

Telenor ASA Equality statement



2023



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Telenor ASA

Equality statement 2023

In Telenor ASA, we work for diversity and inclusion and against all discrimination on the basis of gender, pregnancy, parental or adoption leave, care responsibilities, ethnicity, religion, beliefs, disability, sexual orientation, gender identity, gender expression and any combinations of these grounds. We also work against harassment, sexual harassment, and gender-based violence.

This statement represents Telenor ASA as an employer in Norway in line with Norwegian reporting requirements in The Equality and Anti-Discrimination Act, section 26. Telenor Norway presents its own report.

The statement consists of two parts.

Part 1: The factual status of gender equality in Telenor ASA and

Part 2: How we work to ensure equality and non-discrimination in practice.

PART 1

The factual status of gender equality



Part 1: The factual status of gender equality

The factual situation on gender equality in Telenor ASA for the period January-December 2023 is presented in the following.

1. Gender representation and pay differentials

In the following summary, all permanent and temporary employees in Telenor ASA as of 31 Dec 2023 are included. In total this amounts to 286 employees, mainly located at the Telenor headquarter at Fornebu.

The categorisation of positions is based on levels ("bands"). The categories are defined across Telenor ASA's organisational units. The categorisation is based on several factors, including the position's responsibilities, impact, complexity and required experience and education. The model was presented to the unions in 2021/2022. For more information regarding position levels and categorisation, see appendix.

According to the reporting requirements we report on gender pay differentials and involuntary part-time every other year.

Telenor ASA underwent an organisational restructuring effective November 2022, having effects on the organisational composition also into 2023. This has affected both the gender representation and pay differentials within the different groups.

Gender representation:

% of employees	2023			2022			2021		
	Women	Men	N	Women	Men	N	Women	Men	N
Total	40	60	286	39	61	309	41	59	350
Group Leadership Team (GLT)	60	40	5	60	40	5	75	25	4
Telenor Top Leaders (TTL)	43	57	28	53	47	19	46	54	24
Band A	22	78	60	17	83	63	23	77	61
Band B	40	60	62	41	59	68	40	60	82
Band C	39	61	76	35	65	78	39	61	83
Band D	42	58	31	45	55	47	41	59	64
Band E/F	75	25	24	76	24	29	75	25	32

The overall women representation in Telenor ASA at year end 2023 is 40%. Telenor ASA has five members in the Telenor Group Leadership Team, of which three are women.

At the senior management level, Telenor Top Leaders (TTL), 43% are women, against 53% in 2022. Following the organisational restructuring in 2022, the number of TTL positions within Telenor ASA have expanded during 2023 due to the establishment of Telenor's new business areas, Telenor Nordics, Telenor Infrastructure and Telenor AMP. At the VP level (band A) the women representation has increased with 5 percentage points during last year, from 17% to 22%.

It is important to us to continue our efforts to strengthen the women representation in our leadership pipeline and the other manager and expert levels, and to move closer to gender parity at all levels.

Pay differentials:

Women's share of men's salary as a percentage	2023		2021	
	Base salary ¹⁾	Total compensation ²⁾	Base salary ¹⁾	Total compensation ²⁾
Total	91	90	90	87
Group Leadership Team (GLT)	n/a	n/a	n/a	n/a
Telenor Top Leaders (TTL)	113	124	102	99
Band A	92	91	88	85
Band B	93	89	90	85
Band C	89	83	96	93
Band D	97	95	95	91
Band E/F	115	113	103	103

N/A indicates too few in the group to portray data (<5)

¹⁾ Base salary: Annual base salary per 31 Dec.

²⁾ Total compensation: Includes all taxable income (salary, cash benefits, benefits in kind, etc.)

Women's share of men's compensation is 91% in terms of average base salary and 90% in terms of average total compensation.

