

# Corporate Governance Report

eWork Scandinavia AB (publ) is a Swedish-registered public limited company based in Stockholm. The Company delivers consulting services in IT, telecom, technology, and business development. The Company has been listed on NASDAQ Stockholm since February 2010.

**T**he governance of the Group includes the Articles of Association, the Swedish Companies Act, NASDAQ's rules for issuers, including the Swedish Code of Corporate Governance (the Code) and other applicable laws and regulations. eWork complies with the Code apart from stipulations governing the Nomination Committee. Departures from the Code are explained in detail below. For more information about the Code, see [www.bolagsstyrning.se](http://www.bolagsstyrning.se).

No breaches of applicable stock exchange rules occurred.

## The share and shareholders

At the end of the year, there were 17,085,075 outstanding shares divided between 2,550 (1,755) shareholders. All shares carry one vote and represent equal participation in the Company's assets and earnings. Three shareholders hold over 10% of the Company's shares each: Salénia AB with 4,147,546 shares (24.3%), Försäkringsaktiebolaget Avanza Pension with 3,070,207 shares (18.0%) and Investment AB Öresund with 1,709,983 shares (10.0%).

## Annual General Meeting (AGM)

The Company's AGM is the chief decision making body of eWork, where the shareholders exercise their influence through discussions and resolutions. All shareholders who are listed in the share register five days prior to the Annual General Meeting are entitled to participate either personally or via proxy. Notification must be made to the Company as set out in the convening notice.

eWork's Annual General Meeting of shareholders, its AGM, is held in Stockholm within six months of the end of the financial year. The convening notice is published in Swedish daily newspaper Svenska Dagbladet, the Swedish Official Gazette and on the Company's website—[www.ework.se](http://www.ework.se). The AGM resolves on matters including adoption of Income Statements and Balance Sheets, dividend, discharging the Board of Directors and CEO from liability, election of Board members, Chairman of the Board, and where applicable, auditors, as well as remuneration for the Board and auditors, the principles for remunerating senior managers and other key issues.

15 shareholders representing 42.1% of the votes in the Company participated at the AGM 2015. All Board members, including the Chairman of the Board, auditors, CEO and CFO were present.

The AGM 2015 reached the following resolutions:

- The dividend was approved in accordance with the Board's proposal of SEK 2.50 per share, as well as an extra dividend of SEK 2.00 per share, totaling SEK 4.50 per share, with the record date for dividends of April 24, 2015. The dividend was disbursed through Euroclear Sweden AB on April 29, 2015.
- The AGM resolved that eWork's Board of Directors should have the following members: Staffan Salén, Magnus Berglind, Dan Berlin, Johan Qviberg, Claes Ruthberg, Anna Storåkers and Erik Åfors. Staffan Salén was re-elected Chairman. Audit firm KPMG AB was elected as auditor, with Authorised Public Accountant Mattias Johansson

as Auditor in Charge. All in compliance with the Nomination Committee's proposal.

- The AGM approved the Nomination Committee's proposed fees for Board Members not employed by the Company, of SEK 144,200 for each Board Member and SEK 288,400 for the Chairman.
- The AGM approved the Nomination Committee's proposal of an unchanged fee policy, namely that the auditors would be paid as invoiced and as per received quotation.
- The AGM approved the principles for the appointment of the Nomination Committee for the AGM 2016, meaning that the Nomination Committee would consist of representatives of the three largest shareholders.
- The AGM approved the Board's proposal concerning guidelines for remunerating senior managers.

## Nomination Committee

The main duty of the Nomination Committee is to propose Board Members, Chairman of the Board and auditors and their fees in a way that enables the AGM to make informed decisions.

eWork's Nomination Committee is appointed by its three largest shareholders. In a departure from the Swedish Code of Corporate Governance, two of these representatives (i.e. a majority) are Board members, and moreover, one Board member has served as Chairman of the Nomination Committee. The justification for this has been that eWork is a high-growth company whose success is based on a strong entrepreneurial commitment

from its founders and principal owners. A Nomination Committee has been appointed in accordance with this, with the following members:

- Magnus Berglind, Chairman
- Staffan Salén (representing Salénia AB)
- Øystein Engebretsen (representing Investment AB Öresund)

The Nomination Committee has access to the appraisal of its work conducted by the Board. The Nomination Committee's proposals are published coincident with the notice convening the AGM and are also available on the Company's website. The Nomination Committee's term of office extends until the appointment of a new Nomination Committee. Fees have not been paid for work in the Nomination Committee.

