



Telenor Group's approach to Sustainability

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London 12 May 2015



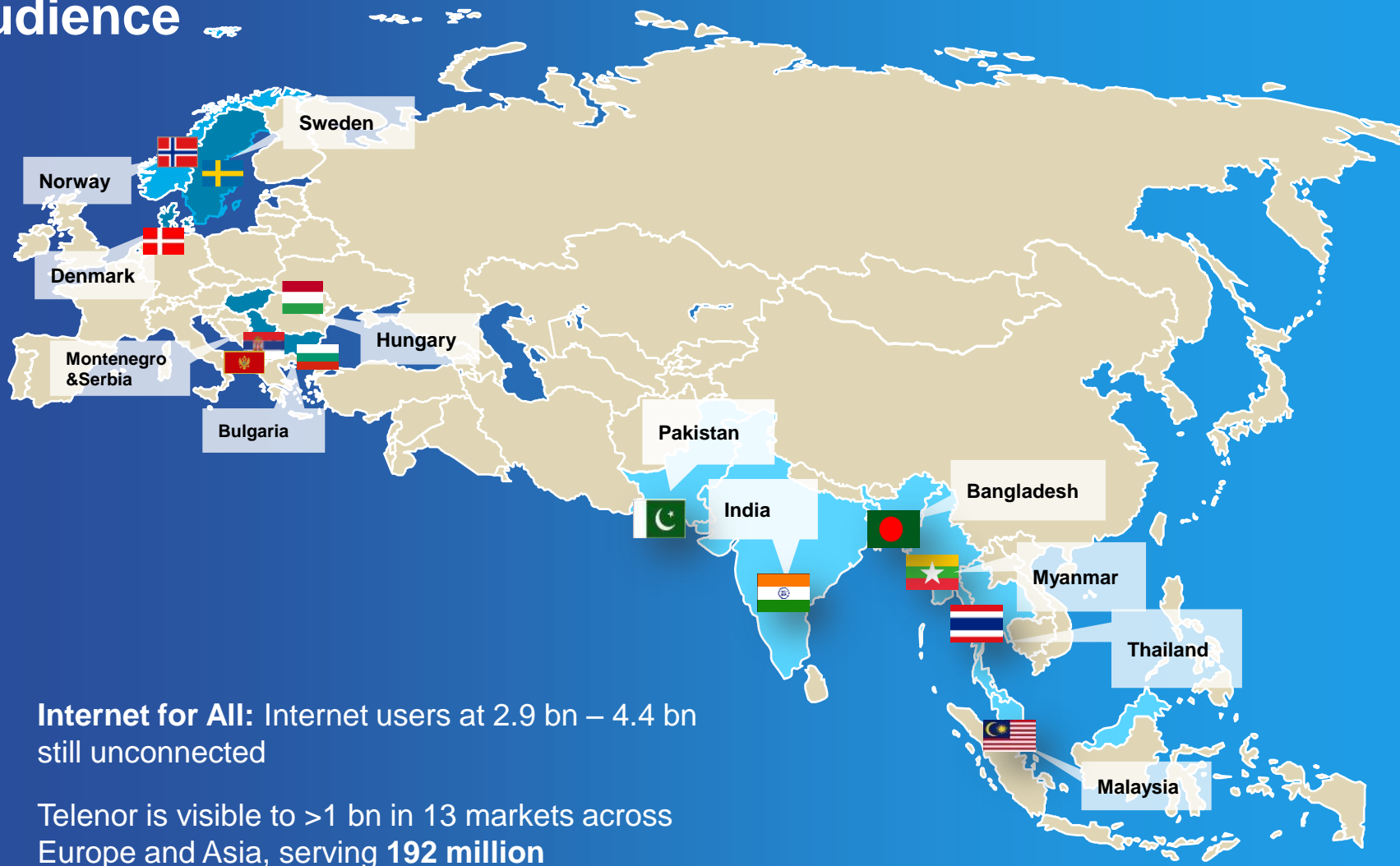
Mobile communications as catalyst for change

Mobile phones can help transform the lives of individuals, allowing for example:

- access to knowledge
- financial inclusion
- enabling basic health services for all



Bringing the benefits of mobile communications to a wider audience



- **Internet for All:** Internet users at 2.9 bn – 4.4 bn still unconnected
- Telenor is visible to >1 bn in 13 markets across Europe and Asia, serving **192 million**

Sustainability is part of how we do business



Sustainability is **integrated** in our Group business strategy.

- **Local impact:** We want to maximise the impact of our communications services by creating shared value for both our business and society.
- **Internet for All**

The Telenor Way defines our aspirations and **sets the standard** for how we do sustainable business.

