

Statement on equality

2024



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Statement on equality

At Gjensidige, employees must feel that their knowledge, skills and strengths are recognised, regardless of potential grounds for discrimination, such as 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 unless otherwise specified.



Part 1- gender equality status

	2019	2020	2021	2022	2023	2024
Overall gender balance (regardless of job level)						
Women	-	-	-	-	46,4 %	45,9 %
Men	-	-	-	-	53,6 %	54,1 %
Percentage of women by job level (managerial level)						
Level 1 ¹⁾	30,0 %	30,0 %	30,0 %	40,0 %	54,5 %	44,4 %
Level 2	30,3 %	36,8 %	35,5 %	36,2 %	39,4 %	35,5 %
Level 3	41,0 %	42,0 %	45,3 %	47,4 %	45,5 %	46,1 %
Level 4	38,6 %	34,6 %	28,8 %	32,8 %	35,6 %	34,7 %
Level 5	66,7 %	100,0 %	IW	IW	100,0 %	IW
Other levels	48,7 %	47,8 %	47,5 %	46,8 %	47,0 %	46,5 %
Board of Directors						
Percentage of women	50,0 %	40,0 %	40,0 %	40,0 %	40,0 %	50,0 %
Average pay (all employees)						
Women	638.764	681.013	693.391	732.061	792.610	807.561
Men	755.071	793.948	793.596	817.490	870.350	908.773
Ratio of women's to men's pay (by job level)						
Level 1	-	-	88,6 %	73,7 %	71,9 %	68,8 %
Level 2	-	-	94,6 %	93,3 %	88,6 %	93,4 %
Level 3	-	-	93,7 %	93,6 %	91,6 %	92,2 %
Level 4	-	-	101,4 %	96,5 %	94,7 %	99,9 %
Other levels	-	-	89,7 %	91,2 %	92,6 %	90,8 %
Parental leave (total number of person-days)						
Woman	14.320	13.242	8.442	7.059	8.326	7.866
Men	6.189	5.522	4.062	4.756	4.124	4.883
Sickness absence						
Women	5,46 %	4,13 %	4,94 %	6,43 %	6,50 %	7,56 %
Men	2,77 %	2,47 %	2,24 %	3,15 %	3,68 %	4,05 %
Absence due to child sickness (total number of person-days)						
Women	1.694	1.793	1.565	1.852	1.928	2.286
Men	1.042	1.685	992	1.093	1.082	1.613
Percentage of part-time employment ²⁾						
Women	13,5 %	12,2 %	9,3 %	8,7 %	6,0 %	7,9 %
Men	3,9 %	3,9 %	2,9 %	2,4 %	1,8 %	2,0 %
Percentage of temporary employment						
Women	7,1 %	6,3 %	1,5 %	1,4 %	1,6 %	1,6 %
Men	4,4 %	4,9 %	2,2 %	1,4 %	1,1 %	1,0 %

1) Managerial level 1 is senior group management, and in 2024 includes one manager working in the Danish branch of Gjensidige Forsikring, with responsibility for the Claims Division.

2) 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 of our employees also work less than 100 per cent of a full-time position, but these are positions of a temporary nature, such as internships (which are offered to students). There are also a few employees who are permanently employed in less than a full-time position, 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.



Part 2 – our work to promote equality and combat discrimination



Our aim is to develop an organisation in which diversity underpins our activities and generates new ideas and perspectives.

Principles, procedures and standards for equality and anti-discrimination

At Gjensidige, we work to make sure that we have a good, inclusive corporate culture where everyone is treated equally and with respect. Our aim is to develop an organisation in which diversity underpins our activities and generates new ideas and perspectives. It should be possible for all our employees to balance their work and personal life, and we make arrangements to help them achieve this. We expect all employees to be respectful and considerate and to display common courtesy towards colleagues, competitors, customers and others. We believe that we make each other better by being inclusive and engaged.

We have zero tolerance for discrimination and harassment, and anyone who reports discrimination or harassment must be taken seriously. We have well-established guidelines to prevent unwanted sexual attention.