## Board of Directors

eWork's Board of Directors is elected annually by shareholders at the AGM. The Board is the link between the shareholders and the Company's management, and is of great importance in the process of developing eWork's strategy and business operations. The Board's duty is to manage

the Company's affairs optimally on behalf of the owners and to protect the interests of shareholders.

The Board's responsibilities are prescribed in the Swedish Companies Act and the Swedish Code of Corporate Governance. The Board's rules of procedure, which are adopted annually, set a framework for its work. eWork's Articles of Association are available on the Company's website. In compliance with the Articles of Association, the Company's Board is to consist of not less than three (3) and not more than eight (8) ordinary members, with no deputy members. Members and deputies are elected annually at the AGM for the period until the end of the next AGM. eWork's Board consists of seven ordinary members representing a broad range of commercial, technical and communication skills. The AGM 2015 elected the Board as indicated in the table below. The Chairman leads the work of the Board and has special responsibility for monitoring the Company's progress between Board meetings and ensuring that Board Members regularly receive the necessary information to work satisfactorily.

The Chairman maintains contact

with the CEO. Prior to Board meetings, the Chairman and CEO ensure that the agenda and decision support data are prepared and sent to members one week prior to each meeting. The Chairman also ensures that the Board's work is appraised and that the Nomination Committee receives the results of this appraisal.

## The work of the Board

During the financial year 2015, the Board held nine meetings where minutes were taken, one of which was the Board meeting following election coincident with the Annual General Meeting. The work of the Board follows rules of procedure, adopted annually at the Board meeting following election.

The rules of procedure determine the division of responsibilities between the Board and executive management, the responsibilities of the Chairman and the CEO, as well as the presentation of financial statements.

Zoran Covic served as CEO in 2015 and reported at Board meetings, but is not a Board member. The Board has appointed the Group's Chief Financial Officer as Secretary. The Board is quorate when at least four members are present. Minutes

Name	Position	Born	Elected	Independent of Company	Independent of major shareholders	Attendance, of 9	Shares	Warrants
Staffan Salén	Chairman	1967	2003	yes	no	9/9	4,668,945	- <sup>1)</sup>
Magnus Berglind	Member	1970	2000	yes	no	9/9	10,000	-
Dan Berlin	Member	1955	2004	yes	yes	9/9	145,000	-
Anna Storåkers	Member	1974	2012	yes	yes	8/9	2,000	-
Claes Ruthberg	Member	1954	2006	yes	yes	9/9	410,000	-
Erik Åfors	Member	1960	2014	yes	yes	9/9	277,291	- <sup>2)</sup>
Johan Qviberg	Member	1981	2014	yes	yes	9/9	90,850	-

<sup>1)</sup> Staffan Salén's holdings are 4,147,546 shares through Salénia AB and 521,399 through Westindia AB.

<sup>2)</sup> Erik Åfors's holdings through the company Ingo Invest AB.

of the previous meeting are discussed at each scheduled Board meeting, as well as operations since the previous meeting and the Company's financial position and earnings trend. The Board is kept continuously informed of business operations and external matters that are of importance to the Company in writing.

In 2015, the Board paid particular attention to the following questions:

- sales work, growth and new markets.
- new customer offerings.
- progress of the Company's costs.

The Board also held an all-day meeting focusing solely on the Group's position and strategy. Management also attended this meeting. In order to ensure insight and control, each year, the Board is granted an opportunity to state its views on the auditor's planning of the scope and focus of the audit. The auditors report their observations at the Board meeting in February after completing their audit of the internal control and accounting records in the third quarter, and the annual financial statements. Neither the CEO nor any other member of executive management attend this meeting. In addition, the auditors are given access to Board meetings whenever the Board or auditors consider this is required.

The work of the Board is appraised annually. The Board discussed its appraisal at a meeting in January 2016.

#### Fees to the Board

The Annual General Meeting 2015 resolved that the Chairman of the Board should receive SEK 288,400 and that Board members should each receive fees of SEK 144,200. The total Directors' fees of eWork for 2015 amounted to SEK 1,122,000 (1,117,000).

