



Ericsson Operational Quality Manual (EOQM)
- How we manage our business



Quality in what we do and how we work



We are in one of the most exciting industries in the world, impacting billions of people every day. Just think about how access to education via the internet changes the lives of children in remote villages. Just one way that Ericsson can impact the world, as our industry pushes the boundaries of innovation and create billions of connections.

The pace of change and innovation in the industry has never been higher. Cloud technologies and business models, automation and new competitors are quickly disrupting our industry and creating new opportunities. We want to be a partner to our customers by creating the most intelligent and efficient networks, delivering the most competitive solutions, and innovating to make the unimaginable possible.

We will enable our customers to expand into new profit pools, fully leveraging the potential of our latest technology, Internet of Things and Cloud. Furthermore, our leading solutions will allow our customers to be more efficient. We will also simplify how we work to become faster and more responsive. We will minimize waste and unnecessary complexity, ensuring customer engagements which are efficient, easy, and of high quality. An obsession with our customers remains our top priority.

Through our Ericsson Operational Quality Manual, we aim to put our aspirations into action by managing our operations in a way that continues to bring value across the globe and our value chain, thereby fulfilling our ambition of creating value for all our customers, enabled by our people.

Let's continue to Imagine Possible together!

Börje Ekholm
President and CEO



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Ericsson Group Management System, EGMS

01

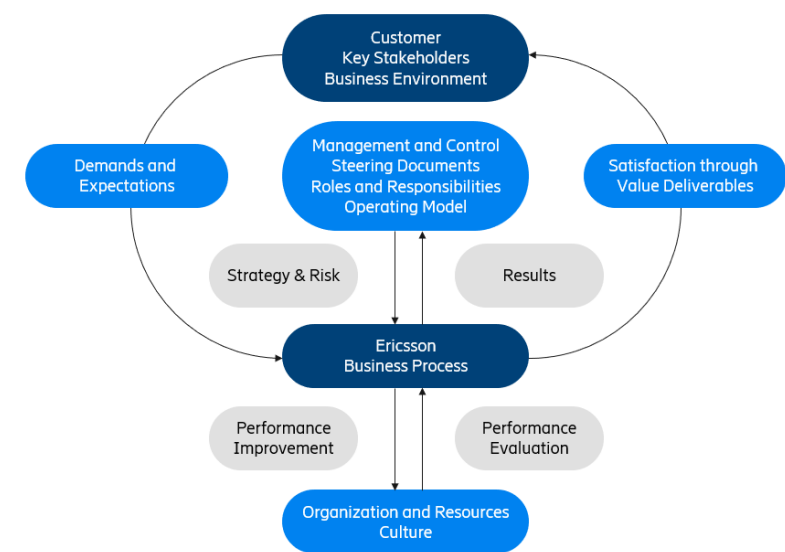


Ericsson Group Management System, EGMS

The Ericsson Group Management System promotes operational excellence through a systematic and controlled way of managing Ericsson operations, including a well-described organizational structure (operational, functional, and legal), with concise steering documents, and common group-wide processes. This enables us to work as ONE Ericsson.

Ericsson has one management system, the Ericsson Group Management System, EGMS, which ensures an adequate and effective management of Ericsson's operations and continual improvement. EGMS furthermore supports effecting our core values and contributes to our corporate culture. Additionally, EGMS provides a controlled way of integrating new requirements into our existing ways of working and as our stakeholders' demands and expectations on our organization change, paired with internally identified strategic needs.

Having one global management system enables achieving global standardization and certification in an efficient manner. EGMS is currently globally certified to ISO 9001 (Quality Management System), ISO 14001 (Environmental Management System), ISO 45001 (Occupational Health and Safety Management System) and ISO 27001 (Information Security Management System). You will learn more in section 3.



Having one global management system enables us to operate as ONE Ericsson; allows us to bring simplicity, efficiency, and scale to our operations. This ultimately benefits our customers as do the transparency and trust this way of operating our business creates

Carl Mellander, CFO

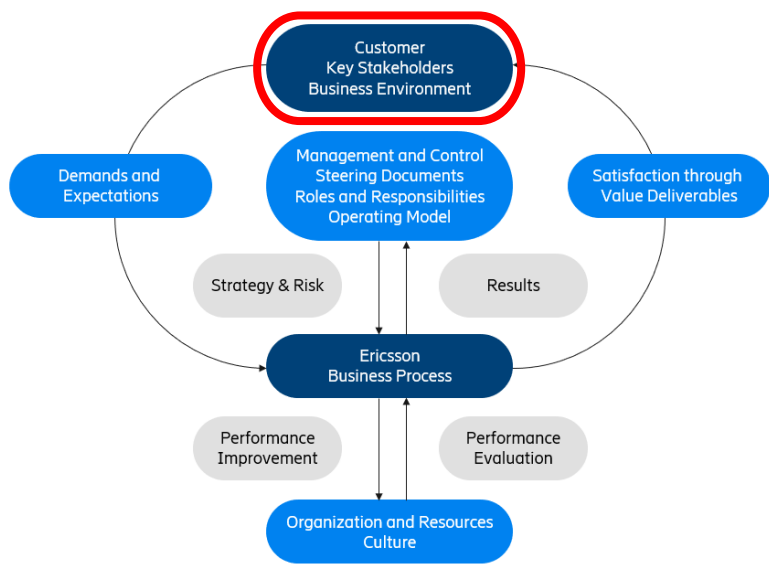


Customers, Stakeholders, and Business Environment

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Customers, Stakeholders, and Business Environment



2.1 Customers and other Stakeholders

Ericsson serves a wide array of customer groups. Ericsson's primary customers are telecom operators (i.e., network operators and service providers), but also include governments and small to large enterprises across a wide range of industries.

Other stakeholders include shareholders, employees, society, partners, and suppliers as well as governments and regulators, see section 3.1.

2.2 Business Environment

Our business environment is multifaceted, with new business models continuously evolving. Our ability to support with hardware, software, solutions, and services is increasingly important.

