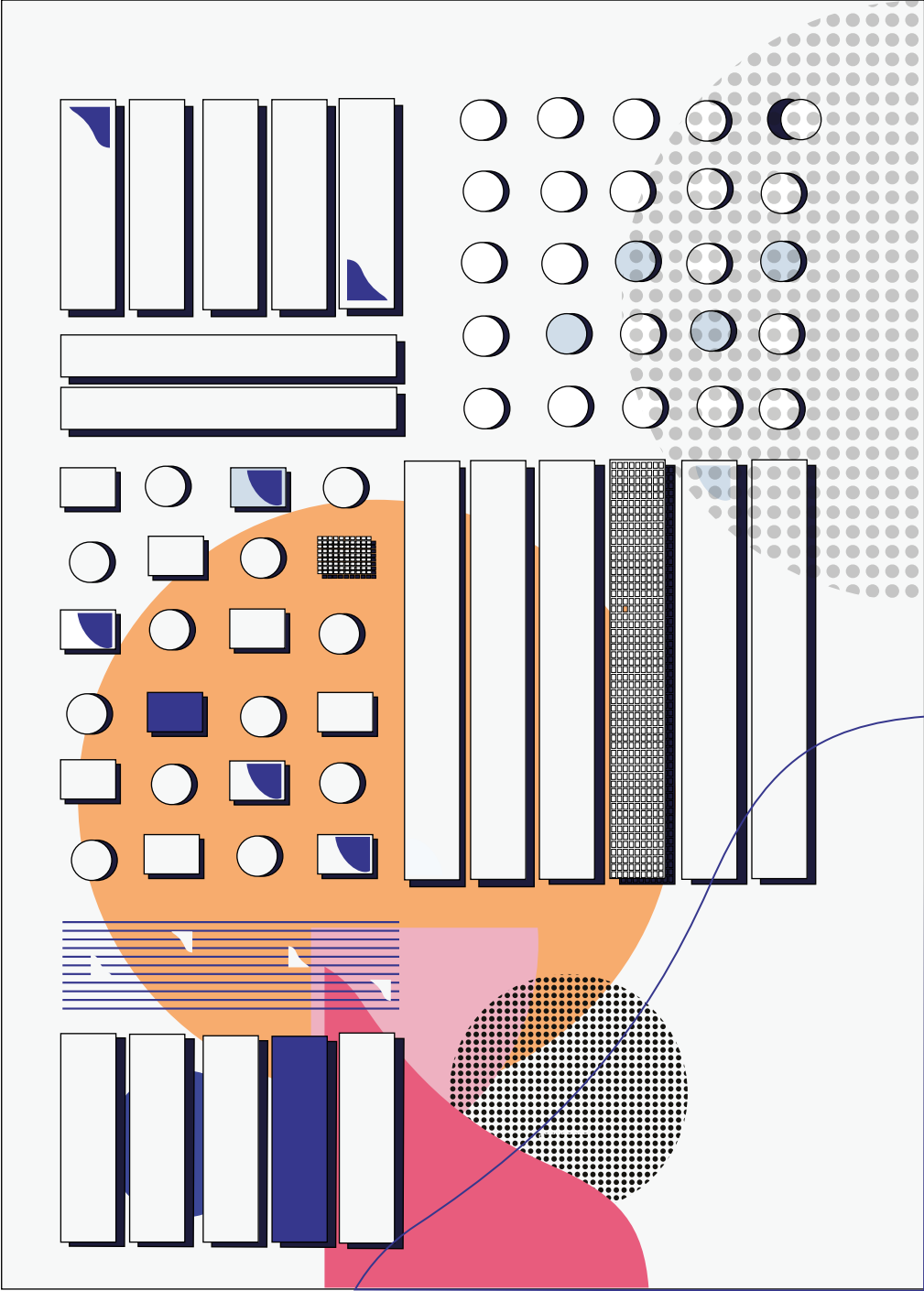


# EQUALITY AND ANTI-DISCRIMINATION STATEMENT



bouvet

2024

WE LEAD THE WAY AND BUILD  
TOMORROW'S SOCIETY

Employees are Bouvet’s most valuable asset. The company values its workforce for their contributions and seeks to provide all employees with personal development opportunities and a sense of security, regardless of who they are and where they come from. This approach maximises the likelihood of individual wellbeing and success, and gives the group a broader perspective on and greater understanding of client and user needs. Securing equal rights and opportunities – for everyone – is where it all starts.

