



Group policy name	Diversity and Inclusion Policy
Policy holder (name and title)	Richard Peers, EVP Chief People & Change Officer
Policy last revisited:	April 2017
Version	1
Policy approved by (name, date)	Allison Kirkby, Group LT, May 16 th 2017
Policy valid as of	June 01 2017

Diversity and Inclusion Policy

1. Our commitment to diversity and inclusion

Tele2 is an international company and 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 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.

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.

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 in order to develop propositions which 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. 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 for Tele2

- 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. Give our people the tools and freedom they need to make work more efficient and enjoyable. Make it more efficient and enjoyable to collaborate with colleagues and partners – wherever they are working. We call this Liberating Workplace.
- To ensure managers work in partnership with employees to create and sustain an inclusive working environment where everyone's unique contribution is valued. Because diversity and inclusiveness fuels creativity, innovation and new perspectives. This is what enables us to truly have a fearless challenger spirit, an attitude that sits at the heart of who we are and truly drives our out-of-the-box thinking.
- 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

- Not to discriminate against colleagues and other people they have contact with as part of their work with Tele2, treating everyone with respect and helping to create an environment that is free from discrimination and/or harassment of any kind.
- 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 the 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)
- Short-listing only candidates whose skills and experience closely match job requirements
- 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, 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. More detailed reviews are completed for each country as part of regular talent reviews. We report Group 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 on Group level:

- Diversity policy and local plans in place in all business units
- Gender diversity in the workforce fully reflected in gender diversity in the manager population
- Pay equality and gender balance achieved (according to business unit plan)



- Zero discrimination cases upheld
- Managers trained in unconscious-bias
- Internal vs external manager appointments at 60:40 ratio

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.

The last level of escalation is: report.violation@tele2.com

(the email goes to Carla Smits-Nusteling, member of the Board of Directors. Should you use this channel be aware that anonymous reports will be accepted, but contact details to the reporting person are appre

Signatures:

Policy holder:

Approver:

Richard Peers

EVP Chief People & Change Officer

Allison Kirkby

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