Business environment furthermore connotes factors affecting us even beyond our control. External factors include customers, competitors, suppliers, government, and social, geopolitical, legal, and technological factors.





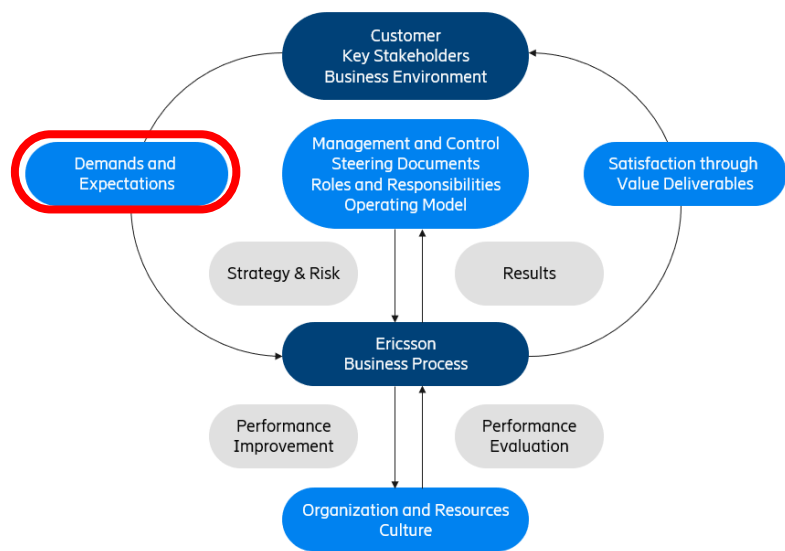
Demands and Expectations

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Demands and Expectations



Demands and expectations are considered in our strategy and target-setting processes. The abovesaid processes involve the whole chain from strategic forecasting to execution of developed strategies into targets and programs in coordinated cycles; to ensure alignment of objectives and their measurement in activities at all levels of the business.

Ericsson collects requirements from different sources including customer expectations and own research. Requirements on our portfolio, e.g., technical, environmental, safety, security, and legal/regulatory considerations, are managed via the Ericsson Business Processes. These requirements form the basis for developing hardware, software, services, and solutions, specifying performance checkpoints, and tracking the fulfillment of these checkpoints at every stage of the process - from development to delivery.

Identifying and understanding the requirements and opportunities of our operations is a key feature of EGMS; and the Ericsson Business Processes (EBP) are designed to ensure effectiveness in managing all types of requirements. You will learn more on EBP in section 7.

3.1 Stakeholders

Stakeholders are described in this chapter.

3.1.1 Customers

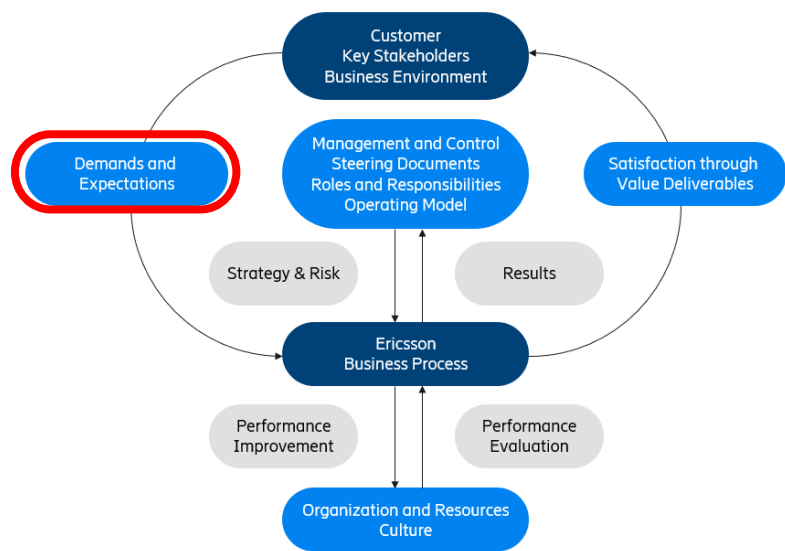
Ericsson commits to our customers' success as a business partner, by enabling our customers to capture full value of connectivity in an intelligent and sustainable way:

- We strive to ensure a superior customer experience at every stage of the customer journey by continuously listening to customer feedback and by identifying and addressing challenges
- We understand and predict needs, determine, and agree on the critical requirements and translate them into innovation, business models, hardware, software, services, and solutions
- We prioritize quality, short lead-times, and fast feedback cycles for every delivery





Demands and Expectations



3.1.2 Shareholders

Shareholder value is created as:

- We grow profitability
- We grow cash flow and dividend
- We perform in a responsible way

3.1.3 Partners and Suppliers

Ericsson acts in the best collective interest of our business partners and suppliers; expecting us to be committed to their success:

- We evaluate and select suppliers based on their capabilities and commitment to contribute to our business
- We monitor supplier performance and act to mitigate supplier risks to secure deliveries and prevent adverse human rights and environmental impacts
- We require our business partners to commit to our standards as defined in the Ericsson Code of Conduct for Business Partners
- We work continuously to ensure that business is conducted responsibly across the supply chain

3.1.4 Society

Ericsson works actively towards living up to expectations put by society:

- We secure compliance to relevant legal and regulatory requirements in markets we operate
- We put demands on our suppliers to follow rules and regulations to ensure high environmental and social standards
- We are responsible and a relevant driver of positive change

3.1.5 Employees

Ericsson strives to be an excellent employer in every country where we operate:

- We treat every individual as a talent, supporting them to perform at their best by knowing what work needs to get done and why it is important to Ericsson
- We support our employees to learn and grow through offering challenging work and providing continuous feedback. Our people feel engaged performing work where they can make an impact and feel included and valued
- Our leaders are the driving force behind our business performance and overall company culture. Furthermore, our leaders promote ethical and responsible behaviors in their organizations
- We require our employees to commit to our Code of Business Ethics, Ericsson's guiding Compass that ensures we are a trusted partner, conducting business responsibly and with integrity
- We promote diversity, equality, inclusion, and wellbeing for our people, and provide fair pay and recognition for impact created
- We systematically collect feedback from our employees to be used as input for our continual improvement

