



Norfund Annual Report

Gender Equality & Inclusion 2024

Introduction

All employers in Norway have a duty to work actively, purposefully, and systematically contribute to equality and prevent discrimination in the workplace.

Reporting for the year 2024, Norfund is committed to fostering a workplace where every employee is treated equitably, irrespective of their background and identity. Our emphasis remains on creating an inclusive environment that extends a warm welcome to all individuals.

Recognizing that attracting, retaining, and nurturing talent requires a diverse and expansive pool of individuals, Norfund believes that diverse perspectives contribute to sound decision-making and ultimately enhancing profitability and competitiveness.

Unless explicitly stated otherwise, this report encompasses employees from all six offices within the Norfund organization. For this report we will use figures for both permanent and temporary employees where not otherwise clearly stated.

Part 1 – state of gender equality

Number of employees, regardless of employment percentage, broken down by gender

By year-end 2024, Norfund had 157 employees, including 8 temporary positions.

The gender distribution is well balanced, with 49% male and 51% female employees. When we look at numbers only for permanent employees, the ratio remains the same. In 2023 the female share was 49/51% for all staff and permanent employees respectively.

Number of employees with time-limited employment contracts

By year-end 2024, 5% of our employees were on temporary contracts. Out of this group 75% were recruited into a student or intern role, which are of temporary contracts by nature. The remaining two employees are either in a short-term assignment for the start-up of a new fund, and the other is covering for sick leave. In this group the gender balance is 50/50.

Average number of weeks parental leave taken in 2024

Males have taken on average 15 weeks with parental leave, while females have taken an average of 28,4 weeks in 2024.

Given different legislation in the various countries we operate in, Norfund has implemented a minimum of four weeks' full-pay parental leave for employees, where a more generous local regulation is not in place. The leave can be split up but should be taken within one year after birth.

Parental leave is valid for fathers and other co-parents (eg. a non-birth mother).

Number of employees with employment size lower than 100% - actual part-time and involuntary part-time

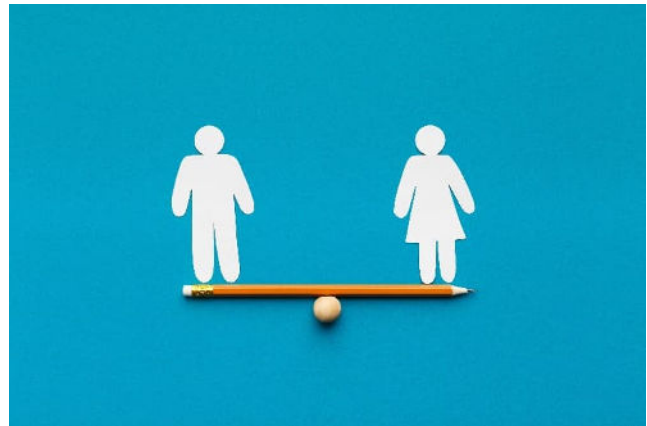
Part-time employment is not frequently used in Norfund, and no involuntary part-time work has been reported. Part-time employment is usually only in use when requested by the individual employee.

In 2024 we had two employees working voluntary part time. One female working at about 20% from June, and one male working at 40% in combination with being a student from August. The last employee is a female that has worked part time in relation with long term sick leave.

