always turn either to your own people person, HR team, or employee representatives.
- 5 It is also always possible to turn to our CEO with your problems.
- 6 We prefer to deal with things personally and face-to-face. This is always the fastest and most effective way to solve difficult situations. Still, there may be cases where you prefer to make an anonymous notification. In these cases, go to the Gofore Confluence page *Confidential reporting and whistleblowing channels*, where you can find more guidance on these situations, and links to anonymous reporting channels.

Statement 1

THIS IS A RESPONSIBLE BUSINESS

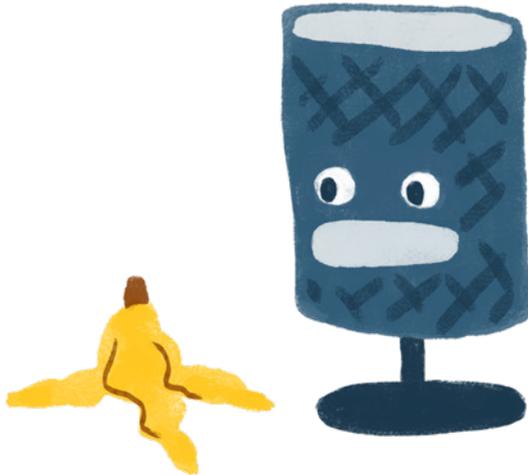


What does this mean?

- 1** Besides the economic responsibility, you need to take the environmental, social, and administrative responsibility seriously.
- 2** Be committed to fair competition and to playing by the rules
- 3** This is a sustainable business
- 4** Act responsibly regarding data privacy and the way the results of our projects are used
- 5** Work with partners who share the same values and principles as Gofore

1

Besides the economic responsibility, you need to take the environmental, social, and administrative **responsibility seriously**



How?

- You must be aware of and committed to local legislation in every country in which we operate.
 - Every Goforean should be sure that all their tasks and decisions follow the Universal Declaration of Human Rights. They should also follow International Labor Organization's fundamental principles, and conventions ratified in Finland and in every country in which Gofore operates.
 - Remember that Gofore's accounting and taxation practices must be transparent to all stakeholders.
 - You should make purchases that you consider ethical, sustainable, and environmentally friendly.¹ For more information about ethical and environmentally friendly purchases, see our Environmental Guidelines.
 - All Goforeans have workers' freedom of association.
- 1 The consensus of the research community is that in the long run, corporate responsibility pays off: it, for instance, helps organizations to adapt to the changing external context, which leverages competitive advantage. (Kurucz et al. 2008)

2

Be committed to fair
competition and to
playing by the rules



How?

- Gofore sees paying taxes as a responsibility to support the society we are dependent on. Everyone in Gofore's financial team must be committed never to attempt avoiding taxes through any tax planning.
- When working in a financial or leadership role, you must follow the Finnish Corporate Governance code and all the rules and regulations of Nasdaq Helsinki. Please, check the Confluence page Communication Guidance as a listed company for more detailed information about these rules.
- Insider trading rules are applied to trading by officers, directors, major stockholders, or others who hold private insider information allowing them to benefit from buying or selling stock.
- You should compete and co-operate with our competitors in a legal and fair manner. Do not slander our competitors: this is not a zero-sum game. Co-operate with our competitors in cases of mutual gain, for example, in order to raise awareness and recognition of the matters important to our industry.
- Even when operating in countries in which corruption in business is common, do not undertake dishonest or fraudulent activity: you must not, for instance, accept or offer bribes, nor withhold or distort information.
- You are always allowed and encouraged to ask for advice from our company lawyer in legally tricky situations.

3

This is
a sustainable
business



How?

- Make sustainable choices, and in decision-making, prioritize long-term success over short-term profits.
- Take the responsibility of ensuring Gofore only contributes to projects that are aligned with our ethical principles and our code of conduct.

If before or during a project it turns out that this is not the case, the issue must be raised first with the account owner, and if the issue remains unclear, the person to turn to is the Head of Business. You can also always contact our Chief Sustainability Officer, who takes responsibility for making the decision on how to proceed. For instructions on what to do if you suspect an ethical breach, see page 21.