Our principles and procedures for equality and anti-discrimination are aligned with the company's strategies and the pertaining guidelines, personnel policy and ethical rules (Code of Conduct). We have a separate policy for

inclusion, diversity and belonging, which aims to link diversity to the company's strategies and tasks, and thereby utilise this to create increased business value. The policy gives managers responsibility for attracting, recognising, utilising and developing employees' differences and distinctive characteristics, skills and expertise, facilitating a safe and inclusive working environment, practising diversity management that unleashes the diversity potential of employees and using their own diversity skills to make decisions based on an objective and broad perspective. All employees are responsible for recognising their colleagues' distinctive characteristics and skills.

In 2021, we signed the Women in Finance Charter initiative, which aims to increase the percentage of women in managerial and specialist positions. The same year, we also became a partner in the Oda network as part of our IT staff recruitment process. We are part of an LGBT+ network. In 2022, we signed the Diversity Charter Denmark, which is part of the European Diversity Charter, to support their vision of increasing and bringing diversity into business.



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

Gjensidige has processes in place to ensure employee representatives are involved in recruitment, pay reviews, health and safety work, reorganisations and staff reductions. We have a Diversity and Inclusion Committee consisting of trade union and HR representatives, which convenes whenever needed.

We work to attract a wide and diverse range of employees through a variety of approaches, such as employer branding activities, visits to different educational institutions and the way we design job adverts.

We have a conscious approach to diversity in recruitment, and as part of this work, we have replaced application letters with screening questions, we conduct structured, skills-based interviews and we use testing tools that ensure objectivity and equal treatment. In order to open up more perspectives and assess candidates more broadly, recruiting managers often involve a colleague or employee in the screening and initial interviews. We have also made it possible for initial interviews to be conducted via Teams, which means that we are able to meet and assess more candidates.

All vacant positions are advertised internally, and we generally encourage employees to apply. Employees who are on parental leave or long-term sickness leave are also encouraged to apply, and managers are encouraged to consider employees in line with their development plans.

For new employees, discussions on any adaptation required only take place after the contract has been signed, and we offer Norwegian courses in order to ensure that a lack of language skills will not be a barrier to the appointment of qualified candidates.

Every two years, we perform a complete salary survey, with groupings in accordance with Statistics Norway's occupational codes and management levels. We analyse pay growth in relation to gender, experience, job group and external benchmarks. This creates a good basis for taking action against pay inequalities, which we correct if necessary.

We facilitate standardised pay reviews through clear assessment criteria, good training for management teams and sharing of best practice in this area. Before the pay settlement is completed, we perform extensive checks and analyses to ensure that individual employee groups are not favoured and that the distribution is as fair as possible. We

also work alongside employee representatives in order to ensure that we have a good process.

Employees receive full pay on parental leave, and are automatically given a pay increase when they return after at least five months of leave. For childbirth, the father or co-mother is granted two weeks of care leave with full pay. In our sales bonus programmes, we compensate employees for loss of bonus in the event of parental leave and sickness absence (and attendance allowance).

We work to ensure that our employees have equal opportunities for promotion and career development. We focus on skills development through measures such as training concepts provided by the Culture and Skills department, which includes the Gjensidige Customer and Brand School. There is a strong focus on 'mixed learning', i.e. a good balance between physical attendance and digital teaching. For many years, we have also had a focus on strengths-based management, which helps to highlight and make use of the natural diversity already available in our managers and employees.

Our employees find themselves in different phases of life, and a life phase policy is important in ensuring that everyone has equal opportunities to combine work and family life. At Gjensidige, there must be ample opportunity for employees to develop professionally at work and personally after work. We have highlighted this message in measures such as employer branding campaigns. For employees who are expecting or have had a child, we use a conversational tool for dialogue between the manager and employee before, during and after a period of parental leave. We hope this will help reduce the likelihood of discrimination as well as the likelihood of sick leave during pregnancy, and of employees leaving the company while on parental leave.

While the office is our primary workplace, flexibility is part of our everyday working lives. This makes it possible for employees to work from home a few days a week, provided that this does not compromise the needs of the community.

We have an information page dedicated to inclusion, diversity and belonging, which gives employees access to relevant information. It contains items such as a training module on prejudices and stereotypes, information about Ramadan, the importance of managers listening to employees' adaptation needs, multi-faith holiday calendars, a glossary of LGBT terms ('Skeiv fra A-Å') and suggested relevant podcasts.