Wage differences

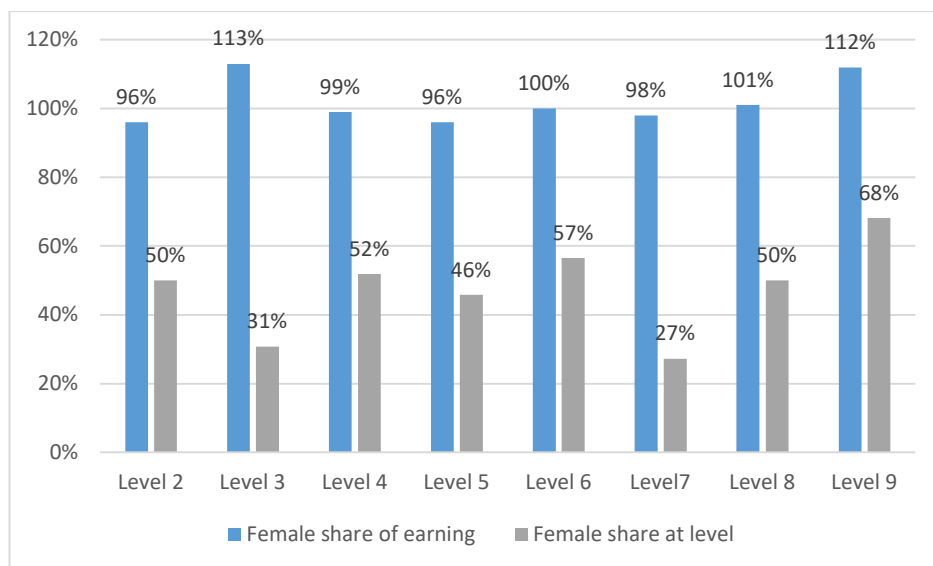
In connection with the annual salary settlement, anonymized salaries of all staff are analyzed together with the trade union, and HR is annually conducting gender pay analysis in connection with this report.

When looking at gender pay gap, we still see that on an aggregated level the average pay for females is lower than for men. In total fixed annual salary and bonus paid for 2024, the average pay for females is 90% to that of the average salary for men (97% in 2023).



But these numbers are better to look at more granularly. Each position in Norfund is placed within Norfund's job structure, where we have identified four different job families, each including up to nine position levels; ranging from CEO classified as 1, and Associate level being 9.

The female share of earnings on base and variable pay per position level can be seen in table below. The lowest is 96% for group 2 and 5, but above for group 3 and 9.



So, when we look at the average earnings for females at 90%, the key explanation is that the female share is larger at level 9, while we have a lower share of females at level 3. As we use averages, the higher proportion of females at the low level and low proportion at the higher level, have a large impact on the average.

For overtime pay, 48% of registered overtime went to female employees.

For taxable in-kind benefits, we offer the same to all our employees regardless of the position for each location.

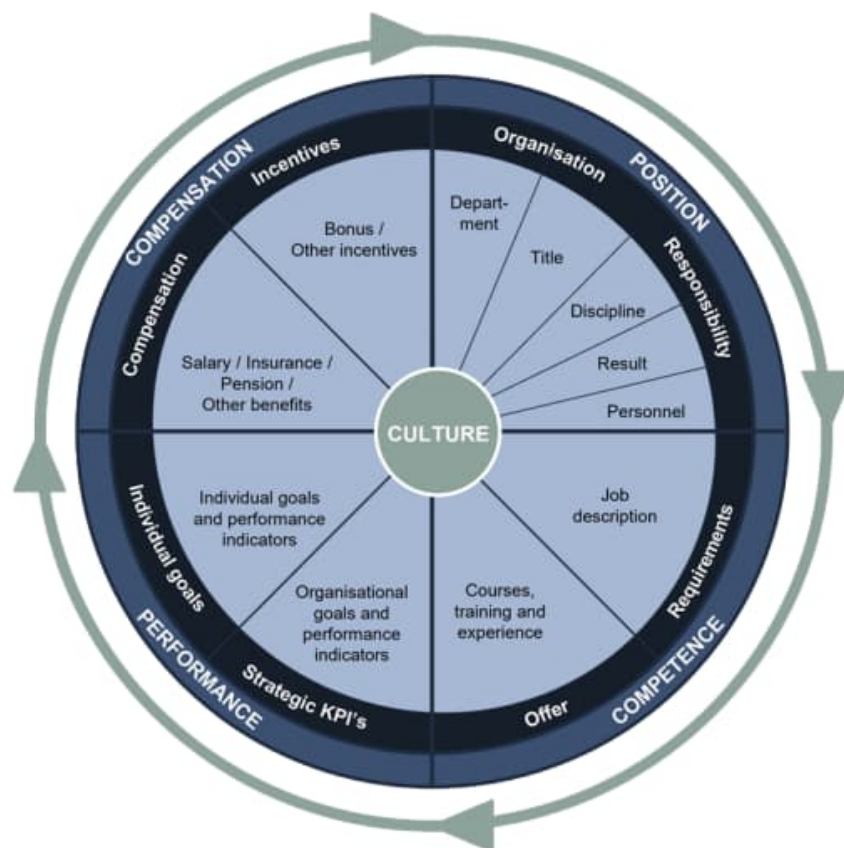
Based on yearly analysis of wage differences we do not see a systemic bias on gender pay, however we will continue to monitor and measure this.

