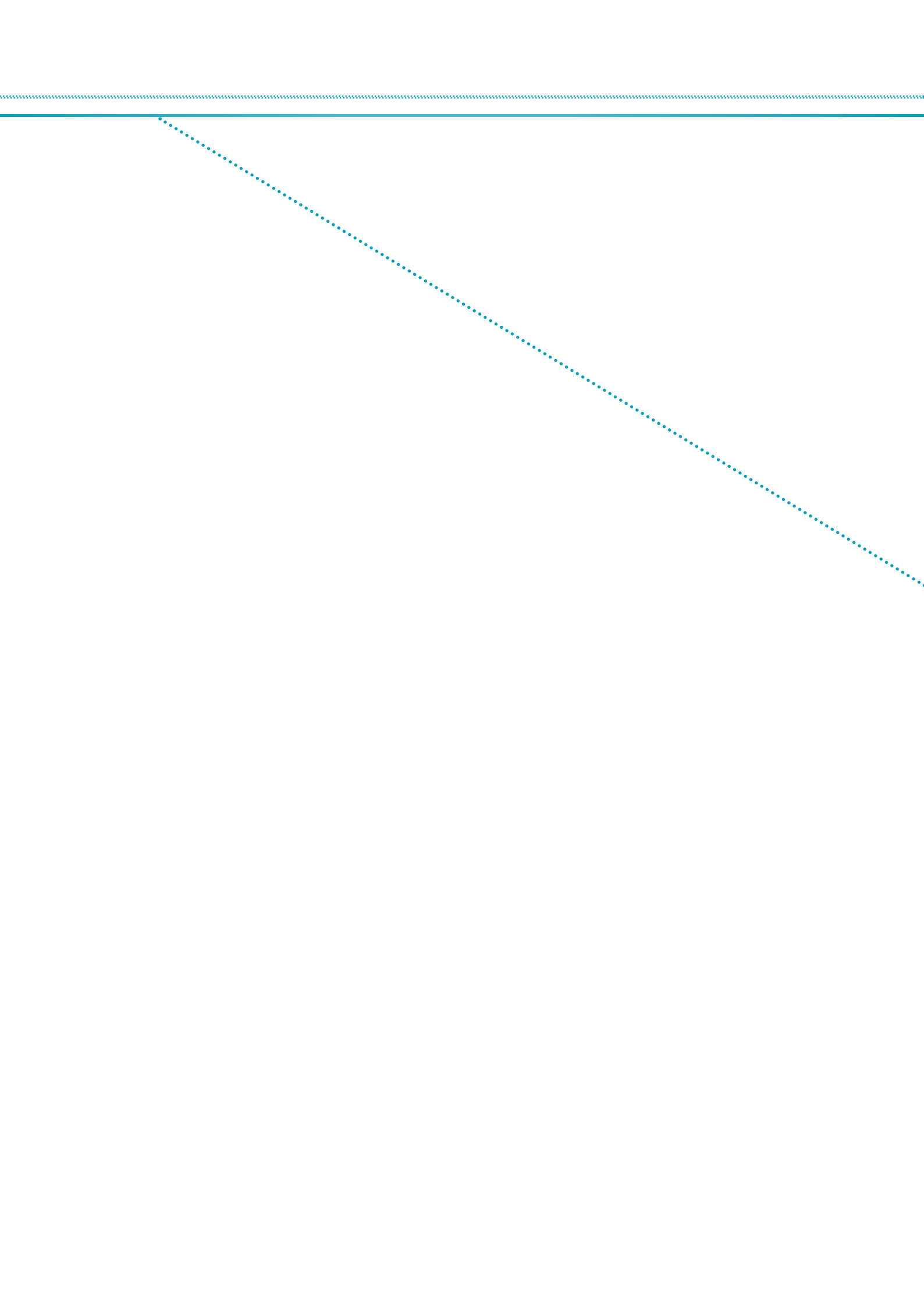


CORPORATE RESPONSIBILITY 2013



part of  telenor
group





Dear friends,

GLOBUL has always been a leader in corporate responsibility in Bulgaria and this will continue to be the case going forward. Telenor Group vision is to empower societies. We provide the power of digital communication, enabling everyone to improve their lives, build societies and secure a better future for all.

I am confident that we will make this vision come true in Bulgaria as we have done it successfully in many countries in Europe and Asia.

I am proud to present to you the fourth corporate responsibility report of GLOBUL covering all major developments in 2013. As you will see, despite going through a change of ownership, the company stayed focused on its main priorities and there are many positive developments that we can share with you.

Our client base continued to grow and reached 4 million active subscribers. We can only become better if we listen to our customers and improve our services. In August 2013 we increased the number of clients that we asked for feedback through the call center from 5 000 to 11 000 per month.

GLOBUL invested in the UMTS network and as of the end of 2013 our 3G networks is available for 96.09% of the population. You can expect further significant investments in our network in 2014-2015.

The company has achieved great results in the environmental field. Thanks to our customers we saved 151 tons of paper and gave for recycling more than 4 tons of old mobile phones, batteries and accessories.

Our technology team is very proud with the project for the photovoltaic power plant installed on our Network Operations Center. It started working in April 2013 and produced 10 MWh of clean electricity used for the lighting of the building.

GLOBUL won first prize in the Investor in Society category at this year's Responsible Business Awards organised by the Bulgarian Business Leaders Forum (BBLF). The company was honoured for its support for the establishment of the first Day Center for vocational education of youths with intellectual difficulties.

One of our main goals is to be the best place to work in Bulgaria. In 2013 43.6% of all employees took part in various trainings and we will continue investing in our work force and attracting the best talent.

We have ahead of us high goals and right now we work hard to make GLOBUL even better company than what it is today. One year from now we will have a new report telling an amazing story about our progress.

I wish you all the best!

**Stein-Erik Vellan,
Chief Executive Officer of GLOBUL**

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This Report has been prepared with the assistance of our environmental management and sustainability consultants, denkstatt Bulgaria.



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The Report is printed by Multiprint on 100% recycled paper, made in compliance with the requirements of the German environmental certificate "Der Blaue Engel".

This year we issue our fourth consecutive corporate responsibility report in compliance with the requirements of the Global Reporting Initiative (GRI). Thus, we confirm our commitment to annually publish reliable, measurable, verifiable and industry-relevant data. The present corporate responsibility report corresponds to B level of reporting according to the GRI standards. We publish data on a total of 116 quantity indicators and we fully cover 55 GRI indicators. In our striving to meet the high expectations of all stakeholders, we have once again set ourselves a number of ambitious goals.

The report has not been verified by a third party. It is distributed both in Bulgarian and English language. You may find it in print, as well as in electronic form on the corporate website of GLOBUL www.globul.bg.

Yasen Guev

Chief Corporate Affairs
Director
GLOBUL



This report tells the story about GLOBUL and for us is a great tool to recap our achievements and to reach out to our stakeholders. We want to share our ideas and we will be happy if more Bulgarian companies will follow our understanding for transparency and social responsibility. If for a while you stop reading newspapers and take time to get through the report you will find proofs that many good things are happening and that success is possible. This will only be possible with the support from our employees, customers and partners. As part of Telenor we started an amazing journey and you will see new CR initiatives already in 2014.



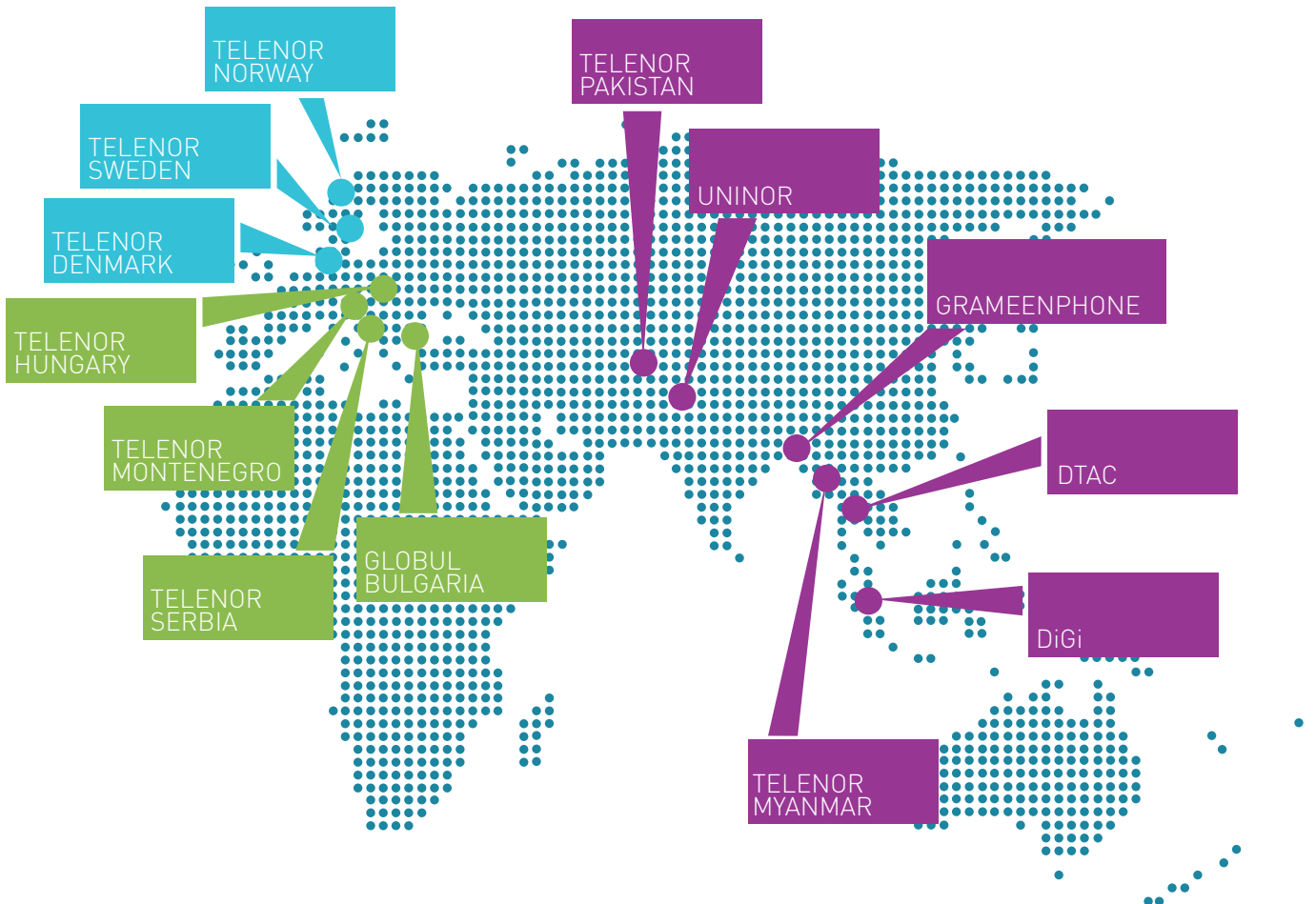
SCOPE OF THE REPORT

The Report focuses on the activities of GLOBUL for the period 2013, January 1st – December 31st and contains quantitative data and information for the years of 2011, 2012, and 2013 (unless otherwise specified). Everything described in the report refers to activities performed by GLOBUL on the territory of Bulgaria, unless explicitly specified otherwise. The report also partially presents activities of GERMANOS, as our major trading partner and a leader in the field of mobile technologies which offers GLOBUL services on the Bulgarian market. Financial and other data, which the company collects and publishes by law, correspond to our official reports.

3

GLOBUL is the trademark under which Cosmo Bulgaria Mobile EAD offers mobile telecommunication services in Bulgaria. In 2013 GLOBUL reached 4 million active subscribers. The services of the company are available to 99.98% of Bulgaria's population, covering 99.49% of the country's territory, while the UMTS network of the company covers 96.09% of the country's population. As of August 1st, 2013 GLOBUL is a part of Telenor Group. Telenor was founded in Norway in 1855 and over the years established itself as a leader in the telecommunications field. The company constantly expands its activities with the aim to offer its customers

the most innovative and functional telecommunication solutions. At present Telenor Group has over 170 million subscribers and operates in 13 countries in Europe and Asia, while its presence also expands to another 17 markets through its ownership in the Russian VimpelCom Ltd. GLOBUL provides its customers with the full scope of telecommunication services: mobile, fixed and data. We strive to meet the constantly changing needs and evolving expectations of our customers by keeping a close eye on the current worldwide trends and by constantly investing in innovative solutions.



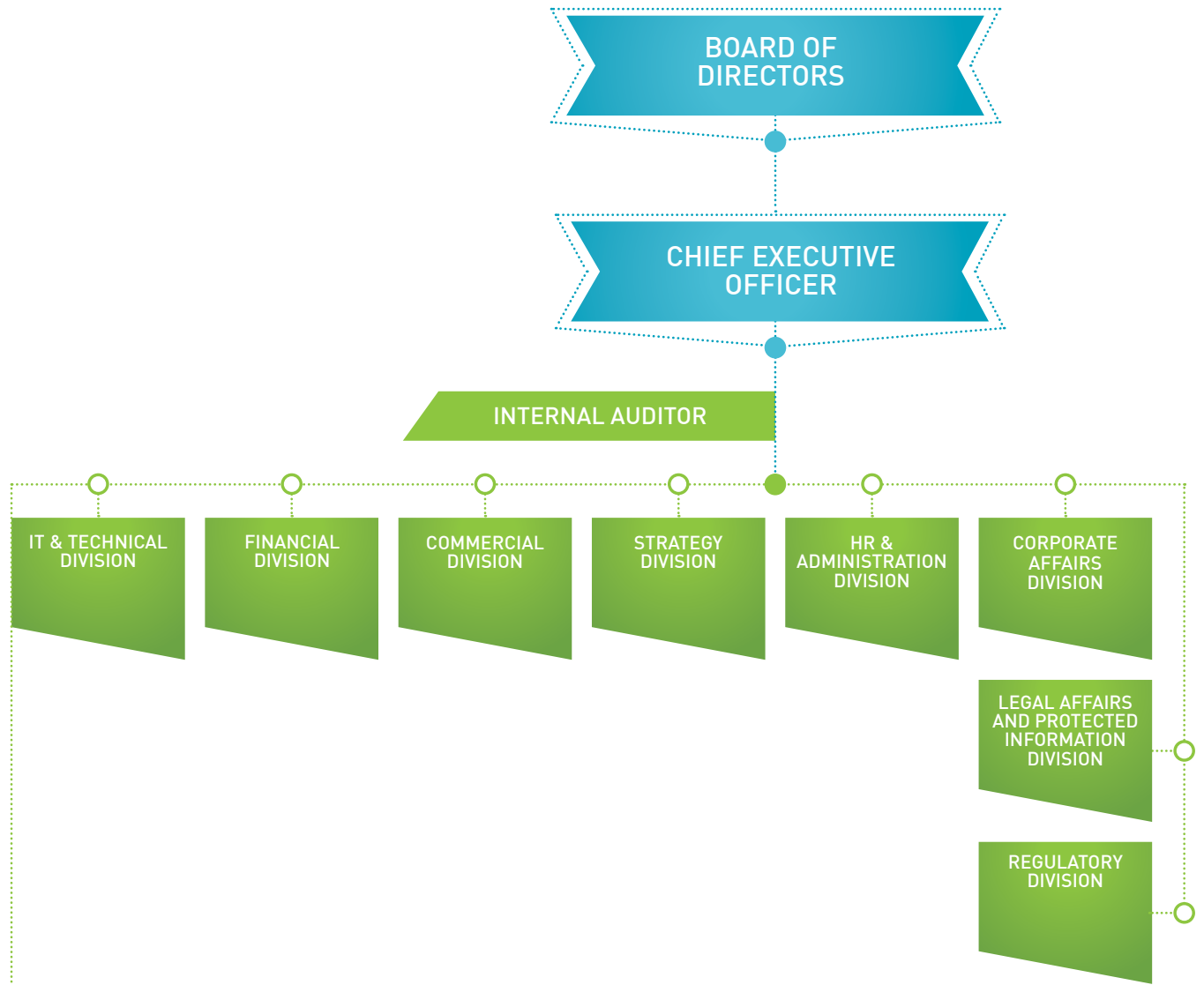


Fig. 1 Organizational Structure of GLOBUL for 2013

DEVELOPMENT OF THE COMPANY

GLOBUL started its commercial operations on the Bulgarian market, as the Company's head office is located in Sofia.