Compared to the pay analysis conducted in 2021, the overall pay difference has had a positive development. We find that the drivers of the pay differences are mostly the same as in the 2021-analysis:

- **Men are overrepresented at the higher position categories (band A-D)**
- **Women are overrepresented at the lower categories (band E-F)**
- **Due to higher position category, men are more likely to have additional compensations, such as bonuses and car allowances**

Considering that the differences appear to be related to men and women being occupied in different professions, particular attention is paid to this in a recruitment context. We focus on increasing the proportion of women in the managerial positions and the traditionally more male dominated areas, such as technology and specific financial roles.

When controlling for other variables such as position level, age and tenure, the differences decrease significantly. Adjusting for these factors we find that the unexplainable gap is reduced to less than 1% for both base salary and total compensation. However, when conducting the same analysis without the two senior executive levels (GLT and TTL), we find that the unexplainable gap for the remaining scope is 3.4% for base salary and 5.8% for total compensation.

We apply individual pay setting practices that determine the specific salary levels. Therefore, justified reasons for pay differences may apply, such as performance, required competitive pay levels upon recruitment, etc.

In band C a more notable pay difference is observed, this level holds senior experts and specialist roles. In recent years, younger women talents have joined the company at a naturally lower compensation level based on shorter professional experience, while men tend to have longer experience and hence a higher total compensation level.

More details regarding Telenor's Group Leadership Team (GLT) can be found in Telenor's executive compensation report.

Telenor ASA offers a defined contribution pension plan with company contributions for pensionable earnings up to 12G (G is the national insurance basis amount), with individual investment selections. Telenor also has a closed defined benefit pension plan limited to pensionable earnings of 12G, the plan was closed for new entrants in 2006. All new hires since 2006 are enrolled in the defined contribution plan.

2. Temporary employees, actual part-time and parental leaves

The gender distribution has been mapped in terms of temporary employment, actual part-time work, and parental leaves.

		2023		2022		2021	
		Women	Men	Women	Men	Women	Men
Temporary employees	% of all employees	0.3	0.7	1.6	0.6	1.1	0.6
Actual part-time	% of all employees	0	0	0.3	0	0	0.3
Involuntary part-time ¹⁾	% of all employees	0	0	---	---	0	0
Parental leaves	number of employees	9	10	6	5	19	5
Parental leaves	average number of weeks	16.8	12.6	20.0	12.1	21.2	13.8

¹⁾Involuntary part-time is reported every other year.

Telenor ASA had no part-time positions as of 31 December 2023.

In 2023, 19 employees took statutory parental leaves (ref. Working Environment Act section 12-5). Women took an average of 16.8 weeks in 2023 and men 12.6 weeks. However, the average number of weeks may represent only part of the full leave period, as the calculations are based on number of weeks of parental leave taken within the calendar year of 2023. Looking at all parental leaves starting or ending in 2023, average number of weeks of parental leave increases to 36.5 for women and 17.8 for men.

As the regulation provides flexibility and choice regarding the division of the parental leave period between the parents, Telenor ASA is focused on ensuring that men have equal opportunity, and acceptance, for taking parental leave.

3. Sick leaves and recruitment

Sick leaves

The rate of sick leaves for Telenor ASA employees in 2023 was 2.3%, compared with 1.9% in 2022. For women, the rate of sick leaves equates to 4.2%, which is an increase of 1.1 percentage points from 2022. For men, sick leaves were 1.2%, an increase of 0.1 percentage points from 2022.

