



Remuneration Policy

Doro Group shall strive to offer a total remuneration which will enable the group to attract, retain and motivate high calibre senior executives needed to maintain and improve the success of the business and support the change journey of becoming a leader in technology enabled care services.

The remuneration to senior executives and employees in Doro Group shall both short term and long term reflect the individual's performance, behaviour and responsibilities. When assessing a senior executive's performance and employees against pre-determined set of well-defined goals (both individual, departmental and group) Doro applies a structured performance management process combining not only 'what' is delivered but also 'how' it is delivered i.e. performance and behaviour.

Remuneration decisions should only be made based on the guidelines outlined in policies and instructions. Discrimination related to factors like race, gender, age, religious or ethnic affiliation are under no circumstances allowed.

The remuneration to the senior executives and employees normally consist of;

- Fixed salary
- Short-term variable remuneration paid in cash (key employees)
- The possibility of participation in long-term incentive plans (key employees) and
- Pension and other customary benefits

Fixed Base Salary which should remunerate for the role and position and is impacted by: job complexity, responsibility, performance and local market conditions.

The fixed salary is normally revised annually.

Short-term variable remuneration shall be based on fulfilment of established targets and have a predetermined ceiling. The outcome shall be linked to measurable targets (qualitative, quantitative, general and individual). No payment can be granted without a link to the achievement of these objectives.

A short-term variable pay program should;

- Ensure the long-term sustainability of the company and
- Maximum cost including social charges for variable remuneration may not exceed the fixed remuneration to the company's senior executives.

Long-term incentive plans may be introduced for some of its employees to create confidence in and commitment to the Group's long-term financial performance. Set up of long term incentive plan is proposed by the Board and decided upon in the Annual General Meeting.



Pension and other customary benefits aim at ensuring senior executives and employees an appropriate standard of living after retirement as well as personal insurance during employment. Pension and insurance provisions are in accordance with local laws, regulations and market practice either collectively agreed schemes or company determined schemes, or a combination thereof.

Other benefits shall be customary and facilitate that the senior executives and employees can carry out their duties, for example a company car in accordance with Company Car Policy, health care and health care insurance.

Notice of termination and severance pay

The maximum notice period in any senior executive's contract is generally 6 months, and in exceptional cases, twelve months, during which time salary payment will continue. Employees notice of termination will follow local laws or collective agreements where applicable. Severance pay should not transcend the equivalence of the employees notice period.