The Company was announced the largest green field investment and was granted the "Investment of the Year" award.

2001

GLOBUL invested over 562 million Euro in the development of its network and services.

25.5% population coverage.

1 million customers.

91% population coverage.

COSMOTE assumes GLOBUL management.

GLOBUL continues to support the boarding school for mentally challenged children - "N. Y. Vaptzarov" in Elhovo. Employees of the company actively participate in the project. They raise money and personally visit the children at the boarding school.

2003



2005

GLOBUL launches a long-term program - "A shelter for Bulgarian culture", aimed at preservation of the Bulgarian cultural and historical heritage and helping Bulgarian contemporary art.



2 million customers.

99.6% population coverage.

COSMOTE acquired 100% of GLOBUL share capital.

Corporate Responsibility unit was established as a part of the Marketing Department.

3.7 million customers.

Introduces GLOBUL Office Zone, first mobile-fixed solution in the Bulgarian market, for the corporate segment.

The campaign "Drive Safely! Use Hands-Free!" is launched. It aims at encouraging responsible behavior on the road.

2007

GLOBUL was granted "The Largest Corporate Donor" award for the second consecutive year.

GLOBUL became one of the first owners of 100% electric car in Bulgaria – Peugeot iOn.

In connection with its tenth anniversary, GLOBUL donated ten ambulances to Emergency Centers within the country.

2011

3.9 million customers.

99.96% population coverage.

GLOBUL initiates its long-term partnership with the international environmental organization WWF with the initiative "National Day of the Nature Parks" aimed at Bulgarian wildlife conservation.

GLOBUL published the first Bulgarian Corporate Responsibility Report prepared in compliance with the standards of the Global Reporting Initiative (GRI).

4 million active customers.
99.98 % population coverage.
GLOBUL launched its own photovoltaic power plant.

2009



GLOBUL started a national communication campaign for Internet safety aiming at increasing the level of awareness about proper use of contemporary information technologies and the Internet by children and teenagers.



2013



GLOBUL became part of Telenor Group.
Telenor donated BGN 130 000 to UNICEF Bulgaria



4.1

CORPORATE GOVERNANCE

At the end of April 2013 Telenor and the Greek telecommunication company OTE reached an agreement for the sale of GLOBUL and GERMANOS. On July 31st, 2013 the transaction for the acquisition of the operator and the retail chain was closed at a price of EUR 717 million. As of August 1st, 2013 GLOBUL and GERMANOS are a part of Telenor Group, and the acquisition was one of the biggest deals in the country for the past year.

Currently, GLOBUL is a Bulgarian joint-stock company characterized with a one-tier management system, having Telenor Mobile Communications AS as the sole shareholder.

The company is managed by a Board of Directors currently consisting of six persons granted a five-year mandate and appointed by the sole owner, as they may be reappointed without limitation. The Board of Directors appoints one of its members to hold the position of Chief Executive Officer.

As at the present moment, the Board of Directors consists of:

Kjell Morten Johnsen – Chairman
 Ronny Bakke Nævdal – Deputy Chairman
 Stein-Erik Vellan - Chief Executive Officer
 Bjørn-Harald Brodersen
 Knut Giske
 Pål Ove Keillor Kvalheim

The Board of Directors and the sole shareholder of the capital determine the strategic pillars for the company's development, while the operational management in Bulgaria is carried out by a management team that is directly subordinate and reporting to the Chief Executive Officer.

Compliance with the legislation, the company's policies and all remaining corporate documents are an integral basis for the company activities.



CODE OF CONDUCT

Following the change of ownership in 2013, based on the practices and documents of Telenor Group, the company adopted a Code of Conduct, which became an integral part of the approved way of work of the company and set the main principles and ethical standards to be observed by all Telenor Group employees. The Code is the basis of the corporate culture of the business units within Telenor Group and reinforces their commitment to always work in compliance with the law, the requirements for ethical conduct and respect for human rights.

The Code adds to our values, which determine our attitude towards one other, as well as our interaction with our customers and partners:

- Make it easy
- Keep promises
- Be respectful
- Be inspiring

The Code of Conduct determines three main fields, each of which is characterized with set standards, which describe our conduct, and ensure that we follow the main corporate principles and ethical standards of conduct:

- **Our community** sets the standards for: human rights, working conditions and health, safety and security of the employees;
- **Our relationships** determine the specific ethical standards and main principles regarding the environment, customers, suppliers, competition, corruption and bribes, gifts and business courtesies, money laundering, information, communications, and media and political activity;
- **Our assets**, respectively, consist of provisions connected with internal control and authority, conflict of interests, private interests and activities, confidentiality, information, that may affect the

prices of securities, personal data and privacy, intellectual property, properties and assets, and accounting and financial reporting.

In order to actual implement the Code of Conduct within the company's working process, GLOBUL carried out a respective internal communication campaign. This campaign aimed at clarifying the principles of this document and increasing the level of employee awareness about the Code's requirements, which must be applied by each of them within their daily work. The local Compliance Manager supervises the precise application of the Code and bears responsibility for the consideration of all cases with statements for violation of the laws, regulations or ethical standards described in the Code.

The Code of Conduct is valid for all employees and is available on the company's corporate website. All documents operating within the company are subject to respective update in order to ensure their compliance with the requirements of Telenor Group.

4.2

COMPANY'S MISSION AND VISION

Due to the change in the company's ownership, in 2013 we set new mission and vision. Our vision as a part of Telenor Group is to empower societies. We provide the power of digital communication, enabling everyone to improve their lives, build societies and secure a better future for all. Our mission is to help our customers. We exist to help our customers get the full benefit of being connected. Our success is measured by how passionately they promote us.

4.3

CORPORATE RESPONSIBILITY STRATEGY

For us at GLOBUL, corporate responsibility is the overall philosophy we believe in and we have placed in the centre of our business strategy. Therefore, sustainability has become an integral part of each solution and activity of the company. We are glad that Telenor Group, of which we are a part as of August 1st, 2013, shares this view, as we will further develop the company's responsible practices, initiatives and policies, so that we can contribute to our society's sustainable development as efficiently as possible.

Corporate responsibility has been an integral part of GLOBUL's development strategy since the very beginning of the company in 2001. In early 2010 we established a separate Corporate Responsibility Section as a part of the Corporate Affairs Division, which undertook the management of all related activities. This step helped us integrate the corporate responsibility in every aspect of GLOBUL's activities more efficiently, thus turning it into one of the significant factors when taking strategic company decisions.

In 2013 we continued focusing our efforts towards the four traditional priority fields: marketplace, employees, environment, and society. The present report's content is structure is based on these four fields, taking into consideration the plans, objectives, expectations and interests of importance to us and our stakeholders.

We strive to turn the company into a symbol of development and prosperity by applying the best business practices, but also by following the principles of trust, honesty and respect at the same time. We work and create value for our customers, investors, employees and partners, upon observing high ethical standards. Another proof of this are the company's certificates granted by several internationally recognized and accredited organizations.

CERTIFICATES

As of 2008 GLOBUL has the ISO 27 001:2005 certificate, which ensures the quality of the billing process and is issued by the international company TÜV Technische Überwachung Hessen GmbH. In 2011 we were granted a certificate by Moody International Certification GmbH for our Quality Management System for the sales, implementation, and providing of telecommunication services (ISO 9001:2008). In 2012 we also successfully certified the two implemented systems – Environmental Management System (ISO 14001:2004) and Occupational Health and Safety Management System (OHSAS 18001:2007), as in 2013 we passed the mandatory surveillance audits of both systems.

In July 2013 GLOBUL, in its capacity of a telecommunication service provider, successfully passed an additional SMETA audit, the main purpose of which was to verify the compliance with high ethical business standards, the applicable legislation and additional engagements undertaken by the company. The audit was requested by one of our corporate customers and partners of many years that is a member of a non-profit organization aiming at improving the ethical business practices applied within the supply chain of SEDEX.

The audit was successfully passed, as the auditing team from Intertek reported full compliance with all requirements set. According to the auditing team some of the best policies of GLOBUL included the staff benefits (such as food and transportation vouchers, additional health insurance, a company psychologist, etc.) and the social activities within the company, the interviews with employees showed. In addition, GLOBUL was awarded for the internally organized promotional campaigns for responsible conduct towards the environment, occupational health and safety, etc.

STAKEHOLDER ENGAGEMENT

We consider all groups, which are directly or indirectly connected with the company and have the potential for impact on its activities as stakeholders. Our interaction with these groups is of significant importance in order to achieve our long-term goals more easily and to continue our sustainable development as a socially responsible company. As a result of conducting a continuous dialogue with our stakeholders, we manage to jointly come to new and more efficient solutions, as well as to increase their engagement with respect to the topics that are the most significant to them.

Table 1 below shows the main stakeholder groups we identify, how we communicate with them, as well as some of the important topics for each of these groups. The company's corporate responsibility report is one of the main communication tools with all stakeholders.

Stakeholder Group	Dialogue Method	Main Topics
Customers	Marketing researches – regular and ad hoc Stores Corporate dealers Call Center Department Social media Communication campaigns and events Meetings with customer organizations GLOBUL corporate website	Tariffs Invoicing Coverage Service Diversity of products and services Quality of services Electromagnetic fields
Employees	Daily dialogue Annual employee performance assessment Qualification improvement trainings Knowledge sharing sessions Open meetings on various topics Regular meetings with the management Internal portal Internal bulletin – G-Bulletin Internal events and initiatives Digital screens Policies and work instructions Introductory trainings Whistleblowing procedure	Working conditions Compensation and benefits Working hours Opportunities for professional development and improvement of the qualification Equal opportunities for development Eliminating discrimination Safety at the workplace Internal company information regarding organizational processes Information regarding products and services Social and environmental causes
Suppliers and contractors	Daily communication and regular meetings with suppliers/contractors Constant communication with sourcing representatives Supplier Conduct Principles	Terms and conditions for holding tenders and auctions Quality of the products and services offered Long-term agreements, loyalty and transparency in the relationship Conditions for contracting and payment
Authorities	Meetings – bilateral and together with the other telecom operators Events and conferences Written communication Participation in working groups Participation in business and industry organizations	Investments, growth and workplaces Fees, taxes and social security compliance Regulatory conditions Competitive conditions
Academic institutions	Scholarship and traineeship programs GLOBUL Hour program – company experts sharing their experience in lectures and tutorials GLOBUL corporate website	Support for the education Innovative education technologies
Local communities	Meetings with the local authorities Participation in local forums	Electromagnetic fields Visual impact of base stations
NGOs	Cooperation and support for causes Participation in public forums and discussions Memberships in NGOs Meetings with local representatives GLOBUL corporate website	Support for projects of public significance Responsible marketing Electromagnetic fields Environmental impact Social causes
Media	Press releases and articles Press conferences Participation in public forums and discussions GLOBUL corporate website	Technological renovation Prices and billing Electromagnetic fields Regulatory and legislative changes
Owners	Conference calls Regular meetings	Achievement of the results set in the Company's budget Approval of the financial results Coordination of large projects Company growth and profit Investments Technological renovation Company reputation
The general public	Activities in support of the society Marketing researches Events and campaigns GLOBUL corporate website	Prices and rating Quality of services Electromagnetic fields

Table 1 Stakeholder Dialogue

4.4

MEMBERSHIPS AND
ACKNOWLEDGEMENTS

GLOBUL is a member of a number of organizations, with the help of which we make every endeavour to address the challenges connected with our business and to popularize the values of the corporate responsibility in Bulgaria:

- Confederation of Employers and Industrialists in Bulgaria (CEIBG)
- Bulgarian Business Leaders Forum (BBLF)
- The Telecommunications Association (ASTEL)
- Bulgarian Association for People Management (BAPM)
- Bulgarian Donors Forum (BDF)
- Bulgarian Association of Advertisers (BAA)
- Greek Business Council in Bulgaria
- Public Council at the Safer Internet Center
- Bulgarian Chamber of Commerce and Industry (BCCI)
- World Association for Mobile Communications (GSMA)
- UN Global Compact (membership via Telenor Group)

In 2013 we received once again a number of acknowledgements for our efforts as a company responsible towards the society and the environment. In October we were granted an award in the category “Businesses Supporting Biodiversity” at the national awards of the Bulgarian Foundation “Biodiversity”. The prize was bestowed to the company for its valued support upon holding the initiative “National Nature Parks Day” together with WWF Bulgaria. In December we were granted another prize for the same campaign, namely: first prize in the “Business Organizations” category of the competition for “Volunteer Initiative 2013”, organized by “Tulip” Foundation and the National Alliance for Volunteer Action.

In July GLOBUL qualified for participation in the second round of the prestigious European Business Awards 2013/2014, which distinguish the most successful and innovative companies in Europe. GLOBUL was honoured with the title “National Champion”, thus having the opportunity to present Bulgaria at the next stage of the competition attended by a total of 526 companies from 31 European countries.

At the end of the year GLOBUL received the special award “Corporate Owner of Electric Car” at the

competition “Car of the Year 2014” organized by Press Auto Club Bulgaria. The operator was honoured as one of the very first corporate owners of an electric car in Bulgaria, which had made an overall analysis for the benefits from the use of the “green” vehicle in the business field.

In November GLOBUL received an award in the category “Deal of the Year” at the “Mr. and Mrs Economics” awards organized by the “Economy” magazine. The deal for the acquisition of the company by Telenor Group, amounting to EUR 717 million, was one of the most significant on the Bulgarian market in the past year.



Yassen Guev receiving the “Deal of the year” prize at the “Mr. and Mrs Economics” awards organized by the “Economy” magazine



MARKETPLACE

GLOBUL is among the largest companies in Bulgaria, as it has proven itself throughout the years as a leader with respect to corporate responsibility and innovations on the telecommunication market. We provide services to millions of customers and work in cooperation with a number of partners in order to provide and offer our wide range of services and products. We do realize that our ethical attitude towards them is the basis for our long-term success as a company. Ethical competition and marketing are as important to us as the satisfaction of our customers. We believe that with our operations and investments we contribute to improving the quality of services, reducing unfair practices and protecting market economy principles.

In 2013 GLOBUL:

- increased the number of GLOBUL postpaid customer by 5.5%, thus reaching 4 million¹ active subscriptions
- started offering high-speed mobile Internet in 210 cities and towns

- reached 96.09% population coverage of the UMTS network
- confirmed its position of a corporate responsibility leader in the telecommunication sector
- at the end of 2013 reached 65% of our customers who do not receive a paper copy of the invoice.

Stefan Kolev

Wholesale Division
Director



Taking into consideration the fact that the overall network renovation for GLOBUL will take a while, and the seamless access of the customers to our services is of primary significance, at the end of August 2013 we also initiated a project for the optimization and partial increase of the network speed. Due to this, at the end of the year we were able to start offering high speed mobile Internet in 210 cities and towns in Bulgaria, including the most visited winter and summer resorts, where over 60% of the country population lived. Our customers at these places, who own compatible mobile devices or USB modems for personal computers, were provided with access to mobile services for data transfer at the speed of 21 mbps or higher. At the same time, while in over 150 cities and towns in Bulgaria they had the opportunity to use the maximum possible technological speed of 42 mbps. Therefore, at the end of 2013, 47% of the 3G network of GLOBUL offered broadband mobile services according to the HSPA+ technology, as compared to 13% in the beginning of September. The observations on the level of utilization of the data services from that point forward show the significantly higher level of use of the Internet access in those parts of the network expanded by us within the implementation of the project.

	Measure	2011	2012	2013
Total revenue	mIn Euro	398.8	362.6	327.9
EBITDA	mIn Euro	153.9	130.1	84.5
Customers	mIn scptions	3.6	3.8	4.0
Market share based on service revenue	%	37.3%	35.2%	35.4%
Average revenue per user (ARPU)	BGN	15.9	13.5	11.3
Investments	mIn Euro	47.2	45.0	47.6

Table 2 Results²

5.1

CUSTOMER CARE

We consider customers seeking for our competent cooperation as our most valuable partners. In order to

¹ According to the rules of Telenor this number does not include the customers of prepaid services that have not been active for the last 90 days, as well as customers of services of the machine-to-machine type (M2M)

² All data have been recalculated according to the Accounting Policy of Telenor

meet their expectations and requirements we are focused on improving the quality, reliability and accessibility of the services offered.

