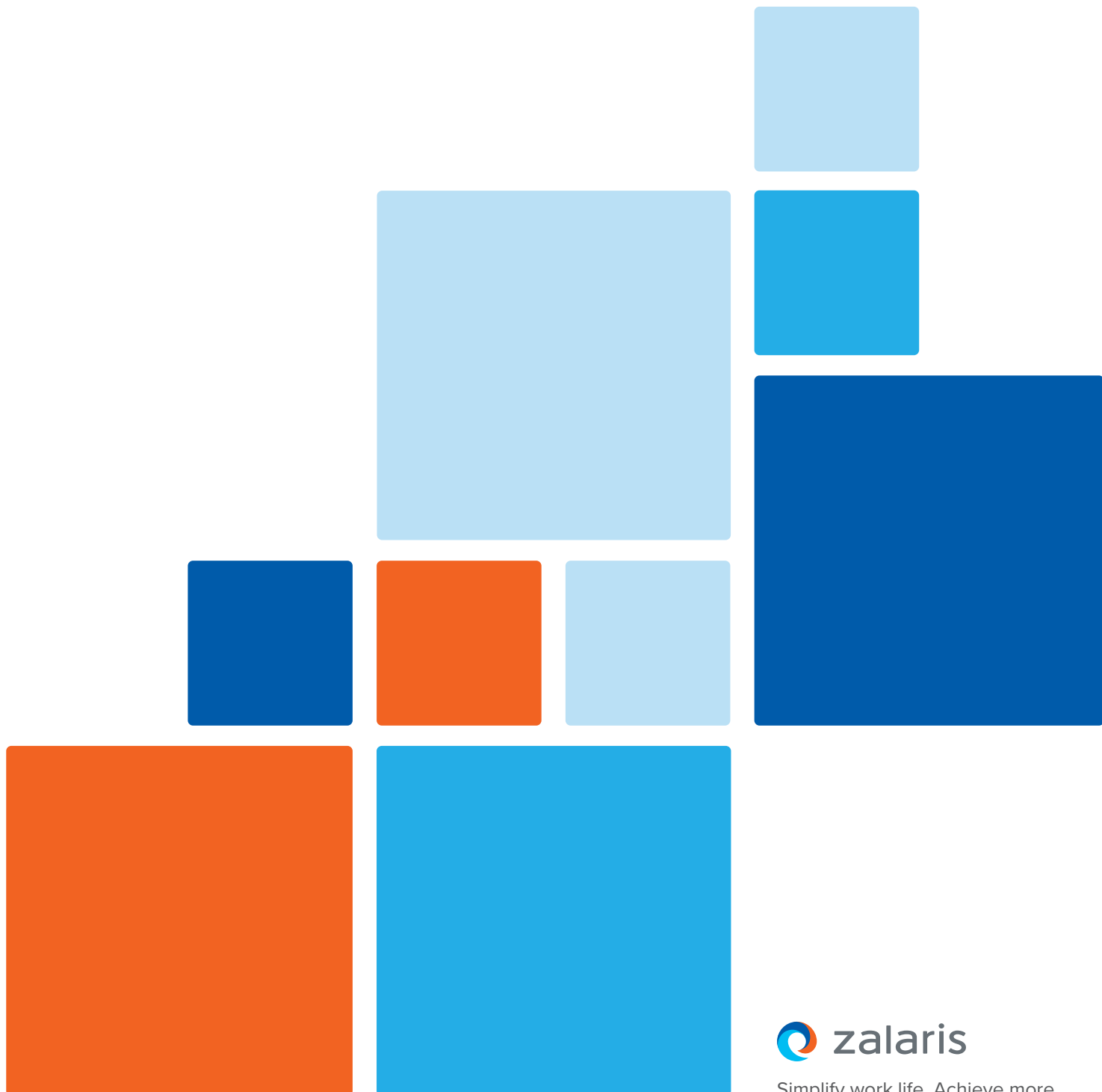


Statement of diversity, equity, and inclusion.

Sustainability report Attachment 2

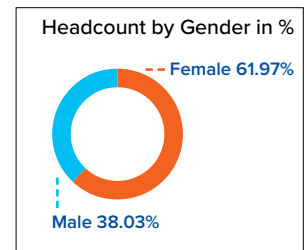


At Zalaris, we celebrate diversity and strive to create an inclusive workplace where every individual is valued and respected. Regardless of gender, ethnicity, religion, sexual orientation, functional impairment, or other personal characteristics, we believe your knowledge, competencies, and strengths genuinely matter.