### Part 1 Gender equality status

#### Gender balance

		2024		2023		2022	
		Women	Men	Women	Men	Women	Men
Gender balance	Percentage of employees	31.6	68.4	31.3	68.7	30.9	69.1
Gender balance in management	Percentage of employees	35.6	64.4	36.4	63.6	36.4	63.6
Gender balance in group management	Percentage of employees	44.4	55.6	43.8	56.2	53.8	46.2
Gender balance on the board	Percentage of board members	40.0	60.0	40.0	60.0	40.0	60.0
Temporary employees	Percentage of employees	0.4	0.1	0.4	0.3	0.2	0.2
Actual part-time employment	Percentage of employees	4.0	1.6	4.0	2.0	1.5	1.4
Involuntary part-time employment	Percentage of employees	0	0	0	0	0	0
Parental leave	Average no. of weeks	19.1	11.6	18.6	12.7	18.6	11.0

- Bouvet aims to increase the number of women in the group, and this was achieved in 2024. From 2023 to 2024, the group management team was expanded from 16 to 18 members, eight of whom are women. There are two women and three men on the board of directors.
- All permanent positions at Bouvet are full-time positions. All permanent employees who work part-time have opted to do so for personal reasons.
- Most of the group’s temporary employees are providing cover for staff on leave.
- On average, women take more parental leave than men, although men have the same opportunity to take longer leave. Bouvet covers the shortfall between regular pay and national insurance benefits for both women and men. Employees also retain other employee benefits while they are on parental leave, including payments under the group’s profit-sharing scheme.

#### Pay surveys

Bouvet has surveyed pay at year-end in accordance with its activity and reporting obligation. The objective is to identify any unintended pay disparities between women and men.

#### Position types and survey sample

Bouvet operates with the following job categories: consultants, business support and management. Consultants are the staff who deliver services to clients and comprise the largest category in the sample, at 88%. Business support encompasses all supporting roles in finance, sales support, HR, internal IT, office management and training, and makes up 3% of the sample. Management includes all employees with management responsibilities, whether related to staff, deliverables or sales, and accounts for 9% of the sample.

The survey is based on quantitative data from Bouvet’s own systems. The sample includes all permanent employees as at year-end 2024. For part-time employees, basic pay and fixed supplements have

been recalculated on a full-time basis. The group’s few temporary positions are not included in the survey.

#### Employee benefits

##### Fixed pay

At Bouvet, salaries are set individually on the basis of objective and known criteria. The group maintains a constant focus on avoiding differential treatment in pay-setting and pay adjustments.

##### Bonuses

Bonuses mostly consist of profit-sharing. In addition, Bouvet pays recruitment bonuses and certification bonuses, as well as a signing bonus in special cases. Profit-sharing is managed according to a regional profile, and there can be considerable differences among the regions. Within regions, however, profit-sharing is administered equally and independently of specialisation and seniority. Persons in the management category additionally receive a management supplement. Profit-sharing is calculated on the basis of attendance during the relevant year. Leave linked to statutory holidays, childbirth and breastfeeding does not reduce the basis for an individual’s profit share.

#### Overtime pay

Bouvet emphasises work-life balance. Projects are planned on the basis that they shall be executed during normal working hours. The group has relatively little overtime. Only 13% of the employees worked paid overtime in 2024. All non-management employees receive overtime pay for required overtime.

#### Taxable benefits-in-kind

Taxable benefits-in-kind primarily consist of bonus shares awarded through the share programme, plus the value of insurance policies and electronic communication services. The value of the bonus shares is linked to participation in the share programme three years ago, as well as the share price development in recent years. Participation in the share programme is voluntary. The same conditions apply regardless of position category and level. Management employees may participate with a higher amount. The share programme has a high level of participation, and the distribution between women and men among participants is almost equal to the group’s general gender distribution.

#### Results

Pay disparities – women’s share of men’s pay in %

Position category	% women	% men	Total benefits	Fixed pay	Bonuses	Overtime pay	Taxable benefits-in-kind
<b>2024</b>							
Total	31.6	68.4	95.1	95.2	98.3	44.5	91.3
Consultant	30.2	69.8	95.0	95.3	97.0	36.1	90.6
Business support	60.6	39.4	96.4	95.0	93.4	702.7	128.5
Management	35.6	64.4	91.8	92.3	91.9	0	76.6
<b>2023</b>							
Total	31.3	68.7	95.5	95.8	93.3	62.3	90.6
Consultant	29.7	70.3	95.2	95.7	89.9	39.9	89.6
Business support	60.3	39.7	91.9	90.4	107.9	2 309.70	124.2
Management	36.4	63.6	91.1	91.9	86.2	0	81.5

### Consultants

In the consulting industry, expertise and responsibilities are the key drivers of pay development. These factors are closely connected to experience, so that pay development is significantly influenced by seniority and industry experience.

