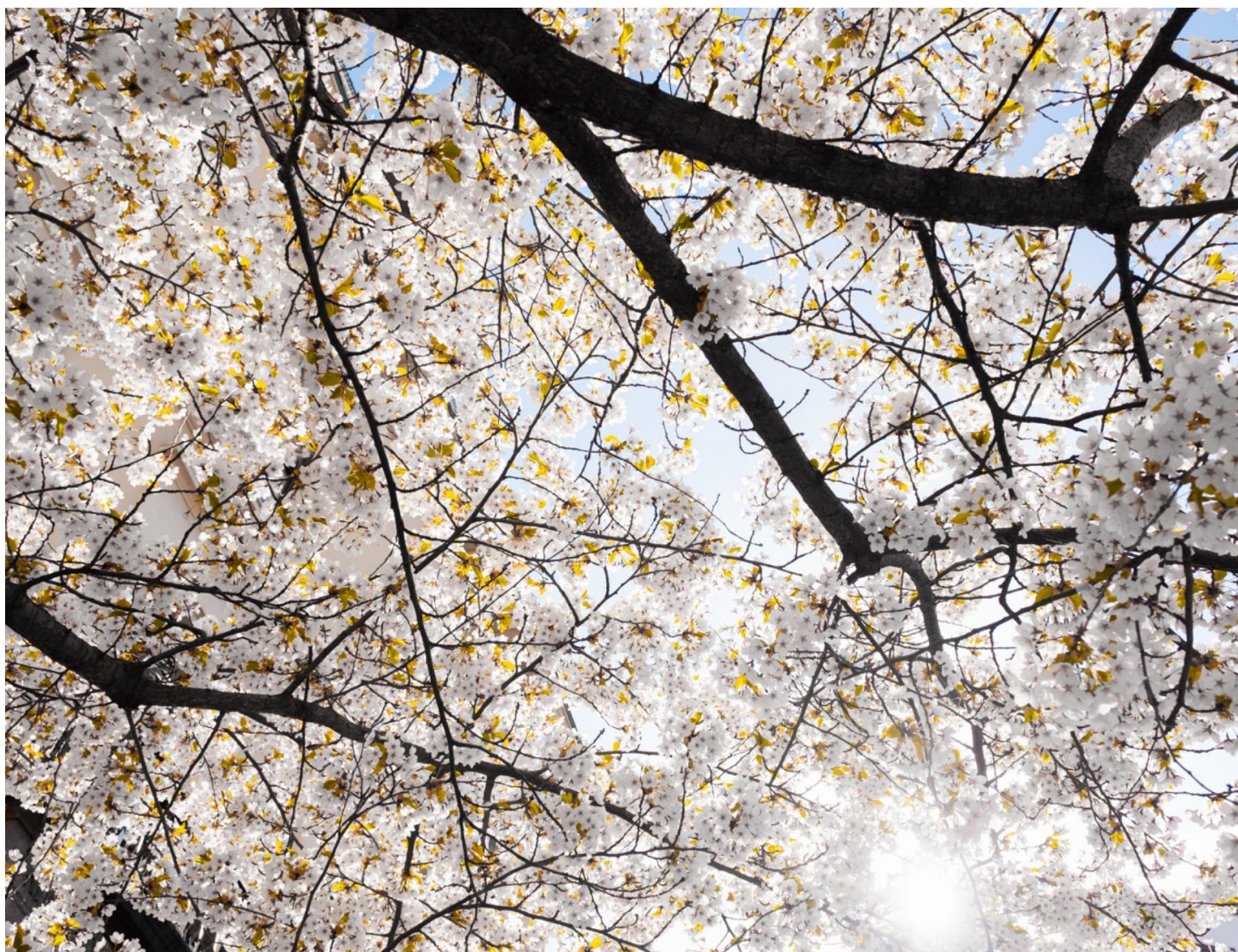


# Equality at Gjensidige

Statement on equality 2025



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# Statement on Equality

At Gjensidige, all employees should experience that their knowledge, skills and strengths are recognized, regardless of gender, age, pregnancy, leave of absence for childbirth or adoption, care responsibilities, ethnicity, religion, beliefs, disability, sexual orientation, gender identity and gender expression – and combinations of the above. This report covers the Norwegian part of Gjensidige Forsikring ASA, hereinafter referred to as Gjensidige.