That's why we're proud to uphold one of our core values - 'Everyone Matters' - which reminds us that everyone is equal and no one is superior to anyone else. We don't care about how you look or whom you love. We care about your determination, expertise, and willingness to work collaboratively with the team to achieve success.

So, join us at Zalaris and build a workplace where everyone feels valued and inspired to be their best selves!

Zalaris is committed to providing a flexible and attractive work environment that meets the individual needs of employees, including flexible work hours, work location when possible, and part-time work arrangements. While full-time positions are the norm, as of 31 December 2022, 6% of employees worked part-time. We conduct an annual review process where employees can update their preferences for full-time or part-time work, and no involuntary part-time positions were identified in 2022.



Temporarily employees		Part-time employees		Involuntary part-time employees		Parental leave (avg. numbers of weeks)	
Female	Male	Female	Male	Female	Male	Female	Male
14 (48%)	15 (52%)	82 (83%)	17 (17%)	0	0	9.86	2.6

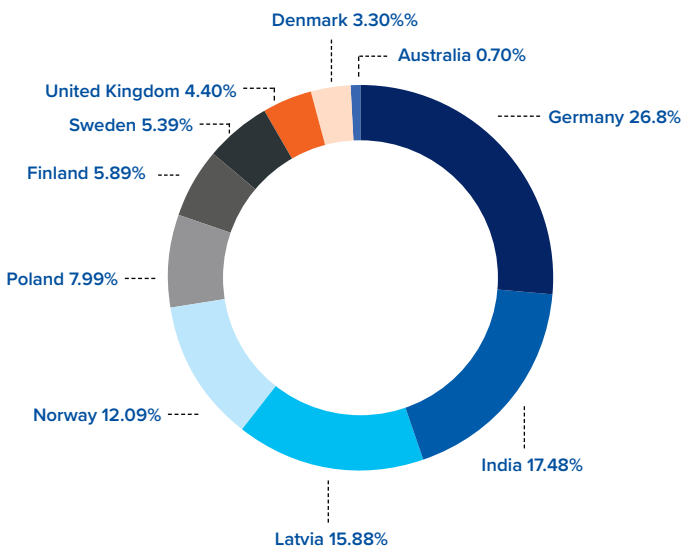


Figure 1 Workforce distribution by country.

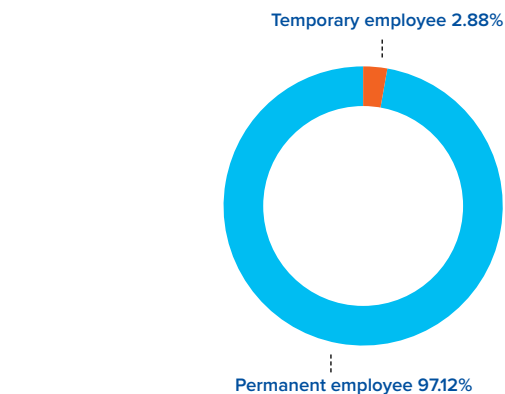


Figure 2 Temporary vs. permanent employees.

Part 1 Gender equality status

This report provides an overview of the Zalaris Group's employee headcounts and salary analyses for the Norwegian entity, focusing on ensuring fair comparisons despite currency fluctuations. At the end of 2022, Zalaris had 1036 employees across 12 countries, representing 20 nationalities, and women accounted for 62% of the workforce and 46% of managers.