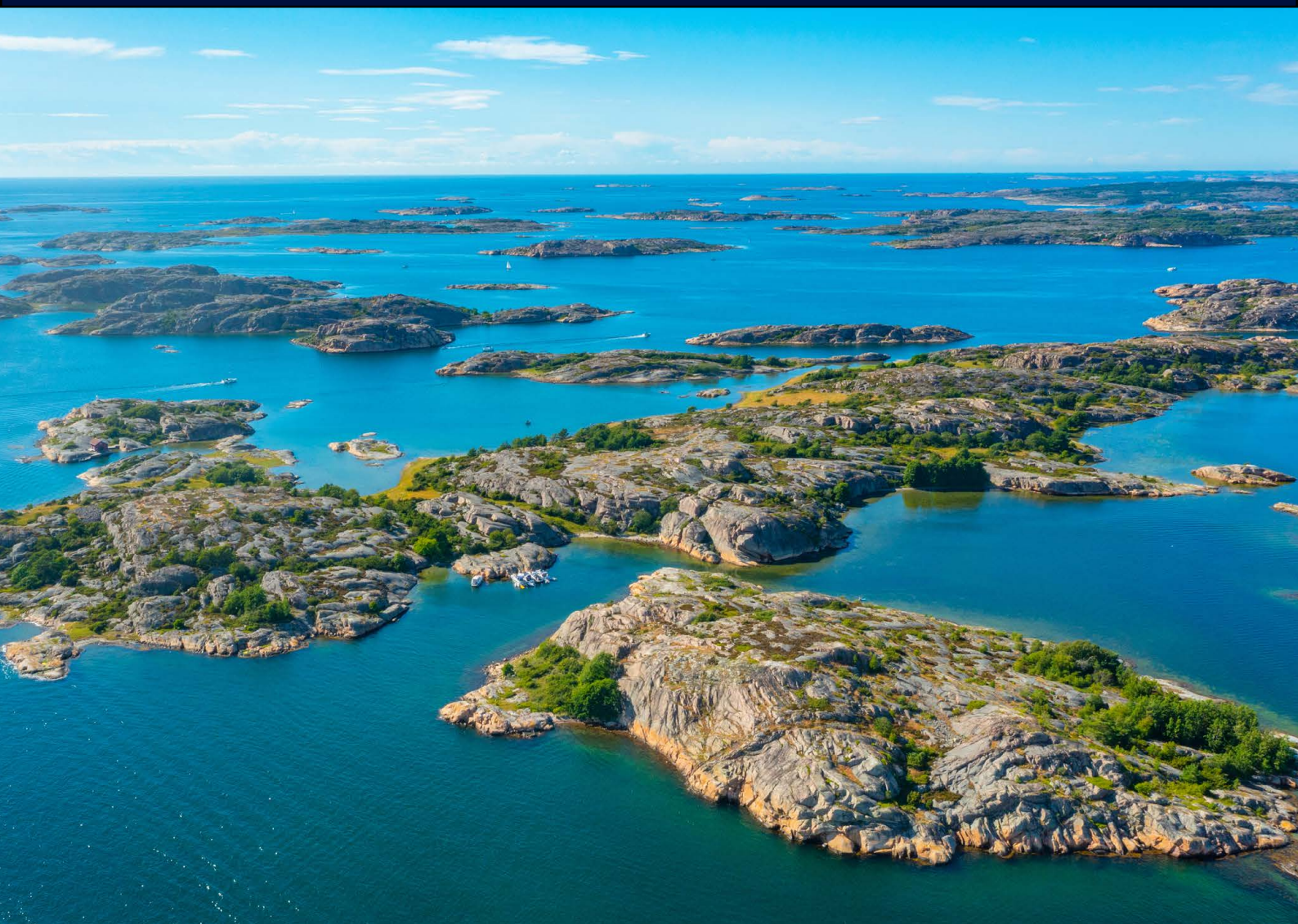
There is minimal recorded absence related to child or child carers illness. This is assumed to be related to Telenor's Flexible Way of Work, which gives employees the opportunity to work, to some extent, during the illness of children or child carers. It is however important for us that no employees should feel they are pressured to work while staying home to care for children.

Recruitment

In 2023, Telenor ASA recruited 26 new employees, of which 46% were women. This is lower than the desired rate in relation to our ambition to increase the women representation within certain levels, and this will continue to be a focus area.