In their daily work each employee from the Customer Service Division team strives to achieve prompt and high quality service of the customers by offering them the type of care and engagement expected by the employee himself/herself when in the shoes of the client.

We work constantly towards the improvement and the personalization of the communication with our partners – the customers. To us, the most important objective is to ensure their ease by making every endeavour to provide the necessary information to each customer as fast and properly as possible, and with due care for his convenience, without any transfers and waiting. As a result of our efforts, more than 80% of all customer inquiries received in 2013 have been resolved within one single call.

Thanks to the optimized processes of client servicing, over 95% of all activations of private customers, as well as 99% of the transactions for extending the agreement of current subscribers, have been implemented automatically at the very moment of the request by the customers. The improvements in the functionalities of our Customer Relationship Management System have provided us with the opportunity to provide our loyal subscribers with a high level of priority upon servicing, as in 2013 86% of those subscribers managed to contact one of our employees in less than 20 seconds. In addition, we maintain an individually prepared personal offer for each subscriber with the purpose of optimization of his expenses for telecommunication services, so that we are able to offer him/her the best possible offer at any given time.

As a part of GLOBUL's strategy to meet its customer demands by providing them with clear and timely information about their own consumption, in 2013 we created a functionality, which makes it possible for us to send each customer a text message containing information about the value of his own invoice on the same day of its issuance. As a result of the customer feedback, we also developed an opportunity, through which the subscriber of any number (besides the total value of the invoice for the group his/her number belongs to) could also receive information about his/her individual consumption. Each employee of the company appreciates highly the opinion of our customers, as their satisfaction and loyalty are the most important assessment of our efficiency. GLOBUL remains the only operator that purposefully seeks feedback from its customers regarding their level of satisfaction from the quality of services provided by the employees working at the Customer Care Centers available for our customers at 123.

The research is carried out on a daily basis, as the customers who contacted the Customer Care Center at 123 within the preceding day receive an SMS with questions about the level of quality of service. Thus, it is the customers who answer whether or not they have found the answer to their question within the very first call. It is the customers that assess the quality, the promptness in servicing, the level of competence and the individual approach demonstrated by the employee. As the opinion of our customers is of great importance to us, in August last year we significantly increased the monthly sample of customers who give us feedback - from 5 000 to 11 000. We are extremely particular in tracking the recommendations given to us by our customers during the research and provide timely reactions to them. In addition, the employees from the Call Center Department follow up our customers' comments on a daily basis and contact some of these customers. The data from our research allow us to carry out continuous analyses of the service level, to identify the areas in which we do best, as well as those, where we need to make some improvements.

The positive assessment received from our customers motivates the team of professionals from the Call Center Department do their utmost on a daily basis to exceed the high expectations and to engage personally with each inquiry by placing themselves in the shoes of the customer. We strive for the continual improvement of the qualification of the colleagues from this team and to increase the level of their competencies via trainings and individual sessions. In order to facilitate the work process, on the one hand, and to improve the service level, on the other hand, we have developed a model of several basic steps that allows the identification of the specific needs of the customers and their prompt and precise fulfilment by our employees. As a result of the continuous efforts on the part of our employees, the share of the legitimate customer complaints submitted to GLOBUL is constantly decreasing. Despite the statutory requirement for providing all lodged written complaints with an answer within 30 calendar days, in 2013 we managed to process and answer over 85% of all inquiries registered by us within less than 7 days. Upon preparing our answers, we use a personal approach to address each case and to offer a solution, thus meeting the unique demands of the specific customer. In order to facilitate our current and potential customers in finding online the information requested by them, we constantly

update and supplement to the Frequently Asked Questions section on our website, and in 2013 for the sake of our customers' convenience we developed a similar section on the company's Facebook page as well.

An example of the exceptional servicing is Tanya Ilieva, whose attitude towards a customer in a GLOBUL shop in the city of Varna was the reason for us to receive a letter of gratitude sent to the Chief Executive Officer of GLOBUL – Mr. Stein-Erik Vellan. And this is what she shared with us:



During the first year of our joining the Telenor Group, GLOBUL became a part of the campaign with the project "Meet Our Customers", which started in September 2013. For a period of 6 weeks more than 140 representatives of the Top and Middle Management of the company spent one working day in different GLOBUL and GERMANOS shops in Sofia meeting and talking to the customers. The initiative ensured open and transparent communication with the customers. The employees from different divisions of the company, whose work did not include direct contact with customers, had the opportunity to

Tanya Ilieva

Shop Manager - Varna



I cannot recall this specific case because in Varna we have many international customers, especially during the summer season. My approach is equal to all customers, regardless of their place of birth. First I identify their needs and then I offer them a solution that best fits their expectations. I believe the most valuable aspect of customer care is to provide what they need, to make them happy with what they bought, so that they will come back to you. In this tough market attracting new customers is important but taking care for the loyal ones is also very important. I can only add that today, in my capacity as a shop manager, I continue to place the customer as a first priority. I also do my best to train the new employees in my team to serve each customer with attention and precision, regardless of the exact purpose for the client's visit to the shop. I believe that the attitude towards the customer is as important as the sales skills and competences each employee has.

Vesela Takova

HR Business Partner – Technology



The whole idea of the project "Meet Our Customers" – with half day training and one day working in a GERMANOS shop – 11 "Vitosha" Blvd., was an extremely valuable experience for me. I knew that our colleagues from retail sales are facing tough targets, customers, who are interesting but at the same time spoiled by the market, but being there among the clients, talking to them and assisting them, was a challenge. I am very happy that most of the customers I spoke to were satisfied with GLOBUL & GERMANOS. Many of them were clients for a very long time and some of them shared that there isn't another operator better than us. Apart from being with the customers, I spent the day with Veneta, Rosi, Milen and Radi – young, energetic, easy going, customer and target oriented people. In a nutshell: I enjoyed my participation, learned new things about an area which is very important and in the same time quite challenging.

CUSTOMER FIRST DAY

The most efficient way to know more about our customers is through personal communication with them. That is the reason why in 2012 Telenor Group started the initiative "Customer First Day", the main purpose of which was to remind all employees within the Group in a symbolic way that the most important priority for all of us is to meet our customer demands.

take a closer look at the personal requirements and demands of our customers, their expectations and the level of their satisfaction with the company's services. As a feedback, all participants in the project pointed out as the main benefit the opportunity for personal communication with customers, as well as the opportunity to get familiar with the work in the shops. Many of the participants in the project shared that they were proud and motivated by the fact that our customers were pleased and were giving a positive assessment of the employees' attitude towards them.



DATA SECURITY

Confidentiality of the personal data of our customers and employees is essential for GLOBUL

Georgi Mitrin

Radio Planning
Department Manager



In 2013 a team of representatives from the Radio Planning Department took part in the implementation of a large-scale project, the main purpose of which was to provide all passengers of the Sofia Metropolitan lines with access to voice and data through the network of all telecom operators. By carrying out this initiative we provided our customers with quality of the service that is similar to the quality they are used to having in their homes and offices - the network ensures speeds of up to 42 Mbps for downloading and up to 5.76 Mbps for uploading information. This allows passengers, besides having a standard phone conversation, to also download and upload files from/onto the Internet, to watch movies, to listen to music, or to play in network in real time. The mobile network has the capacity of providing voice services and services for data transfer to all passengers of the Sofia Metropolitan, which provides services to an average of 450 thousand people per day.

By providing voice and high-speed data in the subway, we connect people and provide them with the power of the Internet while travelling. This project not only serves our ambition to place the customer as our top priority, but also supports our strategy for sustainability. Travelling by metro is more ecologically friendly than travelling by car or by bus, within the context of noxious emissions. Besides, after putting the Sofia metro into exploitation, the noise level of the city environment has dropped by 15% up to 20%.

The telecommunications business has an important role in people's everyday life, and even when the case is about 10-15-minute travelling to downtown, we have the responsibility to provide an adequate response to the increasing expectations with respect to the speed and quality of our services.

as a part of Telenor Group. We fulfill all statutory requirements and apply extremely strict measures with respect to the security of personal data. We work in full compliance with the confidentiality clauses set in the Code of Conduct approved by Telenor Group in order to protect the rights of all private customers upon processing their personal data. Our Safety and Security policy adopted due to TelenorGroup policies is based on the best international practices.

5.2

SUSTAINABLE PRODUCTS AND SERVICES

As a representative of the telecommunications industry, GLOBUL has the opportunity and bears the responsibility to offer its customers sustainable communication solutions, which facilitate their everyday life, and satisfy their needs, on the one hand, and save natural resources and have minimum environmental impact, on the other hand. In the reporting period, the company continued to add to its portfolio of sustainable products and services by offering:

- electronic recharge of the prepaid services,
- online payment of bills,
- mobile wallet GLOBUL iPay,
- GO!Enterprise Office,
- conference calls,
- electronic bookstore and mobile application for books
- GLOBUL WebFax, and other.

Despite the fact that the number of customers of a subscription program has increased by 5.5% on an annual basis, in 2013 we managed once again to increase the share of those of them that had refused to use an electronic invoice, from 48% in 2012 to 60% in 2013. Besides, our customers may change their original paper invoice with its electronic form called E-invoice Original. The electronic document is provided in a PDF format, certified by the electronic signature of GLOBUL, and may be used for all accounting operations.

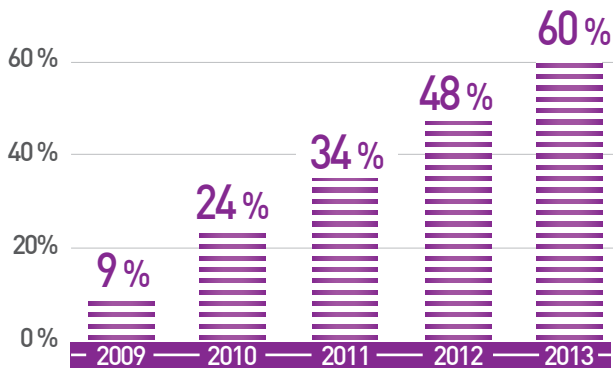


Fig. 3 Subscribers who cancelled their paper invoice (average % on an annual base)

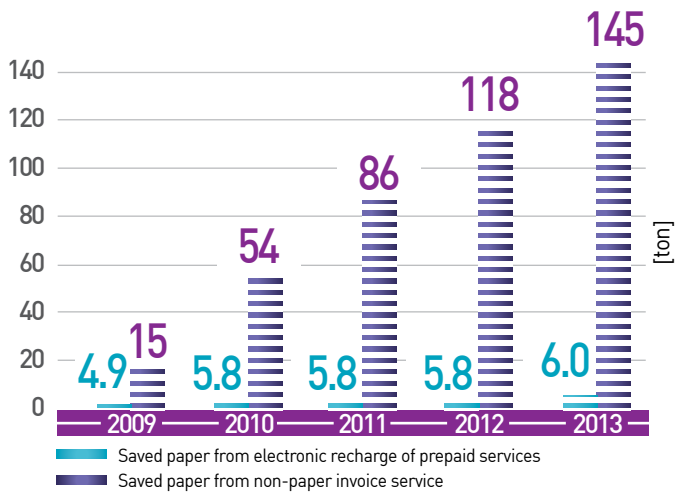


Fig. 4 Saving paper from e-services

Thus, GLOBUL managed to keep its leading position for a consecutive year in the field of corporate responsibility in the telecommunication sector. According to data from the research “Brand & Ad Tracking”, which was carried out quarterly in 2013, 77% of those surveyed traditionally perceived GLOBUL as the “green operator” of Bulgaria.

GLOBUL customers may now also take advantage of the new service “Reactivation after barring” in case their outgoing calls have been barred. Thanks to this service our customers are provided with the opportunity of using adequately their mobile device (including the minutes, SMS and MB from their subscription plan) for a term of up to 72 hours.

By attending the specific needs and demands of all our customers with respect and care, in 2013 we offered new opportunities for electronic recharge of the customers of prepaid services:

- Gift box – it allows all GLOBUL customers to send a gift to another customer of the operator’s prepaid services in the form of an additional package with minutes, SMS, or MB.

- Time share - this option provides customers of prepaid services with the opportunity to share their unspent minutes, which are included or additionally provided, for calls with the numbers within the group “For Friends” or within the operator’s network with other GLOBUL prepaid customers.
- Cash share – it provides an opportunity for sharing a credit for using services.
- Cash in time - this option allows adding credit of BGN 1 of time for talking or using other prepaid services.

GLOBUL provided all book lovers with the opportunity to buy and read the most topical and favourite books, thanks to its new service called GLOBUL Books. In May 2013 an online bookstore was launched, having a rich catalogue of Bulgarian and foreign books, where customers may find a large diversity of new and classic works of various literature – science, education, fiction, children’s books, specialized editions, as well as the latest releases on the book market.

The price of the electronic books at the online bookshop GLOBUL Books is lower than the price of the printed books, and the online bookshop offers both paid and free books. Thus, all readers may not only save time and money, but also valuable environmental resources.

Thanks to GLOBUL Books, users may easily download and read e-books on their smartphone, tablet, e-reader or personal computer. To use the service, clients should register at www.globulbooks.com, and download the free application GLOBUL Books. Its user-friendly interface allows readers to create their own online library, to add comments and notes, to synchronize their devices, as well as to share their opinion in the social networks about a given book or parts of it.



MACHINE-TO-MACHINE CONNECTION (M2M)

The application of the M2M communications is connected with GPS tracking, connecting of ATMs and POS payments, utilities remote accounting, connection of cash registers nationwide with the National Revenue Agency, etc. In 2013 GLOBUL reported a growth of 20% in the sales of cards for M2M services and took a significant share of this specific market in the country.

5.3 RESPONSIBLE SOURCING

The first priority set by the company with respect to its vendors, upon the completion of the deal for the sale of GLOBUL, was the introduction of a new workframe with the purpose of improving the level of transparency and efficiency within the process of supply. During the second half of 2013 we entirely reviewed and optimized this process in order to set all operational activities on a local level, in compliance with those of Telenor Group on a global scale. At the present moment the process includes three main stages:

- vendor selection,
- contract approval, and
- contract signing,

and the levels of approval for each of them vary depending on the agreement value.

The standardization of the key activities of supply with those of Telenor Group has made the company even more competitive from a long-term perspective, as at the same time has facilitated a number of internal processes, thus saving time and human resources.

In order to ensure transparency upon the appointment of a new vendor, the company established a Vendor Selection Committee consisting of representatives of the Top Management and a Secretary. This Committee has the basic task of ensuring an optimum number of qualified vendors, as well as ensuring that the model of vendor evaluation and selection is defined according a non-discrimination method, and that the selection has been made according to the most accurate method.

AGREEMENT FOR RESPONSIBLE BUSINESS CONDUCT

One of the most significant changes in 2013 was the introduction of an Agreement for responsible Business Conduct (ABC), through which we have the opportunity of tracking the quality fulfillment of the engagements undertaken on the part of the vendors. This document is of extreme significance for the continuous efforts

of GLOBUL to minimize the risk within the supply chain, for it includes a number of activities, which aim at ensuring the responsible business conduct within the supply process, such as self-assessment of the vendor and inspections by specially trained employees of GLOBUL.

All suppliers and parties, having direct contractual relationship with GLOBUL and offering the company products or services, must adhere to the Supplier Conduct Principles (SCP), which are an integral part of the ABC. These principles spell out the minimum requirements of the company are covered by its business partners.

SUPPLIER CONDUCT PRINCIPLES:

1. Relationship with national law
2. Human rights
3. Labour standards
4. Health and safety
5. Environment
6. Prohibited business practices

The main goal set by the company at the end of the period under review is to focus on the selection of new vendors, as well as on managing the current ones and implementing the SCP in the agreements, thus ensuring that the same criteria for selection are applied for all vendors. These principles are publicly available on the corporate website: www.globul.bg.

The company monitors their implementation via a systematic, risk-based approach in order to ensure that these minimum requirements are covered.

MONITORING AND FURTHER CONTROL

In compliance with the requirements of Telenor Group regarding systematic, risk-based activities for monitoring of the supply process, there is a clear and transparent model of vendor evaluation that is applicable at GLOBUL. Based on its results, the company draws up a plan for the identification and decrease of the main supply-related risks, thus ensuring the continuous improvement of the process. The criteria for determining the risk upon applying the SCP, together with the tools

and methodology for evaluation and summary, are standard for all enterprises within the Group.