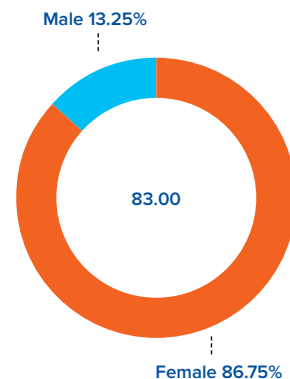
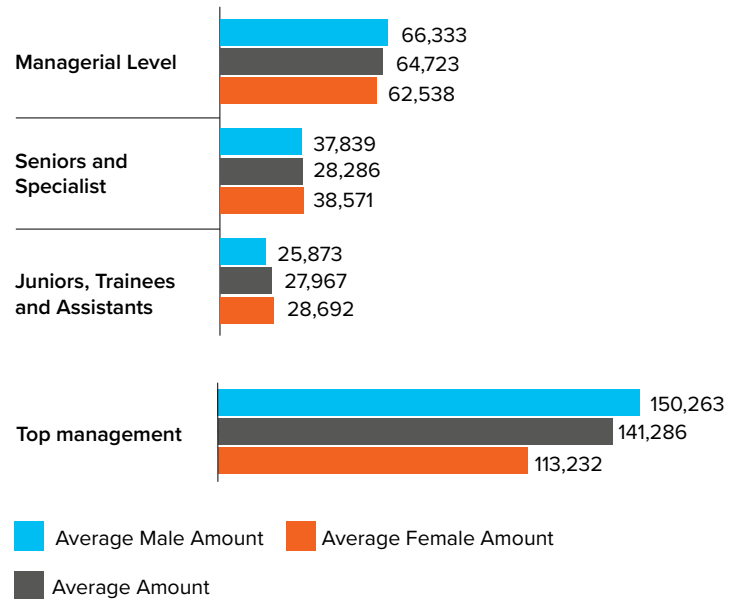


Figure 3 Gender composition, part-time employees

In 2022 Zalaris contracted 196 FTE consultants. The majority of these were IT specialists assisting in major projects.

We firmly commit to gender equality at the managerial and senior/specialist levels. Our strategy includes attracting and training junior employees to build their careers at Zalaris. End of 2022, 24% of the Top Management category were held by women (the two highest grade levels positions) with a clear ambition to increase. See the illustration below. The Zalaris Executive Board has set a long-term goal of achieving at least 40% of women in top management positions.

We constantly monitor and analyze fair and equal pay as a part of our available analytical tools and focus. In addition, we do structured pay reviews for each country as a part of our yearly group remuneration process. Our analysis includes possible discrimination based on gender, age, or seniority to ensure equal pay for equal jobs. No gender discrimination was identified in our 2022 review. The salary gap between genders among top management was primarily due to different positions and the inclusion of the CEO's salary in the male data.



Note: On both junior and senior level the average salary of women are higher than men. The reason for the lower average salary at the top level is that the CEO is included in the male number as well as some of the women are placed in lower cost countries.

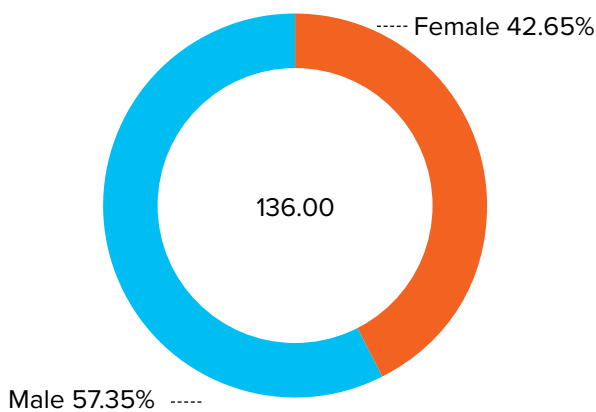
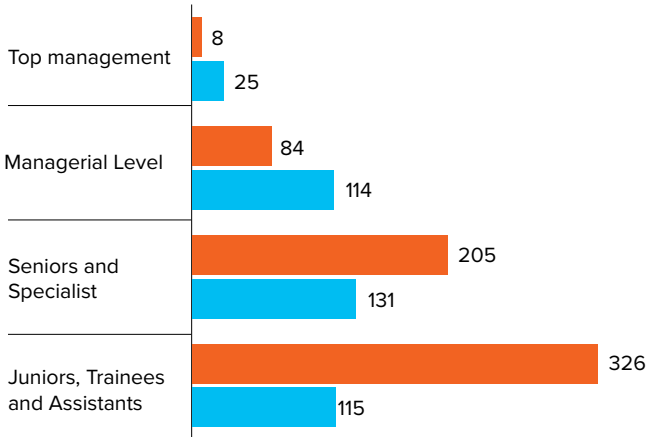
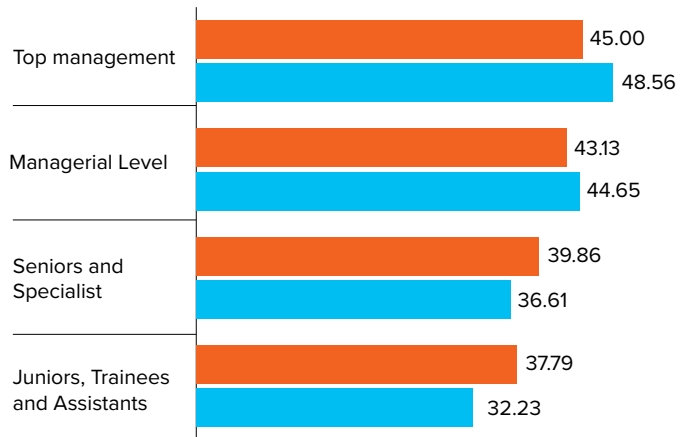


Figure 4 - Managers, gender distribution.