PART 2

How we work to ensure equality
and non-discrimination in practice

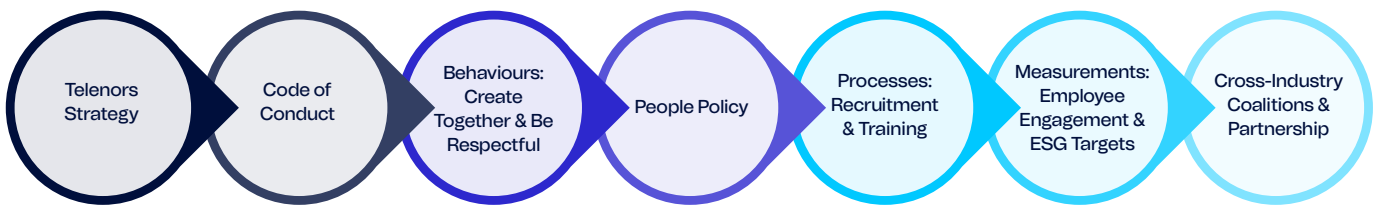


Part 2:

How we work to ensure equality and non-discrimination in practice

1. Principles, procedures, and standards to promote diversity and inclusion and to prevent discrimination

Diversity & Inclusion is embedded in Telenor’s business through:



Telenor ASA is committed to Telenor Group’s People Policy, where gender equality, anti-discrimination, diversity, and inclusion are a vital part, including in the Code of Conduct which states that:

- “All employees deserve a workplace environment, independent of work location, that is free from harassment, intimidation, discrimination, or threats of violence for any reason, including actions based on gender, sexual orientation or identity, race, ethnicity, disability, national origin, religious or cultural beliefs or citizenship.
- We view employee diversity as a competitive advantage, as it broadens our perspective and allows us to better understand our customers’ needs and wants.
- Telenor does its utmost to actively promote equality in all employment practices.
- We foster a working environment where people are treated honestly and professionally and are valued for their unique ideas and differences”.

All Telenor employees are required to sign-off the Code of Conduct on an annual basis. This is done as part of a mandatory training in the understanding of the Code, which includes dilemma training.

Violations of the Code of Conduct and other guidelines shall be reported to the immediate line manager or to Telenor’s integrity hotline. How comfortable our employees are in reporting violations to the Code of Conduct if they were to observe any, is measured as part of our yearly employee survey. In the 2023 survey, 82% of Telenor ASA employees answered positive on this question. 10% answered neutral, while 8% answered they were not comfortable to report any observations.

Telenor is an equal opportunity employer, and diversity and inclusion is imperative to the way we do business, 'creating together' services and solutions that include different perspectives. Telenor ASA is committed to ensure continuous focus on all people related processes to enable diversity and inclusion and minimise any sources of bias. This includes:

- **outline a local diversity and inclusion action plan,**
- **conduct equal pay analysis (with a particular emphasis on gender),**
- **secure diversity in recruitment and selection process,**
- **promote access to diversity and inclusion learning opportunities to raise awareness,**
- **support employee resource groups (or internal networks) that create a sense of belonging for diverse and underrepresented groups.**

Telenor's has whistleblowing procedures, which include the Integrity Hotline where violations of Telenor's guidelines can be reported anonymously, if desired. Incidents reported to the Integrity Hotline are followed up by the company's compliance function with necessary investigations and corrective measures. This applies to all negative/reprehensible incidents, including anything concerning equality. One concern falling into this category was reported anonymously in 2023. The case has been followed up according to applicable routines.

Telenor's guidelines for flexibility provides employees the opportunity to more frequently choose their location of work. This supports work-life balance and is also considered an advantage for employees with disabilities.

Telenor ASA is bound by collective bargaining, collective agreements, and local agreements between Telenor ASA and EL og IT, NITO, Tekna and Negotia. The collective agreements also include provisions for equality and diversity. Telenor ASA has an active collaboration with all four unions and follows up the obligations in the collective agreements in close cooperation with them, both in formal and informal meetings.

2. This is how we work to identify risks of discrimination and barriers to diversity and inclusion

Overall structure for the Diversity & Inclusion agenda

Telenor ASA's management and the union representatives are focused on complying with our internal policy documents, which includes the diversity and inclusion area. Equality issues are mainly considered as an integrated subject in various meeting arenas between management and elected representatives, who regularly meet with an open agenda, both formally and informally, at various levels of the company.