#### Remuneration Committee

The Remuneration Committee consists of Staffan Salén, Magnus Berglind and Dan Berlin and is responsible for consulting on the Board's proposal to the AGM on

guidelines for remunerating the CEO and other senior managers. The CEO reports to the Committee, but does not participate on matters relating to himself.

The Remuneration Committee's duties include:

- consulting on and evaluating guidelines for remunerating Group management
- consulting on and evaluating the objectives and principles governing performance-related pay
- consulting on and evaluating eWork's incentive programme

The Committee held three meetings in the year.

#### Audit Committee

The Audit Committee consists of Staffan Salén, Magnus Berglind, Anna Storåkers and Erik Åfors and held five meetings in the year. The main duty of the Audit Committee is to monitor the processes for preparing eWork's financial statements and internal controls to ensure the quality of external reporting.

The Audit Committee's duties include:

- reviewing the financial statements.
- monitoring the effectiveness of internal controls, including risk management in respect of financial reporting.
- monitoring the external audit and appraising the work of the external auditors.
- appraising the objectivity and independence of the external auditors.

#### Auditor

The AGM 2015 elected public accounting firm KPMG AB, with Mattias Johansson as Auditor in Charge, for the period until the AGM 2016, to audit the annual accounts and consolidated accounts and the administration of the Board of Directors and Chief Executive Officer.

#### CEO and executive management

CEO and President Zoran Covic is responsible for operating activities. The Board has prepared instructions for the

CEO that clarify duties and responsibilities and the framework of the CEO's authority to represent the Company. The CEO has no significant shareholdings or partnerships in companies that the Company has material business relationships with.

eWork's CEO has appointed a management team which consists of the Deputy CEO/CFO, the Competence & Marketing Director, the Sales & Delivery Director, and the Operational Business Managers.

The work of the management team focuses on addressing the market, sales, competence development and fundamental values, as well as questions regarding strategy, following up on results and business development. Management's duties also include investments, overall projects, financial statements, strategic communication as well as security and quality. No member of management has significant shareholdings or partnerships in companies that the Company has material business relationships with.

#### Incentive programme

At the AGM 2012, the Board of Directors and shareholders decided to introduce an incentive programme for all permanent employees of eWork. The aim is to retain committed and motivated employees who can participate in the value growth that the Company's staff create collectively. The Meeting resolved on the issue of a total maximum of 900,000 share warrants, each of which conferring entitlement to subscribe for one share of the Company. These share warrants are being issued in three tranches (2012, 2013 and 2014) and are part of one and the same incentive programme. The share warrants are subscribed on an arm's length basis.

The incentive programme corresponds to some 5.4% (1.8% per tranche) upon full utilization of the total number of outstanding shares.

The total number of share warrants issued and outstanding in 2013 was 102,500. Each share warrant confers entitlement to subscribe for one share

at a price of SEK 43.19 in the period August 1 - August 31, 2016.

The total number of share warrants issued and outstanding in 2014 was 52,100. Each share warrant confers entitlement to subscribe for one share at a price of SEK 50.29 in the period August 1 - August 31, 2017.

The remuneration principles for senior managers are reviewed from page 36 onwards of the Administration Report.

#### Internal control and risk management

Internal control should ensure that the Company's strategies and targets are followed up, and that shareholders' investments are protected. Internal controls are also designed to ensure that information presented to the stock market is reliable, relevant and consistent with generally accepted accounting practice, and that laws, ordinances and other requirements of listed companies are observed Group wide. The Board of eWork has delegated practical responsibility to the CEO, who in turn, has allocated responsibility to the rest of the management team and to subsidiary managers.

Governance activities are conducted at all levels of the organisation. Monitoring is an integrated component of ongoing management work.

The cornerstones of eWork's system of internal controls are its control environment, risk assessment, control activities, information and communication and monitoring.

#### Control environment

The basis for internal controls within eWork are the Board's decisions on its organisation, authorisation and guidelines. The Board's decisions have been translated into effective management and control systems by executive management. Organisation, decision

paths, authorization and responsibilities are documented and communicated in governing documents such as internal policies, manuals and codes. The basis for the internal controls is also included in

the corporate accounting and reporting instructions, instructions for authorisation and approval lists and manuals. The Group reporting system for integrated financial and operational information is also a central part of the control environment and internal control. The integrated reporting of financial and operational information ensures a sound business platform for external financial reporting.

