

Gender equality report 2022

At Gjensidige, we strive to have an inclusive culture, where everyone is treated with respect and equality. We shall recognise employees' knowledge, competencies and strengths regardless of gender, pregnancy, leave of absence at birth or adoption, caregiving duties, ethnicity, religion, beliefs, disability, sexual orientation, gender identity and gender expression and combinations of these. This report covers the Norwegian part of Gjensidige Forsikring ASA, hereinafter referred to as Gjensidige unless otherwise stated.

Part 1 – State of gender equality

	2019	2020	2021	2022
Proportion of women by position level				
Level 1 ¹	30.0%	30.0%	30.0%	40.0%
Level 2	30.3%	36.8%	35.5%	36.2%
Level 3	41.0%	42.0%	45.3%	47.4%
Level 4	38.6%	34.6%	28.8%	32.8%
Level 5	66.7%	100.0%	IA	IA
Other levels	48.7%	47.8%	47.5%	46.8%
Proportion of women on the board	50.0%	40.0%	40.0%	40.0%
Average salary (all employees)				
Women	638,764	681,013	693,391	732,061
Men	755,071	793,948	793,596	817,490

In Gjensidige, employees are generally employed in full time positions. The exceptions are if employees for social, health or other weighty welfare reasons apply for a temporarily reduced position or if they apply for a permanently reduced position as a result of, for example, permanent disabilities. We also have some employees in lower FTE percentages, but these are positions of a temporary nature such as internships. Based on this, we mean to be able to say with certainty that no employee works part-time involuntarily.

	2019	2020	2021	2022
Women's wages as a share of men's (by position level)				
Level 1			88.6%	73.7%
Level 2			94.6%	93.3%
Level 3			93.7%	93.6%
Level 4			101.4%	96.5%
Level 5			IA	IA
Other levels			89.7%	91.2%
Parental leave (total number of work days)				
Women	14,320	13,242	8,442	7,059
Men	6,189	5,522	4,062	4,756
Absence due to sickness				
Women	5.46%	4.13%	4.94%	6.43%
Men	2.77%	2.47%	2.24%	3.15%
Absence due to sick children (total number of work days)				
Men	1,694	1,793	1,565	1,852
Menn	1,042	1,685	992	1,093
Share of part-time work				
Women	13.5%	12.2%	9.3%	8.7%
Men	3.9%	3.9%	2.9%	2.4%
Share of temporary employees				
Women	7.1%	6.3%	1.5%	1.4%
Men	4.4%	4.9%	2.2%	1.4%

¹ Management level 1 is the group management and therefore also includes the heads of our branches in Sweden and Denmark.

Part 2 – Our work for equality and against discrimination

PRINCIPLES, PROCEDURES AND STANDARDS FOR EQUALITY AND AGAINST DISCRIMINATION

At Gjensidige, we work to create a good and inclusive corporate culture where everyone experiences being treated with respect and equality. We want to develop an organization that facilitates diversity to characterize our activities and contribute new ideas and perspectives. Everyone should be able to combine work and a good private life, and we want to facilitate this. We expect all employees to act with respect, consideration and common courtesy towards colleagues as well as competitors, customers and others. We believe that we make each other good by being inclusive and engaged.

Discrimination or harassment shall not occur, and anyone who feels discriminated against or bullied shall be taken seriously. We have well-established guidelines to prevent unwanted sexual attention.

Principles and procedures for equality and against discrimination are rooted in our HR strategy and associated guidelines, personnel policy and ethical rules.

In 2021, we signed the initiative "Kvinner I Finans Charter" (Women in Finance Charter) with the goal of increasing the proportion of women among managers and in specialist positions. We have set a goal of a good gender balance of 40/60 or better among managers and specialist positions in the company.

HOW WE WORK TO ENSURE EQUALITY AND NON-DISCRIMINATION IN PRACTICE

In Gjensidige, we have good processes that involve the employee representatives in connection with recruitment, salary assessment, HSE work, restructuring and downsizing.

Throughout the year, we have worked in a structured manner to ensure equality and prevent discrimination. The work on the statutory 4-step

method has been carried out in collaboration with employee representatives represented on the Diversity and Inclusion Committee. We have looked at what can contribute to discrimination and prevent equality in Norway; both in terms of recruitment, pay and working conditions, promotions and development opportunities, facilitation and opportunities to combine work and family life; as well as other relevant conditions. This includes preventing harassment, sexual harassment and gender-based violence.

HOW WE WORK TO IDENTIFY THE RISK OF DISCRIMINATION AND OBSTACLES FOR EQUALITY

We work continuously to ensure equality and non-discrimination. We have a Diversity and Inclusion Committee consisting of representatives from HR and employee representatives, holding regular meetings.