Telenor ASA's Board of Directors has strong focus on, and great commitment to diversity and inclusion. The Board of Directors has established three committees of the Board, one of which is the People and Compensation Committee (PCC). PCC is a preparatory working committee with respect to people issues. PCC receives regular updates on people-related matters and monitors the performance on this area.

The Working Environment Committee (WEC) plays an important role in various topics related to health, safety, and the working environment. The WEC in Telenor ASA met 5 times in 2023. Relevant topics that were discussed in WEC meetings in 2023 are:

- **Follow-up of the 2022 organisational restructuring process**
- **Follow-up of employee surveys**
- **Establishing an annual HSE wheel**
- **Information regarding the 2022 equality statement**
- **Telenor's crisis management organisation**
- **General HSE updates**
- **Sick leave rates**
- **Usage of occupational health services**

Telenor ASA has established an annual wheel for Diversity & Inclusion during 2023. The new structure is based on the four-step model for Diversity & Inclusion and will be fully implemented from 2024.

Telenor emphasise women representation and prioritise gender balance as part of our strategic ambition for diversity and inclusion. This is expressed through the goal of 40% women senior leaders by 2025.

Telenor has committed to the UN Standards of business for LGBTI+ rights that sets standards of conduct for business tackling discrimination against LGBTI+ people.

Telenor ASA has a structured process for managers to follow-up their teams through the year, called People Dialogue. This includes established processes for appraisals, goalsetting, and defining development plans for employees individually. This process shall be undertaken in accordance with the People policy and without any form of discrimination.

Telenor has its own learning platform, Telenor Academy, with a considerable amount of training material covering gender equality, diversity and inclusion for employees and managers.

We discovered the following discrimination risks and barriers to diversity and inclusion

Our employee engagement survey, Our Voice, is an important mapping tool for uncovering discrimination risks and barriers to equality. The survey is conducted globally each autumn. In addition, several smaller pulse surveys are carried out during the year. In addition to the employee surveys, cooperation with the union representatives and WEC is very important to understand issues and challenges concerning the work environment, sick leave rates and any equality issues.

The latest employee survey was conducted in the autumn of 2023. In the table below are some examples showing how employees perceive the overall equality situation in the company.

	2023			2022			2021		
	Positive	Neutral	Negative	Positive	Neutral	Negative	Positive	Neutral	Negative
I feel able to be myself at work	88	8	4	84	11	5	91	8	1
Opportunities for development are available to everyone, regardless of gender, nationality, age, physical ability, personal background, or any other discriminatory factor	80	12	8	73	16	11	81	12	7
I have the flexibility I need to manage my work and private life	87	6	8	84	10	6	84	8	8
I can freely express my views without fear of negative consequences	76	14	10	75	12	12	81	13	6

These results show a small, but positive development since last year's survey.

Although most employees respond positively or neutrally to these questions, it is important to identify the need for measures to make changes for those who answer negatively. Further discussion and mapping of causes, as well as the implementation of relevant measures based on the results, are handled by the management team and locally in each department.

Based on our analysis, we find that the risk factors for the state of gender equality in Telenor ASA are mostly the same as last year. We find that:

- **There is a relatively high gender imbalance in many areas, with a predominance of men in mid-level management and expert roles and a predominance of women in the more operational and administrative positions.**
- **There is a significant gender imbalance in the technology area.**
- **There are fewer women ready for promotion to higher management positions.**

Possible causes of risks and hazards

We have found the following possible causes of risks and hazards in the assessments:

- The pay differences between women and men can largely be explained by more men holding the senior and managerial positions.
- There is a low proportion of women in the technology area, where traditionally there are fewer women educating and applying for positions.
- There is considerable competition in the market for qualified labour in several important areas of the company's business, particularly in technology.