# Part 1 – Gender Equality status

	2021	2022	2023	2024	2025
<b>Overall gender balance (regardless of job level)</b>					
Women			46,4 %	45,9 %	46,0 %
Men			53,6 %	54,1 %	54,0 %
<b>Percentage of women by job level (managerial level)</b>					
Level 1 <sup>1)</sup>	30,0 %	40,0 %	54,5 %	44,4 %	44,4 %
Level 2	35,5 %	36,2 %	39,4 %	35,5 %	35,6 %
Level 3	45,3 %	47,4 %	45,5 %	46,1 %	45,0 %
Level 4	28,8 %	32,8 %	35,6 %	34,7 %	40,3 %
Level 5	IA	IA	IA	IA	56,3 %
Other levels	47,5 %	46,8 %	47,0 %	46,5 %	46,5 %
<b>Board of Directors</b>					
Percentage of women	40,0 %	40,0 %	40,0 %	50,0 %	40,0 %
<b>Average pay (all employees)</b>					
Women	693 391	732 061	792 610	807 561	864 683
Men	793 596	817 490	870 350	908 773	957 419
<b>Ratio of women's to men's pay (by job level)</b>					
Level 1 <sup>1)</sup>	88,6 %	73,7 %	71,9 %	68,8 %	72,0 %
Level 2	94,6 %	93,3 %	88,6 %	93,4 %	93,3 %
Level 3	93,7 %	93,6 %	91,6 %	92,2 %	94,5 %
Level 4	101,4 %	96,5 %	94,7 %	99,9 %	96,8 %
Level 5	IA	IA	IA	IA	97,9 %
Other levels	89,7 %	91,2 %	92,6 %	90,8 %	91,7 %
<b>Parental leave (total number of person-days)</b>					
Women	8 442	7 059	8 326	7 866	9 859
Men	4 062	4 756	4 124	4 883	4 531
<b>Sickness absence</b>					
Women	4,94 %	6,43 %	6,50 %	7,56 %	7,20 %
Menn	2,24 %	3,15 %	3,68 %	4,05 %	3,86 %
<b>Absence due to child sickness (total number of person-days)</b>					
Women	1 565	1 852	1 928	2 286	2 467
Men	992	1 093	1 082	1 613	1 583
<b>Percentage of part-time employment <sup>2)</sup></b>					
Women	9,3 %	8,7 %	6,0 %	7,9 %	5,4 %
Menn	2,9 %	2,4 %	1,8 %	2,0 %	1,3 %
<b>Percentage of temporary employment</b>					
Women	1,5 %	1,4 %	1,6 %	1,6 %	2,7 %
Men	2,2 %	1,4 %	1,1 %	1,0 %	1,0 %

<sup>1)</sup> Managerial level 1 is senior group management and includes in 2025 one manager working in the Danish branch of Gjensidige Forsikring, with responsibility for the Claims Division..

<sup>2)</sup> In principle, Gjensidige only offers full-time positions. However, employees may be granted part-time positions at their own request, either temporarily or permanently, if they have sufficiently strong reasons for this. Some

employees also work in lower percentages, but these are temporary positions such as internships. There are also a few employees permanently employed at lower percentages, but these tend to be employees for whom Gjensidige is not their main employer. We are confident that no employee is working part-time against their will.





## Pay review

Job group	Number of women	Number of men	Percentage of women	Ratio of women's to men's cash benefits
A	24	42	36%	94 %
B	68	105	39%	96 %
C	243	322	43%	96 %
D	247	319	44%	91 %
E	398	389	51%	95 %
F	19	7	73%	103 %





Diversity is a strength that shapes the way we work – and brings new ideas and perspectives.

