



CMD²⁰/₂₀
CAPITAL MARKETS DAY

Responsible business at Telenor

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Maintaining strategic direction – strengthened focus



GROWTH



MODERNISATION



**RESPONSIBLE
BUSINESS**



Responsible business is a prerequisite for our right to operate

Our 165 year history of connecting people and societies, combined with our unique geographical presence, allows us to make a difference wherever we operate.

We leverage mobile technology as a tool to promote human rights, create new opportunities, and enable sustainable development.

We strive to build a strong and trusted brand, enabling our customers' privacy and security.

Telenor's Code of Conduct is the foundation of our Responsible Business



Responsible Business is the very foundation of how we operate and connect you to what matters most - empowering societies

LEVERAGING IMPACT OF CONNECTIVITY



RAISING STANDARDS IN OPERATIONS & SUPPLY CHAIN – RESPONSIBLE BUSINESS



Working conditions



Human rights



Transparency and Accountability



Climate & Environment



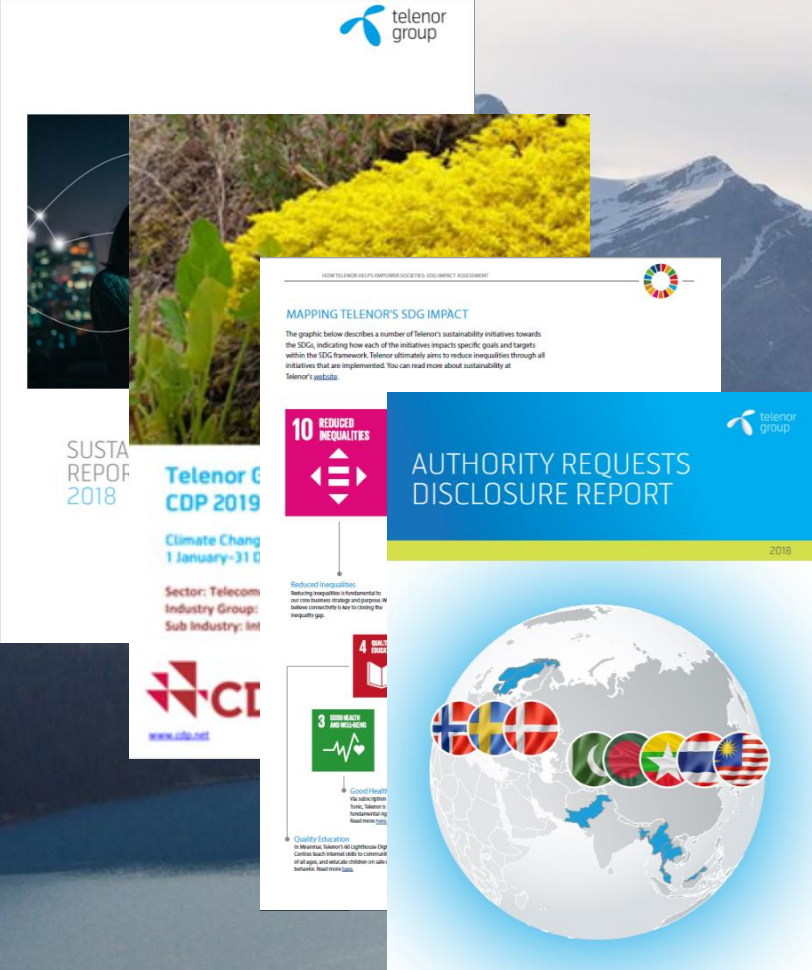
Privacy



Security



Openness and transparency in our business



Total man-hours supplier capacity building	110,000
Supplier inspections	3,500
% of women in employee base	37 %
% of women in leadership positions	28 %
Total GHG emissions (tonnes Co2)	1.1 million
% of e-waste recycled/resold	86 %
Digital Birth Registrations	580,000
Children trained in online safety	2.2 million

