

Diversity and Inclusion Policy

1. Our commitment to diversity and inclusion

Across every part of our business, we strive to create a diverse and inclusive culture in which difference is recognized and valued and everyone can be at their best.

We have the ambition to become a gender equal company by 2023, with 50% females and 50% males. But diversity and inclusion are for us more than about gender. It is about ethnicity, age, sexual orientation, disabilities but also about education, background and experiences. Another key aspect is inclusion. Growing a culture of inclusion is as important as starting to drive change in the actual numbers.

By bringing together individuals from diverse backgrounds and giving each person the opportunity to develop their skills and experience we will deliver the best customer experience, shareholder value and have (highly) engaged employees.

We believe that we will be at our best when we achieve our ambition of having a diverse and talented workforce that reflects the customers we serve.

2. Scope of application

This policy applies to all our employees across the Tele2 footprint.

3. Why diversity and inclusion are important

Tele2's purpose is to *fearlessly liberate people to live a more connected life*. We believe we can only achieve this by ensuring that our workforce reflects our diverse customer base to develop propositions that better meet their needs, creating commercial advantage.

More specifically, it will help us:

- Grow and deliver strong business results by being able to attract, engage and retain diverse talent
- Innovate and continuously renew ourselves by leveraging on the diverse perspectives, skills and experience of our employees and other stakeholders
- Act as a socially responsible company that has a truly positive impact on the society as a whole. Diversity, inclusion, equality, respect and anti-discrimination

are embedded in our corporate culture and values and are part of our Code of Conduct

4. What diversity and inclusion means forTele2

- Embracing workforce diversity with regards to age, gender, disability, race, national or ethnic origin, religion, language, marital or civil partnership status, political beliefs, sexual orientation.
- Valuing diversity of perspective –leveraging the diverse personalities, thinking, skills, experience and working styles of our employees and other stakeholders.
- Building a flexible organization –providing opportunities for work arrangements that accommodate the diverse needs of individuals at different career and life stages (e.g. parental leave).
- Treating every employee with respect and dignity and having a zero tolerance attitude to bullying, harassment or victimization of any kind.
- Seeking to achieve higher standards than the minimum set out in legislation and proactively encouraging a culture that supports diversity and equal opportunities.

5. Company responsibilities

- To comply with relevant legislation by requiring all employees to meet the standards of behavior and conduct in relation to how they treat their colleagues and other people they have contact with as part of their work with Tele2.
- To provide a working environment that is free from discrimination and ensure that all our employees are valued and treated with dignity and respect.
- To ensure we appoint and develop leaders with an inclusive mindset that acknowledge and support individual differences as well as support driving the D&I agenda in all we do.
- To ensure that decisions affecting employment, performance, training, promotion and career development are based on an individual's ability and genuine professional requirements.
- To make adjustments to meet the needs of disabled employees and/or customers where reasonable and practicable to do so.
- To ensure all internal publications and material reflect, in the language and images the diversity of our employees.
- To regularly review the policy and its practical application and make any updates to continue working towards identifying and eliminating any discriminatory practices.

6. Employee responsibilities

- To be respectful and mindful of each other and our differences in all we do.
- To be a true role model every day of our values and culture

- Not to discriminate against colleagues and other people they have contact with as part of their work with Tele2.
- To work in partnership with managers to create and sustain an inclusive working environment, in which everyone's unique contribution is valued.
- To co-operate with managers in the elimination of any discriminatory practices and/or harassment that may be identified.

7. Application of the Diversity and Inclusion policy to:

(i) Recruitment and selection

Tele2 welcomes applicants from all segments of society. We strive to have a workforce that reflects the diversity of local communities and our customers. We will ensure fair treatment throughout the recruitment process, especially with regards to:

- Making sure our job advertisements are relevant and non-discriminatory (in terms of content, language and images) at the same time attractive to females as well as males.
- Put extra effort into reaching minority groups in the sourcing, communication and engagement we do with the employment market.
- Shortlisting only candidates whose skills and experience closely match job requirements, and at the same time broaden our competence requirements to ensure diversity requirements can be met.
- Asking fair, objective and competency-based questions at interviews.
- Monitoring recruitment and selection to ensure equality of opportunity throughout the process and taking steps to eliminate any discriminatory practices.

(ii) Promotion and career development

Internal promotions and career development will focus on performance, skills and potential rather than assumptions based on age, disability, gender, marital or civil partnership status, pregnancy or maternity, race, religion or sexual orientation. Tele2 aims to be a greenhouse for talent. Whoever you are and wherever you are from.

(iii) Training

The role of training is to improve performance in the job, to develop skills and to prepare individuals for other roles and responsibilities. As with promotion and career development, decisions in respect of who is trained will be based on individual development needs and not on age, disability, gender, marital or civil partnership status, pregnancy or maternity, race, religion or sexual orientation.

(iv) Reward and recognition

Tele2 will provide equal pay for equal jobs. Salary reviews will be based on performance and there are regular reviews of reward consistency. Tele2 aims to have an inclusive benefits scheme and benefits are subject to local market

practice and job band/hierarchy.

8. Our objectives for diversity and inclusion

We set measurable objectives for achieving diversity and inclusion. The Board and the Group Leadership Team review the objectives and our performance against them each year. We report diversity and inclusion data in each annual report. Individual business units set measurable objectives that are relevant to their particular part of the business.

Objectives:

1. We will be a gender equal company by 2023, represented on all levels in our company.
2. We recruit in alignment with our 2+1 principle i.e. we hire 2 females for every male to teams where gender imbalances exist.
3. We build a culture of inclusion measured by My Voice.

More information available in the D&I plan for 2019.

9. Policy violations

In case any parts of the Diversity and Inclusion policy are violated, talk to your manager. If the matter is not resolved, please escalate to the grandparent manager and/or HR.

To ensure ethical business conduct at the highest standards, activities that breach the Code or this policy can also be reported to:

report.violation@tele2.com

(read more in our whistleblowing policy)

https://tele2.sharepoint.com/Global/Documents/Whistleblowing_Policy_2019.pdf