## Part 2 – Gjensidiges work to promote equality and combat discrimination

### Principles, procedures and standards for equality and anti-discrimination

At Gjensidige, we work to ensure a safe, inclusive and diverse workplace where all employees are treated with respect and equal dignity. Our aim is for differences to be a strength – contributing to better decisions, increased innovation and a good working environment. We expect all employees to treat each other, our customers and our partners with consideration, courtesy and respect.

We have zero tolerance for discrimination and harassment, and employees who raise concerns should be taken seriously. Guidelines for handling whistleblowing are well established in the organization, and follow-up of such cases takes place in accordance with applicable rules and internal procedures.

Our work on equality and non-discrimination is embedded in the company's overarching strategy, in HR process guidelines and in our Code of Conduct. We have a dedicated policy for inclusion, diversity and belonging that clarifies managers' responsibility for recruiting, developing and leading diverse teams, and for creating a working environment that promotes safety, belonging and equal opportunities for all employees. At the same time, all employees are expected to recognize and value each other's individual qualities, skills and perspectives.

Gjensidige has committed to several external initiatives on equality and diversity, including the Women in Finance Charter, the Oda network and Diversity Charter Denmark. These partnerships help to strengthen our work through external perspectives and targets against which we are measured over time.

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

We work systematically to ensure equality and prevent discrimination throughout the entire employee journey. This encompasses how we recruit, develop, assess, reward and follow up employees. Our approach is built on clear processes, embedded guidelines and a holistic HR structure designed to ensure that employees experience equal opportunities regardless of background, functional ability, life situation or other circumstances. Close and constructive collaboration with our employee representatives helps to ensure that our processes are well anchored, are experienced as fair, and capture matters that are important to employees in practice.

#### Recruitment

In our recruitment work, we actively work to reduce unconscious bias and ensure a fair assessment of all candidates.

We use competency-based screening questions instead of traditional cover letters, so that candidates are assessed directly on relevant skills and experience. Interviews are conducted using structured, competency-based methods with predefined criteria and questions, and we use testing tools that contribute to more objective assessments throughout the process. In job advertisements, we are clear about our commitment to inclusion and diversity, and we actively work to ensure that the language, requirements and content of advertisements do not create unnecessary barriers for qualified applicants.



In addition, we work purposefully on employer branding to reach a broad diversity of talent. This includes participation at educational institutions, targeted campaigns and external communications that reflect both the breadth of the company and what we stand for.

The diversity and inclusion agenda in society is currently under increasing pressure.

It is therefore important to us that senior group management has a clear and positive voice that highlights the importance of an inclusive working life and the value of diversity. This clear positioning provides direction and legitimacy to our diversity and inclusion work, and demonstrates that diversity is not merely an HR responsibility, but a strategic strength and a value the company stands for. This increases our visibility and makes more people perceive Gjensidige as an attractive and inclusive employer.

### **Pay and working conditions**

Gjensidige conducts a full pay review every two years, and we analyze pay development across gender, job level, experience and internal/external benchmarks. We also conduct a simplified pay review once a year to monitor developments within the company. We work closely with employee representatives to ensure a fair pay process and to prevent unintended discrepancies. Employees receive full pay on parental leave, and we have established a routine pay adjustment upon return from extended leave.

### **Opportunities for development**

We place great emphasis on ensuring that all employees have real and equal opportunities for development and learning. Development programs are delivered through Gjensidigeskolen and other internal learning programs that combine digital modules, in-person gatherings and practical training. We offer a broad range of courses in areas including strength-based management, change management and presentation skills. We have also established structured programs such as 'New as a Manager', the Mentoring Program and other specialist development tracks. All advisers at Gjensidige undergo thorough training to become authorized under the Norwegian financial industry's authorization scheme.

