

Gender equality report NG Nordic 2025

The environmental and recycling industry has traditionally been male-dominated, and NG Nordic makes a conscious effort to recruit and retain more women for various roles within the Group.

The report covers all employees who are employed in Norway, cf. the Equality and Anti-Discrimination Act. The report is based on all employees in the Norwegian companies within NG Nordic who are paid in NOK. In total, this amounted to 2151 employees at 31 December 2025.

In 2025, NG Group merged with Fortum Recycling and Waste to form NG Nordic. As a result, changes in organizational structure and workforce composition may affect the development and year-on-year comparability of reported figures.

State of gender balance in NG Nordic

The table below includes the number of temporary employees, average utilization of parental leave, and part-time employment. Gender distribution is shown per job category, broken down by the number of female and male employees (headcount, regardless of job size).

The table below shows the gender balance in NG Nordic in Norway as of 31 December 2025.

Gender balance		Temporary employees		Part-time work		Involuntary part-time work		Utilization of parental leave	
Number of Female	Number of Male	Temporary Female employees	Temporary Male employees	Part-time Female	Part-time Male	Involuntary part-time Female	Involuntary part-time Male	Female's utilization of parental leave	Male's utilization of parental leave
334	1747	26	147	32	56	0	0	31.8*	14.3*
Total 2151		Total 173		Total 88		Total 0		23	75

* Average number of weeks

Gender balance

As of 31 December 2025, NG Nordic had 334 female employees in its Norwegian companies. This represents 18.78 per cent of all employees and is an increase of 0.85 percentage points compared to 2024.

As of the same date, the Board of Directors consisted of three women and five men, representing 37.5 per cent female representation. Group Management consisted of four women and six men, representing 40 per cent.

Temporary employees

In 2025, the companies within NG Nordic in Norway had a total of 173 temporary employees, of which 26 were female employees, representing 15 per cent.

Parental leave

The average number of weeks of parental leave taken in 2025 was 18.37 weeks per employee. On average, women took 31.8 weeks, while men took 14.3 weeks. This trend aligns with broader societal patterns, where women take the majority of parental leave. However, the average for men is lower than expected, given the paternity quota and the overall gender distribution in the workforce. This trend is consistent with observations in previous years.

Part-time employees

NG Nordic primarily advertises and hires for full-time positions and therefore has a limited number of part-time employees. In 2025, the companies within NG Nordic in Norway had 88 part-time employees out of a total of 2,151 employees, of whom 32 were female employees. Female employees accounted for 36.36 per cent of all part-time employees.

Part-time work provides flexibility to accommodate different life situations, such as returning to work after illness or balancing work and personal responsibilities. Some part-time employees are temporary workers, while others are students combining work with their studies.

No cases of involuntary part-time work have been identified in 2025.

Job categories in NG Nordic

Job roles are not standardized across the companies within NG Nordic. However, all positions are grouped into the following categories:

- Operational
- People Manager - Blue collar
- Clerk
- Specialist
- People Manager – White collar
- Group Management

Due to significant differences in responsibilities between operational and non-operational management roles, managers in operations are classified as People Manager - Blue collar.

In total, 404 female employees and 1,747 male employees are employed in Norwegian companies within NG Nordic. There is a significantly higher number of male employees in operational roles (1,206 male employees compared to 63 female employees), which impacts the overall gender balance. The total share of female employees is 18.78 per cent.

The table below provides an overview of the gender distribution across these job categories.

Gender distribution at different job categories as of 31 December 2025

Job category	Female Headcount	Male Headcount	Female %	Female % 2024
Operational	63	1206	5,0 %	3,6 %
People Manager - Blue collar	7	28	20,0 %	16,3 %
Clerk	124	151	45,1 %	39,9 %
Specialist	160	211	43,1 %	45,0 %
People Manager – White collar	47	146	24,4 %	25,7 %
Group Management	3	5	37,5 %	40,0 %
Total all categories	404	1747	18,8 %	17,9 %

Salary, bonus, and benefits and variations between genders

The table below provides an overview of average base salary, bonus, and total compensation by job category and gender, including calculated differences.