There are no major gender disparities with regard to total remuneration, fixed pay, bonuses or benefits-in-kind individually. When considering the average fixed pay of consultants with up to five years' experience after graduation, the differences are even smaller, with women earning 97.8% of what men earn. The percentage of women is lower among employees with long industry experience than among the group's employees overall, and there is thus greater variation in pay at this level, affecting the group's average. As regards bonuses, previous adjustments to the profit-sharing arrangement are now taking effect. The fact that employees on parental leave now receive full bonus accrual has substantially reduced the gender disparities related to bonus payments. More men than women choose to take payment for overtime, and men work more overtime than women. As regards taxable benefits-in-kind, the gender pay disparity is attributable to the fact that Bouvet employed fewer women in 2021, and that fewer women therefore participated in that year's share programme.

### Business support

Unlike the group's general gender distribution, there are more women than men in this category. Business support encompasses a very small number of positions and, as a result, the region individuals belong to, their seniority and any special aspects of their work situation have a greater impact on the average than is the case for other position categories.

### Management

In the management category, there are more men with many years' experience in the industry and as managers. This accounts for the pay disparities between women and men in this category. Differences in bonuses and taxable benefits are attributable to the fact that many of the women in this category have entered it fairly recently. However, a comparison with 2023 shows that the gender disparity has been reduced with respect to fixed pay, bonuses and benefits-in-kind.

## Part 2 Bouvet's efforts to promote gender equality and prevent discrimination and harassment

Bouvet's long-term goal is to be the best workplace. Being a good workplace is largely about ensuring that employees experience mastery, development and a sense of community. In its efforts to promote gender equality and prevent discrimination and harassment, the group is focused on creating a culture of involvement and inclusion.

### Guidelines, principles and procedures

Bouvet's work on equality and anti-discrimination is integrated into its corporate guidelines, principles and processes:

- The group has internal guidelines that promote respect and equity and prohibit discrimination in accordance with the Norwegian Equality and Anti-Discrimination Act. The Bouvet Code of Conduct has been published on bouvet.no and clearly sets out the company's expectations of both itself and others. Correspondingly high ethical standards apply to suppliers and partners.
- Bouvet's internal guidelines detail shared responsibility for ensuring that all employees develop in line with both their own needs and those of the group. The same procedures to ensure systematic follow-up and development apply to all staff.
- The group's whistleblowing procedures are based on the principles of impartiality and confidentiality and giving both sides the opportunity to state their case. Bouvet seeks to foster a climate of open expression and transparency. This is facilitated by providing a broad range of channels for expression and a clear channel strategy.
- Bouvet gives great importance to its values, and builds on them when making choices. Credibility, for instance, is about acting with honesty and integrity both on an individual basis and as a group. Practising a culture of sharing means paying attention when listening, demonstrating curiosity and showing that it is safe to take the initiative. Other values which describe the group's ambitions are freedom, enthusiasm and being down-to-earth, every day and individually.
- Manager conduct builds on the principles of being close to employees, building positive communities and fostering diversity. For Bouvet, diversity means providing a working environment which gives all employees a real chance to bring their full range of abilities and expertise to the table. The group's

management principles also mandate long-term efforts and seizing opportunities. Managers have a particular responsibility to encourage staff to think innovatively, and to support them in this. This means granting room for making mistakes and, if mistakes are made, learning from them.

- Bouvet's occupational health and safety initiatives are certified under ISO 45001 and the Eco-Lighthouse framework.
- The group's recruitment toolbox supports managers during all stages of the recruitment process, from framing messages and visual design to candidate selection. This enables Bouvet to connect with more high-priority candidates, to appoint the most highly qualified individuals, and to ensure that candidates find the recruitment process positive and fair. Bouvet's internal, cross-regional recruitment network promotes the sharing of experience, learning, and continuous refinement of the toolbox. One of Bouvet's express objectives is to increase the number of women working for the group, and the company therefore emphasises achieving a good gender balance when recruiting, including when recruiting students for the summer programme. When preparing job advertisements, Bouvet pays particular attention to the impact of texts on the candidate pool. The group advertises vacant department manager positions in-house and gives priority to a fair and objective selection process.