3.1.6 Government and Regulators

Ericsson creates a favorable environment for business growth and future business opportunities as:

- We promote fair competition
- We have a "zero-tolerance" approach towards bribery and corruption
- We conduct an open access dialogue
- We proactively influence politicians, governments, relevant authorities and industry organizations requirements on our deliverables

Learn More

Steering Documents

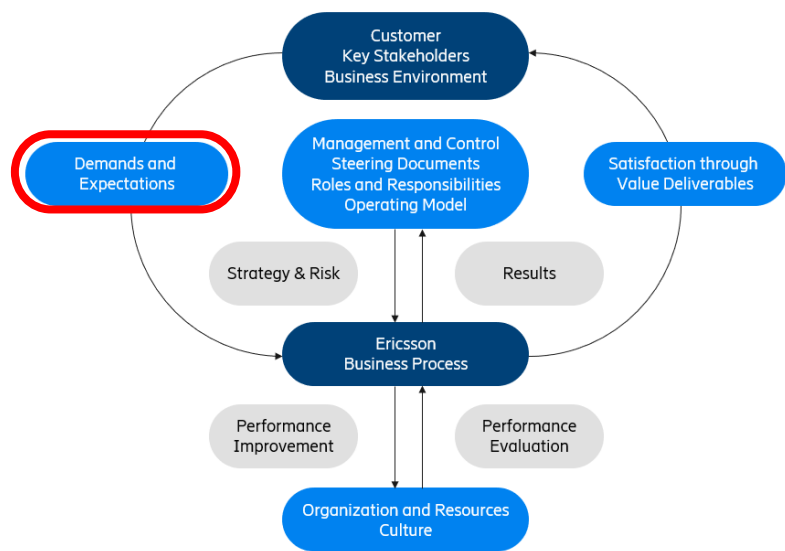
- [Group Policy, Governance, Risk and Internal Control](#)
- [Group Policy, Health, Safety and Well-being](#)
- [Group Policy Quality](#)
- [Group Policy, Sustainability](#)
- [Group Directive, Ericsson Group Management System](#)
- [Group Directive, Environmental Management System \(EMS\)](#)
- [Group Directive, Information Security Management System \(ISMS\)](#)
- [Group Directive, Occupational Health and Safety \(OHS\)](#)

Supporting Information

- [Ericsson Care](#) on Internal
- [ISMS](#) on Internal
- [ISMS](#) on SharePoint
- [Quality](#) on Internal
- [Sustainability](#) on Internal



Demands and Expectations



3.2 Standards and Standardization

We consider relevant international, regional, and local external standard requirements wherever we conduct business. We continuously monitor the markets where we operate to ensure that the Ericsson Group Management System is kept up to date and that, by extension, our hardware, software, services, and solutions are performing in accordance with customer expectations and in alignment with relevant standards.

3.2.1 Commitment to open industry standards

Ericsson is a member of more than forty standardization organizations and industry fora. We are committed to open standards and multivendor interoperable systems. We drive innovation and shape global technical solutions in 3GPP, IETF, ITU, IEEE, OMA, JCP, ETSI, ATIS, MEF, DSL-Forum and SA-Forum.

3.2.2 International Standard Organization (ISO) certification standards

Ericsson Group Management System is globally certified to the below standards. We measure and evaluate our performance on a continuous basis for all:

- Quality Management system standard – ISO 9001
- Environmental Management system standard – ISO 14001
- Occupational Health and Safety Management system standard – ISO 45001
- Information Security Management system standard - ISO 27001

3.2.2.1 Quality Management System Requirements

Ericsson integrates Quality Management System requirements through operational excellence in all areas of our business and in alignment with our strategic direction. Ericsson is committed to quality in our daily work while striving to meet requirements from customers, shareholders, and employees in deploying hardware, software, services, and solutions.

3.2.2.2 Environmental Management System Requirements

Environment Management System requirements are the basis of Ericsson's ambition to be a responsible and relevant driver of positive change in society.

Ericsson strives to develop, sell, and deliver hardware, software, services, and solutions with excellent sustainability performance and contributes to the sustainable development of society.

3.2.2.3 Occupational Health and Safety Management Requirements

Ericsson strives to provide a work environment that promotes and safeguards the health, safety, and well-being of employees and anyone who is affected by the company's activities. We aspire to achieve zero work-related fatalities, injuries, and illnesses, and consider work-related injuries and illnesses to be preventable.

3.2.3 Information Security Management requirements

Information Security requirements shall be managed in accordance with Ericsson's Information Security Management System (ISMS) to ensure that Ericsson's wanted position and security strategy is met, that information assets are protected, and that security acts as a business enabler.

Learn More

Steering Documents

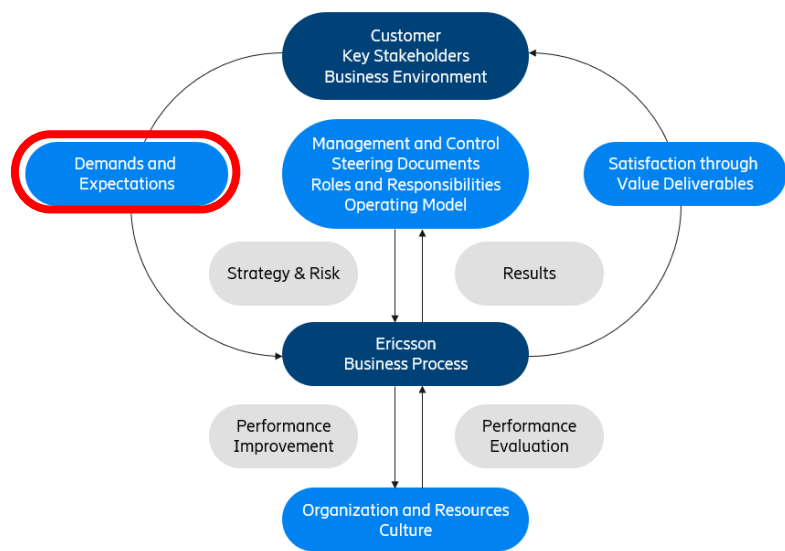
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- [Group Policy, Sustainability](#)
- [Group Directive, Ericsson Group Management System](#)
- [Group Directive, Environmental Management System \(EMS\)](#)
- [Group Directive, Information Security Management System \(ISMS\)](#)
- [Group Directive, Occupational Health and Safety \(OHS\)](#)

