

STATEMENT OF EQUALITY

ZALARIS ASA

Part 1 Gender equality status

At Zalaris, we work to make sure that we have an inclusive culture where everyone is treated equally and with respect. We must acknowledge our employees' knowledge, competencies and strengths, regardless of gender, pregnancy, leave of absence for childbirth or adoption, care responsibilities, ethnicity, religion, beliefs, functional impairment, sexual orientation, gender identity and gender expression, and combinations of the above.

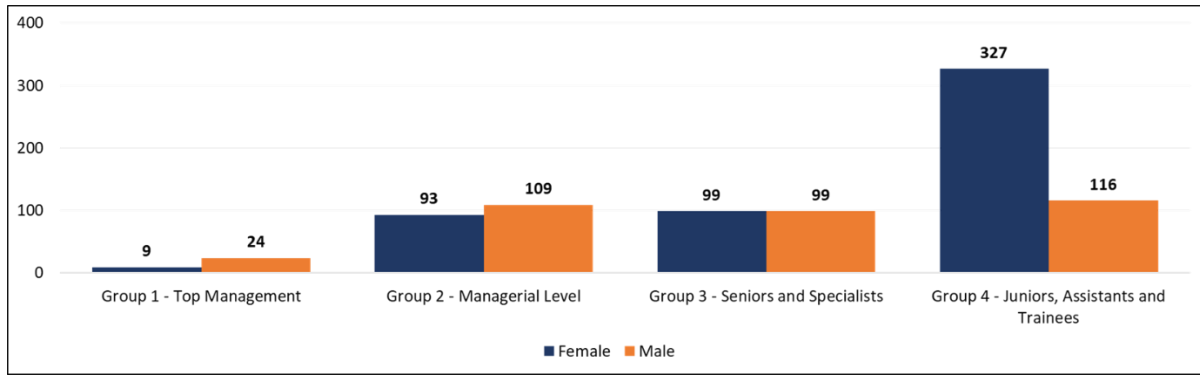
We want to reiterate the statements of one of Zalaris' values, 'Everyone Matters' : "Because at Zalaris, we believe that no one person is better than another. How you look and who you love does not matter. What matters most is your competence, drive and your willingness to #bestingmyself together with the team!"

This report covers the Zalaris Group on employee headcounts and the Norwegian entity when it comes to salary analyses and comparison (to be able to get a proper comparison despite currency and currency fluctuations).

Zalaris had 876 employees across 11 countries at the end of 2021 with 21 nationalities, and women are well represented in all the Group's companies and units comprising 60% of the workforce and 44% of the managers.

| Gender split (number of employees) | | Gender split managers | | Temporarily employees | | Part-time employees | | Involuntary part-time employees | | Parental leave (avg. number of weeks) | |
|------------------------------------|------|-----------------------|------|-----------------------|------|---------------------|------|---------------------------------|------|---------------------------------------|------|
| Female | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female | Male |
| 528 | 348 | 52 | 67 | 17 | 11 | 71 | 18 | 0 | 0 | 30.8 | 3.1 |
| 60% | 40% | 44% | 56% | 61% | 39% | 80% | 20% | | | | |

Zalaris aims to provide a flexible and attractive work environment, adjusted to the needs of individual employees, both when it comes to flexible workhours, place of work and part-time work adjusted to their current life situation. Employees are as normally hired in full-time positions. As of 31 December 2021, 10% of our employees worked part-time. Zalaris has an annual process where employees are asked to update their wishes for full-time/part-time work in our global HR system, both if they want to work more or less than today. No involuntary part-time positions have been registered in 2021.