### Gender equality and anti-discrimination efforts in practice

Bouvet works actively, purposefully and systematically to enhance gender equality and to prevent discrimination and harassment. This means developing preventive measures, surveying and analysing the status quo, and implementing additional measures as needed. These efforts cover recruitment, pay and working conditions, promotions, training and development, accommodation measures and work-life balance. Bouvet has assessed these topics by reference to all requirements laid down in the Norwegian Equality and Anti-Discrimination Act.

Efforts to enhance gender equality have the backing of the board and are the responsibility of HR and management, although the Working Environment Committee, safety representatives and employee representatives are also important contributors. The Working Environment Committee meets quarterly, and the group's gender balance, use of overtime and rate of sick leave are fixed agenda items. Safety

inspections are conducted annually at all offices to identify occupational health and safety weaknesses and address any issues that are found.

Bouvet's diversity and inclusion network plays an important role in raising awareness of diversity issues, inclusion and the gender balance. The network runs a range of activities, including talks given by in-house and external speakers, workshops, networks for sharing, and the celebration of observance days.

Guidelines and procedures are reviewed annually by HR in consultation with the Working Environment Committee and senior management to ensure that they are updated and fit for purpose, including that they support the group's gender equality work.

Employee surveys are conducted annually and are Bouvet's most important mapping tool. The survey covers such aspects as the physical working environment, whether staff experience mutual respect and whether employees feel valued. All HR areas are covered, with the exception of recruitment. The results are reviewed and measures implemented at all organisational levels.

Other arenas and activities which promote gender equality and anti-discriminations include the following:

- Managers conduct annual performance reviews for their employees, and follow up on these through status checks several times a year. These reviews are a tool for dialogue and feedback, where ambitions, needs and development priorities can be identified and followed up on with goals and specific measures.
- Bouvet's internal development programme for managers ensures that values and management principles are thoroughly embedded in the organisation. The programme also reinforces managers' understanding of their role and provides them with the tools they need to perform it. Managers are important role models with regard to attitudes, respect and equality, and play a key part in employee development.
- The Bouvet Conference for managers and sales staff is another important arena for learning and for inspiring managers in the performance of their role.
- The group's onboarding programme is intended to give new employees a positive and safe start, ensuring that they are included and quickly begin experiencing mastery. Bouvet is particularly focused on ensuring that people starting their first job have a positive experience.

- BouvetOne, the group's internal conference, is an important and safe arena for skills-sharing, training and learning. Digital solutions for recording and video conferencing make courses and lectures accessible to all employees.
- Bouvet is a gold partner of the Oda network, which works to secure greater diversity in the tech sector.
- Bouvet is a partner of the ADA network at NTNU, which promotes gender balance in academic programmes.
- The group participates in EY's SHE index every year. Involvement with the SHE Index allows Bouvet to learn more about differences and how to improve its gender balance.
- Bouvet is a national partner of the Girl Tech Fest, an important arena for teaching young girls about the exciting career opportunities available in technology and science.

#### What do Bouvet's surveys show?

- The employee survey shows high job satisfaction and strong loyalty among the group's employees. Job content such as interesting tasks and having autonomy, and pride in the job, are important drivers of job satisfaction. Bouvet achieves high scores in this regard, without pronounced differences between men and women or among age groups. The feedback received confirms that the group's employees feel that they are treated equally and are valued, and that Bouvet's managers are successful in building a positive and safe work culture. The high response rate also demonstrates high workplace engagement and confirms the validity of the feedback. Combined with the high scores achieved, this underlines the need for a continued focus on consistent improvement and efforts to maintain the current level of performance. As regards employees' perception of the quality of processes and information flows, the group has not yet reached the desired level. Bouvet will continue to focus on this area.
- While auditing its working environment management system, the group identified a need to refine its procedures for monitoring the working environment and managing related risks.
- Three reports concerning an unacceptable working environment were received in 2024. These were investigated and handled in accordance with the group's whistleblowing procedures.

#### Implemented measures

Bouvet's managers have a particular responsibility to promote gender equality and inclusion, since they

serve as role models for the group's corporate culture and work most closely with staff. Many initiatives are therefore about strengthening management skills. These initiatives take various forms and are under constant development:

1. "Grunnsteiner i Bouvets ledelse" (Bouvet's Cornerstones of Management), a two-day leadership programme focused on culture, the group's strategic platform and understanding the role of manager.
2. "Lederskolen" (the Management School), a six-day leadership programme for managers focused on human resource management.
3. Management lunches – digital lunches (talks) on relevant topics.
4. The "Meg som leder" (Me as a manager) handbook, which explains how management is practised at Bouvet.
5. Pulsen (the Pulse) – a reporting tool for managers.