Supporting Information

- [Quality](#) on Internal
- [Ericsson Care](#) on Internal
- [ISMS](#) on Internal
- [ISMS](#) on SharePoint
- [Sustainability](#) on Internal



Demands and Expectations



3.3 Other Standards and Regulations

Requirements from several standards, for example TL 9000 Quality Management system and GDPR/Privacy, are also addressed in Ericsson Group Management System. Furthermore, and evidently, laws and regulations, listing requirements, contractual requirements, and other legal requirements applicable to our activities are accommodated in EGMS.

3.4 Product Approvals

At Ericsson, we define products as hardware, software, services and solutions. The Ericsson products compliance process is implemented to ensure that our products comply with relevant legislation and requirements. Organizations defining the general product and system requirements ensure that relevant legislation is defined as input to this process.

Our products are designed to meet the requirements of the markets we serve.





Management and Control

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Management and Control

Ericsson is committed to ensuring a corporate governance which promotes the long-term interests of shareholders, strengthens board and management accountability, and helps build public trust in our company.

4.1 Company Management

The Board of Directors (BoD of Telefonaktiebolaget LM Ericsson (LME)) has the broadest powers and authority to manage and represent the Company.

The Ericsson President and CEO is appointed by the Board of Directors of LME and handles the day-to-day management of the company in accordance with guidelines issued by the Board of Directors.

The Executive Team (ET) is responsible to establish a management structure that promotes accountability, while remaining cognizant of its obligation to oversee the exercise of such delegated responsibility and to keep the Company Board of Directors fully informed by providing it with appropriate and timely communication, and internal reporting of the Group's performance.

Group Functions support the President and CEO in the governance and management of Ericsson. The Group Functions drive effectiveness, efficiency, transparency, and synergies across units, creating "one Ericsson" agenda and ways of working.

Business Areas develop competitive global business solutions in terms of products, services, and solutions to be fit for local adaptations if required. The strategic objective for the Business Areas is to enforce technology leadership, becoming the trusted transformation partner as well as a focused innovator.

Market Areas sell and deliver customer solutions, with strategic objectives to establish leading positions in critical markets and creating a winning customer experience. The Market Area develop and maintain customer relationships, maximize sales and profitable business, through an efficient operation with profit- and loss (P/L) responsibility.

Business Areas, Market Areas and Group Functions are all accountable for ensuring adherence to applicable steering documents.

4.2 Roles and Responsibilities

Ericsson's organization is designed to assign clear roles and responsibilities and clear interfaces in the Ericsson organizational structure and between operational dimensions.

4.3 Ericsson Steering Documents

Ericsson Steering Documents govern how the organization works and are core elements in managing and controlling Ericsson. Ericsson Steering Documents include Group Policies, Group Directives, Group Instructions, Governance Documents, Accounting and Reporting Directives, and Local Steering Documents. Ericsson has a well-structured governance process around Ericsson Steering Documents for purposes of aligning them with Group strategies, values, and structures and to ensure that the Steering Documents are regularly updated.

We have a Code of Business Ethics that we require our employees to adhere to and a Code of Conduct for Business Partners that we require our business partners to adhere to.

4.4 Operating Models

Operating models at Ericsson serve as the bridge between strategy and day-to-day operations and guide our teams, provide the context, and enable the behaviors that will enable strategy execution.

An operating model translates strategic intent into operational capabilities, and it serves as the foundation for strategy execution and provides a clear guide for our company leadership team, line managers and operational teams.



Learn More

Steering Documents

- [Instruction, Governance of Steering Documents](#)
- [Ericsson Organizational Structure](#)
- [Ericsson Roles and Responsibilities](#)

Supporting Information

- [Ericsson Governance](#) on Internal
- [Group Management and Control](#) on Internal
- [Group Steering Documents](#) on Internal
- [MA/BA/GF Local Steering Documents](#) on Internal
- [Career and Competence Model](#) on Internal
- [Job Roles at Ericsson](#) on Internal
- [Operating Models](#) on Internal



Strategy and Risks

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Strategy and Risks

Ericsson is driven by its purpose and vision for the organization. The purpose and vision are communicated and distilled into one Group strategy which is actioned in and via Market Areas' and Business Areas' Business Plans. Group Functions and Units with Group responsibility maintains functional strategies in support of the Ericsson strategic direction and the Market Areas' and Business Areas' Business Plans.

Ericsson's risk management activities are integrated with the development and deployment of Ericsson's business plans and functional strategies, for managing risk in creating, preserving, and realizing value.

Alignment and consistency across our company is key, from the perspectives of our long-term ambition to short term goals, ensuring that our strategy is paired with a good tactic of achieving it, and remuneration of individual employees.