- You are encouraged to engage in ethical reflection during every project. You should take all the three pillars of sustainable development, economy, society, and ecology into consideration.
- All Goforeans must remember to treat all their co-employees fairly. When working in management or as people person, pay attention to equality in relations to employees.²
- The Company, its employees, and customers succeed together. Gofore has been economically successful for more than 15 years. The financial success makes all the other good things possible. Our positive impact (for the employees, customers, or the world) is dependent on the meaningfulness of the company, which is dependent on the financial success of the company.
- Make wise decisions, business-wise.
 - Use Company money sparingly – don't splurge.
 - Protect and safeguard our assets.
 - Celebrate the Company success as your own success.
- In all your decisions, remember that our aim is to be a safe and reliable long-term investment for our investors.³

2 When employees assess that they are being lead in a just manner, work-absenteeism reduces by 15-35%. (Elovainio & Virtanen 2008)

3 Investors' interest in sustainability is in rapid growth: in the US, the number of assets under management using socially-responsible investing strategies increased by 40% between 2016 and 2018. (US SIF 2018)

4

Act responsibly
regarding data privacy
and the way the results
of our projects are used



How?

- Gofore undertakes projects and develops software that create well-being on a personal, societal, and/or environmental level.
- In every project, you should critically reflect how the results will be used, and whether the use is in accordance with our code of conduct, during the project, and if not, you can always raise the issue with the account owner. For instructions on what to do if you suspect an ethical breach, see page 21.
- In data storage and usage, consider both the legal and the ethical aspects. Make sure you understand the related legislation, especially the EU General Data Protection Regulation (GDPR). If you think you need more education, look for the next in-house training session.
- As you work on projects, constantly reflect on potential ethical issues related to data use, and if you notice any, raise the issue with the customer.
 - Example: There is a discriminatory structure hidden in the AI algorithm
 - Example: The software architecture does not separate identity information from measurement data, and enables the association of data with a person
- Support and create solutions to implement the idea of human-centred personal data management and processing, where people have control over their personal data.

5

Work with partners
who share the same values
and principles as Gofore



How?

- Do not co-operate with anyone who is intentionally breaking the law.
- Gofore is religiously and politically neutral. In your work activities, do not support any religious agenda or any political group.
- If you find out, before or during co-operation, that our partners or subcontractors violate values and principles defined in our subcontractors' Code of Conduct, the issue must be raised and solved case-by-case. For instructions on how to proceed if you suspect an ethical breach, see page 21.
- We acknowledge this may sometimes be challenging, but whenever possible, you should seek alternative partners or solutions in situations of unsolvable ethical challenges.
- When commencing collaboration with Gofore, subcontractors must commit to respecting Gofore's ethical foundation and following Gofore code of conduct.

Statement 2

WE CREATE AND SUPPORT A CULTURE OF COMMUNALITY





What does this mean?

- 1** Gofore is open and transparent as a company and at the employee level
- 2** Take responsibility of creating a working environment that is inclusive and inviting to everyone
- 3** In Gofore, you are seen as the expert of your own work life
- 4** Acknowledge that individual responsibility grows from communality

1

**Gofore is open
and transparent
as a company and
at the employee level**



How?

- Support transparent ways of working, both in managerial practices and in everyday work. Do not withhold our company information, unless it is mandatory for legal or other business reasons.

Situations demanding strict confidentiality include those where we comply with our own insider guidelines and the Nasdaq Guidelines for insiders. If you suspect a violation of insider guidelines, these must be reported immediately. For guidance on how to report, see the Confluence page Confidential reporting and whistleblowing channels.

- The recruitment processes are always dealt with great confidentiality, and the decisions are based purely on our criteria of evaluating candidates' professional expertise and their cultural fit. When participating in recruitment, you should be extremely careful to be non-discriminatory.
 - You as a Goforean are always able and expected to contribute to developing and improving our company, community, and work culture.
 - Company processes as well as our organisational culture support and enable openness and psychological safety.⁴
 - Always respect everyone as a complete human being: "You are welcome at work as yourself".
 - Value individuals' own freedom of choice. Let the decisions be made by the people who are affected by them. In all processes, involve the people in decision-making when it affects them.
 - If you have a disagreement or conflict with a co-worker, you should always first seek to solve the issue in dialogue with the person in question.⁵
- 4 Research shows that within a company, the level of psychological safety varies: team leaders have a major influence on psychological safety. (Nembhard & Edmonson 2011)
- 5 Interpersonal conflicts at work are time-consuming: managers use 7 weeks per year to resolve the consequences of employees' uncivil behavior. (Pearson & Porath 2009)

2

Take responsibility
of creating a working
environment that is
inclusive and inviting
to everyone



How?