- Our **vision** is to Empower Societies
- The **Code of Conduct** is Telenor's overarching business framework
- The **values** define Telenor's **culture** and guide our employees.
- We expect our leaders to be role models

The Governance **directs** us in how to work according to Group policies and manuals.

- To secure **sustainable corporate governance**, we ensure good and healthy business practices, reliable financial reporting and compliance with legislation and regulations across the Telenor Group.

Sustainability creates long-term shared value

- Bringing **benefits** of mobile to as many people as possible
- Focus on **continuous improvement** in all areas where we identify challenges
- We draw on **extensive experience**
- Systematic risk mitigation and due diligence
- Apply relevant **international best practice, frameworks and standards**

Shared value

Ensure
**responsible
business
practices**



Extend the
**benefits
of mobile**



Sustainability – some of our key focus areas

Human Rights

Enabling Services

**Supply Chain
Sustainability**

Safe Internet

Anti-Corruption

Climate & Environment

Example: Extending the benefits of mobile

Global strategic partnership with UNICEF

- Leverage mobile technology to help advance children's rights, and aid child survival, development and protection.
- Collaboration on promotion of safe internet.

Current projects & pilots:

- Provision of health services for Roma people in Serbia
- "Best start" initiative in Thailand, offering free mother and child health information through the mobile
- Mobile birth registration in Pakistan



Example: Ensuring responsible business practices through Supply Chain Sustainability

17,500

agreements for
Responsible Business
Conduct signed

85,000+

employees of
suppliers and
Telenor trained in
health & safety

5,300

supplier inspections &
audits in 2014

Example: Robust ethical platform with zero tolerance on corruption

Anti-Corruption Handbook

What you need to be aware of ?