In addition to information on results, reporting also includes rolling forecasts.

#### Risk assessment and control activities

The financial position and progress of the results of operations in eWork's business model are based on client orders being matched against production expenses. Matching is conducted in eWork's proprietary order and project management system Pointbreak, where all assignments are recorded. Each individual revenue and expense item is reconciled against contracts registered in Pointbreak. Accrued revenues are verified by the client before consulting expenses are accepted. Finally, transactions from Pointbreak are transferred to business accounting. eWork has policies and guidelines for the preparation of its financial statements, as well as automated controls in its system, and a manual reasonability assessment of flows and amounts. Management regularly assesses which new financial risks and risks of misstatement have arisen in financial reporting. The assessment is made with reference to transaction flows, staffing and control mechanisms. The focus lies on misstatements in financial reporting in respect of significant income statement and balance sheet items of high amounts as well as areas where there is a risk of significant consequences in the event of possible misstatements. It is the Board's assessment that brokerage of eWork's scope within the framework of a qualified system and in a well-known geographical market does not require an internal audit function. The Board conducts a fresh appraisal of this question each year.

#### Information and communication

eWork's overall financial organisation is centralised in Stockholm, which allows for the effective management of financial reporting. To ensure the quality of financial reporting, frequent discussions are held between Corporate Finance and the various operational units.

The Board has adopted a communication policy in order to ensure good communication with the capital markets. This policy stipulates the information to be communicated, by whom and how.

The basic principle is that regular financial information is provided through:

- Press releases on significant or share price-sensitive events
- Interim and Year-end Reports
- Annual Reports.

eWork's Board and management work to provide the Company's owners and the stock market with relevant and accurate information through openness and clarity.

#### Follow-up

eWork continuously monitors compliance with the Company's rules and guidelines and keeps the Board informed. This is coincident with the accounting reports the Board of Directors receives monthly. The content of this financial information is expanded for Interim Reports, which are always preceded by a Board meeting where the Board approves the Report. With the organisation and working methods reviewed above, the Company believes the internal control over financial reporting is appropriate in terms of the Company's operations.

On this basis, the Board of Directors has also taken the decision not to establish an internal audit function.

The Board of Directors

Stockholm, Sweden, April 4, 2016

THE BOARD

# Board of Directors

The shareholders elect eWork's board at the AGM each year. The following Board members were elected for 2015.



*Chairman of the Board*  
**Staffan Salén**  
*Born 1967. Elected 2003.*

Staffan currently serves as CEO of Salénia AB, was previously Deputy CEO and Head of Communication of FöreningsSparbanken AB and Managing Editor of Finanstidningen. Staffan is Chairman of Amapola AB and holds directorships in companies including AB Sagax, Kapitalförvaltning AB, Landauer Ltd., Westindia AB and Largus Holding AB. Staffan holds a B.Sc. (Econ.) from the University of Stockholm.

**Shareholding in eWork:**  
4,668,945\*  
**Warrant holding in eWork:**  
0  
*\* through companies*



*Board member*  
**Magnus Berglind**  
*Born 1970. Elected 2000.*

Magnus founded eWork and was previously the company's CEO. Magnus currently operates Pamir Partners AB. He was previously a Partner at InnovationsKapital, a Management Consultant at McKinsey & Co. in New York and COO & CFO of Mactive Inc. in Florida. Magnus is the Chairman of Pamir Partners AB and SchoolSoft AB, and holds directorships in companies including SEAB and Cherry AB. Magnus holds a master's degree in economics and a law degree from the University of Stockholm.

**Shareholding in eWork:**  
10,000  
**Warrant holding in eWork:**  
0



*Board member*  
**Dan Berlin**  
*Born 1955. Elected 2004.*

Dan is the founder and Chairman of Luciholding AB and the CEO of Dan Berlin Advisory AB and Key People Group AB. Dan was previously an Investment Manager for Prosper Capital Fund and CEO of Poolia IT and ICL Data AB. Dan is a director of the following companies: Key People Group AB, TNG Group AB, ToFindOut AB, Invici AB, Signpost AB and Elfströms och Tafflin Fastighets AB. Dan holds an M.Sc. in Industrial Engineering and Management from the Royal Institute of Technology, Stockholm (KTH). He is also a reservist commando officer.