To support mobility and future skills needs, we also conduct targeted reskilling work into new subject areas, including technology roles, helping both to retain expertise internally and ensure cross-disciplinary competence. We have high internal mobility, and many employees develop their careers through new roles internally. The GYP (Gjensidige Young Professionals) network serves as an arena for learning, networking and development across units.

To ensure equal opportunities, we have clear criteria for diversity and gender balance when selecting participants for development and talent programs.

### **Promotion**

We work to ensure that promotions at Gjensidige are fair, transparent and based on objective assessments of competence and potential. As part of this, we have clear criteria for gender balance in succession planning and when selecting participants for leadership talent programs. In 2025, we also introduced a collaboration with an external partner to strengthen the quality and objectivity of the assessment basis when identifying leadership talent.

Our ambition is for employees to have equal opportunities to be considered for new roles, regardless of gender, background or life situation. This is further supported by the holistic competence strategy currently being developed, in which diversity competence and inclusive leadership will have a clearer and more systematic place in leadership development from 2026. We expect this to contribute to even better and more conscious assessments in future promotion processes.

### **Workplace accommodation**

As an employer, we care about our employees' mental and physical health and want work to be a positive contribution. We place great emphasis on workplace accommodation, both as a preventive measure to reduce sickness absence and to help employees on sick leave return to work more quickly. In cases of work incapacity, employees should feel well supported through good dialogue, support and adaptation of their work. For us, this starts with the dialogue between manager and employee on the first day of absence. Accommodation takes place according to individual needs. Our managers have tools to ensure good dialogue and follow-up, both before, during and after a sick leave or parental leave period.

Early intervention is a central element of this work, particularly for health challenges, where we seek to prevent sickness absence through close dialogue and concrete adaptations. We make active use of the occupational health service, including through guidance, support conversations, ergonomic advice and specific offerings – such as conversations with the company midwife for pregnant employees. The goal is to ensure that as few employees as possible need to go on sick leave in situations where accommodation could be a real and good alternative.

To help ensure that everyone feels they have equal opportunities to participate in various professional and social events, regardless of religion, pregnancy, disability and so on, we have a dedicated checklist that organizers can use in their planning. We also accommodate individual needs related to religion, such as flexibility during Ramadan. Our administrative days off are no longer tied to Christmas, which gives employees the freedom to use these days according to their own needs and traditions.



Our premises are generally modern and well adapted to different needs, and we provide access for people with disabilities. Full universal design applies to most of our offices, with some minor exceptions at a few older offices. We always require universal design when signing new lease agreements.

We are also working to strengthen resilience and mental health in the organization. Through courses, e-learning and management support, we work to ensure that both managers and employees have the tools they need to meet challenges effectively. This includes modules in Robustportalen, initiatives related to women's health and increased awareness of life-phase challenges that can affect every day working life

### **Combining work and family life**

Gjensidige aims for all employees to be able to combine work with a good personal life, regardless of care responsibilities, family situation or stage of life. We offer arrangements and support designed to make it easier for employees to remain in work through periods of increased demands or changing needs at home. This includes flexibility where operationally feasible, and a culture that values balance and understanding.

For employees who are expecting a child, we have clear processes to ensure good follow-up before, during and after parental leave. We offer full pay on parental leave, a routine pay adjustment upon return from extended leave, and conversational tools to help managers and employees maintain good dialogue throughout the period. The goal is for employees to feel included while away and well looked after when they return.

For pregnant employees, we have a particular focus on preventing absence through good accommodation. Experience and research show that many pregnancy-related complaints can be alleviated with concrete adaptations, and we have therefore established the offer of early conversations with the company midwife and the employee's manager. This contributes to a sense of security and better support, enabling more employees to remain in work throughout their pregnancy.

We also recognize that care responsibilities can vary significantly between employees, and we emphasize flexibility and good dialogue to find solutions that work for both the employee and their team. We communicate actively about expectations, offer management support and ensure that employees receive the necessary information about their rights and options.