Reported figures year ending 2018



Fostering a predictable and productive business environment

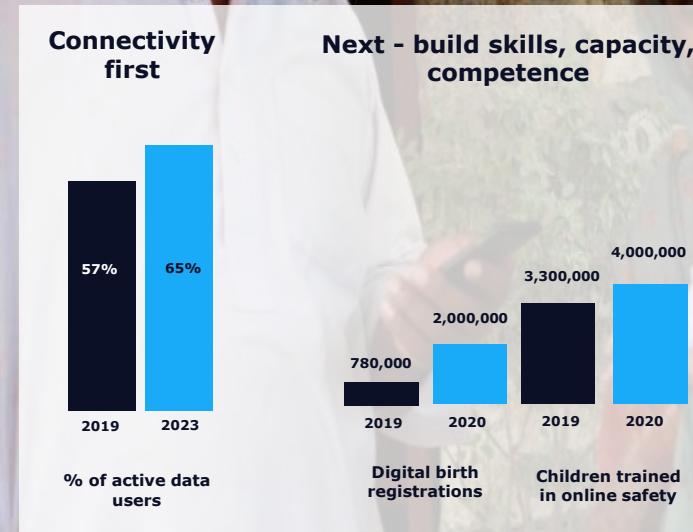
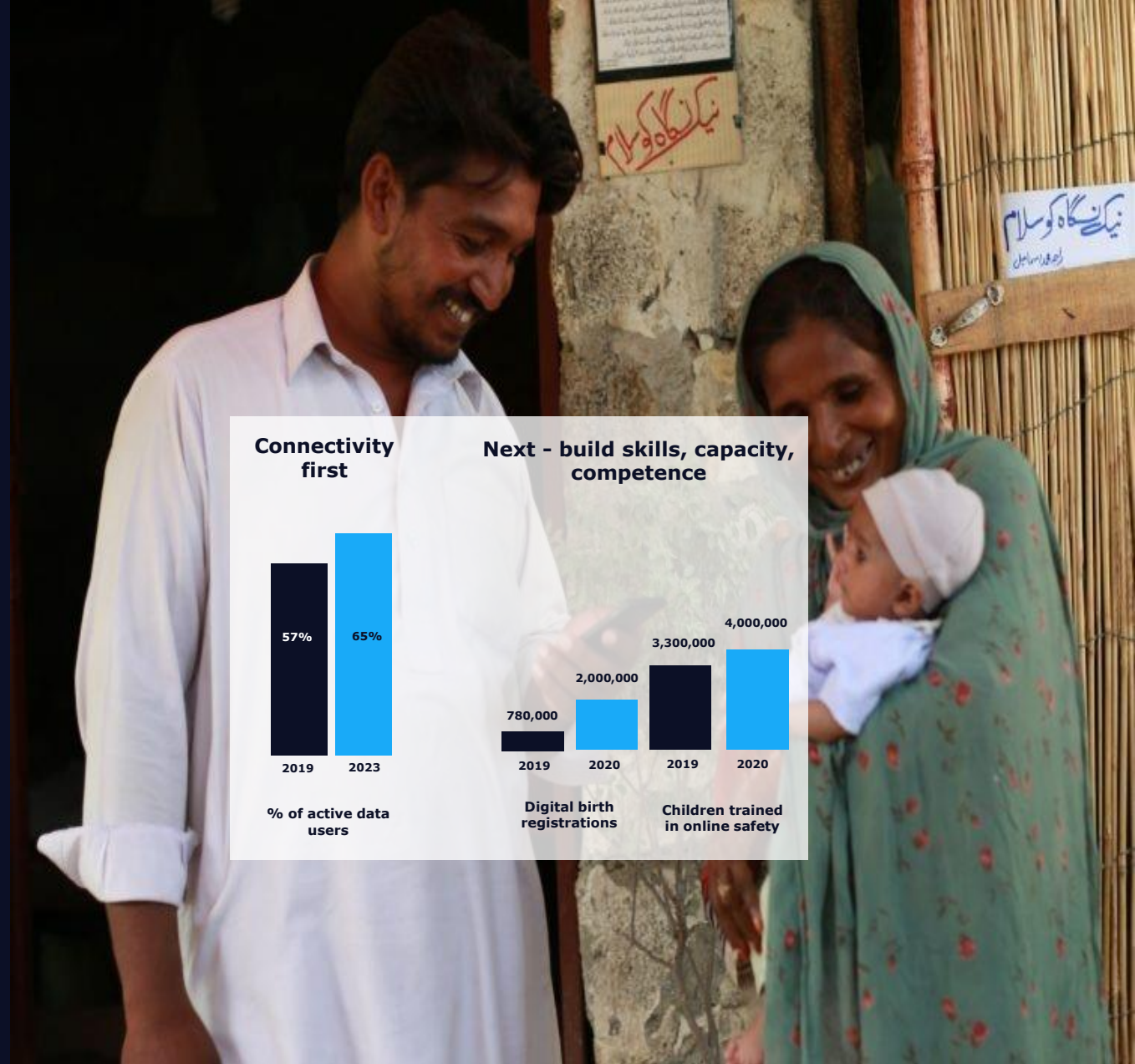
- We operate in challenging markets
- Proactive business environment management
- Contributing to societal development