Part 2 – Our work to promote equality and hinder discrimination

In Norfund the HR Policy sets the overall principles for all employees. In this policy we highlight the importance of Norfund's mandate to assist in building sustainable businesses and industries in developing countries as well as contributing to the green transition in emerging markets. We acknowledge that we have a challenging mandate, and to meet this our most valuable resource is our employees.

The HR policy is built on the principles found in our Code of Conduct in combination with our cultural platform – The Norfund Way. All HR activities are linked to the following areas: Position, Competence, Performance and Compensation, as well as Culture.

Norfund seeks to be a workplace where there is no discrimination on grounds of ethnicity, gender, belief, disability, or sexual orientation. This applies, for example, to matters relating to pay, promotion, recruitment, and career development.



Work with diversity

Working on issues relating to diversity and inclusion we follow a four-step model, where we examine and map, analyze potential causes, initiate action, and evaluate results throughout the year.

The main examination and analysis on gender is conducted by HR for the annual update to the Board of Directors. In this update we look at key figures, strategic priorities as well as any other topic concerning employee statistics and general well-being. Indicators such as gender balance and age distribution compared to previous years are also included.

Other important forums for discussion on employee wellbeing and inclusion are the Work Environment Committee (WEC) and the quarterly meetings with our trade union representatives.

The WEC has a minimum of four meetings per year, and all members are invited to send in topics they would like to discuss. Important topics throughout the year are follow-up on employee surveys and initiatives connected to our Eco-lighthouse certification, where HSE activities are a key component.

With the trade union we have quarterly meetings on topics relating to developing the organisation. In addition to the quarterly meetings, we meet for negotiations on the salary settlement, where gender pay gap is one of the issues we discuss.

In 2024 we focus specifically on the following areas related to diversity:

- **Compensation:** Working on pay equity, we have initiated a compensation review project to ensure fair and transparent pay practices across offices and positions. The work focuses on identifying and addressing any unintended disparities.
- **Job Descriptions:** To support consistent and comparable assessment of performance and development, we have finalized structured role descriptions across all job families. These role descriptions provide a common reference point for expectations and help reduce bias in people processes.
- **Training:** In training activities, the focus has been on theories of intercultural communication, helping employees better understand their own culture in relation to others and engage more effectively in dialogue across the organisation.
- **DEI Taskforce:** To further strengthen our diversity and inclusion efforts, a DEI Taskforce with representatives from all offices has submitted a report with findings, and work is ongoing to prioritise and operationalise identified focus areas.

The Norfund Way

The Norfund Way forms the basis for our corporate culture. It is an integrated part of the company's Governance Framework, Code of Conduct, as well as the business processes. We aim to have a corporate culture which is specific and concrete, describing what types of attitudes and actions we believe best promote Norfund's mandate. The Norfund Way is an expression of how we act when we are working for Norfund, and at our best. It is illustrated by five circles that represent the five dimensions starting with our individual attitude and behavior and ending with how we interact with our community.



The integrity to be ME:

Be courageous

How I do my WORK:

Serve the mandate

How I interact with my TEAM:

Be kind

My responsibility as a LEADER:

Walk the talk

How we relate to our COMMUNITY:

Make a difference

By focusing on creating a defined corporate culture across disciplines, offices, departments, and countries, we hope to achieve a culture where we acknowledge and respect our colleagues' competence, differences, and opinions, embrace diversity, act ethically and make decisions with integrity. We also aim to foster an open and honest feedback culture, where all employees have the courage to speak up.