As a part of Telenor Group, GLOBUL shall continue to work in a constructive and cooperative way with its suppliers with the purpose of achieving a sustainable sourcing process. We work towards the achievement of high standards of business conduct, excellent working conditions and internal rules for environmental protection, as we expect the same approach from all our business partners as well.

- To reduce the time to connect customers using prepaid services to the Call Center by 10%.
- To optimize the functionalities of the menu for self-service.
- To optimize the documents for corporate clients and to reduce the number of paper documents to two.

5.4

2013 TARGETS IMPLEMENTATION AND 2014 TARGET SETTING

2013 TARGETS

- ✓ To continue to proactively seek feedback from the customers in order to increase their satisfaction and improve service.
- ✓ To provide access to a section with frequently asked questions and answers on the Facebook page of GLOBUL.
- ✓ To improve SMS information service to GLOBUL clients.
- ✓ To carry out a communication campaign for the sustainable services of the company.
- ✓ To include the statement of compliance with the supplier Code of Conduct as a standard clause in contracts³.
- ✓ To increase the number of the active M2M cards by 5%.
- ✓ Over 55% of our customers do not receive a paper invoice by the end of 2013.
- ✓ To increase the number of services that can be managed online (self-service).
- ✓ To offer an e-bookstore.
- ✓ To develop personal video offers for the Company customers.

2014 TARGETS

- To include the agreement for responsible business conduct to tender documentation for all future sourcing projects.
- To introduce a new self-service portal for corporate clients.
- To provide detailed information about used services used in a new section of My Globul portal.
- To offer an additional package for mobile Internet, that provides all company customers with fast, easy and affordable access to mobile data services.
- To significantly reduce the time between customer call and the survey for the customer satisfaction level from 12 hours to 2 hours.
- To optimize the functionalities of the menu for self-service.
- To simplify and optimize invoices based on customer feedback.
- To support of at least two events promoting sustainable development.

³ Upon closing the transaction for the sale of GLOBUL in 2013, all documents connected with the supply process were updated in accordance with the requirements of Telenor Group.

EMPLOYEES



In GLOBUL we believe that the successful social strategy of each company starts with the responsibility towards people, who build its success and good name. The care and acknowledgement for the people working with us are the main factors for our company's growth. For this reason we provide our employees with the best working conditions to enable them to develop their professional and personal skills.

In 2013 GLOBUL:

- Initiated a program for improving the work-life balance with a focus on health care.
- Introduced two new trainings as part of the Summer Academy.
- Expanded the scope of the Talent Management Program.
- Introduced a Payroll Giving Program.

KPI	Measure	2011	2012	2013
Employees	number	1 255	1327	1398
Employee turnover	%	16.3	12.9	12.4
Accidents leading to absence for more than 3 working days	брой	0	0	0
Internal hires (coverage of open positions)	%	11	8	9
Women directly reporting to the CEO	%	27.3	25	33.3
Employees receiving trainings	%	61.5	59.7	43.6

Table 3 Results

Norwegian Telenor Group brought many organizational and cultural changes. In 2013 a transformation process was initiated in the company, aiming at higher efficiency and more fluent collaboration within Telenor Group, as well as better understanding of the mission, vision and values that all business units within the Group share. Despite the numerous changes and challenges, in 2013 we managed to decrease employee turnover to 12.4%. At the end of the year the total number of employees reached 1 398 people.

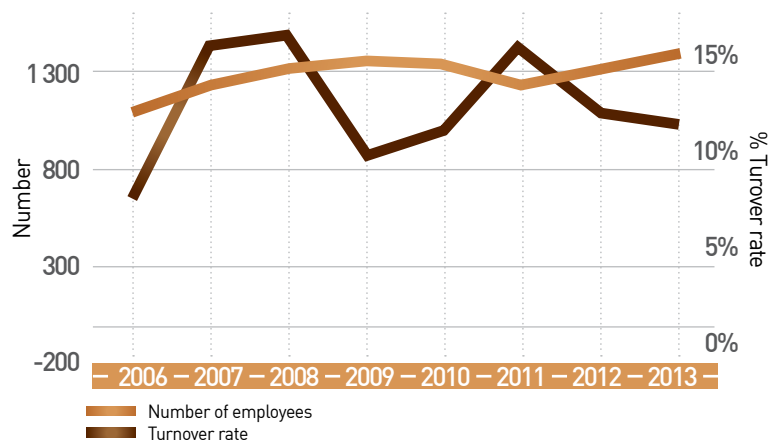


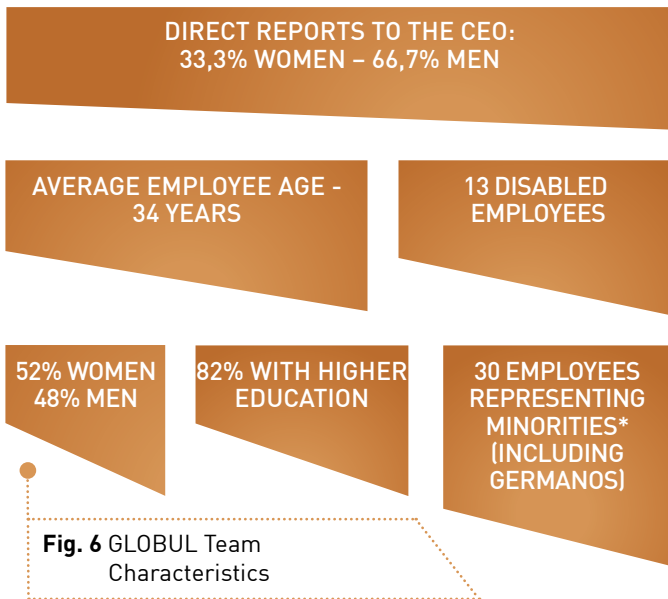
Fig. 5 Number of employees and turnover rate

The individual qualities of each team member contribute to maintaining an innovative and constantly evolving work environment. The infographic below shows the various characteristics of our team.

Once again, the company's main objective is to keep the talents and to improve its employer attractiveness. Upon fulfilling this goal, in 2013 GLOBUL provided its employees with two new opportunities – flexible working time and teleworking (possibility to work from one's home). These were just the first steps towards establishing a new working environment in 2014, which would stimulate the current employees' efficiency and at the same time contribute to attracting new talents.

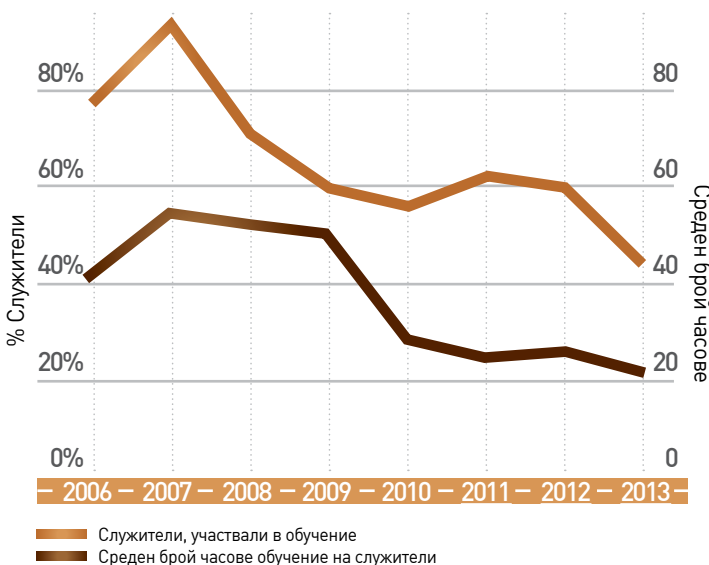
6.1 OUR PEOPLE

Undoubtedly, the biggest change for the employees in the past year was the change of the company's ownership. The acquisition of GLOBUL by the



6.2 EMPLOYEE DEVELOPMENT

In 2013 GLOBUL provided trainings to 43.6% of its employees despite the uncertainties in the first half of the year, due to the expected change of the company's ownership. We support the implementation of our employees' career plans through a number of tools. Each employee who has worked in the company for



Фиг. 7 Обучение на служители

over six months is subject to an annual performance assessment, receives feedback for their strong qualities and the areas which need improvement. The employee's desires and the available opportunities for career and professional development are also discussed. In 2013 we also introduced an assessment of each employee's potential in order to identify the ones eligible for additional trainings and development, and to closely monitor their progress.

In 2013 GLOBUL's Summer Academy was held for the fourth consecutive year, and a total of 180 employees participated in it. Summer Academy offers various opportunities for self-improvement and acquiring new knowledge, adding new trainings each year. Among the eight trainings this year, for the first time there was a course focused on personal development under the motto "How to manage our own personal and professional development". The second new training in the Summer Academy was called "S-he ... or the world through the eyes of gender" and was aimed at developing skills for more efficient communication with the opposite sex at the workplace.

The knowledge sharing sessions organized by the company have become a tradition. During these events employees have the opportunity to learn more about various company functions and processes, as well as about fields specific for the telecommunication industry. In 2013 we held a total of 11 such sessions which prove to be very successful and useful to the employees judging from their high level of attendance.

In order to further expand the opportunities for employee trainings, in 2013 we promoted the e-trainings, which are available individually to each employee at a time of their convenience. The online courses are mostly focused on developing skills for working with the MS Office package, as well as other IT and soft skills.

We also paid special attention to those company employees that are distinguished as "talents". GLOBUL's Talent Program is directed towards two main groups of employees, whose potential for development was identified back in 2012, namely, representatives of the middle management and the lower hierarchical level, referred to as "professionals". A total of 140 people took part in the program. Depending on their specific professional needs, employees had the opportunity to take part in various group and individual activities, such as the finance training for people with no financial education, mentorship by a representative of the top management, various seminars and conferences, etc.

Employees also had a chance to develop specific skills in project management thanks to the “Business Excellence” training using the “Six Sigma” methodology, which has three main aspects. The first of them is called “Green Belt” and is about small-scale projects, usually within one department. The second aspect is called “Black Belt” and is directed towards larger and more complex initiatives, which also include interaction between different departments, and the third aspect is related to projects aimed at developing new non-existing products and services.

The program aims at improving business achievements and results through increasing the level of customer satisfaction, efficiency and growth management. In 2012 a total of 40 project managers from GLOBUL & GERMANOS took the Black Belt & Green Belt trainings and in 2013 they attended individual sessions with lecturers to help them in implementing the knowledge obtained during the respective training.

Here is what Dimitrinka Dimitrova-Uzunova, the first employee of the company to obtain a “Green Belt” certificate, shared:

**Dimitrinka
Dimitrova-
Uzunova**

SIM Management Expert



Upon completing the “Green Belt” training, I discovered that the Six Sigma methodology has changed my way of thinking. I started using this pool of tools and techniques for improving processes not just in my projects under “Green Belt”, but also in my everyday work in general. The results we achieved convinced me that the methodology does work and is a truly valuable tool for optimizing processes.

I am very glad that I had the opportunity to take part in this training, which is the next step of my future career development as a professionalist and project management expert.

6.3 OCCUPATIONAL HEALTH AND SAFETY

Employees’ health and safety are main priority for GLOBUL which is why we make constant efforts towards their continuous improvement. In 2012 we successfully obtained OHSAS 18001:2007 certification and in 2013 we also covered the mandatory annual surveillance audit. The successful passing of the audit has confirmed that the organization continues to cover the requirements set by the standard and to maintain a management system, which continuously controls and improves the healthy and safe working conditions of the employees and minimizes the risks related to the workplace.

There are periodical trainings held for work at height for the employees responsible for planning, maintenance and optimization of the base stations, for these activities are connected with the highest risk. In addition, we also organize courses for first aid, evacuation trainings, trainings of the employees responsible in case of crisis situations, trainings for electrical safety and trainings for driving all-terrain vehicles in extreme conditions. In 2013 a total of 404 employees passed courses related to health and safety.

The main principles for ensuring safe and healthy working conditions are described and set in the Occupational Health and Safety Policy, as a priority area is not only the physical, but also the psychological health of each company’s employee. The results from the employee satisfaction survey in 2012 show that a large share of all participants assess their job as very intense, which could be explained with the dynamics in telecommunications and the increased competition in this business field. In order to decrease the impact of those unfavourable external factors on our most valuable resource – our people, in 2013 we developed the “Healthy You” program. It aims to encourage and support the employees in the care for their good physical and psychological condition, as well as in living a healthy lifestyle.



We do realize that the most important ambassadors of the company's socially responsible behaviour are its employees. Thus, in 2013 GLOBUL initiated a Payroll Giving Program giving each employee a chance to

Radka Chakarova

Team member of "Healthy You"



The idea for "Healthy You" started after the last employee satisfaction survey, as the main initiatives are focused on improving indicators such as psychological and physical prosperity, work-load, and the work-life balance. We do our best to facilitate and encourage the employees in their efforts to lead a healthy life and to exercise regularly. The program brings together and further develops existing initiatives in the company, which are added to and updated with new various activities directed towards keeping the good health of our colleagues.

select a cause and donate a part of their monthly salary for it. At the end of 2013, i.e. less than 6 months after the start of the initiative, the total amount donated by the employees reached approximately BGN 8,000. The Payroll Giving Program is implemented in partnership with Bulgarian Charities Aid Foundation.

Yana Rupeva

Donor Programmes
Director at Bulgarian Charities Aid Foundation



GLOBUL joined the Payroll Giving Program of Bulgarian Charities Aid Foundation in the beginning of 2013. The company showed serious commitment in the preliminary survey regarding employees' donation preferences and in promoting the donation mechanism. As a result, today GLOBUL is one of the largest donors in the program. GLOBUL stands behind the idea that the good care for the employees also includes the support of their wish to donate and to support social causes.

GLOBUL provides its employees with a number of social benefits:

- Medical services via a health insurance fund, as well as the "Accident" and "Life" insurances.
- Procedure of granting financial aid to sick employees and the members of their families – for the last 4 years the company has helped a total of 27 employees with more than BGN 310,000.
- Monthly food and fuel vouchers and/or transport cards.
- Preferential conditions for using GLOBUL services.
- Annual employeetraining and development programs.
- Program for social benefits, which includes preferential conditions in the field of consumer goods, the banking sector, the tourism, services, etc.
- Annual sports tournament and providing free access to sports halls to the company's football and volleyball teams.
- Program for psychological support of employees.
- Single financial aid for childbirth.



6.4

2013 GOALS IMPLEMENTATION AND GOAL SETTING FOR 2014



2013 GOALS

- ✓ Further develop the employee healthcare program.
- ✓ Maintain the high levels of employee engagement and satisfaction.
- ✓ Improve the Summer Academy program by adding 2 more internal trainings.
- ✓ Further expand the Talent Management Program by including initiatives focused on coaching and mentoring skills for the business and personal development.
- ✓ Promote e-learning as a means for acquiring knowledge, personal and professional development.



2014 GOALS

- Build new working environment according to Telenor standards.
- Promote Telenor values, mission, vision, and overall culture (the Telenor Way) among the company employees to increase their engagement.
- Train and develop managers leadership skills according to the Telenor Way of work.
- Develop programs for personal and professional improvement (giving and receiving feedback, improving skills for project work, etc.).
- Develop and improve e-trainings.

ENVIRONMENT



For us at GLOBUL, being “green” is not just a modern trend, but the only way towards sustainable development. Thanks to its focused effort to preserve nature and promote the “green” cause, GLOBUL has established itself as a leader in the field of environmental sustainability in the country. As a result, about 80% of Bulgarians perceive GLOBUL as the “green operator”.⁴

In 2013 GLOBUL:

- Saved 151 tons of paper thanks to its customers who cancelled their paper invoice and recharged their prepaid cards electronically.
- Saw the share of its subscribers using non-paper invoice reach 65% by end-2013.
- Decreased paper consumption by 20%.
- Collected 4 tons of obsolete mobile phones, batteries and accessories for recycling.

- Was awarded in the “Volunteer Initiative 2013” contest organized by the “Tulip” Foundation and the National Alliance for Volunteer Action for its annual “National Day of the Nature Parks” initiative held jointly with the international environmental organization WWF.
- Won a prize in the “Businesses Supporting Biodiversity” category at the annual awards of the Bulgarian Biodiversity Foundation.