**Shareholding in eWork:**  
145,000  
**Warrant holding in eWork:**  
0



*Board member*  
**Johan Qviberg**  
*Born 1981. Elected 2014.*

Johan Qviberg serves as CEO of his company Quinary Investment AB. Previously, he worked as a property consultant and stockbroker. Johan is Chairman of Ingager AB and a director of Nattaro Labs AB, Svolder AB and Wihlborgs Fastigheter AB. Johan holds a B.Sc. (Econ.) from the Stockholm School of Economics.

**Shareholding in eWork:**  
90,850  
**Warrant holding in eWork:**  
0



*Board member*  
**Claes Ruthberg**  
*Born 1954. Elected 2006.*

Claes served as eWork's CEO from 2001 to 2014, and possesses long-term experience of sales in the IT sector. Claes previously worked as Director of Sales of Martinsson Informationssystem, was CEO of Alfaskop Stockholm AB, Business Unit Director of ICL Data AB and Sales Manager of Nokia Data AB. Claes holds a B.Sc. (Mech. Eng.) from Chalmers University of Technology, Gothenburg.

**Shareholding in eWork:**  
410,000  
**Warrant holding in eWork:**  
0



*Board member*  
**Anna Storåkers**  
*Born 1974. Elected 2012.*

Anna currently serves as Deputy Country Manager, Sweden, for Northern European banking group Nordea's branch network, and prior to that was the Nordea group's Strategy VP. Previously, she was a Management Consultant for McKinsey & Co. in Stockholm, and an investment banker at Goldman Sachs International, London. Her directorships include Nordea Finans. Anna holds a B.Sc. (Econ.) from the Stockholm School of Economics.

**Shareholding in eWork:**  
2,000  
**Warrant holding in eWork:**  
0



*Board member*  
**Erik Åfors**  
*Born 1960. Elected 2014.*

Erik serves as a financial communication advisory consultant through his company Svenska Råd AB. He previously operated a number of consulting firms in the communication segment, and was an employee of Svenska Handelsbanken London's corporate finance department. Erik is Chairman of Vero Kommunikation AB. Erik holds a B.Sc. (Econ.) from the Stockholm School of Economics.

**Shareholding in eWork:**  
277,291\*  
**Warrant holding in eWork:**  
0  
*\* through companies*



MANAGEMENT

# Management team

**Peter Lundahl,**  
*Site Director Malmö*

**Magnus Silén,**  
*Managing Director Finland*

**Lotta Dizengremel,**  
*Site Director Stockholm*

**Magnus Eriksson,**  
*EVP & CFO*

**Disa Nilsson,**  
*Site Director Gothenburg*

**Jimmie Carling,**  
*Managing Director Norway*

**Pernilla Nilsson,**  
*Sales & Delivery Director*

**Zoran Covic,**  
*CEO*

**Thomas Dalebring,**  
*Competence & Marketing Director*

**Jesper Hendriksen,**  
*Managing Director Denmark*

**Mikael Subotowicz,**  
*Managing Director Poland*



Full profiles  
on next page.



## MANAGEMENT

eWork's management team has the following members.

CEO

**Zoran Covic**

*Born 1973. Employed 2012.*

Zoran became CEO in 2014, and previously headed eWork's operation in the Öresund region. He had been active in outsourcing since 2001, with his most recent assignment prior to eWork being in public sector business development for Logica. Zoran holds an Executive MBA from Copenhagen Business School and a B.Sc. (Econ.) from the University of Lund.

**Shareholding in eWork:** 10,000

**Warrant holding in eWork:** 15,000

Executive Vice President & CFO

**Magnus Eriksson**

*Born 1969. Employed 2007.*

Magnus previously headed up eWork Stockholm. From 2009 to 2012, he was Nordic Sales Manager of eWork. Magnus holds a B.Sc. (Econ.) from the University of Uppsala. He worked in sales in the IT industry from 1992, mainly as a Sales Manager, and as a sales developer, but also in organizational development for consulting firms.