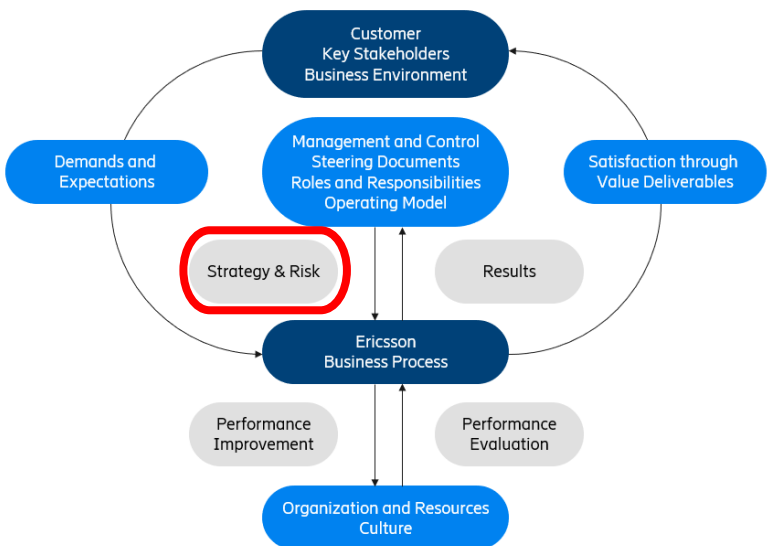
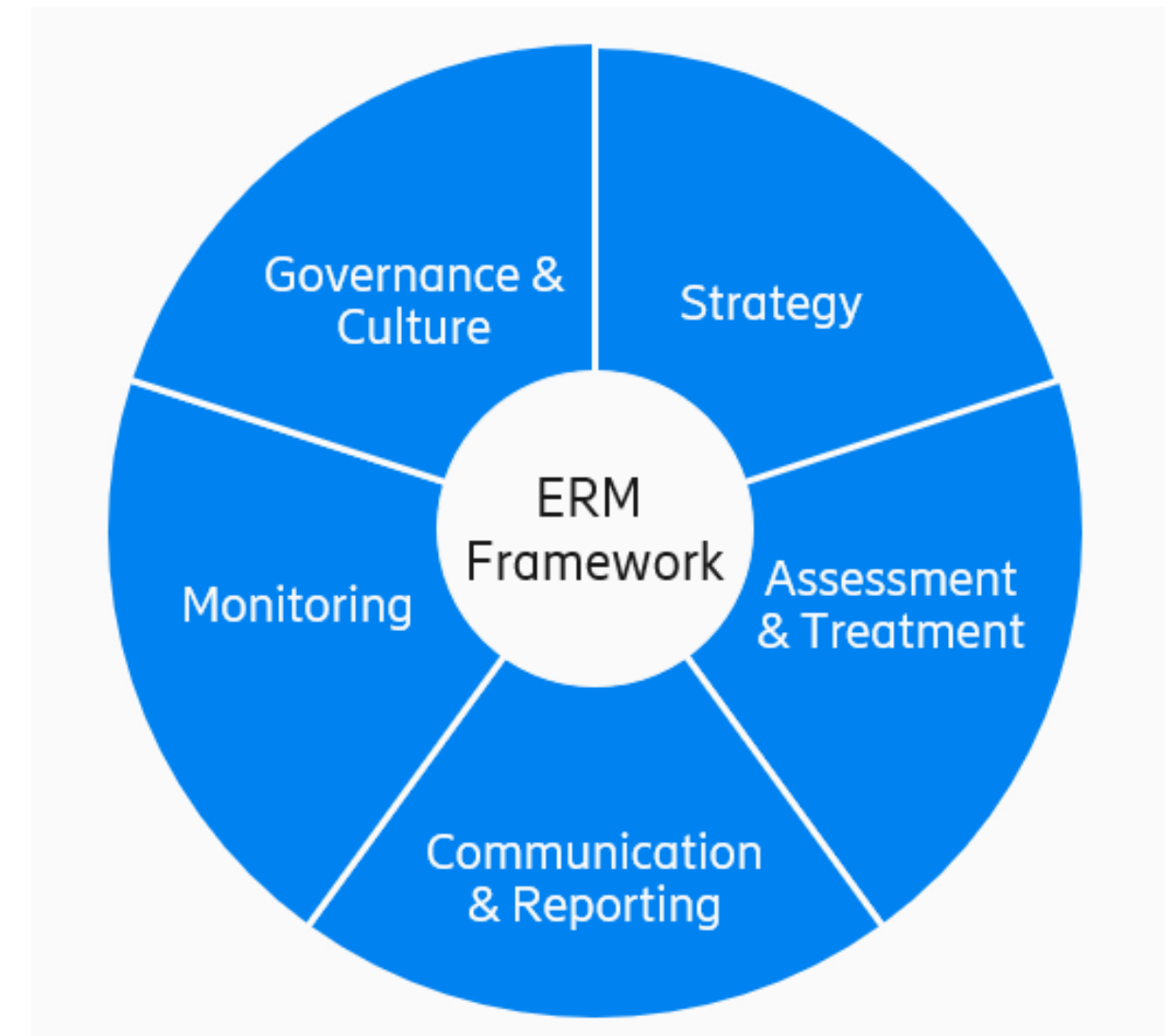
5.1 Strategy Process

Ericsson reviews its long-term strategic direction when needed and by continual analysis of the business environment. Ericsson's business strategy is underpinned by area specific strategies. Strategy execution is followed up on a continuous basis leading to continual tactical adjustments.

5.2 Risk Management

Ericsson's Enterprise Risk Management (ERM) framework is an integrated part of the Ericsson Group Management System, EGMS. The ERM framework strengthens Ericsson's governance by integrating risk management with strategy setting and execution. The ERM framework, applied in all our operations, is designed to establish an adequate and effective management of risk, i.e., the uncertainty in achieving the strategic objectives of the Company.

The consistency and global reach of the ERM Framework enable transparency and risk oversight.



