



ArtofHR2

Jelena Sutic and Nevena Stefanovic

Telenor Group

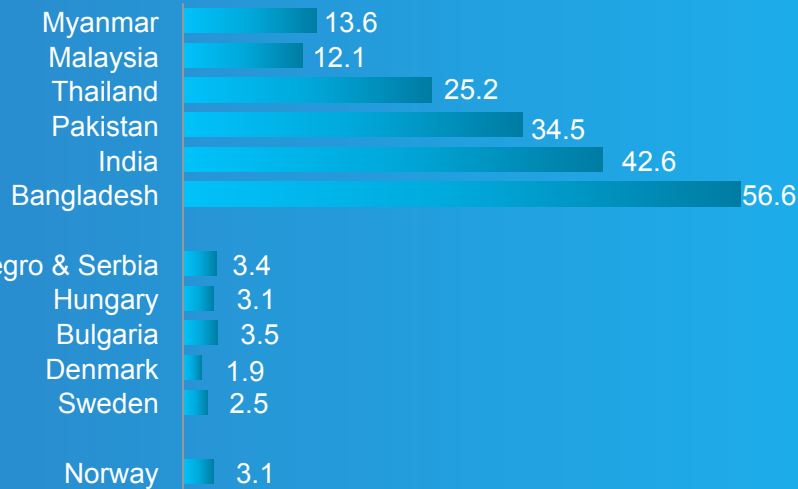


Telenor Group – a quick glance....

- A company with a history of more than 160 years
- Mobile operations in 13 markets in Norway, Europe and Asia
- Ambition to have a sustainable growth also into the future



More than 203 million consolidated mobile subscriptions



....and guess what ?

Approximately half of these subscriptions are owned by **females!!**



What to do to continue the growth and be successful?

....by staying close to our customer. How?

- Get hold of the best people, the best talents and the most eager and enthusiastic employees at all levels and in all our markets.
- Talent is not limited by age, competence, or to half of the population.
- Need to “mirror” our customers (subscribers) in order to “meet” them with our services, products, interaction and communication.

“GENDER BALANCE & DIVERSITY IS ABOUT SHAREHOLDER VALUE”

– GUNN WÆRSTED – TELENOR CHAIRWOMAN

In Sept 2014, we started the Gender Balance Project 1.0

- Establish accountability from the top
- Address policies to support gender balance
- Improve communication on Gender Balance and Diversity
- Support and engage BUs
- Establish an effective and sustainable women network and platform

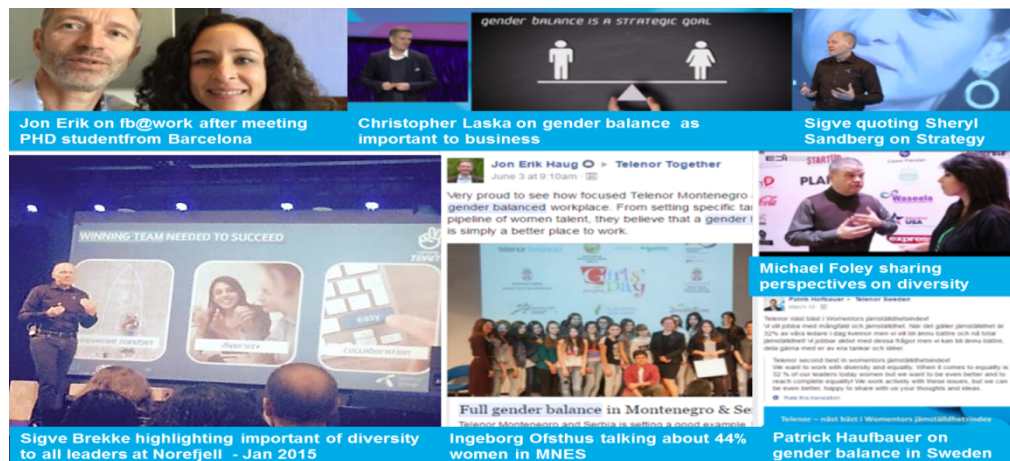


Ensure Tone from the Top



WHAT HAS BEEN DONE

- ALL GEM & TMA have targets to improve number of women leaders and strengthen women leadership pipeline; TMA – BU Targets for CXO-1 & CXO-2 leaders
- Consistent communication by GEM and TMA leaders on various forums