To help ensure that everyone feels that they have an equal opportunity to participate in various professional and social events, regardless of religion, pregnancy, disability etc., we have a special checklist that organisers can use in their planning.

Our premises are generally modern and well adapted to different needs, and we facilitate people with disabilities. Full universal design applies to the vast majority of our offices, with some minor exceptions in some of our older offices. We always stipulate universal design when signing new lease agreements.

Workplace facilitation is done in consultation with the occupational health service, based on the individual's needs. We have found that a good and open dialogue between manager and employee enables us to facilitate and prevent sickness absence. This means that we have also made some good tools available for managers to use.

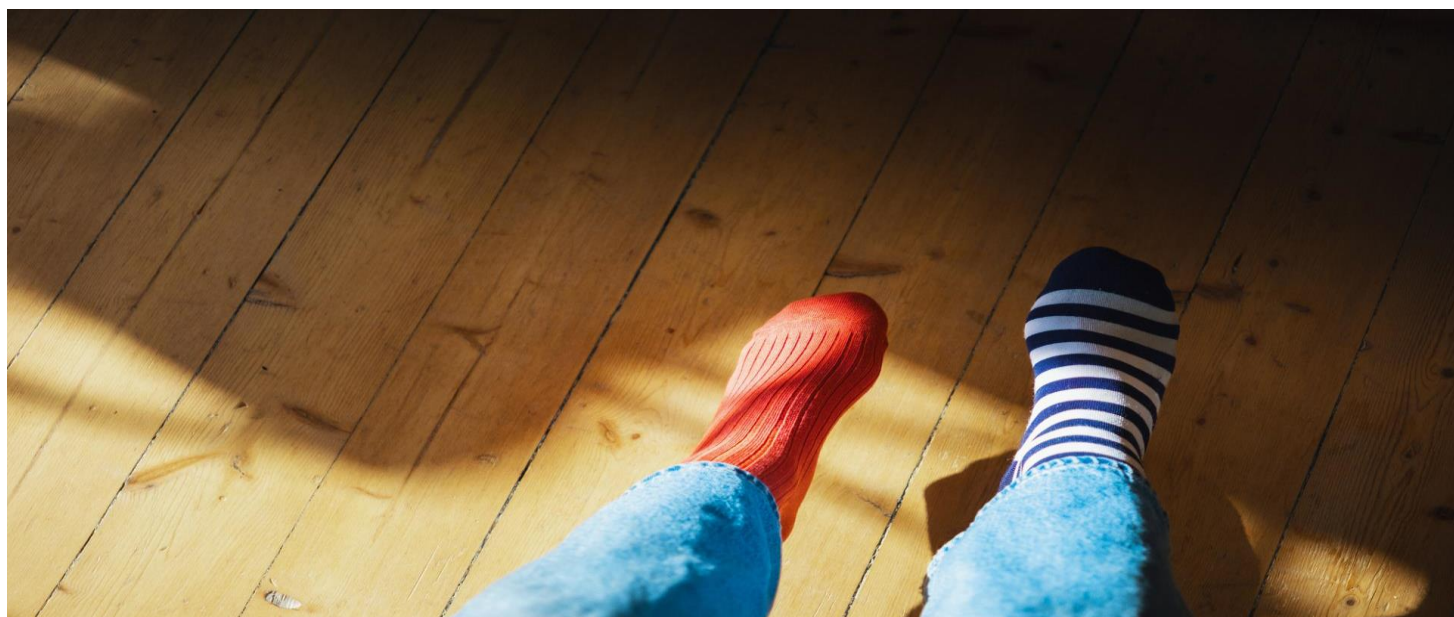
As part of creating an inclusive corporate culture, we have a range of culture-building activities, which include celebrating various awareness days.

We have had the 'Vi inkluderer' ('we include') partnership agreement with NAV since 2020. Through this, we facilitate skills development measures for people outside the labour market, and consciously consider them for vacant positions.

How we work to identify the risk of discrimination and obstacles to equality

We work continuously to ensure equality and prevent discrimination. Work on the statutory four-step method has been performed in collaboration with representatives of People and employee representatives. Together, we have looked at factors that can contribute to discrimination and be an obstacle to equality in our organisation, in terms of recruitment, pay and working conditions, promotion, opportunities for development, adaptation and possibilities of combining work and family life, in addition to other relevant factors. This includes preventing harassment, sexual harassment and gender-based violence.