Job Category	Female		Male		Salary Gap (%)	Female		Male		Bonus gap (%)	Female		Male		Total compensation gap (%)
	Average Annual Salary (based on 100% position)	Average Annual Salary (based on 100% position)	Average Annual Salary	Average Annual Salary		Average Bonus	Average Bonus	Average Total Compensation	Average Total Compensation						
Operational	kr 449 592	kr 495 429	-9 %	kr -	kr 1 564	-100 %	kr 294 784	kr 363 864	-19 %						
People Manager Blue Collar	kr 597 931	kr 694 742	-14 %	kr 9 620	kr 21 071	-54 %	kr 496 653	kr 618 177	-20 %						
Clerk	kr 575 900	kr 660 475	-13 %	kr 1 975	kr 10 744	-82 %	kr 410 020	kr 475 749	-14 %						
Specialist	kr 763 854	kr 794 634	-4 %	kr 36 161	kr 49 958	-28 %	kr 589 743	kr 595 993	-1 %						
People Manager - White collar	kr 1 046 980	kr 1 158 233	-10 %	kr 89 685	kr 127 423	-30 %	kr 925 373	kr 983 888	-6 %						
Group Management	kr 3 164 000	kr 3 223 900	-2 %	kr 373 746	kr 1 050 429	-64 %	kr 2 280 160	kr 3 752 124	-39 %						

Pay differences and compensation structure

The analysis shows that differences in base salary between female and male employees vary across job categories. In several groups, the observed gross differences exceed the 5% threshold referenced in the EU Pay Transparency Directive. A more detailed calibration including factors like seniority, role composition, experience levels, and market alignment would explain these, rather than systematic bias.

More significant differences are observed in variable compensation (bonus), particularly within Group Management. This is primarily driven by structural factors, where certain roles (such as CEO and CFO) have higher bonus potential compared to other leadership roles. In addition, the figures for the year are impacted by temporary effects, including change in the CHRO position, where two female incumbents did not receive bonus payouts due to eligibility timing and tenure.

The analysis shows that base salary differences are not the primary driver of pay gaps; variable compensation explains the majority of the observed differences. As a result, differences in total compensation are largely explained by variations in bonus structures and individual accrual conditions, rather than differences in fixed remuneration.

The company acknowledges that certain gaps exceed target levels. This will be followed up through the implementation of a common job architecture and strengthened governance of compensation structures, as part of the ongoing work to ensure fair and transparent pay practices across the organisation.

NG Nordic's work for equality and against discrimination

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

NG Nordic operates in an industry with low female representation. NG Nordic works actively to improve diversity across all levels and roles within the organization. NG Nordic aims to be a inclusive workplace where all employees are treated equally, regardless of age, gender, disability, cultural background, religion or sexual orientation, both in recruitment processes and throughout the employment relationship.

NG Nordic has zero tolerance for harassment and discrimination and works actively and systematically to promote equality in recruitment, pay and working conditions, development opportunities and protection against harassment.

NG Nordic's principles, procedures and standards

- The People & Culture policy serves as a guiding framework for how we attract, develop, and support our people – enabling a strong, inclusive, and future-oriented organization.
- Equality, inclusion and non-discrimination are further included in other personnel procedures and guidelines.
- Gender equality work is embedded in the organization's various strategies, tools and guidelines.
- The Code of Conduct for employees in NG Nordic sets requirements for personal behavior and shows zero tolerance for discrimination or harassment in the workplace.
- A whistleblowing system ensures that internal and external stakeholders can report discrimination, harassment, sexual harassment and gender-based violence.

At the end of 2025, NG Nordic had employees representing 45 nationalities in Norway and 50 nationalities in total, including companies outside Norway. The company actively promotes integration through involvement, language training, cultural awareness, and organizational initiatives.

Implementation of gender equality work in NG Nordic

Gender equality work within NG Nordic is a responsibility assigned to positions with personnel responsibility and is handled by the various companies within NG Nordic.

The mapping of the state of gender equality is coordinated at Group level, with data contributions from the individual companies. Data from the survey is regularly discussed with the NG Nordic's employee representatives and local data with local employee representatives.

NG Nordic is included as part of Summa Equity's portfolio. Based on this, the Group reports annually on selected data on gender, HSE and salary, and ensures annual follow up in line with the Activity and Reporting obligation.

In addition to tracking the Group's overall gender balance, a key performance indicator (KPI) has since 2022 been used to monitor the proportion of women in management and specialist roles outside operations. The KPI enables systematic follow-up on gender balance in leadership and key competence areas across NG Nordic.