Digital inclusion

Leveraging the impact of connectivity

- Connectivity is the first step
- Skills, capacity, competence to benefit from connectivity are key to digital inclusion
- A range of initiatives promoting competence, inclusion, productivity & safety



A more sustainable supply chain

Maintaining high operating standards in line with international best practices

- Mitigating sustainability risks
- Raising standards
- Building capacity
- Making sure inspections matter by closing non-conformities

3,600

inspections in 2019 of which 86 percent unannounced

25,000

hours of risk-based capacity building in 2019

81%

closure rate of major non-conformities identified in 2019



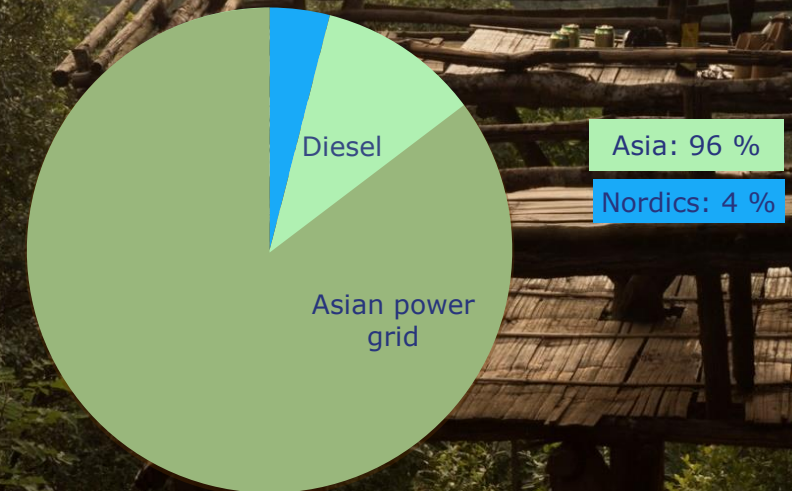
Climate and environment

Climate and environmental agenda will be an integral part of how we do business

- Reuse and recycle electronic waste
- Clear targets for carbon reduction in Nordic and Asia
- Asia accounts for 96 % of the CO2 emissions of which 80 % is related to grid electricity and 16 % stems from diesel generators
- Access to clean energy in Asia is a challenge, addressing the issues will take time
- Mobile and smart technologies are part of the solution

Carbon neutral business operations in Nordics by 2030

50% reduction of carbon emissions from Asian operations by 2030



Our broad diversity agenda

We want to reflect the societies in which we operate

- Broad and systematic diversity agenda
 - Diversity focus on gender balance, abilities, competence, nationalities and LGBTI inclusion
- We promote diversity through partner initiatives across our markets



2019:

30 % women senior leaders
30 % non-Nordic senior leaders
37 % women amongst all employees



2033:

35 % women senior leaders
35 % non-Nordic senior leaders
40 % women amongst all employees



Key takeaways:



GROWTH

Raising standards allows us to create and capture value in diverse markets



MODERNISATION

Preparing for the challenges of the future enables us to build a strong and trusted brand, ensuring privacy and security for customers and society.



RESPONSIBLE BUSINESS

**Carbon footprint
*in the Nordic and Asian markets***

**Diversity:
*Gender, culture and nationality***