In 2024, we conducted the 'My Voice' engagement survey quarterly throughout the group, with the exception of the Baltic countries. The results concern both Gjensidige Forsikring ASA, Gjensidige Pensjonsforsikring, Gjensidige Mobility Group (excluding subsidiaries) and Gjensidige Business Service. Throughout 2024, the claim 'People from all backgrounds are treated fairly at Gjensidige' has returned a stable high score. In December 2024, the score was 9, which remains unchanged from previous years. The scale is from 1 to 10. The percentage of negative scores (0-6) remains stable at 3 per cent from 2023 to 2024. We also ask respondents whether they agree or disagree with the following statement: 'If I were to experience gross misconduct or violations, I am certain that Gjensidige will take steps to resolve the situation'. In May 2024, the score was 9, which remains stable from previous measurements. The percentage of negative scores (0-6) has increased from 5 to 6 per cent compared with figures from 2022 and



[Caption text]



2023. The percentage of negative responses to these two questions is of particular interest, as we work to ensure that all our employees are treated fairly regardless of their background. We also have zero tolerance for discrimination, violations and misconduct.

In 2024, we introduced extra questions on diversity in the My Voice engagement survey. We asked all the questions in Q1 and Q3, and we have a stable trend of around 9.

Through our health and safety work, we make similar targeted efforts to achieve higher job satisfaction, reduced sickness absence and a healthy working environment for all our employees. In line with our action plan for health, safety and environmental work, we conduct an annual HSE survey that forms the basis for HSE risk assessments and pertaining measures. The survey also asks whether employees have experienced threats, unwanted sexual attention or bullying themselves, or seen it happen to colleagues. All managers with personnel responsibility are responsible for following up the results and presenting them to their departments, together with the safety representative. All managers help to achieve the measures in the action plan by putting bullying, harassment, unwanted sexual attention, threats and threatening behaviour on the agenda in departmental meetings, where the pertaining guidelines are reviewed. Managers are also responsible for ensuring that all employees are familiar with the company's handbooks, which include ethics, company regulations and descriptions of various HR processes, including whistleblowing procedures.

We identified the following risks of discrimination and obstacles to equality

Through our work to identify risks of discrimination and obstacles to equality, we see that on the whole, these have been significantly reduced through measures we have already implemented.

However, in our recruitment processes we see a risk that certain groups may not be given the same opportunities as others. This applies mainly to candidates with reduced residual functional capacity, viewed against our ambition to have full-time positions, and candidates who for various reasons have periods on their CVs during which they were not in work or education. The same applies to promotions and to the balance between work and family life, where different life situations and care responsibilities can both give rise to potential risk. There is also a risk here associated with a lack of knowledge about women's health.

There is a general risk that our current contracts do not fully take the diversity of employees into account.

In relation to pay and working conditions, we see that there may be a risk associated with the annual pay review process, and with awarding equal pay for equal work.

We devote a great deal of resources to skills development and ensuring that everyone is given equal opportunities. However, we see a risk that training materials, classroom facilities, written tests or exams and practical tests are not well enough adapted for employees with issues such as dyslexia or hearing impairment.



We identified the following possible causes of risks and obstacles, and initiated measures

Based on the risks and obstacles we identified in partnership with the employee representatives, we have devised an action plan describing risks/obstacles with pertaining measures, goals, who is responsible, deadline/status and evaluation.

Overall, it appears that the cause of the risks we have identified may be linked to unconscious prejudices and stereotypical perceptions that we as individuals have of people who are different to ourselves. With respect to people with disabilities and chronic illnesses, the causes are probably more complex, but are likely to be due in large part to prejudices and a lack of knowledge. This may affect our interactions with colleagues, customers and business partners. It is important to raise awareness and improve knowledge here. For this reason, we have developed an internal recruitment course in 2024 for managers. It is now being run as one of several modules on the 'New Manager' programme.