We have initiated/implemented the following measures in 2023

During 2023 we have established an annual wheel for Diversity & Inclusion for Telenor ASA. The basis for this is the four-step model for active equality work in section 26 of the Equality and Anti-Discrimination Act. Together with our union representatives we have defined a new annual process that ensures continued focus on this with regular meetings throughout the year. This also gives us a better arena for collaborating on these topics with the unions.

Gender:

Telenor is a partner to the SHE Community. In the SHE Index 2023, a voluntary measurement of how companies perform on gender balance, gender equality policies and diversity and inclusion, Telenor was named Top 3 in Norway.

On the International Women's Day on the 8th of March, we hosted a session for our employees at Fornebu, celebrating diversity and inclusion with an emphasis on gender and equality. On the agenda were inspiring talks about gender balance and Diversity & Inclusion awareness by Telenor representatives and from our collaborating partner Diversify.

In May, we kicked-off our platinum partnership with the ODA Network, the leading network for diversity in tech in the Nordics. The network's vision is to empower women in technology to "Lead the Change".

Disabilities:

Telenor ASA endorses the Open Mind programme, which was initiated and is operated by Telenor Norway. The programme contributes to the inclusion of groups that have fallen outside the labour market, and it is carried out in cooperation with the Norwegian Labour and Welfare Administration (NAV). The programme has two target groups, persons with disabilities and persons with an immigrant background from countries outside the EU. The programme lasts for one year and includes internships in various parts of the company. This is an important contribution in the work to strengthen our culture of inclusion. Telenor ASA have employed candidates through the program for many years, but we have not had candidates during 2023.

On 1st of December, we celebrated the International Day of Persons with Disabilities (IDPD) at our headquarter at Fornebu. The event was a collaboration with several larger Norwegian companies and HR Norge. Telenor Open Mind, National Association of Disability (NAD) and InClue AS participated at the event and created awareness around the resource this group represents in a pressured labour market.

Our model for flexible way of work provides employees the opportunity to more frequently choose their location of work and is considered an advantage for employees with disabilities and can contribute positively to increasing their ability to work.

Ethnicity:

At Telenor ASA, there is a high level of ethnic diversity with employees from many different nationalities and cultural backgrounds. This enriches the culture and helps create greater understanding and interaction across Telenor Group's business units and in the markets in which we operate. English is the corporate language, and as we use English as the standard working language, this prevents employees with non-Norwegian background from feeling left out due to language barriers.

The company has a mobility programme that allow employees to work on assignments abroad for shorter or longer periods in the various business units. We encourage women to take on international assignments. To reduce possible obstacles for women to take on such assignments, we have over the years improved the coverage of nursery, kindergarten, and school for accompanying children as well as improved spouse's support for career advice, education, and upskilling.

We also have a global internal labour market, where employees are given the opportunity to apply for positions across national borders.

Please also see the section covering the Open Mind programme under the heading Disabilities, as this programme also targets immigrants with a background from non-EU countries.

Religion/beliefs:

Amongst employees in Telenor ASA, we find a diverse representation of religions and beliefs, and it is important for us to facilitate celebration of religious holidays. In our canteens, we also emphasise offering a varied menu, adapted to employees with different religious affiliations. Employees at the head office at Fornebu have access to a prayer room.

Sexual orientation, gender identity and gender expression:

All employees in Telenor ASA should be able to work without experiencing discrimination based on sexual orientation, gender identity or gender expression.

In April 2023, Telenor organized a workshop open for the public, as part of a series of ongoing activities to create awareness towards the LGBTQIA+ community. This was done in collaboration with Diversify and US Embassy, in partnership with DNB and Sopra Steria. In June 2023, Telenor joined several other Telecom companies in the Global Virtual Telco Pride – a collaboration in the telecommunications industry to advance diversity and inclusion in the workplace.