In addition, Gjensidige has an excellent health and treatment insurance scheme, which naturally benefits our own employees. This contributes to faster assistance in the event of illness or a need for follow-up. The treatment insurance also provides access to an online GP for employees' children under 18. This can be important support for employees with care responsibilities, helping families to obtain assistance more quickly when needed.



[Caption text]



## How we work to identify risks and obstacles

Through this year's ARP process, we have, in collaboration with process owners in People and employee representatives, conducted a systematic mapping of risks of discrimination and obstacles to equality. The mapping covers the entire employee journey and is based on insights from six key areas: recruitment, pay and working conditions, promotions, opportunities for development, workplace accommodation, and the possibility of combining work and family life. In addition, we use relevant HR data, insights from the HSE survey and employee surveys to form as comprehensive a picture as possible of the situation.

## What we have identified

The mapping shows that several of the risks identified in previous years have been reduced as a result of targeted measures, including within structured recruitment, strengthened management support, competence development and more consistent HR processes. At the same time, this year's review uncovered certain areas where vulnerability remains. These relate in particular to the risk of bias in recruitment processes, challenges associated with assessing employees on parental leave in connection with individual pay adjustments, and uneven access to development opportunities depending on role, geographical location or language. We also see a need for more systematic universal design of learning content and greater awareness of the risk of bias in talent identification. The mapping also shows that the use of HR data remains limited in certain areas, which may affect the ability to implement more targeted measures and to track developments over time.

With regard to workplace accommodation, we identified variations in physical adaptations between offices, depending on building standards and regulations at the time of establishment. In relation to the possibility of combining work and family life, insights from the HSE and employee surveys indicate that the experience of flexibility and support can vary somewhat between roles and units.

Like many other organizations, we face challenges due to the historically limited pool of leadership candidates from minority backgrounds. This affects visibility, access to role models and the perception of real opportunities for certain groups. This insight underlines the need for continued work on broader recruitment, targeted leadership development and measures that support the emergence of a more diverse leadership base over time.

## Possible causes of risks and obstacles – and how we address them

In 2025, Gjensidige continued and strengthened several measures to reduce the risk of discrimination and contribute to equal opportunities for all employees. The work has largely been directed at improving the quality and structure of key HR processes, while also initiating a longer-term competence building effort on diversity and inclusive working practices across the entire organization.

In recruitment, templates, language and content in job advertisements have been updated to ensure clearer and more inclusive communication. We have further standardized the use of competency-based screening questions, structured interviews and testing tools to reduce unconscious bias and ensure a more objective assessment of candidates. This provides a more holistic basis for decisions and facilitates greater diversity in the applicant and candidate base.

An important measure we are now implementing is improving the accessibility and quality of HR data. A better data foundation makes it possible to identify patterns that may indicate a risk of unequal treatment and provides both managers and HR with more accurate management tools. This work is also relevant to a job architecture project, which includes standardized pay ranges. The goal here is to ensure clearer criteria, more consistent assessments and greater transparency across the organization.

With regard to competence development, we have laid a strategic foundation for a broad initiative to increase skills in diversity management and inclusive working practices. In connection with the rollout of learning technology to all employees in 2026, we are developing mandatory courses and training modules with a focus on diversity and inclusion, among other topics. We are also developing new content that will be incorporated into both onboarding programs and leadership development tracks. This includes topics such as bias, diversity competence and inclusive leadership. The process is ongoing and represents one of the most important long-term measures for strengthening our culture and practice on diversity and inclusion.

Overall, the measures are aimed at creating better conditions for equal treatment, increased transparency and more inclusive practices throughout the employee journey. The work will continue in 2026, with a particular focus on implementing the new learning modules, further strengthening the data foundation and following up identified risk areas in collaboration with managers and employee representative





## Results and expectations

### Results from employee surveys

Throughout the year, employee surveys have shown that employees at Gjensidige experience a working environment characterized by safety, belonging and fair treatment. Feedback indicates that employees feel supported by colleagues and managers, and that whistleblowing and HSE processes are clear and reassuring. Responses to questions related to inclusion and diversity show a consistently positive picture and suggest that employees largely feel that the company is actively working to create an inclusive working environment.