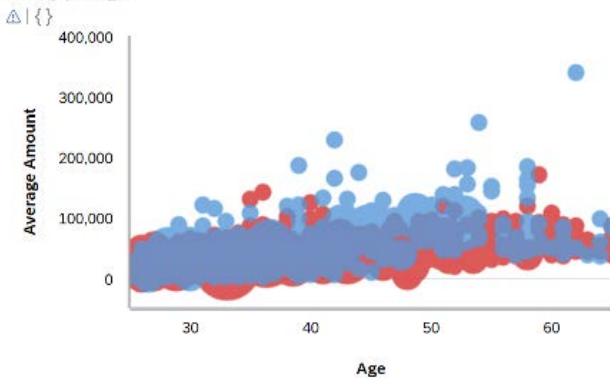
Number of employees



Average Age per Employee Grouping



Salary per age



Salary Progression per time in Zalaris

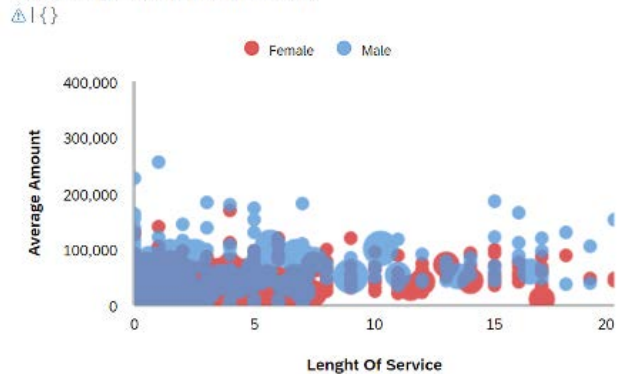


Figure 7 The salary progress graph shows an even pay distribution between genders taking age and seniority into consideration.

Part 2 – Work to promote equity and combat discrimination

Principles, procedures, and standards for equality and anti-discrimination

At Zalaris, we are committed to building an inclusive corporate culture where everyone is treated equally. We strive to foster diversity within our organization, as it generates new ideas and perspectives. We want our employees to be able to balance their work and personal life and provide them with the necessary support to achieve this balance. We expect all employees to be respectful and considerate towards their colleagues, competitors, customers, and others. We can achieve our goals by being inclusive and engaged with each other. Discrimination

and harassment will not be tolerated in any form, and we take any complaints seriously. We have established clear guidelines to prevent unwanted sexual attention, which include regular measuring and a clear reporting structure. Our principles and procedures for equality and anti-discrimination align with the company's HR strategy, personnel policy, and ethical rules (Code of Conduct) for all aspects of employment.

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

At Zalaris, we conduct regular surveys to identify any discrimination or harassment/bullying issues, which is a part of our engagement survey. We also promote our external whistleblowing channel regularly to ensure that employees have an anonymous

reporting alternative available. Any reported cases of discrimination or harassment/bullying are addressed promptly, and we collaborate with local employee representatives to develop action plans. Additionally, we conduct regular awareness campaigns and training sessions for all employees on harassment/bullying.

Our HR processes are fully digitalized, ensuring transparency and equal employee treatment. We conduct specific analyses before our yearly salary review process to detect any possible discrimination based on factors such as gender, age, and seniority. We address any identified issues to ensure fair and equal treatment for all employees.