The engagement survey "My Voice" is conducted monthly, with the target group Gjensidige Group (excluding the Baltics). The results cover Gjensidige Forsikring ASA, Gjensidige Pension, Gjensidige Mobility Group (excluding Redgo) and Gjensidige Business Service. Throughout 2022, we have had a stable high score on the question "People with all backgrounds are treated fairly at Gjensidige". In December 2022, the score was 9.2 on a scale of 1 to 10, which is at the same level as in 2021. The proportion of critics (score 0-6) has increased from 3 per cent to 4 per cent from 2021 to 2022. We also ask to what extent people agree or disagree with the statement 'If I experience serious misconduct or violations, I am confident that Gjensidige will take action to resolve the situation'. In December 2022, the score was 8.9, which is on par with 2021. The proportion of critics (score 0-6) decreased from 6 per cent to 5 per cent over the same period. The proportion of critics on these two issues is of particular interest, as we work to ensure that all Gjensidige employees experience fairness regardless of background, in addition to having zero tolerance for discrimination, violations and neglect.

We work purposefully to create better well-being, reduced sick leave and a health-promoting working

environment for all our employees. In line with the action plan for health, safety and environment work, we conduct an annual HSE survey that forms the basis for HSE Risk assessment with subsequent measures. The survey also touches on employees' experience of being subjected to threats, unwanted sexual attention and bullying. All managers with personnel responsibility are responsible for following up the results and presenting them to their co-workers, in cooperation with the safety representative. Through the measures in the action plan, all managers also contribute by putting bullying/harassment, unwanted sexual attention, threats and threatening behaviour on the agenda in departmental meetings, where associated guidelines are also reviewed. Managers are responsible for ensuring that all employees are familiar with the company's manuals that include ethics, work regulations and descriptions for various HR processes including whistleblowing routines.

In collaboration with the Diversity and Inclusion Committee, HR has worked to uncover risks of discrimination and barriers to equality, as well as possible reasons for this. Here we have looked at the probability that the individual risk / obstacle may arise within different HR areas, in addition to how serious the individual risk / obstacle is considered to be.

WE DISCOVERED THE FOLLOWING RISKS OF DISCRIMINATION AND BARRIERS TO EQUALITY

Through our efforts to identify risks of discrimination and barriers to equality, we generally see the same risks as in previous years, but work initiated has contributed to reducing the number of cases. This means, among other things, that through our hiring processes we do not contribute sufficiently to ensuring the desired diversity from beginning to end.

With the wage survey, we have gained a good picture of the wage differences between women and men when we look at gender in isolation. We have based our work on an already established grouping of positions and mapped why there are differences in pay in the individual groups. The findings are mainly related to differences in

experience, education and how difficult it is to recruit for the positions. We will continue to work on this to ensure that we do not have discriminatory elements in our wage policy.

We see that there may be discrimination and barriers to equality in connection with promotions and in our communication. The same applies to the combination of work and family life, where both different life situations and responsibilities in the family can be a possible risk. There is also a risk that employees will not have the same access to, or offer of, adaptations, in different contexts, mainly related to health and lifestyle.

WE IDENTIFIED THE FOLLOWING POSSIBLE CAUSES OF RISKS AND OBSTACLES, AND INITIATED ACTION

Based on the risks and obstacles we have identified in cooperation with the employee representatives, we have drawn up an action plan that describes the risk / obstacle with associated measures, goals, person responsible, deadline / status and evaluation.

In 2021, a diversity instruction was adopted with the aim of helping to ensure that we leverage the diversity of our employees to create increased business value. The instructions give employees responsibility for recognising the distinctive character and competence of colleagues. In 2022, it has been important for us that our employees become aware of their responsibility related to diversity, that they understand the importance diversity has for us, and that they become more aware of the diversity they themselves represent. Before the summer, we launched a new training concept, which consists of a workshop on diversity. The workshop consists of 13 steps of video training and various tasks that are solved in teams, with the manager as facilitator. The training has contributed to many good discussions, and after the workshop, each team will define specific measures to extract the value of the diversity they themselves represent.

Through increased awareness of diversity recruitment, we have implemented measures that we believe will contribute positively to ensuring good diversity and reduce the risk of discrimination and barriers to equality. We have worked purposefully with the recruitment process through a number of measures where we pilot, learn and evaluate. We know that a well-thought-out job analysis has a positive impact on the quality of recruitment. We identify measures to be taken to ensure a more thorough work on the job analysis prior to the process. The competencies that are important for success in the position receive the focus necessary to ensure good diversity throughout the hiring process, from the start of planning all the way to the actual appointment. Letters of application can increase the risk of discrimination. To help ensure that all candidates are given the same opportunities to present their competence and motivation for the position, we have piloted the use of screening questions as a substitute for cover letters. Based on the competence requirements from the job analysis, we have also piloted the use of purely competency-based second-time interviews. Both of these trials have been successful and are therefore being introduced, with the exception of some types of positions, with effect from 2023. We have opened the possibility of taking a Norwegian course after employment in Gjensidige. This allows for more employment of foreign language speakers.