Further information on human resource areas

Recruitment:

Telenor ASA strives to be a diverse and inclusive workplace, and this is one of the main focuses for recruitment in the company. In our recruitment processes, as far as possible, the final rounds should have candidates of both genders. This is followed up by the recruitment team in collaboration with the recruiting manager. When external recruitment partners are used, we ensure that they have the same focus on gender balance and diversity.

Vacancies in the company are always first advertised internally. We have a global internal labour market, which gives employees the opportunity to apply for positions across the company and national borders.

Compensation and working conditions:

Telenor ASA have personnel policy guidelines and collective agreements that ensure equal treatment of employees, regardless of background and statutory discriminatory grounds, for example in terms of compensation levels and salary reviews.

The company has conducted salary negotiations with all four unions and also provided managers with guidance on how to distribute salary review budgets in an equitable way, including for employees on parental and sick leaves.

Telenor ASA covers full base salary and does not limit payments to 6G in the event of illness.

We also cover full base salary during parental leaves and additional compensations such as bonus are kept during the leave period. This helps in evening out gender pay differences as women usually take more parental leave than men. Fathers and co-mothers keep full pay in the two weeks' leave in connection with the birth of their child.

All employees and managers in the company are offered training regarding diversity and inclusion on our e-learning platform. Telenor ASA offers regular health, safety, and environment (HSE) courses for managers and HSE managers in all companies.

Opportunities for development and promotions:

Telenor ASA emphasise the importance of developing new competencies and new perspectives. Providing our employees opportunities for development has and will continue to be a strategic focus area and a key performance indicator.

We emphasise that everyone should have the same development opportunities regardless of gender, nationality, age, physical abilities, personal background, or other possible causes of discrimination. This is measured annually in Telenor's Employee Engagement Survey - Our Voice, and most employees report that they believe development opportunities are the same for all, regardless of their background.

As part of our People Dialogue process, employees outline their own development plans in consultation with their manager. For many years Telenor has offered all employees 40 working hours each calendar year for their own learning and development.

Employees are offered various management development courses and advancement programmes.

The leadership teams conduct annual People Forums, where career development for team members is one of the topics. There is continuous focus on enhancing the women representation in our leadership pipeline and increasing the proportion of women being promoted.

Work life balance, care responsibilities, parental and birth/adoption leave:

We continue to offer our employees a flexible way of work related to their work location. Employees can to a large degree, within a certain framework, choose where they want to carry out their work. The model has been developed over the years in cooperation and discussions with the unions.

We consider increased flexibility as beneficial, helping ease the combination of work and family life, care responsibilities, getting children to and from kindergarten, as well as the ability for employees with chronic illness or disabilities to work.

Work against harassment, sexual harassment, and gender-based violence:

Telenor ASA has its own Compliance function and whistle-blowing routines for reprehensible incidents, including for harassment in various forms. Incidents can be reported via the Integrity Hotline, available to all employees. One concern falling into this area was reported in 2023. The case has been followed up according to applicable routines.

In November, Group Employer Role invited the Corporate Unions and the local ASA union representatives for a joint training session on whistleblowing together with Group Compliance and Group Internal Audit & Investigations. The HR team in Telenor ASA was also invited and participated together with the unions.

Planned measures for the coming year

As part of our action plan from the Employee Engagement survey last autumn, Wellbeing and Inclusion is one of our focus areas. We will continue to work on fostering a supportive and inclusive workplace that prioritizes employee wellbeing together with encouraging open communication and promoting authenticity at work. Planned activities are seminars and e-learnings on psychological safety, work-life balance, unconscious bias, etc.

We will continue our dialogue and collaboration with the unions in accordance with our new, yearly Diversity & Inclusion wheel. As part of this, a workshop with the unions is planned in the beginning of 2024. The planned agenda is to discuss possible risks and barriers, and possible improvement actions or activities that will form Telenor ASA's local D&I action plan for the year.

We aim to secure equal pay across all functions and levels of the company and will continue our analyses of gender pay differentials. Where unexplained pay differentials between men and women are discovered, measures will be considered.

Telenor will continue the partnerships with the SHE Community, ODA, Diversify and others to discuss opportunities and challenges with regards to Diversity & Inclusion.