Learn More

Steering Documents

- [Group Policy, Governance, Risk and Internal Control](#)
- [Group Directive, Ericsson Group Management System \(EGMS\)](#)
- [Process Description, Ericsson Strategy Development and Deployment Process \("Ericsson Strategy Process"\)](#)

Supporting Information

- [Ericsson Risk Management](#) on Internal
- [Strategy Execution and Transformation](#) on Internal
- [Our Strategy](#) on Internal



Targets and Results

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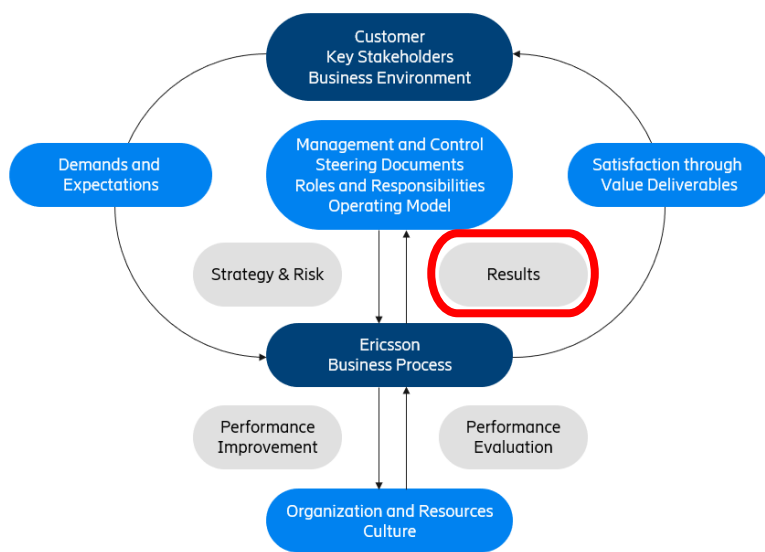


Targets and Results

Target setting and associated performance management activities are set up to ensure execution of strategies and fulfillment of Ericsson stakeholders' long- and short-term expectations. Targets are also a tool to drive improvement and form an important basis for short-term incentives.

Target setting involves all; Ericsson units to individual level. The Ericsson CFO (Chief Financial Officer) is the process owner of target setting.

All unit and process targets shall be associated with documented measurement specifications and target levels shall be documented and have grandfather approval. Regular follow-up of targets set is crucial to take adequate measures as needed; read more in section 8.



Learn More

Steering Documents

- [Group Policy, Governance, Risk and Internal Control](#)
- [Group Directive, Ericsson Group Management System \(EGMS\)](#)
- [Process, Ericsson Business and Financial Planning Process](#)

Supporting Information

- [Business planning, financial planning & Target Setting](#) on SharePoint
- [GTO guideline](#)



Ericsson Business Process

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Ericsson Business Process

Ericsson Business Processes (EBP) is a set of well-defined, group-wide re-usable business processes components used to build modular process flows integrated in the Ericsson Group Management System.

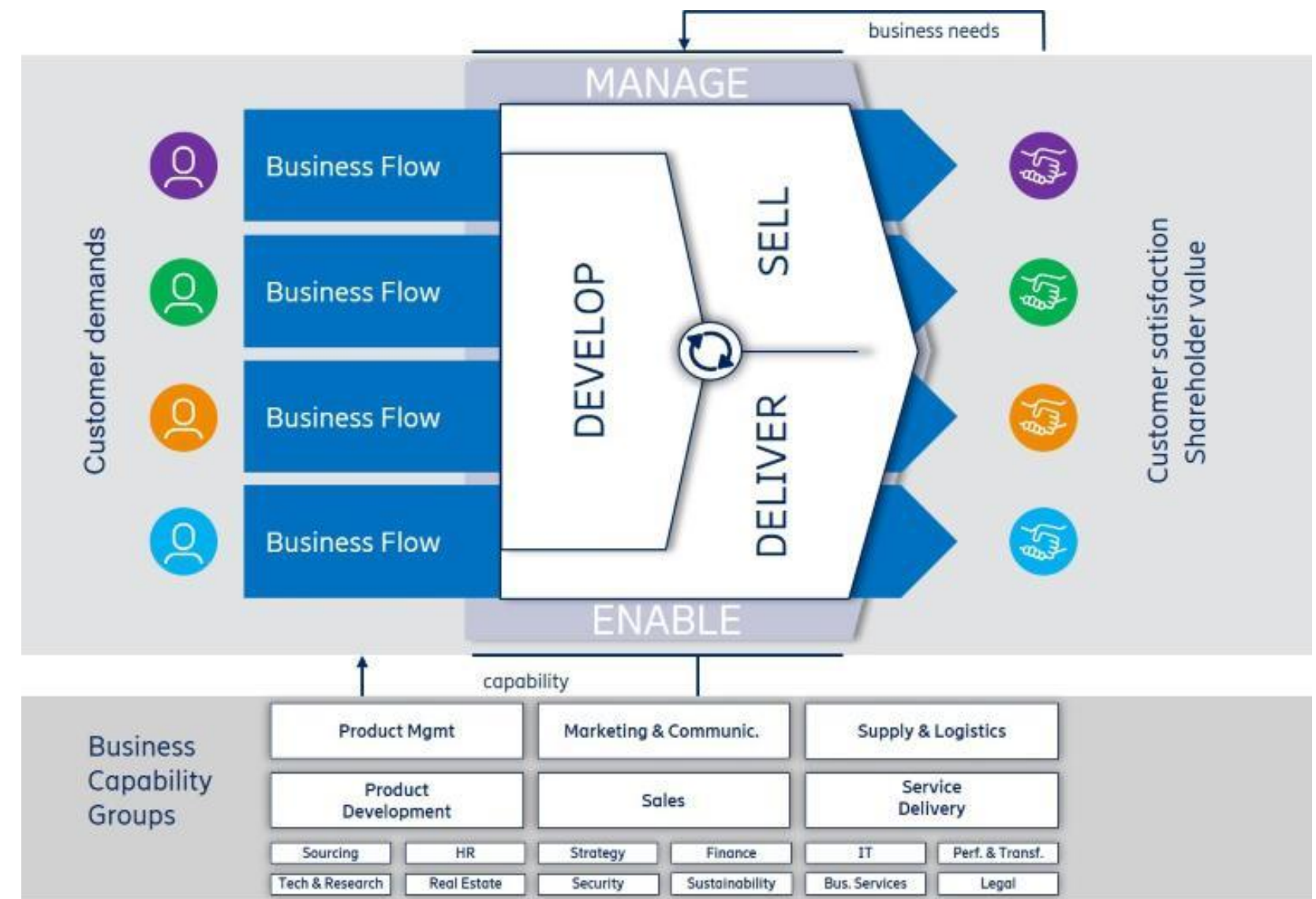
EBP describes how we deliver value to our customers, proactively and on-demand. EBP describes how the functional process components are connected to deliver flow efficiency and business value.