- Make decisions towards a more psychologically safe work environment.
- Do not tolerate any kind of harassment, discrimination, or violence. Whenever you notice harassment, discrimination, or violence, bring up the issue. For instructions on how to proceed if you suspect an ethical breach, see page 21.
- Embrace and promote diversity and support equality. Do that by embracing different ways of thinking, being, and behaving.
- Promote the freedom to voice one's opinion publicly, without fear of censorship or punishment.
- You as a Goforean always have the right to opt out of projects that are against your ethical, political, or religious views.
- Support non-violent communication in all your interaction.
- Acknowledge and share our co-workers' joy and enthusiasm.
- Whenever you notice suffering, anxiety, or grief in the working community, act with compassion⁶ instead of turning a blind eye.
- Treat the representatives of our customers and our partners with the same respect as you treat your fellow Goforeans.
- Be committed to self-reflection and increasing your self-knowledge. For instance, if a co-worker evokes negative reactions in you, it is often a moment for self-reflection, not for blaming the other.
- In your relations with our co-workers, trust and respect are always the starting points. In challenging social situations, seek to make respectful interpretations of each other's motives and behaviour.
- If you find yourself in a situation where you are unable to trust your co-worker, talk to your people person or some other trusted party. For instructions on how to proceed if you suspect an ethical breach, see page 21.

⁶ In organizations of high compassion, employees are 40% more engaged to work. (Worline & Dutton 2017)

3

In Gofore, you are seen
as the expert of
your own work life



How?

- Goforeans as individuals have expertise in making positive choices concerning their own projects and ways of working.
- Put emphasis on every individual's own responsibility to contribute to the community, common goals, and company success.
- As a community member, seek continuous constructive discussions concerning our common goals.
- Always remember to take care of your own well-being and work-life balance, as well as others'.
- Gofore supports professional development by offering projects in which you can learn and grow. If you feel you do not have enough opportunity for professional growth, you can always turn to your people person, or find help from guilds, coaching services, and other support mechanisms.

4

Acknowledge that
individual responsibility
grows from communality



How?

- In a working role and as an employee, make decisions in a transparent way.
 - Your own personal moral agency⁷ and responsibility is highlighted in all your decisions and actions. For example, think before you buy: make responsible choices in purchases and recycling.
 - You are always encouraged to raise ethical issues. Remember that in Gofore, for the person who genuinely raises an ethical issue, there will be no negative consequences. You should never judge them publicly or behind their back.
 - When working as a leader or people person, you are committed to listening to and taking Goforeans' ethical concerns seriously. Addressing those issues should be a high priority for you.
 - Empower others. Support others and their ideas. Seek solutions to problems together with your co-employees. Everyone should help each other in becoming better professionals, colleagues, and people.
 - Recognize your own responsibility for the company's success. Our community gains from this shared interest towards common goals.
- ⁷ One of the reasons behind the 2008 credit crunch was that the leaders of banking industry lacked moral agency and failed in critical reflection of the consequences of their action. (Robinson 2010)

Statement 3

WE CREATE POSITIVE IMPACT ON SOCIETY



What does this mean?

- 1** Maximize the positive societal impact of our actions in project work
- 2** Promote a more open, functional, and democratic society in customer projects
- 3** Gofore actively seeks projects that leave the world in a better state than where we started. This applies to the societal, economic, and environmental aspects of our work.
- 4** Gofore aims to be a forerunner in environmentally sustainable business

1

Maximize the positive societal impact of our actions in project work



How?

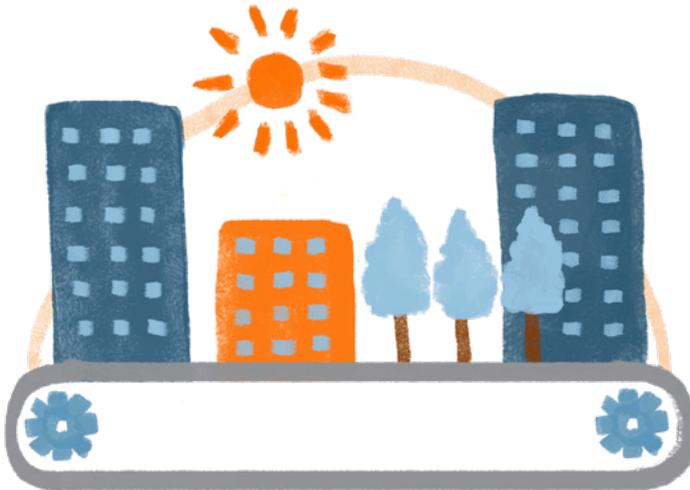
- Use the UN Sustainable Development Goals as our point of reference when assessing the societal impact of your projects.