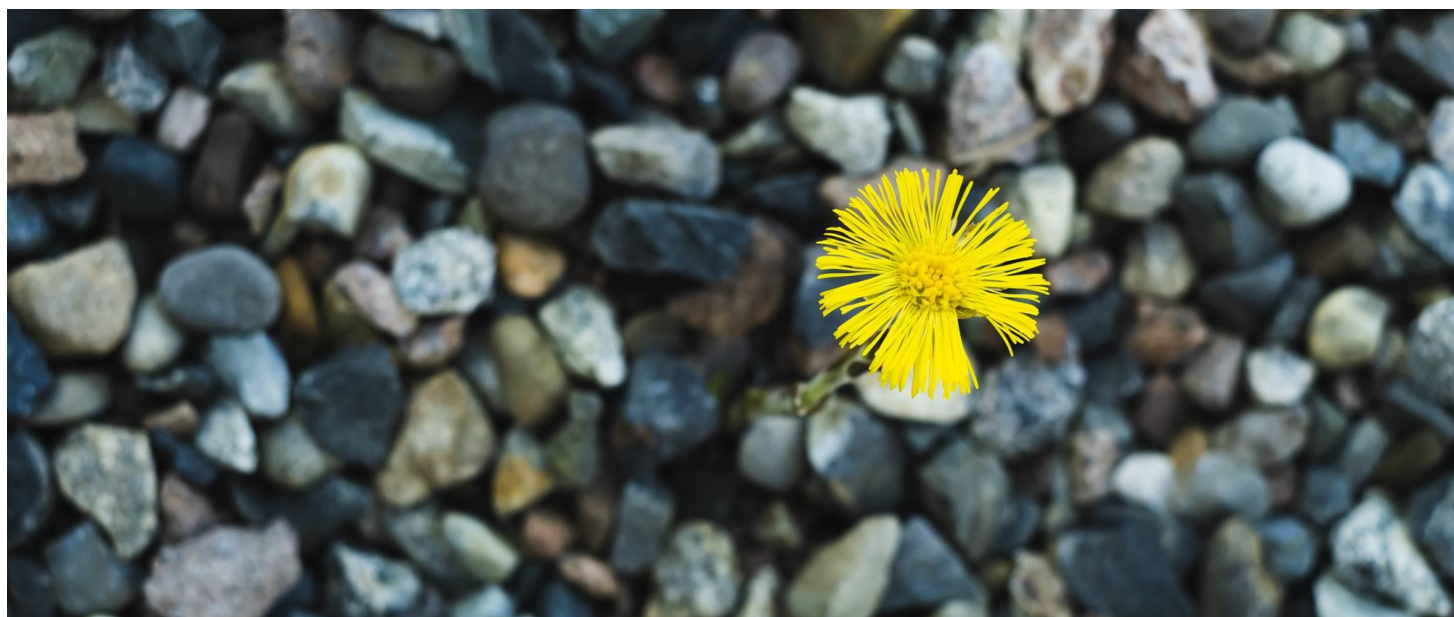
In relation to pay and working conditions, we see that there is a risk associated with the annual pay review process, and with awarding equal pay for equal work. We work systematically to identify pay differences that do not have a natural explanation. We look here at equivalent positions across the organisation, and have a process for equalising any differences across genders and within different job categories.

As part of creating an inclusive corporate culture, we have continued working on a range of culture-building activities, which include celebrating various awareness days such as

World Mental Health Day, International Women's Day and Pride, as well as supporting the Pink Ribbon and Movember campaigns. In March, we focussed on women's health to raise awareness and improve knowledge, both in female employees and their managers. We did this by providing information about the KLAR research project on women's health, menopause and work, and by creating our own internal information page on women's health. In June, we were visited by Torben Dyhr-Nielsen, who gave the talk 'Trans person – the art of not fitting in'. This was also streamed, and the recording was subsequently made available to employees.

In partnership with the occupational health service, we have presented the 'Care about yourself!' webinar series, which gives employees the chance to expand their understanding of their own health, both at work and in other parts of their lives. So far, these have examined mental health, stress management, men's health and ergonomics. After the webinars, there is an option for employees to have one-to-one meetings with the occupational health service. Every employee must be given equal opportunities to participate, which we achieve by recording the webinars and making them available afterwards.

Through our company collective agreement, all employees get extra days off, which should preferably be taken during the Christmas period. Since 2024, we have increased our flexibility here, meaning that these days off can also be taken around other religious holidays.