As with diversity recruitment, we have increased our focus on ensuring good diversity in promotions and participation in development programmes/initiatives, thereby reducing the risk of discrimination and barriers to equality. One example is the distribution of places on group-run development programmes that are distributed equally per gender, with participation from all relevant divisions with different expertise. Through the Gjensidige School, we have increased the number of courses delivered as e-learning, fully digital or partly digital. This gives more employees the opportunity to participate regardless of life phase and location. In recent years, we have had an increased focus on strength-based leadership and employee development. This underpins

the possibility of leveraging diversity in the organization, and each employee gets to use their strengths and their full potential.

Our HR strategy states that we want to be at the forefront of competence challenges. One of the measures to ensure this is re-skill, which involves vocational training and retraining of own employees. In 2022, we launched a developer program for employees looking to build a new career in IT for the first time. The programme consists of a technology course with an external partner, and training in Gjensidige.

We will help ensure that all employees have equal opportunities regardless of life phase, and in 2022 we started a review of our life phase policy. In this work, we will also ensure that we do not contribute to discrimination against employees or create obstacles to equality. In this context, we are also working on an evaluation and revitalization of our senior policy, through, among other things, surveys and interviews. For employees who are expecting or have had children, we have launched two offers. One was a conversation tool for use in the dialogue between manager and employee, both before, during and after parental leave. The second was to revive a "parental group for employees on leave" that was started just before the pandemic. We hope that these measures will, among other things, help reduce the likelihood of sick leave during pregnancy as well as preventing that employees leave in connection with parental leave.

As part of creating an inclusive corporate culture, we have continued to work on various culture-building activities such as webinars on prejudices and attitudes and best practice interviews.

We work to ensure universal design in all our offices. This is most often fulfilled in the newer buildings, but there is a focus on improving this continuously.

RESULTS OF OUR WORK

We have continued to work on measures that we believe will be of great importance in order to avoid discrimination and prevent equality. In November 2022, an HSE survey was conducted that showed

a high score on satisfaction with how employees perceive that health, safety and the environment are safeguarded in the company. In addition, HSE audits have been carried out. Sickness absence remained stable at a low level throughout the year.

With regard to the differences in wage mapping, we have seen a slight improvement from the 2021 figures, which may be due to the fact that there has been a further focus on equal pay over the past year, both through the annual wage settlement and in new hires. Analyses of the job categories with the greatest discrepancies between women's and men's wages show that most of the difference can be explained by differences in competence and experience.

We do not register the gender of applicants for vacant positions and can therefore not refer to specific measurements of the gender balance for applicants. By focusing more on the job and the role to be filled than desired qualifications, we see that we get applicants with more diverse backgrounds than we have a tradition of recruiting. In 2022, we have employed more men than women, which has meant that the proportion of women is now 46.1 per cent, which is 0.3 percentage points lower than in 2021. It is gratifying to see that as much as 38 per cent of the employees in the traditionally male-dominated group "ICT employees" in 2022 are women. We believe the result can be linked to targeted measures such as recruitment campaigns,

which in turn have contributed to us being this year's IT climber on Universum's list of most attractive employers. The proportion of female managers increased in 2022 by 2.6 percentage points to 41.4 per cent when we look at the Norwegian part of the company in isolation, while it has increased by 2.1 percentage points to 41.7 per cent in Gjensidige Forsikring ASA.

Increased awareness of diversity recruitment and promotions, as well as strength-based leadership, has been shown to yield positive results in evaluating candidates, team composition and task allocation. Widespread use of strength-based leadership and development has yielded results in increased well-being and interaction, as well as an understanding of differences and diversity. In 2022, we had a strong increase in the number of digital courses, and this has resulted in increased participation from larger parts of the organization, regardless of life phase and location.

Throughout 2022, in collaboration with NAV, we have worked to facilitate competence-enhancing internships for people who, for various reasons, are outside the labour market. We will continue our work in 2023, also through the collaboration agreement we have with NAV through the project "We include" where we want to contribute to people with disabilities or gaps in their CV getting into paid work.

	2019	2020	2021	2022
Total share of female executives/managers				
Gjensidige Group (excl. Baltics)	37.9%	39.1%	38.7%	41.0%
Gjensidige Forsikring ASA	38.4%	39.3%	39.6%	41.7%
Gjensidige Forsikring Norway	35.6%	37.7%	38.8%	41.4%