KPI	Unit	Result 2011	Result 2012	Result 2013
Total energy consumption	MWh	59 199	70 220	66 455
Total greenhouse emissions ⁵	tons CO ₂ -eq. ⁶	30 129	35 498	34 001
Energy production from renewable energy sources	MWh	15.3	19.0	47.0
Fuel consumption (fleet, generators and heating)	thousands of litres	895	930	969
Copy paper consumption	ton	21.8	21.5	17.2
Waste paper delivered for recycling	ton	8.6	28.0	8.9
Waste generated from the network ⁷ (delivered for recycling)	ton	47.4	129.2	131.4
Water consumption	thousand m ³	12.3	11.4	11.8
Paper used for invoices and prepaid vouchers	ton	201.0	167.9	137.16
Paper saved from e-services usage ⁸	ton	91.9	123.7	150.9
Mobile phones, batteries and accessories submitted for recycling (incl. GERMANOS)	ton	1.3	2.4	4.1

Table 4 Results

⁴ According to a representative marketing research for 2013.
⁵ The emissions for preceding periods are recalculated by using average emission factors for Bulgaria, determined by the International Energy Agency.
⁶ CO₂-equivalent – According to the definition of the United Nations Framework Convention on Climate Change, the greenhouse gas emissions (e.g. carbon dioxide, methane, dinitric oxide, fluor-containing gases, etc.) are measured in CO₂-equivalents.
⁷ Expired accumulator batteries, lubricating oils, oil filters, telecom equipment and its packaging.
⁸ E-invoice and electronic recharge of prepaid cards.

7.1

ENVIRONMENTAL
MANAGEMENT
SYSTEM (EMS)

Our management approach regarding the environmental impact of the company's operation is entirely based on the requirements of the international standard ISO 14001:2004. The Environmental Management System (EMS) which was introduced in the company back in 2010 was certified in 2012 by TÜV Nord, and in 2013 we also successfully passed the mandatory audit, which ensured its functioning in compliance with all requirements of the standard.

Our engagement for continuous decrease of the company's impact on the environment, is set in our Environmental Policy. We do our best to maintain a high level of awareness about the environmental programs introduced by the company, as we strive for each single employee to be personally engaged with achieving the goals and improving the system. We support different campaigns and initiatives of "green" purpose, for we believe that by sharing our experience in developing and introducing sustainable solutions, not only we increase the level of awareness of our partners and customers, but we change the society's attitude towards environmental protection and natural resources.

7.2

ENERGY
CONSUMPTION
AND CLIMATE
PROTECTION

We monitor the emissions generated as a result of the company's operations and constantly search for new ways to decrease our carbon footprint and energy consumption. For the purpose of calculating our greenhouse emissions, we use the emission factors of the International Energy Agency (IEA). We report direct

greenhouse gas emissions from fuel consumption for the company's needs (Level 1), indirect emissions of greenhouse gases from electrical and heating energy (Level 2), as well as other indirect emissions due to the used goods and services (Level 3).



DIRECT EMISSIONS

In 2013 the total direct greenhouse gas emissions from the use of fuels and refrigerants (Level 1) reached 2,756 tons of CO₂-equivalent, which was 5% less compared to the preceding year. We marked 11% growth in the use of fuels for the company's car fleet due to the increased number of business trips (including both trips to business customers and partners, as well as trips of technical teams for servicing the company's network). The emissions generated as a result of the fuel used for heating have dropped by 31% compared to 2012, which is due to the warmer winter. We also report a decrease of 3% for the emissions from the operation of the diesel generators in the network.

In 2013 we had to supplement the amount of refrigerants in our installations with a total of 209 kg. As compared to the preceding year their amount is approximately 36% less. The refrigerants used by the company are also calculated as greenhouse gases, and the total quantities for 2013 are equal to 335 tons of CO₂-equivalent, or 38% less emissions in comparison to 2012. We explain these positive results with the more favourable weather conditions in 2013, which decreased the necessity of adding refrigerants to the air-conditioning systems used by the company.



INDIRECT EMISSIONS

For 2013 we report 31,245 tons of CO₂-equivalent of indirect emissions from consumed electricity and central heating (Level 2), which was 4% less than the quantity reported in 2012. Approximately 84% of these emissions were released as a result of the operation of the company's network. That was also the reason why our main efforts towards environmental protection were focused on measures for decreasing energy consumption for the functioning of our network. Fig. 8 below shows the precise distribution of the sources of emissions for the company.

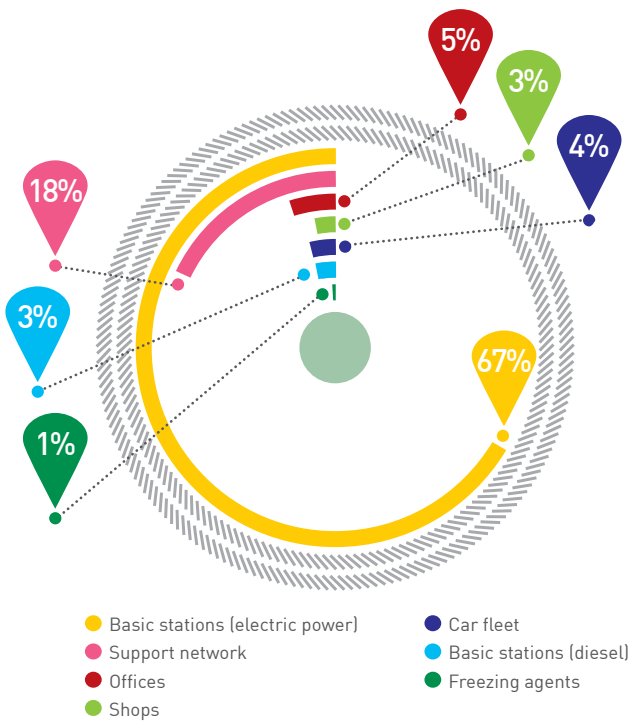


Fig. 8 Sources of greenhouse gas emissions for 2013

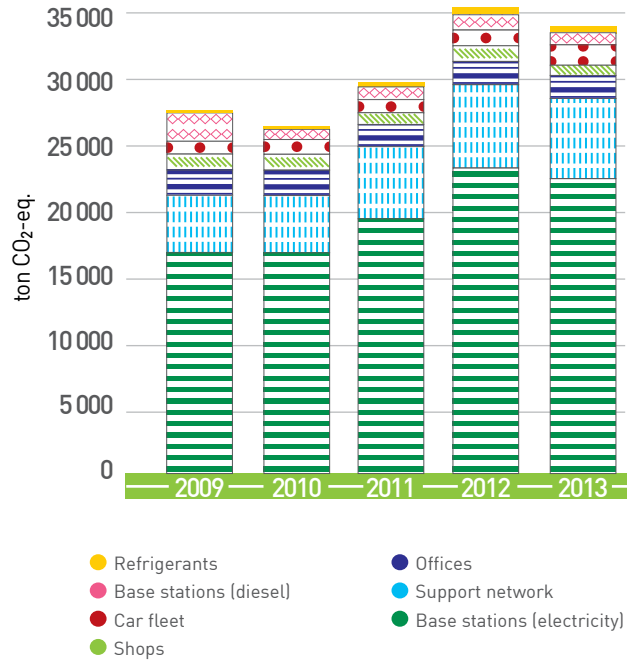


Fig. 9 Total CO₂ emissions

OTHER EMISSIONS

We also monitor the emissions due to the business flights of our employees (Level 3). In 2013 the company's employees travelled approximately 370,000 km more as compared to 2012, which resulted in 42% growth of the greenhouse gas emissions related to flights. This increase was due to the longer destinations for business trips after GLOBUL joined Telenor Group.

Despite our expectations for increase of the company's carbon emissions by 6%, in 2013 GLOBUL actually managed to decrease them by a total of 4% in comparison to the preceding year of 2012 (Fig. 9). That came as a result of the lower energy consumption and the decrease of the emission factor for electricity for Bulgaria. In 2014 we expect once again growth of the energy consumption, which will respectively increase the emissions of the company. Our prognosis is based on the trend towards constant growth of data traffic and on our project for overall renovation of the network, which will start in 2014. From a long-term perspective, however, this project will contribute to lowering our carbon emissions as the new equipment will be more energy efficient.

ENERGY CONSUMPTION

In 2013 GLOBUL consumed 67,792 MWh in the form of electric and thermal energy and fuels, which is 3.5% less compared to the preceding year.

The levels of electricity consumption by the company's network in 2013 are similar to the ones in 2012, despite the significant data traffic growth (48%) and the larger number of base stations. The more favourable weather conditions, compared to 2012, also contributed to these results. In the summer less air-conditioning was needed for the base stations, which require the maintaining of specific temperatures for their optimum functioning. In addition, electricity consumption in the company's office premises decreased by 8%, and in the shops - by 11%.

As for the diesel fuel consumed by our off-grid base stations, in 2013 we managed to decrease its quantity by 10 000 liters due to the installation of hybrid systems operating with solar panels and batteries. We are proud that this technical solution has been entirely developed by the company's employees. The installed photovoltaic panels save approximately 30% of the diesel fuel necessary for a hybrid station using only batteries, and approximately 60% in comparison with a base station using only diesel. In 2013 a total of 37 MWh of green

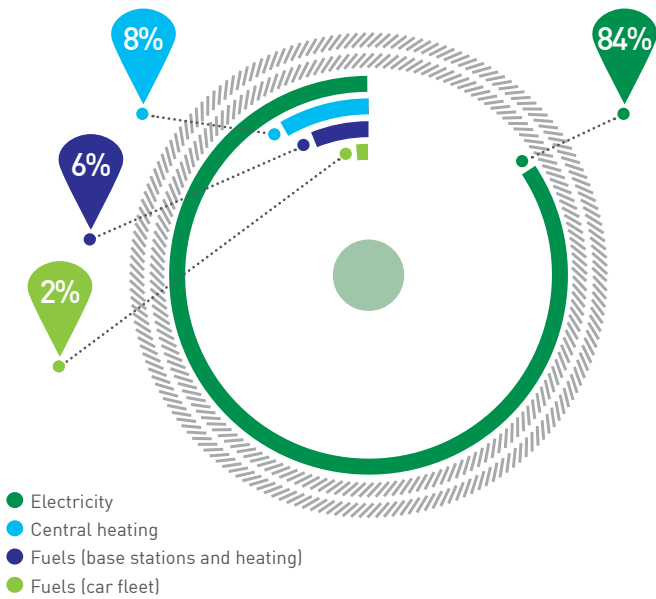


Fig. 10 Distribution of the energy consumption in 2013

energy was produced by the photovoltaics installed at 11 of our remote off-grid base stations.

In addition, we also invested in a photovoltaic power plant built on the roof and surrounding area of our Network Operations Center. As of April 2013, when it was commissioned, until the end of the calendar year, it produced 10 MWh of clean energy, which was used to feed the building's lighting system. According to our calculations, the power plant may power over 600 energy-saving 23 W-light bulbs.



"Tree" with solar panels, installed at the Network Operations Center in Busines Park Sofia



Network Operations Center with solar panels mounted on the rooftop and on the specially developed "solar" trees

Rosen Karagyozov

Construction
Department Manager



In Bulgaria there are only a few photovoltaic projects on buildings, and taking into consideration its aesthetical properties as well – the one of GLOBUL is unique. Following a detailed research, we decided to install a photovoltaic system on the building of the Network Operations Center. The autonomous photovoltaic power plant consists of a total of 60 solar panels mounted on the roof of the building and on three specially developed photovoltaic trees next to it. The solar system provides energy for a part of the electrical consumers in the building. The system is absolutely automatic with the so-called "smart control" which provides connection between the photovoltaic and electrical systems. These types of systems have different advantages: they may be easily maintained, as well as having certain advantages for the environment. Furthermore, the technology they use ensures a long exploitation life, year-long operation and a high level of efficiency under the local weather conditions. The energy that had not been used during the day is stored in batteries, thus allowing its use during the night. The system operation is under constant supervision by specialized software that measures its productivity and efficiency at any time. The system generates an average of 12000 kWh per year. Based on the data collected, we will have an opportunity to optimize it additionally, so that the production of electric energy should increase up to approximately 15000 kWh per year.

7.3

RESOURCE UTILIZATION AND WASTE MANAGEMENT

The efficient use of the limited natural resources and the alternative waste management are among the main priorities set by the company in its Environmental Policy. We control the quantities of out-of-use materials and devices by applying the respective programs introduced via the Environmental Management System. We work only with licensed subcontractors that ensure the handing over of waste to certified organizations, thus securing their legal and environmentally friendly treatment. We work for increasing the level of public awareness and engagement with respect to the responsible utilization of the limited natural resources, as well as to promote waste recycling in order to reuse the valuable materials contained in the refuse.

HAZARDOUS WASTE MANAGEMENT

The company classifies and manages all types of waste formed as a result of its operation. Hazardous waste is transported and utilized by licensed organizations, so that we ensure its safe taking out of exploitation and proper processing. In 2013 we handed over 103,810 kg of dead accumulator batteries, 2,067 liters of waste lubricating oils and 197 kg of oil filters. We report a slight increase in the quantity of expired accumulators and oil filters compared to 2012, which we attribute to the network expansion last year.

In 2013 we also introduced a monitoring program for waste lamps. The collected data showed that 700 kg of end-of-life lamps from the company's offices, shops and technical premises were delivered to a company licensed to work with this type of hazardous waste.



WASTE MANAGEMENT FOR TECHNICAL EQUIPMENT

The maintenance of the company's telecommunication network requires equipment to be regularly replaced. As a result, in 2013 we reported a total of 21.3 tons of waste from electronic and electric equipment. Figure 11 below shows a graph containing information about the total quantity of waste generated in our network.

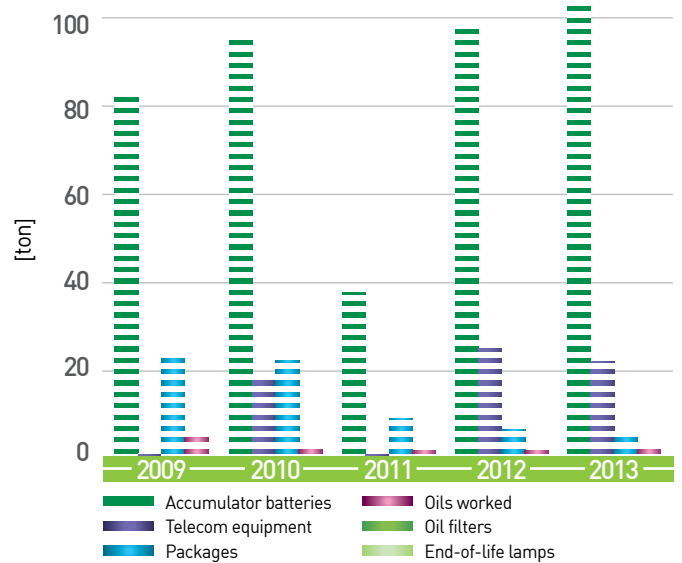


Fig. 11 Waste generation by the network

In addition, we also monitor the quantity of packaging waste (paper, cardboard and wood), which is accumulated due to the telecom equipment imported by GLOBUL. During the period under review, the quantity of packaging delivered for recycling dropped from 5.6 tons in 2012 to 4.4 tons in 2013.



PAPER CONSUMPTION AND RECYCLING

Thanks to the continuous optimization and the active internal campaigns for double-sided copying and printing, in 2013 we managed to decrease the level of copy paper consumption at our offices and shops to 17.2 tons, thus achieving savings of 20% in comparison to 2012. Taking into consideration the fact that GLOBUL and GERMANOS have common management, it is important to note that the decrease of the paper consumed by both companies has reached 30%, which is a significant achievement itself. Unfortunately, in 2014 we expect a significant increase in the use of paper,

which will be imposed by the expected introduction of regulatory requirements regarding contracts signed with our customers. Despite this challenge, we will continue our efforts for optimization of the processes within the company, so that we minimize the paper consumption for administrative purposes.

For 2013 we report 8.9 tons of paper submitted for recycling, which is 3% less compared to 2012 (excluding the archive handed over for recycling in 2012). Taking into consideration the significantly lower paper consumption in the same period, we explain this positive result with the commitment of our employees to the “green” cause (Figure 12).