Be committed to deepening your understanding of the mechanisms of societal impact of your work.⁸ When you evaluate the success of projects, use positive societal impact as one of your yardsticks.

⁸ In organizations with high societal impact, employees are more engaged and perform better. (Castanheira 2016)

2

Promote a more open, functional, and democratic society in customer projects



How?

- Gofore does not support projects that are against our values or ethical principles.
- We seek societally important projects: projects that improve well-being, knowledge, or equality.⁹
- We seek projects that build sustainable cities and communities by advancing local democracy and transportation safety.
- We seek projects that advocate the reliability of public institutions by increasing transparency and efficiency in the public sector.
- When designing services, remember that they are accessible to people with disabilities. We strive to understand the diversity of the people who will be the end users, and make our design reflect that diversity.
- When making decisions about donations to projects and causes, see our Donation Policy.

⁹ Advancing a higher societal purpose at work is a significant source of sense of meaning. (Martela & Pessi 2018)

3

Gofore actively seeks projects that leave the world in a better state than where we started

This applies to the societal, economic, and environmental aspects of our work



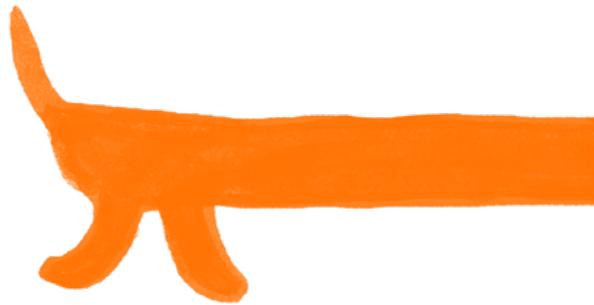
How?

- Sustainability is one of the main criteria for prioritizing projects.
- Challenge yourself to find new creative ways to harness your expertise for societal improvement.¹⁰
- Promote responsible consumption and production, by using Gofore's expertise on digitalization to help our clients work towards energy and material efficiency and a circular economy.
- Actively seek to advance the ethical use of AI and data.
- Seek to contribute to economic growth and increased productivity through technological innovations.

¹⁰ Fostering a culture of psychological safety effectively boosts organizational learning and creativity. (Karak & Carmeli 2009)

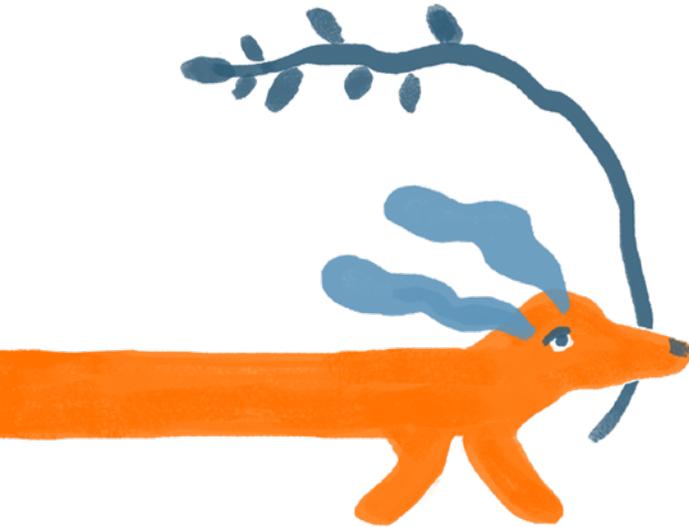
4

Gofore aims to be
a forerunner in
environmentally
sustainable business



How?

- Gofore is committed to calculating the company's current carbon footprint and has a plan in place for achieving carbon neutrality. Take concrete actions. Remember this in your daily decisions.
- Be aware of our negative environmental impact, and actively seek to minimize it.
- In all your daily tasks, follow the guidance of our Environmental Guidelines.



Ethics

Ethics – as understood in this document – concerns the fundamentals of good life. It expresses what is valuable and thus orients our lives. There are, of course, in the history of ethics many well-argued views about what constitutes the ethical aim of life. This multitude invites us all to reflect on our values and aims. In business contexts, ethics concerns, for instance, the relation of business and society: to what extent and in which ways the former must serve the latter?