#### Recruitment

It is important that the group's recruitment activities attract the right candidates and that candidates have a positive and professional experience in their interactions with Bouvet. While the group primarily fills management positions through in-house recruitment, it is just as important that the recruitment process is perceived to be transparent and fair.

- Bouvet revised its recruitment toolbox and updated it with even clearer expectations regarding the manager's role in the process and additional support tools to ensure fair implementation.
- The group switched to a new background check provider to improve the quality of the recruitment process and candidates' experience of it.
- Bouvet participated in various events for students and upper secondary school pupils. The aim at these events is to highlight all the exciting things one can do with technology, while also spotlighting the Bouvet culture and everything done to ensure that employees experience development, safety and inclusion.
- Girl Tech Fests were arranged in nine towns across Norway. The group also hosted the Girl Geek Dinner and participated in the TENK tech camp.

#### Employment conditions and development opportunities

The group's ability to offer good employment conditions and development opportunities is crucial for attracting and retaining employees. Bouvet emphasises ensuring that offered employment

conditions always reflect the group's values and management principles.

- The annual pay adjustment process was strengthened through improvements to tools and structural capital, as well as clearer communication with both employees and managers.
- Implementation of a constructive pay process was a topic at a management lunch.
- Bouvet switched its group life insurance to a fairer and more understandable coverage model.
- Another 21 managers completed the "Grunnsteiner i Bouvets ledelse" (Bouvet's Cornerstones of Management) programme.
- Sixty-eight managers completed "Lederskolen" (the Management School).
- Bouvet updated its employee representative scheme to strengthen interaction with employee representatives. Employees in all regions elected their employee representatives, procedures were introduced for regular dialogue and training was completed.

#### Accommodation measures, inclusion and work-life balance

Bouvet's efforts related to gender equality and inclusion are inspired by the belief that improvements are always possible and that progress is secured by being curious, seeking out new knowledge and providing clear, accessible information to all. Activities and measures in 2024 included:

- In-house talk on AI and ethics.
- Strengthened structural capital in terms of information about rights and opportunities related to sick leave, parental leave and welfare leave.
- New procedures to reinforce awareness of the group's ethical guidelines.
- Sign language course.
- The company organises weekly language cafés to enable colleagues to get together and learn more about Norway's language and culture. These gatherings also provide an arena for people to practise speaking their respective languages and learn more about the various cultures represented in Bouvet's workforce. In 2024, the schedule included events marking Norway's national day and Diwali, as well as the organisation of a Christmas workshop featuring a talk on Norwegian Christmas traditions. Bouvet also has dedicated language teachers who help employees learn Norwegian.
- Bouvet celebrated various observance days across the regions through both professional and social activities:
  - Women's Day, 8 March

- Ramadan
- Pride
- World Mental Health Day
- Widespread participation in and a stand at the ODA Inspiration Day.
- Two of this year's episodes of the Bouvet Bobler (Bouvet is bubbling) podcast dealt specifically with the topic of social responsibility in the use of technology, focusing on artificial intelligence, diversity and digital exclusion affecting the elderly.
- Mistake night, a social evening for sharing and learning from mistakes, as a measure to increase psychological safety.
- Bouvet values physical meetings between people and organises a number of professional and social activities to promote team spirit and community, both within and outside of working hours. Some of these events also include family members.

#### Results achieved and expectations for the future

Bouvet is committed to being a responsible corporate citizen and a sought-after employer. Together with its employees, the group is deeply committed to working on diversity and inclusion. It pursues a number of activities in a wide range of arenas to increase diversity within the group and in the tech industry in general. The employee survey shows high job satisfaction and loyalty among Bouvet's employees. The group did not receive any reports regarding discrimination in 2024, and its surveys did not uncover any intentional or systematic differential treatment.

Bouvet will continue to focus on improving the gender balance within the group and in the industry as a whole, and on skills development and inclusion. Bouvet will maintain established procedures, principles and processes, as well as arenas for development and community. Priority activities going forward include:

- Improve team management at Bouvet to ensure good day-to-day management and well-functioning teams with a high degree of psychological safety.
- Continue work on improving information flows and tools.
- Create inclusive celebrations of important observance days.
- Survey sick leave to refine follow-up and accommodation measures.
- Investigate the extent of ageism at Bouvet, possible causes and potential measures.
- Develop new procedures and templates for the working environment management system.

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