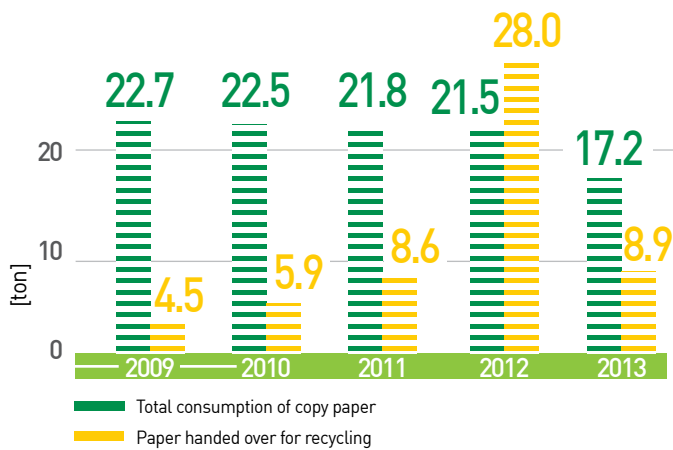


Fig. 12 Paper for internal consumption

MANAGEMENT OF HOUSEHOLD WASTE AND OTHER WASTE

The household waste generated in 2013 in the three office buildings of the company situated in Sofia was approximately 300 tons, thus maintaining the same levels as in 2012. We continued to collect separately the plastic waste from the company’s administrative buildings in Sofia and in 2013 we provided employees with the opportunity to give back for recycling metal packaging as well. Thus, the quantity of plastic and metal collected reached 3.6 tons.

For 2013 we also report 1,201 expired ink cartridges that GLOBUL submitted to organizations licensed to work with this type of waste. At the same time, 1,401 new ink cartridges were bought for the company’s administrative needs last year. Despite the fact that the requirements for using our equipment warranty put some limitations regarding the use of

second-hand ink cartridges, we strive for having an impact on their utilization via information campaigns for responsible printing and copying. In 2014 we plan the initiation of a project for new working environment, including the introduction of new company processes, which will ensure additional decrease of paper and ink cartridges use.

MOBILE PHONES, BATTERIES AND ACCESSORIES RECYCLING

GLOBUL was one of the first companies in the country to provide its customers with the opportunity to submit their old mobile phones, batteries and accessories for recycling back in 2008. In order to encourage subscribers’ responsible behaviour, at the end of 2013 we carried out a special campaign for handing over handsets for recycling, thus collecting a total of 4.1 tons of old mobile phones, batteries and accessories. For a period of less than three months we managed to collect approximately 12,000 mobile phones, which resulted in 71% increase in the total quantity of devices handed over for recycling on an annual basis.

7.4

PAPER SAVING VIA E-SERVICES

In 2013 we managed to decrease the paper used in the form of invoices, printouts and envelopes sent to our customers by 20% on an annual basis, reaching 122 tons. Delivering those to our subscribers all over the country generates additional carbon emissions. In order to minimize this negative environmental impact, we offered our customers the option to use e-invoice and to recharge their prepaid cards electronically reminding them that each sheet of paper matters. Thus, only in 2013 we saved approximately 151 tons of paper, 145 of which were due to the cancellation of the paper copy of the invoice, and the remaining nearly 6 tons – to the electronic recharge of prepaid services.

7.5

SUPPORT FOR ECOLOGICAL PROJECTS AND EVENTS

One of our main goals is to increase the level of engagement of the Bulgarian society towards environmental protection. That is the reason why we support a number of events and initiatives aimed at stimulating customers' responsible behaviour through open communication and provision of information on significant environmental issues.

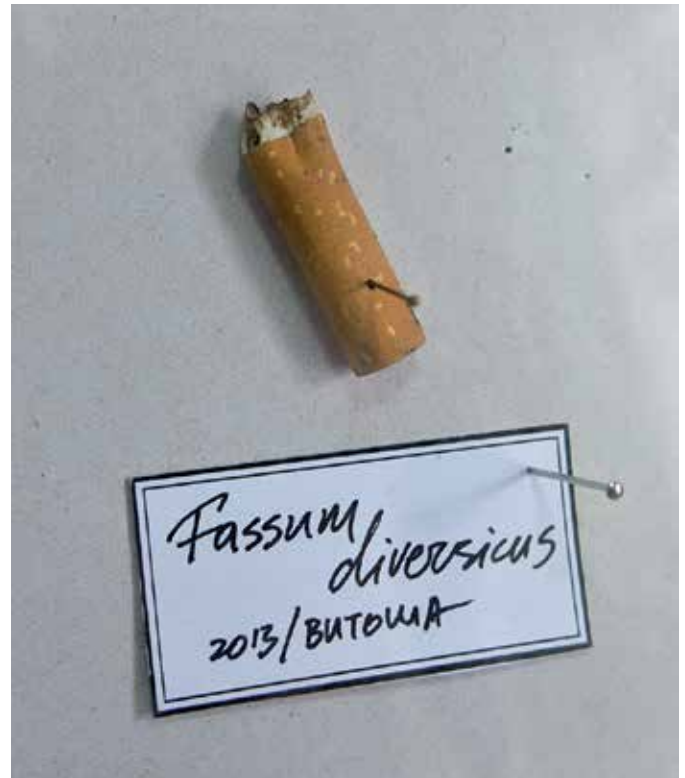
NATIONAL DAY OF THE NATURE PARKS

In 2013 the sixth and last edition of the "National Day of the Nature Parks" initiative took place. The annual campaign was aimed at engaging the Bulgarian public in activities for the conservation of the largest protected territory in the country, nature parks. Each year thousands of volunteers from the all over the country took part in cleaning and renovating the infrastructure in the parks. The initiative was organized by WWF Bulgaria, and had been supported by GLOBUL since 2009.



Traditionally, a number of company employees also take a part in the cleaning of the nature parks

Since the beginning of the initiative, a total of over 13,000 volunteers gathered nearly 68 tons of waste from Bulgaria's 11 nature parks. During the last edition



Part of the special exposition of "new species" at the National Museum of Natural History

of the initiative special infrastructure was built in each of the national parks, further contributing to their protection. Thanks to the lectures held in each nature park, volunteers had the opportunity to learn more about the plant and animal species characteristics of the respective area. As part of the campaign, there was a special exposition of "new species" at the National Museum of Natural History which was shown to visitors by the end of August.

Throughout the years, a number of non-regulated dump-sites were discovered and cleaned. The largest quantity of waste for the entire period of the initiative was collected in the following nature parks: "Strandzha", "Zlatni Pyasatsi", and "Rilski Manastir", with the largest number of participants registered in "Vitosha" and "Rilski Manastir" nature parks. As part of the initiative, 12 bridges and new recreation areas were built, and over 100 information boards explaining the rules for responsible behaviour of visitors were installed.

Thanks to the wide annual communication and information campaign for promoting the initiative and sustainable attitude towards the environment, its message reached millions of Bulgarians. A number of famous people from the fields of arts, culture and the media also supported the cause and took a part in the cleaning. The last issue of the "National

Veselina Kavrakova

Program Director of
WWF Bulgaria



Nature parks are inhabited by a large diversity of animal and plant species, they conserve rivers and ancient forests. They, however, are the most visited and respectively the most vulnerable nature of Bulgaria. Each year they register 10 million visitors who leave their footprint. It is important that these places are popular and enjoyed, but it is as important that nature visitors and lovers are aware of the problems of the nature parks and know how to behave during their visits there. Together with GLOBUL we carried out the long-term campaign "National Day of the Nature Parks" and brought thousands of people from all over the country amidst nature, where together we cleaned, repaired benches and built tourist recess spots, installed bridges and fences, painted parapets along alleys, installed information boards and many other things in our effort to make nature parks cleaner, more beautiful, accessible and known for the public. Together with our partners – the Directorates of the Nature Parks – we explained to the participants what nature parks were, what their problems were, what a visitor had to know and do when going into the nature. Thus, we managed to build a network of friends and helpers of the wildlife in Bulgaria.

"Day of the Nature Parks" in 2013 received a record high level of awareness and turned into one of the most popular "green" initiatives in the country. In addition, we also received recognition in the form of several awards, namely – we were ranked first in the "Business Organizations" category in the competition for "Volunteer Initiative 2013" organized by the "Tulip" Foundation and the National Alliance for Volunteer Action. We also received a prize in the "Businesses Supporting Biodiversity" category at the annual awards of the Bulgarian foundation "Biodiversity".

As the main partner in the initiative, we are glad that it achieved its goal, namely: a tangible and positive change in the environmental culture of our society. Indication for this is that throughout the years we have reported an increasingly larger number of volunteers and smaller quantities of collected waste. Closing this campaign, however, does not mean that we will discontinue our efforts in this field, just the opposite –

we plan new long-term initiatives that will supplement what we have achieved so far and will support our society in its next steps towards a sustainable way of life.



PARTICIPATION IN "EARTH HOUR"

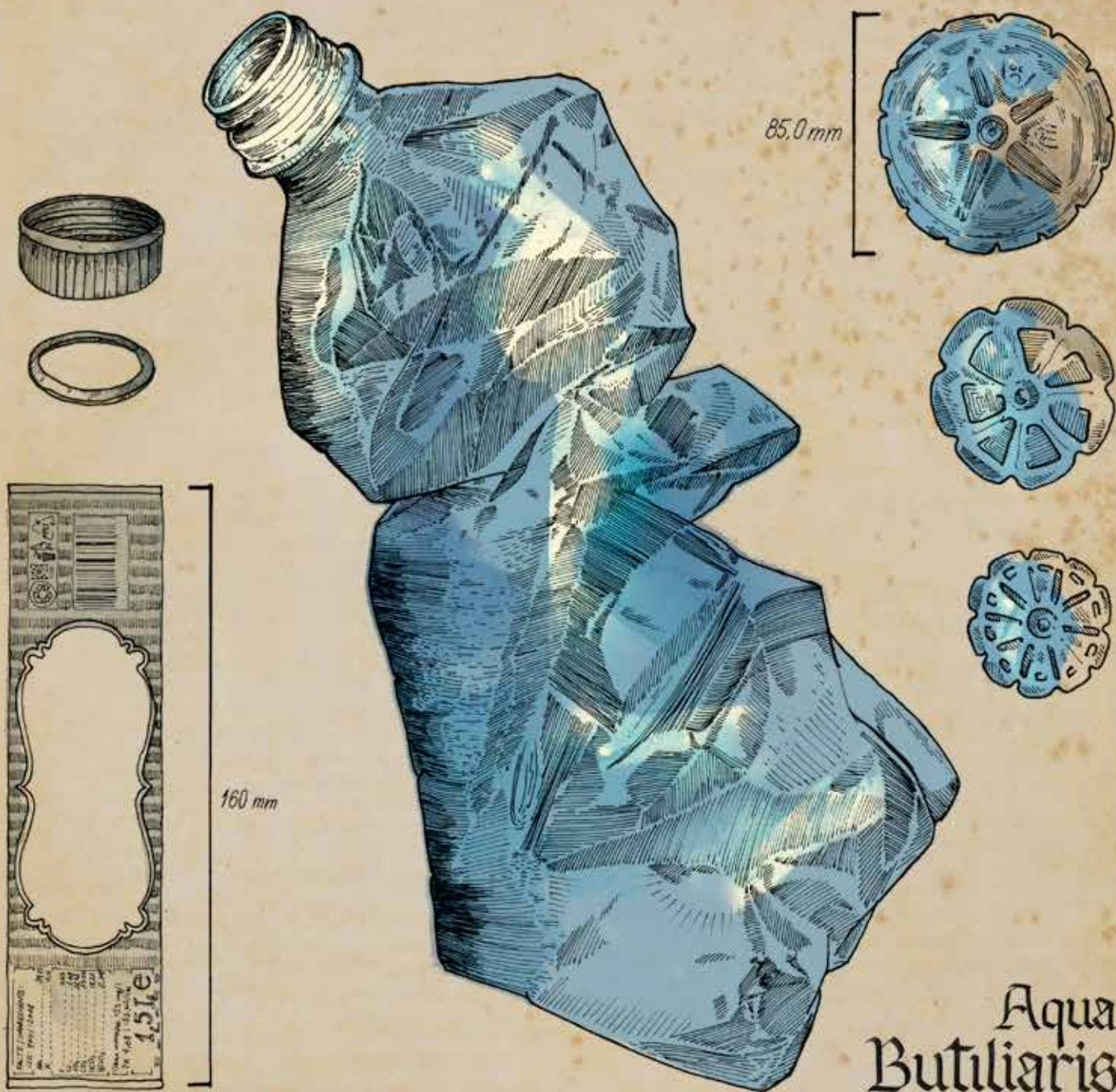
For the fifth consecutive year the company has supported the annual Earth Hour initiative of the world wildlife conservation organization WWF. In 2013 it took place on March, 23, Saturday, from 8:30 p.m. until 9:30 p.m. During that hour, GLOBUL and GERMANOS switched off the lighting of their administrative buildings and of all their shops across the country. At the same time a total of 16 GLOBUL neon advertising signs were also turned off in Sofia, Burgas, Varna, Veliko Tarnovo, Pleven, Ruse, Yambol, Dobrich, and Shumen. The only systems that were left working were the ones ensuring the seamless network operation and customer service. Besides, the company also carried out an active information campaign in order to encourage its customers, partners and employees to join the "Earth Hour" as well.

In Bulgaria the initiative took place first in 2009 and its followers keep growing fast. A total of 103 Bulgarian towns and municipalities participated in 2013, which was a record high number for the country. For a second consecutive year the YouTube video platform "I Will If You Will" allowed participants to send their challenges in order to encourage more people to engage with different small steps towards more sustainable behaviour. The Bulgarian ambassadors of the campaign Yuliyana Vergova, Kalin Velyov, Martin Zaimov, Mihail Stefanov, and Vera Petkanchina also uploaded their personal video challenges.



OTHER EVENTS AND CAMPAIGNS

Each year, GLOBUL supports a number of green projects and forums, thus striving to keep a high level of engagement of the society towards sustainable development. In 2013, together with "Manager" Magazine, we held the fourth edition of our joint green business forum, we supported the "Sustainable Business and Energy Efficiency" forum organized by the Bulgarian Business Leaders Forum (BBLF) in cooperation with the Embassy of Great Britain in Bulgaria, and we took part in the national conference "Electrical Mobility 2013", as well as in the "Green



Aqua
Butiliaris

Не създавай нови видове.

Опознай естественото разнообразие от растителни и животински видове и се погрижи за природните паркове, като се включиш в почитването на об.об.2013г. - Национален ден на природните паркове в България.

Регистрирай се на [FACEBOOK.COM/GLOBULGREEN](https://www.facebook.com/globulgreen)



Economy and Education” forum organized by Akademia BG.

For a second consecutive year we supported the national initiative “Green Olympics” of the educational portal Akademia BG, which aims at expanding students’ knowledge and contributing to the establishment of environmental culture among grow-ups. More detailed information may be found in the “Society” chapter.

In 2013 we also supported the “Green Future” forum organized by the Career Center of the Technical University of Sofia. Within the initiative, students developed and presented projects for the application of innovative green technologies in GLOBUL. The two topics, on which the young people worked, were “Energy Efficiency in GLOBUL Retail Network” and “The Phone Creates /Saves”. All 23 students who took part in the event were divided into seven teams of two, three or four members. Each team developed a project on one of the two topics with the support of GLOBUL’s sustainability consultants from denkstatt Bulgaria. Winners received gifts as well as some of them were offered a trainee position at GLOBUL.



TU students



Expert panel discussion about “Energy Efficiency and Sustainable Practices” during the forum, organized by “Manager” magazine and GLOBUL

7.6

2013 TARGETS IMPLEMENTATION AND 2014 TARGET SETTING

2013 TARGETS⁹

- ✓ Introduction of 2 new programs to the Environmental Management System.
- ✓ Update of GLOBUL Environmental Policy.
- ✓ Transformation of 2 base stations operating only on diesel into hybrid base stations.
- ✓ Completion of the project for the installation of photovoltaics of one of the mobile commutation centers (MSC3).
- ✓ Introduction of an incentive program for handing over for recycling of old mobile phones, batteries and accessories.
- ✓ Support for the WWF initiatives “National Day of the Nature Parks” and “Earth Hour”.
- ✓ Support and participation in green discussion forums and events.
- ✓ Paper saving from the use of e-invoice (130 tons): we achieved a level of saving of 145 tons.
- ✓ Preserving the level of diesel fuel consumption at the base stations: decreased.
- ✓ Keeping the growth of the total greenhouse gas emissions up to a maximum of 6%: decreased.
- ✓ Expanding the scope of the program for separate collection of packaging waste in the offices by including metal and glass: implemented for metal.
- Implementing a pilot project for energy saving in the retail network of the company.
- Implementing a pilot project of a hybrid station working with a wind turbine.
- Implementing a system for smart control of the hybrid base stations, thus allowing the optimization of the diesel fuel consumption.