We will continue our strong focus on upskilling and competency shift to meet future needs and to deliver on our strategy.

3. Assessment of results and expectations concerning further work on the agenda

We currently have a total share of 40% women in Telenor ASA. As we have a gender imbalance at some levels and areas in the organisation, we will continue to work actively to sustain and improve the gender balance at all levels and areas. We will continue our focus on recruiting and retaining women, especially in expert and leadership positions at higher levels and in areas that have traditionally been male dominated.

Our process for People Dialogue is an important tool for further developing the company. The focus will be on ensuring that all employees have an active development plan that is continuously maintained and updated to help ensure the company's current and future needs for competence in the workforce. We see this as an important measure also for improving gender balance in the company, by planning adaptive measures to further prepare women for senior leadership and advanced roles of expertise in higher position levels.

Our Employee Engagement survey shows that most employees believe that everyone in the company has equal opportunities, regardless of gender, nationality, age, physical health, personal background, or other possible causes of discrimination. Similarly, most employees feel they can be themselves at work. However, there is potential for further improvement. We will continue to work on fostering a supportive and inclusive workplace.

Telenor ASA is positive to hiring candidates from Telenor Open Mind and other external or public work training programmes. We consider Telenor's Open Mind programme to be an important contribution toward equality, not only in the company, but also at the societal level.

We consider the state of equality in Telenor ASA overall to be at a high level. Through Telenor's partnerships with different organisations and cross-industry coalitions, together with a more structured approach through our new, local D&I annual calendar, we believe we can enhance our equality work even further in the coming year.

Fornebu, 21 March 2024
Board of Directors, Telenor ASA

Appendix:

Description of position levels ("bands")

Group Leadership Team (GLT)

This group includes Group President & CEO and the other members of the Group Leadership Team (Executive Vice Presidents - EVPs) employed by Telenor ASA.

Telenor Top Leaders (TTL)

This group includes senior management roles for a group unit or a larger functional area within such a unit. The positions are defined as Senior Vice Presidents (SVPs). These are roles that establish long term global strategies or management principles for Telenor Group within their functional area. Decisions are guided by Telenor's strategic direction and ambitions. The positions are part of Telenor Top Leaders, and they report to members of Group Leadership Team.

Band A

This group includes management and expert roles for a group unit or a functional area within a group unit. The positions are defined as Vice Presidents (VPs). The management roles can be described as senior management roles (TTL-1) with responsibilities for establishing and implementing plans to achieve the company's overall strategies and ambitions, as well as setting goals within their own functional areas. The expert roles are recognised as a position of senior expertise in one or more key functional areas where expertise is leveraged across Telenor's global organisation to achieve significant business impact.

Band B

This group includes management and expert roles responsible for a functional area or a subarea within a function. The roles in this group are mainly defined as Director roles. The roles contribute on the strategic/tactical level by planning and implementation of strategic initiatives. The management roles are defined as senior management responsible for deliverables and results for own units. The roles are responsible for resources, policies, and guidelines, as well as processes within their area of responsibility. The expert roles at this level are senior positions that require specialised depth and/or scope of expertise in their own field. The roles interpret complex internal or external business problems and recommend solutions/best practices based on basic understanding and market insight.

Band C

This group includes senior expert and specialist roles that have functional professional responsibility within areas of great impact. The roles require depth and/or breadth of competence within own area. The roles contribute on the tactical level with the planning and implementation of strategic initiatives and/or recommend solutions/best practices for complex internal or external business problems.

Band D

This group includes expert and specialist roles that have functional professional responsibility or partial responsibility. The roles require a high level of specialised knowledge and experience in their own field or broad competence in several related disciplines. The roles at this level are responsible for delivering and implementing action plans within their area of expertise.

Bands E and F

This group includes specialists working at the operational level with the implementation of action plans, identification and solving problems and providing recommendations within their own field. The roles require a high level of knowledge and experience in their discipline.