The processes enable the fulfillment of customer expectations through an optimal combination of development, production, sourcing and resource provisioning.

Ericsson Business Processes offer capabilities to translate customer requirements into defined products, solutions, and services offered by Ericsson.

The EBP consists of rules, methods, instructions, guidelines and training for process development, documentation, implementation, and governance.

The EBP is continuously developed to improve process performance, process adherence, and further define relations between global and local process management



Learn More

Steering Documents

- [Group Directive, Ericsson Group Management System \(EGMS\)](#)

Supporting Information

- [Ericsson Business Process](#) on Internal
- [Process Management at Ericsson](#) on SharePoint



Performance Evaluation and Performance Improvement

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Performance Evaluation and Performance Improvement

Performance measurements and checkpoints are designed to ensure that the quality of our hardware, software, services, solutions, as well as processes satisfy relevant criteria and commitments according to the strategic direction set. Each unit aligns the performance and development objectives of each employee with the objectives and targets of its organization.

When measurements indicate performance outside of the expected result, a corrective action or improvement activity is initiated. Performance is systematically followed up and communicated within the organization.

8.1 Performance Evaluation

Line managers are responsible for monitoring and improving performance within their area of responsibility. Furthermore, it is the responsibility of each line manager to agree and manage the individual goals of each employee, which must be aligned with relevant targets of the unit.

It is also the responsibility of each manager of a project, contract, or process to evaluate and manage performance against predefined agreed targets.

8.1.1 Individual Performance Management (IPM)

Ericsson has a global framework for individual performance evaluation and improvement. The purpose of our Individual Performance Management system is to be at our best - that our employees know what work needs to get done and why that work is important to Ericsson. Furthermore, that our employees know how they are performing and how they can do even better.

8.1.2 Audits and Assessments

EGMS is audited and assessed to ensure that it is adequate and effective in management of Ericsson operations. Output from audits and assessments is used for continual improvement of operations, directly or as part of Management Reviews.

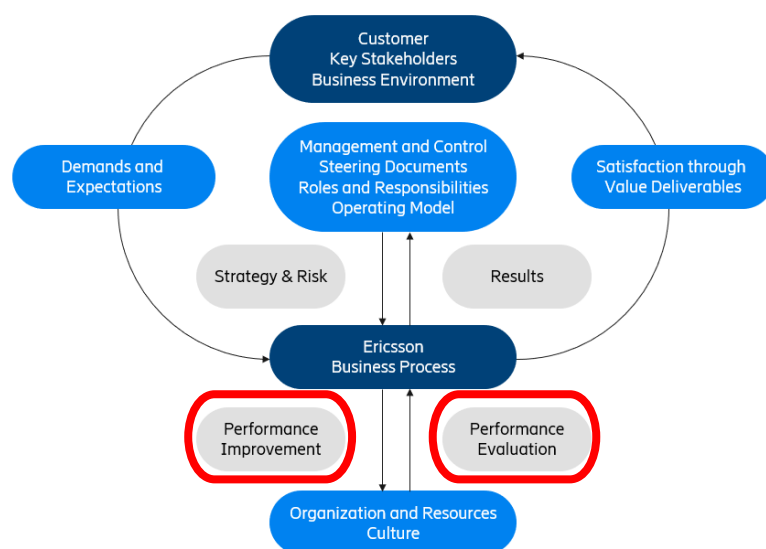
Verification carried out through audits and assessments, external as well as internal, of the EGMS is furthermore used as reasonable assurance to customers and other stakeholders that our way of managing our operations is effective in meeting their requirements as well as being in line with internationally recognized standards and requirements.

Audits and assessments address business processes, standards adherence, ethics and compliance-related programs and initiatives and more. Certification of EGMS is performed to secure Ericsson's business relations, as certification is used as a prerequisite in dialogue with customers.

External ISO/management system assessments are performed by independent 3rd party certification bodies. Internal Audits are performed by the company's internal audit function, which reports to the Audit and Compliance Committee of the Board of Directors. Internal Assessment are performed by EGMS Compliance Managers.

Statutory Audits are conducted by external auditors, appointed by the shareholders, and aim among other things to secure the accuracy of annual accounts and financials.

Audits of suppliers are conducted to secure compliance to signed agreements and with the Ericsson's Code of Conduct for Business Partners.



Learn More

Steering Documents

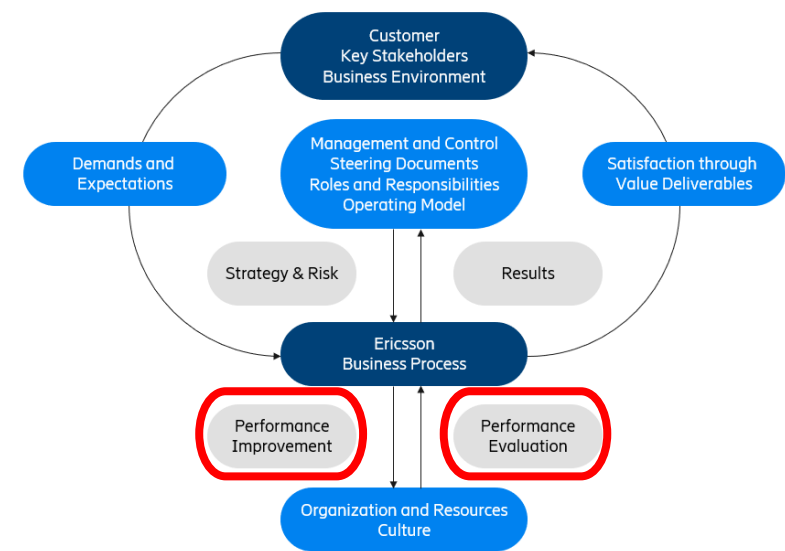
- [Group Policy, People](#)
- [Group Policy, Quality](#)
- [Group Directive, Audit, Assessment and Certification of Management Systems](#)
- [Group Directive, Ericsson Group Management System \(EGMS\)](#)