2014 TARGETS

- Renovation of the company network.
- Recycling/Utilization of expired equipment as a result of the network renovation.
- Project for new work environment in the company offices.
- Introduction of separate waste collection (paper and plastic) in the retail network of the company.
- Keeping the growth of the electricity consumption of the network up to a maximum of 7%.
- Paper saving from the use of e-invoice (154 tons).
- Continuing the support for “Green Olympics”.
- Support of and participation in green discussion forums and events.

⁹ Some of the projects set as goals for 2013 were postponed / cancelled due to the continuous process of change of ownership of the company.



SOCIETY

By offering telecommunication services, we not only ensure high quality, security and convenience, but also contribute to the improvement of the living standard in the country. We are aware that the access to our services is related to some challenges – electromagnetic fields, safer use of the Internet, safe driving, and providing equal access. These are natural priorities in our work in favour of society. Besides, GLOBUL utilizes its resources and knowledge as a leading telecommunication company in the best way by giving an opportunity to all customers to be involved in important social causes and thanks to its training programs – GLOBUL gives young people the chance to enrich their knowledge and to gain valuable professional experience in a real business environment.

In 2013 GLOBUL:

- was granted first prize in the “Investor in society” category for 2013 awards of the Bulgarian Business Leaders Forum (BBLF)
- sent two Bulgarian representatives to the first international forum “Telenor Youth Summit”;
- for a seventh consecutive year organized the Campaign “Drive Safely”, in order to encourage reasonable driving on the road and stimulate the responsible use of mobile phones while driving;
- carried out a communication campaign devoted to users online safety;
- continued to support the project for integration of young disabled people through sport - Homeless World Cup Bulgaria and the “Team of Hope”
- for a second consecutive year supported the largest educational, ecologically orientated project in Bulgaria – “Green Olympics”;
- included another 8 students into its scholarship program and provided 60 trainee positions at 18 divisions of the Company;
- trained hundreds of students who attended the lectures and workshops of the GLOBUL Hour initiative;
- once again carried out a campaign for blood donation among its employees;
- supported the Internet portal “Mom, Dad and Me” and the information campaign launched through it under the slogan “Health Care Online”.

KPI	Measure	2011	2012	2013
Total paid social and health insurances, taxes and fees ¹⁰	mln Euro	8.3	5.1	5.6
Trainees appointed to work at the Company (incl. GERMANOS)	number	8	6	12
Lectures and practice exercises with students	number of lectures/ exercises	12	11	14
Traineeship positions (incl. GERMANOS)	number	53	52	51
Student scholarship grants	number	10	10	10

Table 5 Results

8.1 CONTRIBUTION TO ECONOMIC GROWTH

The complicated economic situation in the country and the fact that GLOBUL changed its owner in the middle of the year did not have any impact on our purposeful efforts to contribute to the social, cultural

¹⁰ All data have been recalculated based on final results and actual cash flows.

and economic growth of the country. The company continues to be one of the largest investors in the country with over 1.24 billion Euro investments in development of telecommunication sector since its establishment. We make every endeavour to support the development and integration of particular social groups with specific needs, as well as to encourage the successful realization of young people by creating sustainable relation between business and education.

	Мерна единица	2011	2012	2013
Paid annual corporate tax ¹¹	mln. euro	5.5	2.2	2.5
Other taxes under the Corporate Income Tax Act	mln. euro	0.2	0.2	0.2
Local taxes and fees	mln. euro	0.4	0.4	0.4
Social insurance	mln. euro	2.2	2.3	2.5
Insurance of the employees	mln. euro	0.04	0.03	0.04
Investments	mln. euro	47.2	45.0	47.6

Table 6 Contribution to Bulgaria's economic growth



8.2 LONG-TERM CAUSES AND CAMPAIGNS

CAMPAIGN FOR SAFE INTERNET AND MOBILE CONTENT FOR CHILDREN

GLOBUL is a part of the Public Council on National Safer Internet Centre, that in 2013 organized the first ever TeeNET Parliament. The young delegates approved a "Charter for the Online Rights of young people in Bulgaria", the observance of which will make online surfing safer.

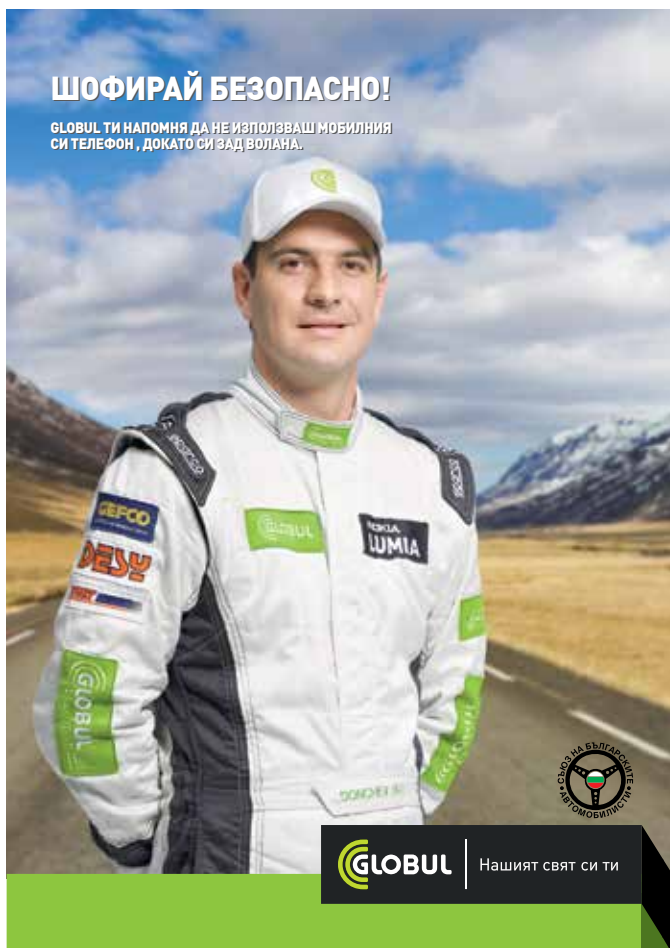
For a fifth consecutive year the company also carried out a communication campaign devoted to users online safety, in order to encourage the responsible use of Internet and mobile technology by children and young people, and the motto for the year of 2013 was: "There is nothing to be afraid of in the dark, but on the Internet there is". As part of the Initiative, on the Safer Internet Day all GLOBUL customers received an SMS containing advice to be careful when sharing personal information, and also in communication and Internet surfing, as the responsible online conduct may prevent possible risks and negative consequences in real life.

GLOBUL offers to children, teenagers and their parents some practical tips for safe surfing available on the official website of the company. Besides, the mobile content offered by the operator is particularly marked for the respective age that it is suitable for. Parents have the opportunity to restrict the access to certain sections that are inappropriate for persons under the age of 18 by using a password, which they can easily enter on their children's mobile phones.

¹¹ All data have been recalculated based on final results and actual cash flows.

SAFE DRIVING

Driving is not just a convenience and pleasure, but also a matter of personal responsibility. Every year thousands of Bulgarians become victims of road accidents, many of which are caused by inattention. Mobile phones are part of our everyday life, but talking on the phone while driving is one of the risk factors that can lead to distraction. That is why for the seventh consecutive year GLOBUL started the campaign "Drive Safely", which aims at improving the road safety in the country by encouraging the reasonable conduct on the road and promoting the responsible use of mobile phones behind the wheel. As part of the initiative, the company organized numerous activities, which included the distribution of leaflets with tips for safe driving and car stickers on the main boulevards, junctions and parking zones in Sofia, Plovdiv, Varna, Burgas, Stara Zagora and Veliko Tarnovo. The leaflets of GLOBUL provide useful tips on driving in extreme conditions, as well as recommendations for safe driving in urban environment. Furthermore, the leaflets also contain a topical list of the main sanctions stated in the Road Traffic Act upon violation of the road safety rules.



The four-time rally champion and pilot of GLOBUL Rally Team – Krum Donchev, supported once again the educational initiative as its main ambassador. In June 2013 he took part in safe drive training with the whole team of GLOBUL Rally Team. During the event the pilot demonstrated safe driving techniques and gave some useful tips on driving in extreme conditions. All participants had the opportunity to try several practical driving exercises along a road especially designated for this purpose. The main partner of the initiative was Press Auto Club Bulgaria, members of which are automobile journalists from different media across the country.

INTERNAL CAMPAIGN FOR BLOOD DONATION

Every day as a result of crashes, operations, childbirths and a number of diseases, hundreds of people in Bulgaria need life-saving blood and blood products, which are supplied exclusively through blood donation. In recent years the number of blood donors in Bulgaria has been extremely insufficient in order to satisfy the medical needs of blood components and bio-products. As socially responsible company GLOBUL strives to encourage the society towards voluntary and gratuitous blood donation through promoting the benefits for patients who urgently need blood transfusion and who are affected by the lack of blood

Asen Vatev

Call Center
Team Leader



I decided to take part because in my opinion it is extremely important to participate in initiatives, thanks to which you can help someone in need. Moreover, it is healthy in a purely physiological sense to purify your blood from time to time. To me, this was my second participation in the initiative (I also took part in 2012) and I am glad that it was organized here, at the office. I hope the same initiative will be carried out next year as well, and I will do my best to get more people to take part.

and blood products in the country. In cooperation with the Bulgarian Blood Donation Alliance, in October the second consecutive internal blood donation campaign was held in the headquarters of the company, and the number of the employees willing to donate blood doubled compared to the year of 2012.

SUPPORT FOR THE DMS PROJECT

GLOBUL continued its long-term partnership with the Bulgarian Donor's Forum and the Bulgarian Charities Aid Foundation, thus ensuring the free support for the DMS project in Bulgaria (unified Donor Message Service) as a donation instrument.

MANAGER FOR A DAY

In 2013 the company took part for a fifth consecutive year in the Manager for a Day national initiative organized by Junior Achievement Bulgaria. Within a day three young people met with managers and specialists from GLOBUL and GERMANOS, who presented the company's history, the main work process, as well as the responsibilities of the different teams. The purpose of the Manager for a Day initiative



Boris Tatchev, Chief Human Resources Officer, together with the participants in „Manager for a Day“ initiative in GLOBUL

is to enrich young people's knowledge, to help them choose a direction in their future career development and to aid their professional networking. The students also received special certificates from GLOBUL for their participation in the initiative.

DAY CENTER FOR PEOPLE WITH INTELLECTUAL DISABILITIES

As a part of its social strategy, GLOBUL supported the establishment of the first Day Center in Sofia for vocational skills training of people with intellectual disabilities, by donating the amount of EUR 250 000 to Maria's World Foundation. In the Day



In July the Center was opened with a special ceremony with the participation of the Mayor of Sofia – Mrs. Yordanka Fandakova, and Mr. Yassen Guev – Chief Officer Corporate Affairs at GLOBUL.

Center young people with mild to moderate intellectual disabilities enrich their skills for independent life, for making friendships, for teamwork, and have the opportunity to practise the acquired vocational skills.

Maria's World is one of the causes, which may be supported by employees within the Payroll Giving Program established in the company. In the beginning of December 2013, a charity Christmas bazaar was organized at GLOBUL headquarters, where the company employees had the opportunity to buy soaps and toys handmade by the young people visiting the Day Center.

GLOBUL was awarded first prize in the "Investor in Society" category of the Bulgarian Business Leaders Forum (BBLF) awards in 2013 for the support of the establishment of the Day Center. Furthermore, GLOBUL was honoured with the title "Strategic Partner" at the first Charity Ball organized by Maria's World Foundation "Maria's World".

Tsetska Radeva

Executive Director of
Maria's World
Foundation



I would like to express my gratitude to the company and its employees for their sincere sympathy and donor support for the quality of life improvement of the people with intellectual disabilities. Their generosity helps us achieve our goals – to provide a social service, through which young people with intellectual disabilities may acquire different skills on the way of attaining their own independence, social integration, and worthy life.



SUPPORT FOR THE BOOK FOR SUSTAINABLE DEVELOPMENT PUBLISHING

As a part of its Corporate Responsibility strategy, GLOBUL started an initiative that will provide annual support for the publishing of books for sustainable development. The project aims at increasing the level of social awareness and commitment in Bulgaria regarding this matter of global significance.



“MOM, DAD AND ME”

As a part of the long-term commitment of GLOBUL towards improvement of the economic and social development in the country, the company supported the launch of the Internet portal “Mom, Dad and Me”, as well as the information campaign, which is part of it, under the slogan “Health Care Online”, through which users can obtain health advice from recognized experts. The portal was the first one in Bulgaria to provide an opportunity for direct online doctor-patient communication and offer access to high quality information on the most topical health issues.



The launch of the new information campaign under the slogan “Health Care Online” was presented at an official press conference



The first issue in circulation of 1000 copies, issued with the support of GLOBUL, is “World on the Edge: How to prevent the environmental and economic collapse”. The company donated a copy of the book to 60 regional and university libraries in the country in order to provide the Bulgarian audience one of the most profound analyses of the world environmental

crisis and the opportunities for a way out.



SOCCER SCHOOL TRAINING CAMP WITH COACHES FROM THE MANCHESTER UNITED

More than 120 young football players trained under the supervision of professional coaches from the Manchester United Soccer School during the camp organized by GLOBUL in June 2013. For a period of one week over 100 children from Sofia, Varna, Plovdiv, Shumen, and Kardzhali took part in the initiative. Each of them passed a one-day football course, which included a series of practical and theoretical classes. The young talents were awarded



Boys of the NSMS team, Sofia

with medals and certificates for their participation, as well as many gifts from GLOBUL.

Besides students, the trainings were also attended by players from the national male and female football teams for homeless people who represented Bulgaria at the Homeless World Cup in Poland. The participation of the underprivileged young people in the camp was a part of GLOBUL's support for the Homeless World Cup project organized by Sports Management Bulgaria.

SUPPORTING UNICEF BULGARIA

As a part of its annual Christmas donation campaign at the end of 2013 Telenor donated 550 000 Norwegian kroner (approximately BGN 130 000) to support the work of UNICEF in the field of Justice for Children. On behalf of Telenor, the Chief Executive Officer of GLOBUL - Mr. Stein-Erik Vellan, handed over a cheque for the respective amount to Mrs. Tanya Radocaj - UNICEF Representative in Bulgaria.



Tania Radocaj, representative of UNICEF in Bulgaria and Stein-Erik Vellan, GLOBUL Chief Executive Officer

In Bulgaria nearly 300 children have been accommodated in to boarding schools due to "anti-social acts" (truancy from home, from school, begging on the street, etc.), frequently due to problems in family, at school or exposure to violence. As a result, those children spend nearly 3 years of their lives behind bars. The donation of Telenor will help to improve the care for approximately 100 children, aged 8 to 16, who live in such institutions.

8.3 CONTRIBUTION TO EDUCATION

TRAINEESHIP PROGRAM

In 2013 GLOBUL carried out its tenth consecutive traineeship program, as 60 students from leading universities in the country took part in it. For a period of two months these young people had the opportunity to work in real business environment, to draw on the experience from recognized professionals and to work on their own project under the guidance of a personal mentor.



Opening ceremony of the tenth consecutive traineeship program

Furthermore, the trainees passed a presentation skills training and a special induction program dedicated to the company structure, the functions

of the separate divisions and the corporate culture, missions and values.

At the end of their internship all participants presented their projects and were granted certificates for the successful completion of the program. As a tradition, the young people planted a tree near the headquarters of the company in Sofia as a symbol of growth and development.

**Liliya Stoychkova
and
Zhivko Stoychev**

Legal Advisors at
GLOBUL



The GLOBUL traineeship program is one of the most enthusiastic and at the same time beneficial opportunities, that one may experience in the beginning of their professional development. The program is the first step towards serious work and gives an opportunity for adaptation and understanding of the processes in a large company as GLOBUL. It is mostly oriented towards the personal development of the trainees – it gives them the opportunity to perform tasks according to their desires and builds up their character, teaches them how to be responsible and how to make decisions, both of which are the most important things that need to be acquired as skills before starting a real job.