Employees' sense of safety in reporting matters of concern such as bullying, harassment or threats is also at a high level, and the perception that Gjensidige has a culture that prevents unwanted sexual attention and bullying is consistently positive. Also, within diversity and inclusion, employees report that they experience good support from their immediate manager and feel a sense of belonging in the organization.

It is also worth noting that there are no systematic differences between men and women in the employee survey. This applies in particular to questions related to career development and perceived support from managers, where employees report equal experiences regardless of gender. The findings support the conclusion that employees are assessed and followed up on equal terms and strengthen the impression that our established processes contribute to a fair and consistent practice.

### Results from the pay review

The pay review is, as in 2023, based on Statistics Norway's occupational codes and our management levels. A job architecture project is in progress that will lead to changes in future pay reviews. The trend since 2023 shows that there are slightly smaller differences between women's and men's pay in categories B and C, which include managerial and expert roles with significant experience. The differences in this category are primarily attributable to variations in experience, education and market demand for the relevant skills. Within categories D and E, there is still a difference in total compensation between genders. Base pay in these groups is relatively similar, but a difference in total compensation arises because more men than women hold roles with the opportunity to earn a sales bonus.

## Gender balance among managers and specialists

	2021	2022	2023	2024	2025
<b>Percentage of female managers</b>					
Gjensidige Forsikring ASA (inc. Denmark and Sweden)	39,6 %	41,7 %	42,6 %	43 %	43 %
Gjensidige Forsikring ASA – Norway	38,8 %	41,4 %	42,4 %	41,6 %	42 %
<b>Percentage of female specialists <sup>3</sup></b>					
Gjensidige Forsikring ASA (inc. Denmark and Sweden)			33,8 %	35,3 %	36,9 %

<sup>3</sup> Specialists are defined as employees (excluding managers) who are paid more than NOK 1,181,892





We have a target of a minimum of 40 per cent women among managers and in specialist positions. The percentage of women among specialists increased by 1.6 percentage points to 36.9 per cent. The percentage of female managers increased in 2025 by 0.4 percentage points to 42.0 per cent in the Norwegian part of the company, while it remains unchanged from last year at 43.0 per cent in Gjensidige Forsikring ASA.

The positive trend in the percentage of female specialists shows that the work on broader recruitment and more structured promotion processes is delivering results. The fact that the percentage of female managers remains stably above 40 per cent is positive, while we recognize that there is still room for improvement in order to meet the target in specialist positions as well.

#### **Expectations for the work ahead**

Going forward, we will continue working to strengthen the foundations for equality and inclusion through several concrete measures:

**Competence development:** In 2026, mandatory courses and training modules on diversity and inclusion will be rolled out to all employees. This includes topics such as bias, diversity competence and inclusive leadership, and will be incorporated into both onboarding programs and leadership development tracks. We expect this to contribute to more conscious and inclusive practices across the entire organization.

**Strengthened data foundation:** We will continue working to improve the accessibility and quality of HR data, which will give us a better ability to identify patterns, track developments over time and implement more targeted measures. This is also supported by the ongoing job architecture project, which will provide clearer criteria and greater transparency in pay and promotion processes.

**Recruitment and talent development:** We will continue the work on structured, competency-based recruitment and assessment processes, combined with clear criteria for diversity in talent identification. We expect this to contribute to greater diversity in both the candidate base and among future leaders.

In the longer term, this combined effort will contribute to more objective and data-driven HR processes, strengthened diversity competence throughout the organization, more consistent practice in the assessment and development of employees, and an ever more inclusive culture. This will also contribute to increased diversity in the talent and leadership base, and to employees experiencing greater predictability, transparency and equal opportunities across the organization.