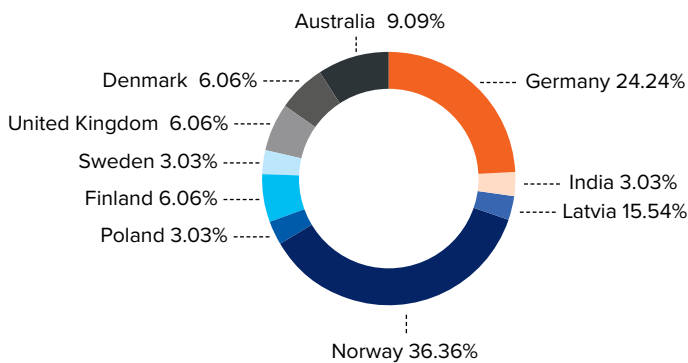
#teamZalaris Engagement Panel, established in 2020, has involved employee representatives

from all countries in creating a platform for open discussions on developing the best conditions for Employee Engagement across our company. In 2023, as an extension of this panel, we will establish Zalaris Diversity & Inclusion program, focusing on building awareness of diversity and ensuring that structures and processes are designed to promote fair treatment and create a culture in which individuals feel they belong in the organization.

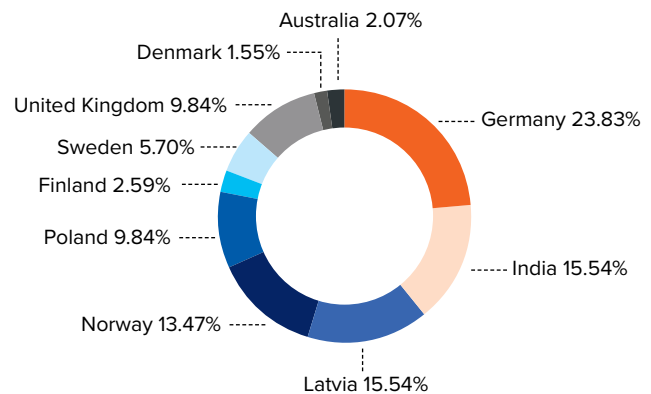
Workforce by country:

Zalaris is proud to have a diverse workforce evenly dispersed around in the countries where we are located.

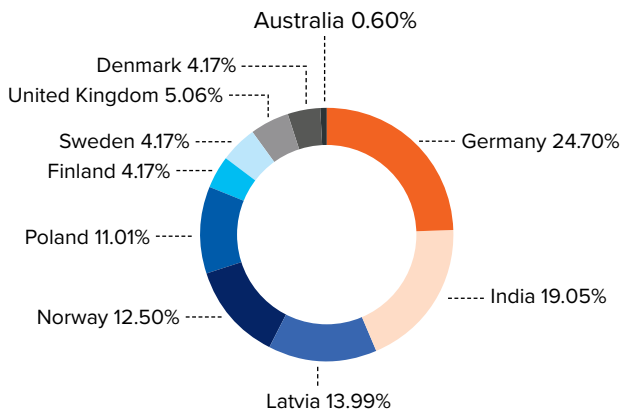
Top Management



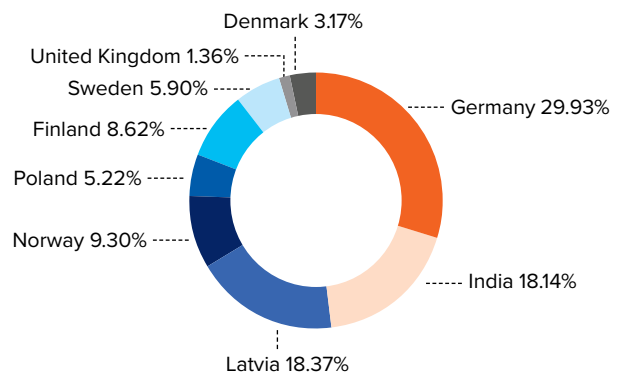
Managerial level



Seniors and Specialist



Juniors, Trainees and Assistants



Source Of Information

Zalaris provides various solutions to support ourselves and our customers in setting and achieving corporate social responsibility (CSR) targets. We have several core solutions, including a recruiting solution that facilitates standardized and effective recruitment and evaluation processes that are anonymous and do not discriminate based on gender or race. Zalaris also offers a global HR master data solution that allows customers to document personnel data according to their requirements. Our payroll solutions ensure compliance with all local tax and reporting

regulations. By utilizing one common IT solution for payroll across multiple countries and a global HR solution for master data, data can be compared and benchmarked without regard to location. Additionally, Zalaris Analytics and Data Management solutions help customers visualize personnel data, identifying potential issues related to equal rights, such as race, gender, and pay levels. This helps to address any issues and maintain compliance with regulations. Most of the graphics in this report have been pulled directly from our HR Manager Dashboard in SAP Success Factors.



Figure 8. Zalaris HR Director dashboard for equity and ESG