As speaking of a real job... to be an employee of GLOBUL is first and foremost an honour. An honour - because not everyone has the opportunity to work with some of the best specialists. An honour - because not everyone works with the most modern devices and equipment. An honour - because not everyone is a part of the top level business. The days in the company are various, and even though you may face unexpected challenges, those are the binding element, thanks to which you can develop and grow as a real professional.



GLOBUL HOUR

The GLOBUL Hour educational initiative is one of the most successful youth programs of the operator, which aims at supporting the practical training of young people and helping them to choose a direction in their future career development. As part of the initiative, specialists from the company presented a number of lectures in order to introduce the students with the management approaches and the maintenance of



Lecture within GLOBUL Hour initiative

telecommunication systems and networks. The series of lectures and presentations in 2013, organized by GLOBUL in several leading universities for the sixth consecutive year, were attended by over 500 students. During the classes the young people had the opportunity to obtain more information for the current tendencies in the technological field, as well as to get introduced to the daily process of work in this field.



TELENOR YOUTH SUMMIT 2013

In 2013 the international initiative Telenor Youth Summit took place for the first time, providing a platform for exchange of opinions and ideas about



The winners of the youth contest for ideas in the social field- Valeriya Yordanova and Stefani Toneva

how mobile technology can contribute to growth and positive social change.

To choose the Bulgarian representatives in the forum, GLOBUL organized a competition, where the participants could present their ideas on the topic "How mobile technologies may contribute to solving a social problem".



After the two stages of the competition, Valeriya Yordanova and Stefani Toneva were unanimously selected as winners by the jury.

During the forum that took place in Oslo, they had the opportunity to meet another 23 active young people

from all over the world. The participants exchanged their ideas about how telecommunications may contribute to the resolution of significant social challenges in different fields, such as healthcare, education, democracy, and human rights. The program also included meetings with a number of famous and inspiring people, as all participants were personally welcomed by the Chief Executive Officer and President of Telenor Group - Jon Fredrik Baksaas. Besides, the young people attended the official ceremony of awarding the Nobel Peace Prize and the grand concert related to it where a number of world music stars participated. The three-day youth forum was organized with the cooperation of Telenor and the Nobel Peace Center.

SCHOLARSHIP PROGRAM

For the eighth consecutive year GLOBUL ensured the financial support and possibility for early professional realization of about ten young people within their scholarship program. Two of them continued their participation in the program from the preceding year, and the eight new scholarship students were selected after a competition among over 150 candidates for available positions in the

Stefani Toneva

student



"My participation in GLOBUL's competition was one of the most significant things that happened to me in 2013. It gave me the confidence to believe that one can achieve a lot with his own efforts and ideas. That's why I found myself at the Forum Telenor Youth Summit 2013 in Oslo. There I gained priceless experience and created contacts. I met people having the courage, the hope and the desire to change the world they live in, who work to achieve this goal through their own improvement. I would like to express my gratitude to GLOBUL for this incredible opportunity! Keep providing young people the opportunity to voice their opinions and be heard!"



Participants in the scholarship program

fields of marketing, law, finances, construction, exploitation and maintenance of the network, radio and transfer. All participants in the program receive a monthly scholarship until the completion of their Bachelor's degree. They have the opportunity to acquire practical experience through their personal mentor and by taking part in different projects of the company or in the annual summer traineeship program. Every year over 30% of all scholarship students start working for the company.



GREEN OLYMPICS

In 2013, for a second consecutive year, GLOBUL supported the largest environmental education project in the country, the Green Olympics. This is an initiative of the educational portal Akademia BG that aims at raising awareness of young people regarding environmental issues, it provokes them to share their ideas for nature preservation, and develops their "green" culture. Over 5000 students from all over the country took part in the competition. They were divided in three age groups - primary, middle and senior course. 29% of them excellent on the test in the online platform of the competition. A competent jury determined the best participants, who were provided attractive awards by GLOBUL.

The campaign took place under the patronage of the Ministry of Environment and Water and the Enterprise for Management of Environmental Protection Activities (EMEPA).



Students from the Ecology Club at 164 Spanish Secondary School „Miguel de Cervantes“, Sofia, which hosted the opening ceremony of the Green Olympics in 2013

8.4

ELECTROMAGNETIC FIELDS

In accordance with the best practices in the field, and those of Telenor Group in particular, GLOBUL had developed its own Electromagnetic Fields Policy. It regulates the main principles of the company concerning the impact of mobile communication technologies (and of the electromagnetic fields, in particular) on the health and environment, and the related public interest.

Through the scope of this policy, GLOBUL has once again demonstrated its commitment to constructive response to public interest by adhering to the principles of transparency, awareness, and participation, as well as promotion of scientific research in this specific field.



MAIN PRINCIPLES OF THE ELECTROMAGNETIC FIELDS POLICY OF GLOBUL

GLOBUL recognizes the genuine public interest in the impact of electromagnetic fields (EMF). With a sense of responsibility for its millions of customers, as well as for those interested parties that show specific interest due to the presence of a base station nearby, GLOBUL manages its relations with the public and the issues concerning the environment and the customer demands in an open, constructive and fair way. At the same time, in collaboration with the government and the scientific community, the company encourages independent scientific research and studies on the impact of electromagnetic fields and the mobile technologies on public health. In order to address public interest and to ensure transparency and constructive cooperation on matters connected with electromagnetic fields, GLOBUL is engaged with the observation of the following four principles:



TRANSPARENCY

- GLOBUL has an established internal system of processes, activities and responsibilities connected with the management of complaints and inquiries concerning the technologies and their impact on health and other matters connected with these topics.
- All base stations of GLOBUL are built and exploited in compliance with the national standards, as well as according to the recommendations of the International Commission on Non-Ionizing Radiation Protection (ICNIRP).



INFORMATION

- GLOBUL strives for cooperation with all stakeholders with the purpose of increasing the level of awareness of the public and encourage the cooperation between the local authorities and the mobile industry for the creation of own public awareness programs.
- GLOBUL provides its customers with manufacturer's information on the values according to the indicator "Specific Absorption Rate"(SAR) for all mobile phones offered for sale in the company's shops.



PARTICIPATION

- In order to support the local authorities in their efforts, GLOBUL provides the relevant information about its base stations, as well as about the measures undertaken for the protection of human health.



PROMOTION OF SCIENCE

- GLOBUL supports the development of scientific knowledge concerning the impact of electromagnetic fields on the health.
- At GLOBUL, we strongly believe that limit values for safe EMF exposure must be based on substantiated scientific research and must be a subject of continuous review. Besides, GLOBUL constantly researches the newly received scientific information as well.

The full text of the Policy is published on the official website of GLOBUL.

8.5

2013 TARGETS IMPLEMENTATION AND 2014 TARGET SETTING



2013 TARGETS

- ✓ Extending the campaign for safe Internet and proper and safe use of the new technologies and mobile content by children.
- ✓ Extending our participation in the Donor Messaging Service (DMS).
- ✓ Extending the blood donation initiative among employees.
- ✓ Extending the Drive Safely campaign.
- ✓ Extending our participation in information campaigns regarding the impact of electromagnetic fields (EMF) on human health.
- ✓ Cooperation upon the organization of the “Bulgarian Christmas” charity initiative.
- ✓ Initiating a Payroll Giving Program at the company.
- ✓ Extending the duration of traineeships to 2 months.
- ✓ Expansion of the scope of lectures as part of the GLOBUL Hour initiative to more faculties of the Technical University - Sofia; including of Sofia University “Kliment Ohridski” into the initiative.
- ✓ Expansion of the support for the Homeless World Cup and integration of female team.
- ✓ Extending the support for the “Green Olympics” initiative.



2014 TARGETS

- Extending the campaign for safe Internet and proper and safe use of the new technologies and mobile content by children.
- Extending the participation in the Donor Messaging Service (DMS).
- Extending the blood donation initiative among employees.
- Extending the Drive Safely campaign.
- Extending our participation in information campaigns regarding the impact of electromagnetic fields (EMF) on human health.
- Support for the “Bulgarian Christmas” charity initiative.
- Establishment of a corporate volunteering program.
- Extending the support for the “Green Olympics” initiative.

9

COMPLIANCE TABLES

Key Performance Indicators (KPIs)

CHAPTER	Measure	2011	2012	2013
MARKETPLACE¹²				
Total revenue	mIn. EUR	398.75	362.64	327.88
EBITDA	mIn. EUR	153.88	130.11	84.46
Investments	mIn. EUR	47.2	45.0	47.6
Number of customers	mIn. subscriptions	3.6	3.8	4.0
Market share	%	37.3	35.2	35.4
Average revenue per user (ARPU)	BGN	15.9	13.5	11.3
EMPLOYEES				
Employees	number	1 255	1 327	1 398
Employee turnover	%	16.3	12.9	12.4
Fatalities	number	1	0	0
Absences due to an accident for more than 3 days on the job	number	0	0	0
Internal hires (coverage of open positions)	%	11	8	9
Women directly reporting to the CEO	%	27.3	25	33.3
Employees receiving training	%	61.5	59.7	43.6
ENVIRONMENT				
Total energy consumption (electricity, thermal energy and fuels)	MWh	59 199	70 220	66 455
Total GHG emissions ¹³	tons CO ₂ -eq.	30 129	35 498	34 001
Energy production from renewable energy sources	MWh	15.3	19.0	47.0
Fuel consumption (fleet, generators and heating)	хиляди литра	895	930	969
Copy paper consumption	ton	21.8	21.5	17.2
Waste paper delivered for recycling	ton	8.6	28.0	8.9
Waste generated from the network (delivered for recycling)	ton	47.4	129.2	131.4
Water consumption	thousand m ³	12.3	11.4	11.8
Paper consumed for invoices and prepaid vouchers	ton	201.0	167.9	137.2
Paper saved from e-services usage	ton	91.9	123.7	150.9
Mobile phones, batteries and accessories, delivered for recycling (incl. GERMANOS)	ton	1.3	2.4	4.1
SOCIETY				
Total paid insurances, taxes and fees ¹⁴	mIn. EUR	8.27	5.12	5.58
Trainee positions (incl. GERMANOS)	number	53	52	51
Trainees stayed to work at the company (incl. GERMANOS)	number	8	6	12
Lectures and practice exercises with students	number of lectures/ exercises	12	11	14
Student scholarships grants	number	10	10	10

¹² All data have been recalculated according to the Accounting Policy of Telenor

¹³ The emissions for preceding periods have been recalculated by using average emission factors for Bulgaria, determined by the International Energy Agency.

¹⁴ All data have been recalculated based on final results and actual cash flows.

GRI Profile Disclosure Table

GRI Paragraph	Report Chapter	Coverage/ Omission
Strategy and Analysis		
1.1	1	F
1.2	4	F
Organizational profile		
2.1	3	F
2.2	3	F
2.3	3	F
2.4	3	F
2.5	3	F
2.6	3	F
2.7	3	F
2.8	3	F
2.9	3	F
2.10	4.2	F
Report Parameters		
3.1	2	F
3.2	2	F
3.3	2	F
3.4	9	F
3.5	4; 4.3	F
3.6	2	F
3.7	2	F
3.8	2	F
3.9	2	F
3.10	2	F
3.11	2	F
3.12	9	F
3.13	2	F
Governance, Commitments and Engagements		
4.1	3	F
4.2	3	F
4.3	4.1	F
4.4	4; 6.2	F
4.5	-	NR ¹⁵
4.6	4.1	F
4.7	4.1	F
4.8	4.1, 4.2	F
4.9	4.1	F
4.10	4.1	F
4.11	7.6	F
4.12	7.6	F
4.13	4.4	F
4.14	4.3	F

GRI Paragraph	Report Chapter	Coverage/ Omission
4.15	4.3	F
4.16	4.3	F
4.17	4.3	F

F – Fully covered | P – Partially covered
 N/A – Not applicable | NR – Not reported

¹⁵ All data are confidential.

GRI Indicator Table

Performance Indicators	Report Chapter	Coverage/Omission
ECONOMIC		
Disclosure of management approach	4; 4.3; 5	F
Economic performance		
EC1	8.1	F
EC2	7.1	P
EC3	-	NR
EC4	-	NR
Market presence		
EC5	-	NR
EC6	5.3	P
EC7	-	NR
Indirect economic impacts		
EC8	8.1	P
EC9	8.1	P
EC13	8.1	P
ENVIRONMENT		
Disclosure of management approach	4; 4.3; 7.1	F
Materials		
EN1	7.3; 7.5	F
EN2	7.3	F
Energy		
EN3	7.2	F
EN4	7.2	F
EN5	7.2	P
EN6	7.2	F
EN7	7.2	F
Water		
EN8	7.4	F
EN9	-	N/A
EN10	-	N/A
Biodiversity		
EN11	-	N/A
EN12	-	N/A
EN13	-	N/A
EN14	-	N/A
EN15	-	N/A
Emissions, effluents, waste		
EN16	7.2	F
EN17	7.2	F
EN18	7.2	F
EN19	7.4	F

Performance Indicators	Report Chapter	Coverage/Omission
EN20	-	NR
EN21	-	NR
EN22	7.3	P
EN23	-	N/A
EN24	-	N/A
EN25	-	N/A
Products and services		
EN26	7.3; 7.5	F
EN27	7.3	P
Compliance		
EN28	-	NR
Transport		
EN29	7.2	F
Overall		
EN30	-	NR
LABOUR PRACTICE		
Disclosure of management approach	4; 4.3; 6	F
Employment		
LA1	6.1	P
LA2	6.1	P
LA3	6.3	P
Labour/Management relations		
LA4	-	NR
LA5	-	NR
Occupational health and safety		
LA6	-	NR
LA7	6	P
LA8	6.3	F
LA9	-	N/A
Education and training		
LA10	6.2	P
LA11	6.2	F
LA12	6.4	F
Diversity and equal opportunities		
LA13	6.1	P
LA14	-	NR
HUMAN RIGHTS		
Disclosure of management approach	4; 4.3; 6	F
Investment and procurement practices		
HR1	-	NR
HR2	4.1; 5.3	F

Performance Indicators	Report Chapter	Coverage/Omission
HR3	-	NR
Non-discrimination		
HR4	-	NR
Freedom of association and bargaining		
HR5	-	N/A
Child labour		
HR6	-	NR
Forced and compulsory labour		
HR7	-	NR
Security practices		
HR8	-	NR
Indigenous rights		
HR9	-	N/A
Assessment		
HR10	-	N/A
Remediation		
HR11	-	NR
SOCIETY		
Disclosure of management approach	4; 4.3; 8	F
Community		
S01	8.3	P
Corruption		
S02	4.1	P
S03	4.1	P
S04	-	P
Public policy		
S05	-	NR
S06	-	NR
Anti-competitive behavior		
S07	-	NR
Compliance		
S08	-	NR
PRODUCT RESPONSIBILITY		
Disclosure of management approach	4;4.3;5	F
Customer health and safety		
PR1	8.4	P
PR2	-	NR
Labelling		
PR3	-	NR
PR4	-	NR
PR5	5.1	F

Performance Indicators	Report Chapter	Coverage/Omission
Marketing communications		
PR6	-	NR
PR7	-	NR
Customer privacy		
PR8	5.1	F
Compliance		
PR9	-	NR
TELECOM SUPPLEMENT		
Internal operations		
I01	5	F
I02	-	NR
I03	6.3	F
I04	-	NR
I05	8.4	F
I06	8.4	F
I07	7.4	P
I08	-	NR
PROVIDING ACCESS		
Digital divide		
PA1	-	NR
PA2	-	NR
PA3	-	NR
PA4	-	NR
PA5	-	NR
PA6	-	NR
Access to content		
PA7	8.2	P
Customer relations		
PA8	8.4	F
PA9	-	NR
PA10	-	NR
PA11	-	NR
TECHNOLOGY – APPLICATIONS		
TA1	7.5	F
TA2	5.2	F
TA3	5.2	F
TA4	-	NR
TA5	-	NR

- △ Mandatory GRI Indicators
- ▲ Additional GRI Indicators
- △ Telecom Supplement Indicators

F – Fully covered | P – Partially covered
 N/A – Not applicable | NR – Not reported data