? What you need to know

? What you must do



download
Anti-Corruption Web App

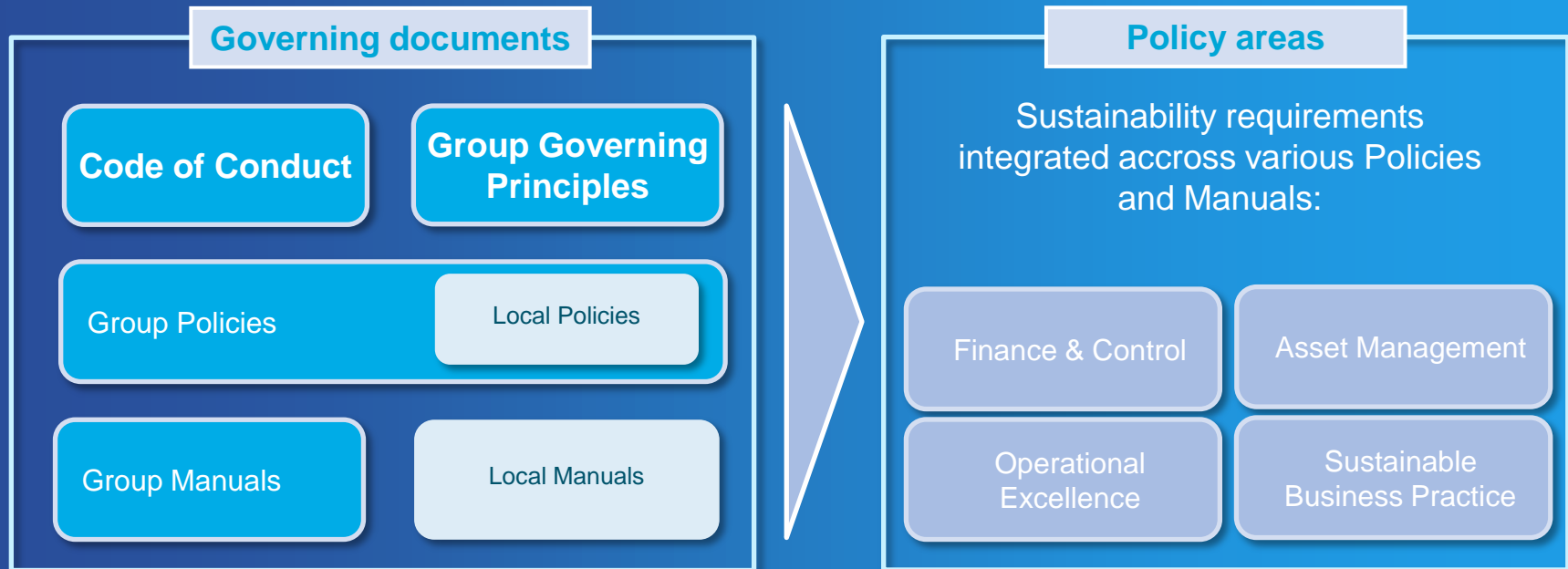


telenor group

Telenor Group Anti-Corruption Programme

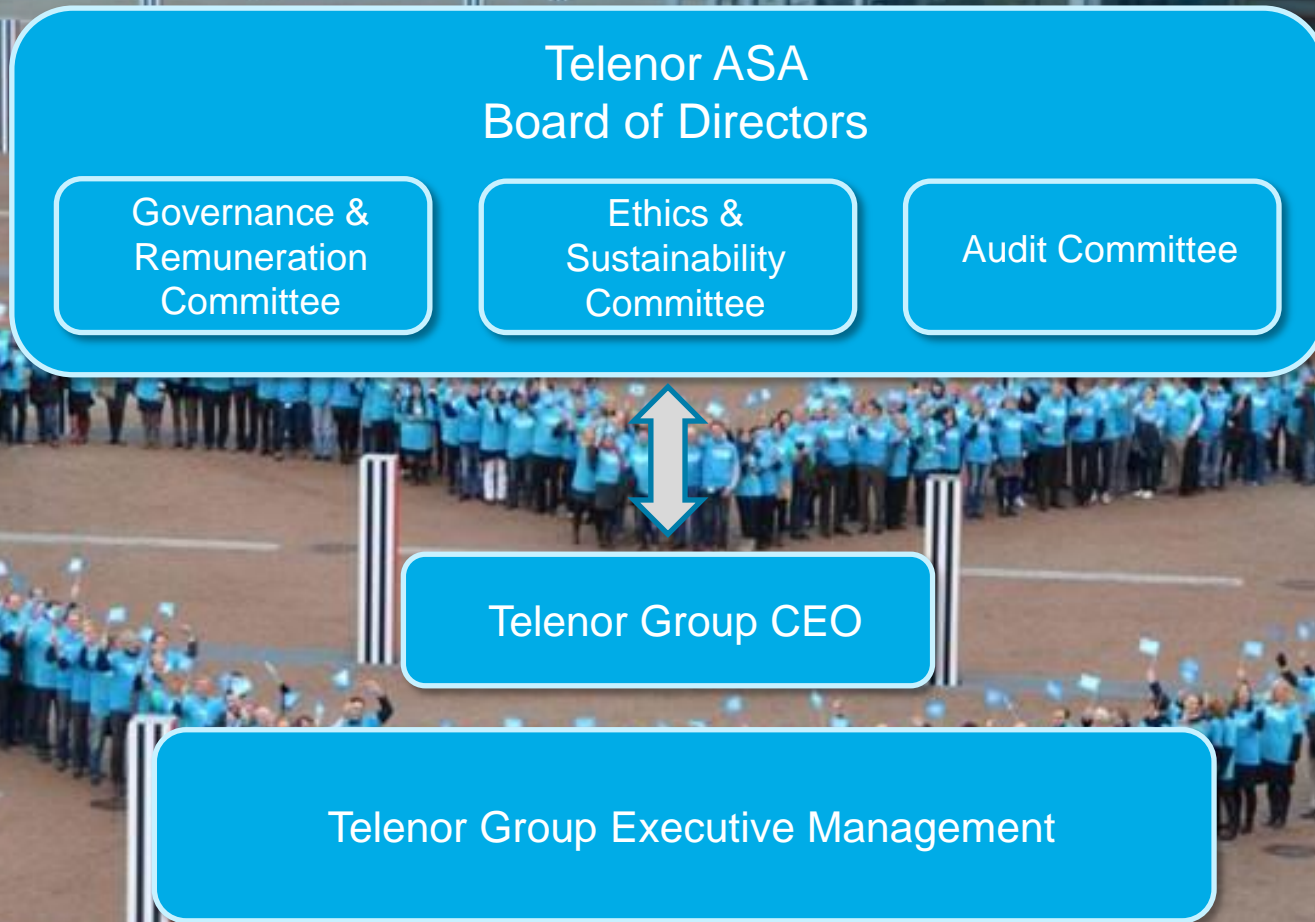


A common platform for efficient corporate governance throughout the Telenor Group



- Governance Work Programme: Annual review process
- Group policies approved by Group CEO
- Group & Local Ethics & Compliance Officers
- Hotline to Group Compliance & Local Compliance

Sustainability – part of our governance



Local impact

For Telenor, sustainability is:

- an integrated part of our business strategy and conduct
- part of our sound governance framework & Telenor Way
- key to creating long-term shared value for Telenor, our customers & society