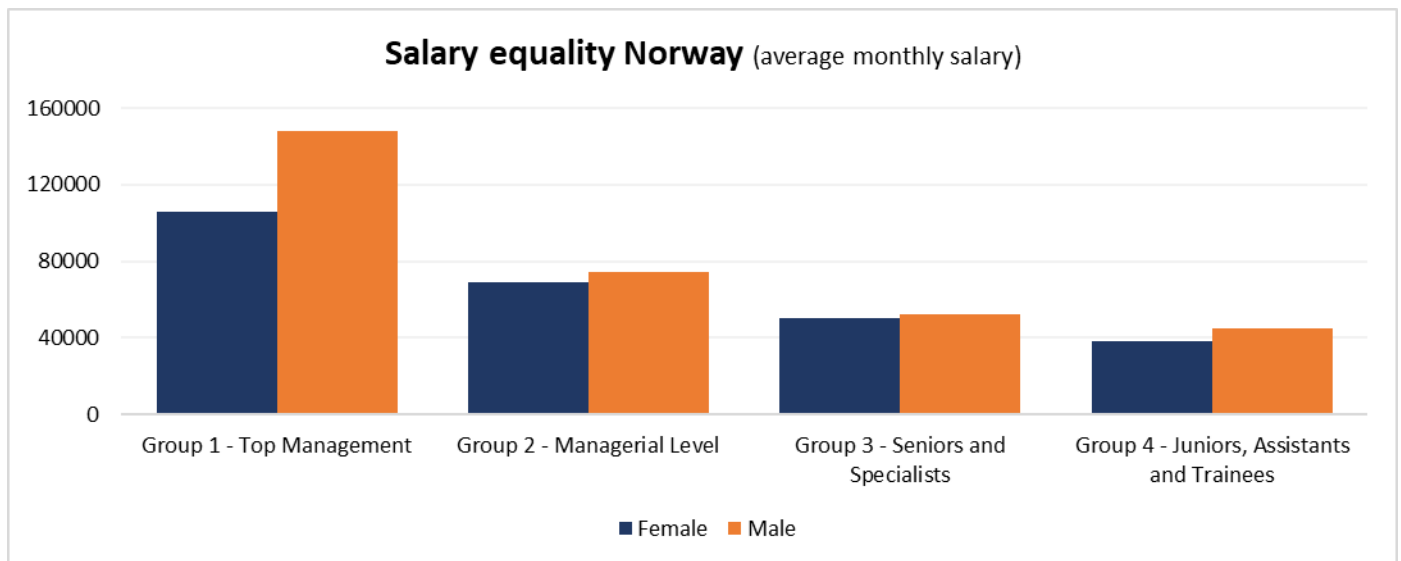


Group 1: Consists of corporate and regional executive management, and vice presidents and country managers.

The gender equality measuring show strong equality both on managerial level and senior/specialist level, with 46% women on managerial level.

Our strategy is to attract and train juniors to grow their career with Zalaris. In 2022, we recruited three times more women in junior and trainee position than men.

Zalaris does recognize the potential and importance of growing women executives – through Zalaris’ Women Leadership Grow Program to be established, with the goal of at least 40% women in Top Management.



This pay review applies to the Norwegian part of Zalaris, but similar analyses and reporting are done for each country in front of our yearly group remuneration process. Analyses of possible discriminations (gender, age or seniority) are conducted, as a part of the preparation of guidelines and goals set for the year, securing equal pay for equal jobs. No gender discrimination on payroll was disclosed in 2021. The main differences in the analysis presented above on the Top Management, is due to different positions and that the salary of the CEO is included in the male data.

Many of Zalaris' core solutions and offerings support customers in target setting, ensuring and documenting compliance with CSR targets. Our recruiting solution allows for standardized, effective, anonymized gender and race-related recruiting and evaluation processes. Our global HR master data solutions ensure that personnel master data is documented according to customer's requirements. Zalaris' payroll solutions ensure compliance with all local tax and other reporting requirements. With multicounty payroll in one common IT solution and master data being maintained in one global HR solution – data can be compared and benchmarked independent of location. Zalaris Analytics and Data Management solutions helps customers visualize personnel data and document compliance. Visualizing workforce composition helps to identify any potential issues related to equal rights, such as race, gender and pay levels, so that these can be addressed.

Part 2 – Work to promote equality and combat discrimination

Principles, procedures and standards for equality and anti-discrimination

At Zalaris, we work to make sure that we have a good, inclusive corporate culture where everyone is treated equally and with respect. We wish to develop an organization in which diversity characterizes 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 want to make arrangements to help them achieve this. We expect all employees to be respectful and considerate and to display common courtesy in relation to 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 feels that they are being discriminated or harassed/bullied shall be taken seriously. We have well established guidelines to prevent unwanted sexual attention, including regular measuring and clear reporting structure. Our principles and procedures for equality and anti-discrimination are aligned with the company's HR strategy and the pertaining guidelines, personnel policy and ethical rules (Code of Conduct) for all parts of the employment.

Our efforts to ensure equality and non-discrimination in practice and identify risks

Discrimination or harassment/bullying surveys are conducted regularly, as a part of our engagement survey, and our external whistleblowing channel is promoted regularly to secure that an anonymous reporting alternative is available.

Any reported cases are strongly followed with action plans in cooperation with the local employee representatives. A particular awareness campaign and training on harassment/bullying was conducted during 2021 for all employees.

Zalaris has during 2021 fully digitalized all HR processes, securing transparent processing and equal treatment of all employees.



Specific analyses are done in front of our yearly salary review process, to reveal and take action of possible discrimination (gender, age, seniority).

#teamZalaris Engagement Panel, involving employee representatives from all countries in our engagement work, has been active during whole 2021. In 2022 we will extend the employee involvement also in our equality and diversity focus and work extending our employee Panel – #teamZalaris Engagement & Diversity Panel.