Establish Global Standards & Networks



2

GLOBAL STANDARDS

WHAT HAS BEEN DONE

- Six month maternity leave as minimum standard across Telenor Group
- WIN launch at TGF and implementation in Business Units

Telenor offers employees six-month paid parental leave world wide

NINA SELBO TORSET / MARIT K. VANGVIK
OPPGAVESET 29. SEP 2018 16:51 | PUBLISERT 29. SEP 2018 12:44



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Positive media coverage of Telenor in Asia & Norway

WIN@TELENOR
WOMEN INSPIRATIONAL NETWORK



Nevena Stefanović with Ingeborg O
May 30 at 9:58am

First WIN gathering in Montenegro and Serbia
carrer codes - energizing experience with som
company. Development opportunity grabbed 🙌

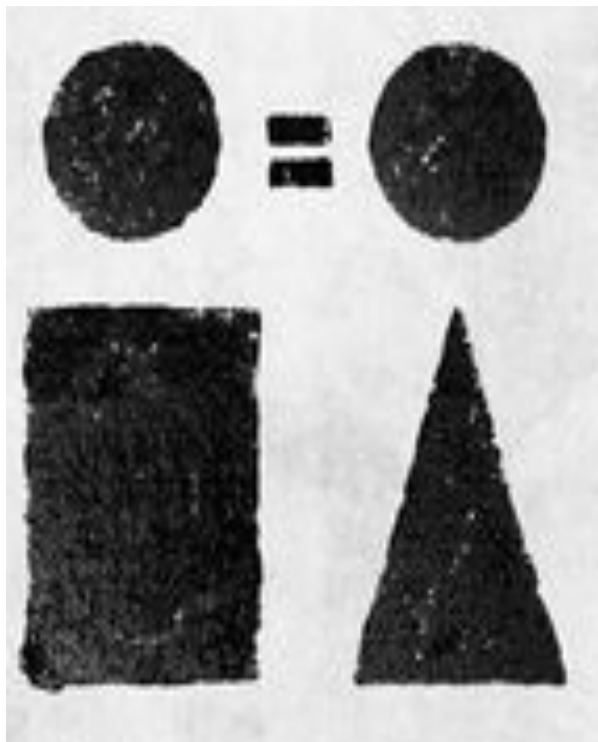


WIN— a consistent leadership development network to be implemented globally

WIN@Telenor Serbia

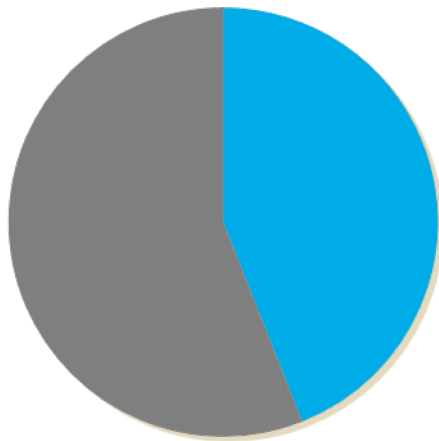
Implementation on local level – Serbia

Full gender diversity achieved over the ten years of Telenor in Serbia



54%

Female employees



44%

Female senior leaders

Implementation on local level – Serbia

Women Inspirational Network (WIN)

**Tone
from the
top**



**Network
established**

- WIN established in 2016
- Talent leaders from CxO-1 and CxO-2
- Quarterly gatherings – continuous development
- Focus on development needs critical for Telenor 2020 strategy



Continue the momentum



1

TONE FROM THE TOP

WHAT MORE NEEDS TO BE DONE?

- Review of targets
- Ongoing communication – internal / external



2

GLOBAL STANDARDS

- WIN Implementation to continue in BUs
- Selected Policies Under Review



3

UNCONSCIOUS BIAS

- Analytics - Systematically address unconscious bias in policies and processes
- Awareness - Unconscious Bias Workshops