In terms of inclusion and facilitation in general, we are particularly aware of factors such as religion/beliefs, disability and lifestyle.

Results of the work and expectations of the work ahead

We have continued working on measures that we believe will have a major impact on promoting equality and preventing discrimination. We believe this has contributed to Gjensidige consistently receiving many applicants for advertised positions, having generally low staff turnover, and to many young candidates applying for jobs with us through the Gjensidigedagen event, internship schemes and our graduate programme.

In November 2024, we conducted an HSE survey that returned high scores for employees' satisfaction with the company's health, safety and environmental work. Sickness absence during the year has increased slightly. The statement 'Gjensidige has an inclusive corporate culture where I feel safe to be myself' returned a stable high score, and in this area, we are among the top 5 per cent in the financial industry. The same applies to the statement 'My relationships with colleagues are mutually supportive'.

The work we do on ensuring equal pay for equal work is important to us. We have identified reasons for pay differences in certain groups and found that the differences are mainly related to differences in experience, education and the difficulty of recruiting for the positions. We will continue analysing these figures to ensure that our pay policy does not contain any discriminating elements. We will also continue working to facilitate better control mechanisms at divisional level in the pay settlement regarding distribution between genders. Another measure will also be to increase the use of external and internal benchmark data.

Our share savings programme has a high participation rate among employees of both genders. The programme also has a consistently good participation rate at all levels of the organisation.

Our target is to have a minimum of 40 per cent women in managerial and specialist positions. The percentage of women in specialist positions increased by 1.5 per cent to 35.3 per cent. In 2024, the percentage of female managers fell by 0.8 per cent to 41.6 per cent in the Norwegian part of the company, while it rose by 0.4 per cent to 43.0 per cent in Gjensidige Forsikring ASA. Overall, we see that the percentage of women is increasing, but a consequence of having teams and departments across countries means that the percentage for Norway in isolation has declined slightly.

The SHE Index Score provides an understanding of the gender balance and our gender equality efforts compared with other companies in and outside our industry. In 2024, we scored 94 out of 100 points, making us number 8 among 66 companies,

By focusing more on the job and the role to be filled than on desired qualifications, we attract applicants from other backgrounds than has traditionally been the case. In 2024, the percentage of newly appointed women was 45.4 per cent. In the group 'ICT staff', 29 per cent of those hired were women, which is a high rate for this occupational group. We believe the result can be linked to targeted measures such as recruitment campaigns that helped to make us this year's IT climber on the Universum list of the most attractive employers, and the best in the industry. We hire more foreign language speakers and facilitate Norwegian language courses for these employees after they join Gjensidige.

	2019	2020	2021	2022	2023	2024
Percentage of female managers						
Gjensidige Forsikring ASA (inc. Denmark and Sweden)	38,4 %	39,3 %	39,6 %	41,7 %	42,6 %	43,0 %
Gjensidige Forsikring ASA – Norge	35,6 %	37,7 %	38,8 %	41,4 %	42,4 %	41,6 %
Percentage of female specialists *)						
Gjensidige Forsikring ASA (inc. Denmark and Sweden)					33,8 %	35,3 %

*) Specialists are defined as employees (excluding managers) who are paid more than NOK 1,162,137.



In 2025 we will test the use of AI in the screening of candidates for vacant positions. This is part of our work on an objective recruitment process. We will also continue working to create good advertisement texts that will ensure that we capture the right candidates, and revise our careers pages with diversity and adaptation in mind. We will also focus on working to raise awareness about unconscious prejudices and stereotypes in 2025.

Increased awareness of diversity recruitment and promotions and our management principles have yielded positive results in the assessment of candidates, team composition and division of responsibilities. We extensively apply a concept called strengths-based management and development, which has helped to improve job satisfaction and interaction, as well as an understanding of differences and diversity in teams.

Through the 'Vi inkluderer' ('we include') agreement with NAV and a collaboration with Lørenskog municipality and Blue Cross Norway, we facilitated three skills development internships in 2024 for people who find themselves outside the labour market for various reasons. In 2024, we hired one person who had previously participated in a job training programme with us.

We have zero tolerance for bullying and unwanted sexual attention. In these efforts, People will work even more closely with managers through schemes such as dilemma training.