Fairness and justice

Fairness and justice are often used as synonyms. They are both based on the idea of shared humanity: because we are all human, we are entitled to same fundamental rights and respect.

What is *just* can be evaluated with different ethical theories, but most often justice is coined with duties that must be fulfilled, despite contingencies. There is a difference in factual and experienced justice: sometimes, an organisation can be committed to justice in its processes, but employees may still have experiences of injustice, for instance, due to a lack of transparent communication.

International Labor Organisation (ILO)

ILO is a specialized agency of the United Nations. It works to promote rights at work, encourage decent employment opportunities, enhance social protection, and strengthen dialogue on work-related issues. The ILO fosters a tripartite structure and gives an equal voice to workers, employers, and governments. The ILO maintains and develops international labor standards, which guide also Gofore's principles as a responsible employer.

Morality

In this document, morality is understood as a subordinate of ethics: if ethics concerns the ethical aim of life, morality concerns the norms that have to be followed in order to reach the aim. Moral norms are often expressed and formulated in a way that makes them applicable in various situations – this is also the aim in Gofore’s Code of Conduct. Nevertheless, moral norms are not entirely universal. In different historical contexts, different norms are considered valid. This also applies to different organisations.

Moral agency

Moral agency refers to the ability to assess and orient one’s own behavior in relation to morality. It entails engaging in critical reflection on the morally relevant consequences of my own actions: do I promote good and avoid harm? In organisations, moral agency means that the moral behavior of each and every individual contributes to the wider ethical value of the organisation.

Psychological safety

Psychological safety refers to how one relates to interpersonal threat in a work environment. In a psychologically safe work environment, I feel comfortable being myself. I do not have to fear others’ negative reactions when asking a question or expressing critical thoughts or opinions. Psychological safety is a collective phenomenon. It is not enough to feel that I as an individual am safe. I must do my best that the others, as well, have a similar experience. Psychological safety is an important precondition of organisational ethics: one has to feel safe enough to voice ethical concerns.

Responsibility

Responsibility implies that someone is responsible to someone. Hence, in corporate responsibility, it is important to determine to whom we are responsible and why – and do our corporate responsibility practices bear critical ethical inspection. The great debate of corporate responsibility is whether responsibility should be advocated because it is financially profitable, or because it is the right thing to do.

Social impact

Social impact refers to the societal changes that would not have happened without the company's activity. Impact is, hence, associated with the stakeholders outside the company, whereas outcomes or outputs of projects are associated with the company. In some cases, social impact can be measured numerically, but sometimes it is better to rely on qualitative evaluation. Nevertheless, in order to assess social impact, there needs to be a “theory of change”. It roughly refers to an idea on how the company's activities translate to changes in society.

Sustainability

Sustainability as a word evokes an image of long duration and, hence, challenges companies to ponder not only the short-term, but also long-term consequences of their actions. In companies, sustainability has often been associated with environmental responsibility, but it applies to social responsibility, as well: for instance, organisations should promote work-life-balance. Without it, well-being and productivity suffer, and the pre-conditions of *sustained* business success are lost.

Sustainable Development Goals

The 2030 Agenda for Sustainable Development was adopted in 2015 by all the member states of the United Nations. It comprises of 17 Sustainable Development Goals (SDGs). The guiding idea is the interrelatedness of all goals: ending poverty goes hand-in-hand with improving health and education, reducing inequality, and contributing to economic growth – without forgetting the important goal of tackling climate change and preserving biodiversity. From the 17 goals, six are particularly relevant to Gofore: decent work and economic growth, industry, innovation and infrastructure, sustainable cities and communities, responsible consumption and production, climate action and peace, justice and strong institutions.

Universal Declaration of Human Rights

The Declaration is the most important milestone in the history of human rights. It was proclaimed by the United Nations General Assembly in 1948. It comprises of 30 universal articles on human rights. *Universal* means that the obligation to protect human rights is not context-related: the principles should not be compromised under any circumstances. The Declaration begins with the impressive words: “All human beings are born free and equal in dignity and rights” and goes on to enumerate what this means in practice.

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MY NOTES

What does ethics mean for Gofore?

What are Gofore's immutable values?

To which principles do all Goforeans commit?

How to be human at Gofore?

This booklet asserts the ethical fundamentals of Gofore, and the moral ethos, values and guidelines at Gofore. It introduces three key statements that guide our actions, co-written by goforeans.

Gofore aims to be a forerunner of responsibility and ethical way of working in its own industry. This is a manual for pursuing that goal.