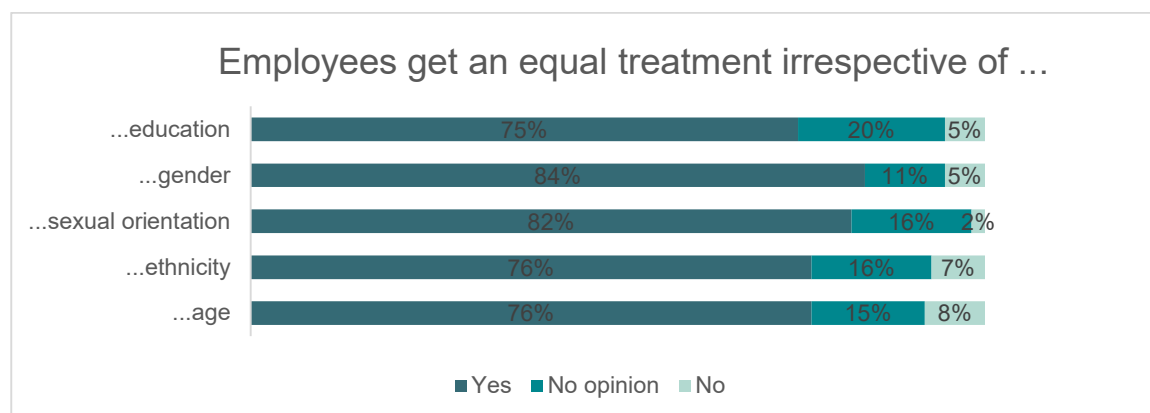
Employee Engagement Survey

To examine and map our organisation, we are using pulse surveys throughout the year to measure various aspects that affect the work environment. According to our internal guidelines, we should conduct three pulse surveys per year, with a variety of recurring and new questions.

In 2024 we conducted three pulse surveys. Results from the pulse surveys are available for all employees, and each department sets aside time to discuss any findings within their teams.

The overall results are presented to all employees on our intranet, as well as in townhall meetings, and further discussed in each department. Overall, for all surveys the results are good. In 2024 the areas we highlighted on an aggregated level have been stress management, feedback, and Norfund's stand on having a zero tolerance for discrimination.

Responses to the question regarding equality are shown in the figure below. Overall, the levels are good, but there is always room for improvement and making our processes more transparent.



Obstacles to equality

The main areas where the risk of having obstacles to equality is perceived highest, are considered to be recruitment, employee development and generally the working environment.

Being an international organisation that focuses on employing local talent for our regional offices, diversity regarding nationality comes as a result from this. By year end 2024 we had 31 nationalities represented globally, and we are seeing a growth in nationality diversity also in the Oslo office, with 21 nationalities represented.

Recruitment

For all recruitment processes initiated, our guideline is that both genders shall be represented for the first round of interviews, as a minimum. Ultimately, Norfund hires the candidate with the best qualifications for the job, regardless of gender, age, or ethnicity. Further to this, all our job postings clearly state that Norfund wishes to reflect diversity in society, and all qualified candidates are encouraged to apply.

When we look at the applicant base for the positions hired in 2024, we are happy to see that the female share has gone up since 2023. The female share of applicant in 2023 was 35%, but for 2024 this was 45%. Out of this group, 61% of the candidates called in for an interview were female.

In 2024 we had 27 new joiners in total. Out of these 18 were permanent recruits and 9 filled temporary positions. 41% of all new joiners were female, whereas for the permanent positions the female share was 44%. The new joiners consisted of 10 nationalities.

Employee development

In 2024 52% of the candidates receiving a promotion were female, the same number as in 2023.

We also look at geographic distribution in connection with promotions, and for 2024 67% were Oslo based. In 2023 59% were Oslo based. By year-end 2024 31% of our employees work at one of our regional offices, at the same level as last reporting year.

Norfund strives to have a structured and transparent approach to the promotion process, where candidates are nominated by the immediate manager based on reviewed performance during the development conversation, and the Management Team align across disciplines and managers.

Going forward

HR will continue to focus on transparency for all processes. We will continue making use of pulse surveys to map the state of the organisation and focus on training soft skills when the entire organisation is gathered during Norfund Week.