Supporting Information

- [Performance Evaluation](#) on Internal
- [Performance Improvement](#) on Internal
- [Individual Performance Management](#) on Internal
- [IPM](#) on SharePoint



Performance Evaluation and Performance Improvement



8.1.3 Customer Experience

Our customers' business situations and needs are critical inputs for us as a company in developing, marketing, and delivering our hardware, software, services, and solutions. We are continuously pursuing ways to understand our customers' situations and needs, both in our day-to-day interaction with customers and in regular customer research activities.

The experience we design for our customers is driven by customer feedback; managed through the Ericsson Business Processes.

8.1.4 Financial Reporting

Policies and controls are implemented to ensure compliance with relevant financial and non-financial reporting standards and stock market regulations, for example, the Sarbanes-Oxley act (SOX), and including Entity Wide Controls.

8.2 Performance Improvement

Performance improvement is part of the daily work of the organization and individuals. We ensure to have the skills needed to effectively define, prioritize, and carry out improvement activities in accordance with general objectives and targets.

In our business-related improvement efforts, we focus on achieving our objectives and targets:

- We ensure we deliver a superior customer experience at every stage of our relationship with customers
- We work with improvement initiatives that support strategy implementation
- We identify areas for improvements, effective activity selection and execution
- We communicate and reuse best practices

8.2.1 Ericsson Change Engine

To be successful in driving improvements, we need to drive the right improvements in the right way. To achieve this, we follow a global framework for aligning, prioritizing, and driving change in the form of, for example, strategy execution, operational and continual improvement work, and innovation.

We drive improvements by using the Ericsson Change Engine which includes the Ericsson Improvement Management Process.



Learn More

Steering Documents

- [Group Policy, Finance](#)
- [Group Policy, Quality](#)
- [Group Policy, Sales](#)

Supporting Information

- [Performance Evaluation](#) on Internal
- [Performance Improvement](#) on Internal
- [Ericsson Change Engine](#) on Internal
- [Ericsson Change Engine](#) on SharePoint

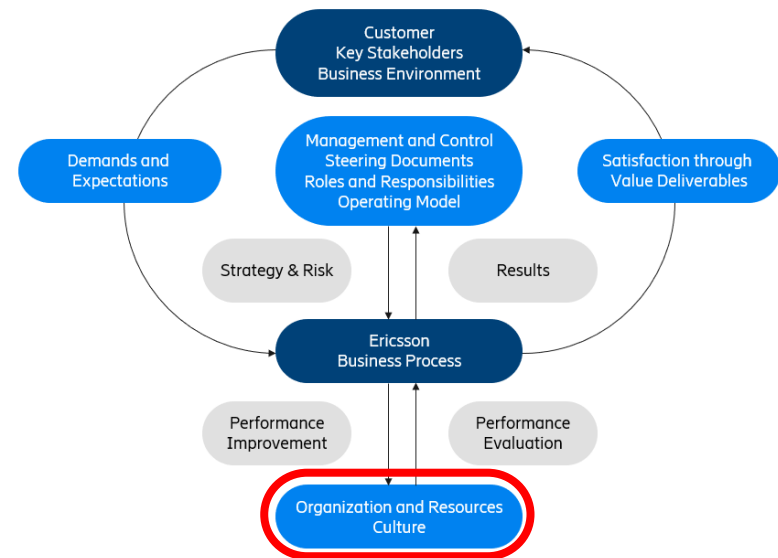


Organization and Resources

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Organization and Resources



Ericsson Group Management System provides a structure that ensures an efficient use of our resources to optimize our operational capability. The employees throughout our global organization form, together with suppliers, methods and tools, an important source of capability to help us successfully meet the strategic objectives of our business; where employees is the most valued component. The organization is structured and managed to meet customer needs and to conduct business sustainably.

9.1 People

We work to attract and retain the best talent in our business and are constantly re-/upskilling to meet current and future business demands. Our open talent market enables transparent talent mobility and career opportunity.

Ericsson strives to be a great place to work, a place where everyone feels included and proud to belong to a caring, flexible, and world-class ICT company.

9.1.1 Efficient knowledge networking

Knowledge forms the basis of our competitiveness and must be continuously developed, applied, and protected. We have virtual and global knowledge networks to share best practices and support improved ways of working in alignment with our business needs. We support learning and knowledge sharing across the borders of organizations, companies, geography, and time. Our people build knowledge networks internally but also in the interaction with our customers, partners, and suppliers. This is enabled by an efficient infrastructure for collaboration.

9.2 Culture

Our culture is critical to the success of our company, and it enables us to fulfil our purpose to create connections that make the unimaginable possible, and to realize our vision. Our Ericsson values, being Professionalism, Respect, Perseverance and Integrity, represent what we stand for as a company and they guide and inspire us in everything we do, and support us to act as One company.

Our culture comes to life through our Ericsson on the Move Five Focus Areas (Cooperation and collaboration, Empathy and humanness, Courageous and fact-based decisions, Executing speedily, A speak-up environment) are the foundation to guide our behaviors and practices in our everyday lives.

Learn More

Steering Documents

- [Group Policy, Finance](#)
- [Group Policy, People](#)
- [Group Policy, Quality](#)

Supporting Information

- [Our Values and Focus Areas](#) on SharePoint
- [Our People](#) on SharePoint
- [Ericsson on the Move](#) on SharePoint



ericsson.com