**Shareholding in eWork:** 3,500

**Warrant holding in eWork:** 20,000

Managing Director Norway

**Jimmie Carling**

*Born 1975. Employed 2004.*

Jimmie participated in starting up eWork's offices in Scania, Copenhagen and Gothenburg. He served as

Site Director at Gothenburg for over 8 years. Jimmie took on the role as CEO of eWork Norway in 2013. His previous experiences in IT recruitment, and he held senior positions in several companies from 2000. He holds a BA majoring in human rights and a BA in peace & conflict studies from the University of Lund and University College Malmö.

**Shareholding in eWork:** 0  
**Warrant holding in eWork:** 0

Competence & Marketing Director

**Thomas Dalebring**

*Born 1980. Employed 2014.*

Thomas has been responsible for eWork's internal and external competence offering since 2014. He holds a degree in HR and leadership (BCom) from Curtin University and is a qualified IT manager. Thomas's employment experience includes IT consulting, search and selection and HR in the IT industry, a range of positions at IKEA (including global search and selection and HR manager) and strategic HR consultancy.

**Shareholding in eWork:** 0  
**Warrant holding in eWork:** 0

Site Director Stockholm

**Lotta Dizengremel**

*Born 1964. Employed 2012.*

Lotta has been Site Director of eWork Stockholm since August 2012 and has over 20 years' experience of sales and management in the IT and telecoms sectors. Lotta holds a B.Sc. in Industrial Engineering and Management from Linköping University. Lotta was previously a Business Area Manager at Cybercom, Senior Consultant and Sales Manager at HiQ, Marketing Manager at Bouygues Telecom (French operator) and Key Account Manager for Ericsson.

**Shareholding in eWork:** 7,000  
**Warrant holding in eWork:** 10,000

Managing Director Denmark

**Jesper Hendriksen**

*Born 1972. Employed 2013.*

Jesper heads up eWork's subsidiary in Denmark, and has been employed since 2013. Jesper has been active in the Danish IT sector since 1998 in sales of outsourcing, services and projects on accounts including Maersk Data, Ementor/Topnordic, Trifork and TDC. Jesper holds an MBA from the Aarhus School of Business and Social Sciences.

**Shareholding in eWork:** 0  
**Warrant holding in eWork:** 0

Site Director Malmö

**Peter Lundahl**

*Born 1966. Employed 2016.*

Peter has been Site Director of eWork Malmö since January 2016. Peter holds a B.Sc. (Econ.) and is a qualified systems analyst from the University of Lund. He has over 20 years' experience as an executive in various organisations. Peter's previous positions include serving as CEO of ManpowerGroup Sweden and is a senior advisor for start-ups and listed companies.

**Shareholding in eWork:** 0  
**Warrant holding in eWork:** 0

Site Director Gothenburg

**Disa Nilsson**

*Born 1972. Employed 2006.*

Since the start of her career, Disa has worked as an accounts-based salesperson, and served as sales manager of eWork Stockholm from 2009. She has a background in the IT sector, including seven years with Dell. Disa became the Site Director of eWork Gothenburg in September 2013.

**Shareholding in eWork:** 2,000  
**Warrant holding in eWork:** 0

Sales & Delivery Director

**Pernilla Nilsson**

*Born 1976. Employed 2004.*

Since joining eWork, Pernilla has held a variety of roles within eWork Group such as Competence Manager, Business Area Manager for SAP, account manager, and senior positions as Team Manager in Stockholm and Site Director of Malmö from 2010.

**Shareholding in eWork:** 16,550  
**Warrant holding in eWork:** 5,000

Managing Director Finland

**Magnus Silén**

*Born 1967. Employed 2011.*

Magnus has been working in the consulting sector for 20 years including serving as a Management Consultant for Gemini Consulting and McKinsey & Co, and executive management of growth companies in Finland and Sweden. Master of Science (technical physics) from Helsinki University of Technology.

**Shareholding in eWork:** 0  
**Warrant holding in eWork:** 15,000

Managing Director Polen

**Mikael Subotowicz**

*Born 1982. Employed 2015.*

Mikael heads up eWork's subsidiary in Poland and was hired in 2015. He has been working in the IT consultancy sector for over ten years and held senior positions in Sweden and Poland. He previously worked for ÅF and Zerochaos. Michael is a political science and international business relations graduate from Hobart & William Smith Colleges.

**Shareholding in eWork:** 0  
**Warrant holding in eWork:** 0