In 2022, women represented 29,5% of employees in management and specialist roles. In 2023, the figure increased to 33,6%, and as of 31 December 2024, it was 34,4% (including employees in non-Norwegian entities). As of 31 December 2025, the figure was 30,8%.

Under the NG Nordic's updated Impact Roadmap (Committed Workforce), gender balance in leadership and specialist roles remains a strategic priority. In addition to monitoring overall representation, a new KPI has been introduced: 50% women among new hires in leading and specialist roles by 2029. This target reflects the ambition to strengthen long-term gender balance through recruitment and talent for pipeline development.

Activities in 2023 to map risk

Risk management is the base of NG Nordic's compliance and sustainability program and is an integral part of the Group's business activities. Through risk assessments, NG Nordic defines and plans measures to prevent and prepare for undesirable incidents. Risk assessments are carried out at many different levels within NG Nordic and are a clearly defined management responsibility.

In addition to this NG Nordic conducts an annual Employee Engagement Survey where Diversity, Equality and Inclusion (DEI) is one of the defined categories. EES is followed up with dedicated working groups and development goals both at a Group level and within platforms and legal entities. Pulse surveys are also conducted regularly across several platforms in Norway.

Causes of risks and obstacles

Employee representatives and management have identified the following possible causes of risks and obstacles

- Variation in leadership competence and awareness creates the risk of inconsistent handling of people processes and potential non-compliance with labor and anti-discrimination legislation.
- Uneven HR support and maturity across the organization limits the ability to ensure consistent implementation of policies, procedures, and equality initiatives.
- Incomplete implementation of common processes, systems, and routines increases the risk of unequal people practices and employee follow-up.
- Not all operative employees have a work email or access to internal communication channels which causes a risk of employees missing out on information and internal opportunities.
- The DEI score in Norway is 76%, compared to NG Nordic's total score. Overall, this is a positive development on DEI in Norway and in the Group. However, we recognize that NG Nordic faces challenges related to culture, attitudes, and jargon in some local workplaces. We will continue to actively address this. We have zero tolerance for discrimination.

Measures introduced in 2025

- **New Group People & Culture Policy:** The policy formalizes NG Nordic's commitment to diversity, equality, and inclusion, equal opportunities, non-discrimination, fair and transparent pay, and legally compliant and consistent people practices across the

organization. It provides overarching direction for all practices, procedures, and guidelines related to how we work with people in NG Nordic.

- **Harmonization of HR processes across merged entities:** Initiated alignment of core People & Organization processes following the merger, with a focus on clarifying standards for equal treatment, establishing consistent practices across entities, and strengthening compliance and governance throughout the Group.
- **Cultural integration project:** Mapping of existing culture, desired future culture, and development of a new cultural framework. Implementation activities have started, including communication initiatives, workshops, integration into training programs, and embedding the framework into people-related processes.
- **New recruitment process to increase inclusivity and reduce bias:** Removal of motivation letters, age, and photos from the application form; introduction of tools for more inclusive job advertisements; structured interview guides and reference checks; and defined minimum assessment requirements for all positions. Process training has been conducted with a focus on inclusion and bias mitigation, and a requirement for gender balance in the final recruitment round has been introduced. These measures support the Group's Impact Roadmap target of achieving 50% women among new hires in leading and specialist roles by 2029.
- **Recruitment agency requirements:** When using recruitment agencies, a requirement has been introduced that at least 50% of presented candidates must be well-qualified women with relevant experience, and that at least one woman must be included in the final shortlist.
- **Digital inclusion for operative roles:** Work accounts have been established for operative positions in several of the Group's entities, providing employees with work email and access to internal systems, information channels, and training. Implementation and user adoption will be a focus area in 2026.
- **Increased focus on competence development and system support to ensure equal opportunities:** A Learning Management System (LMS) was launched in 2024, with continued implementation throughout 2025. The system enables documented training and provides access to learning opportunities beyond employees' immediate professional fields.
- **Code of Conduct training:** Provided to all employees.
- **Language translation tool:** Implemented on the internal communication channel, Viva Engage, in 2024. As more employees gain access, this ensures that relevant information can be reached and understood by all.
- **Performance and development process:** Designed for all employees and ready for implementation in 2026. The process enables documentation and systematic follow-up of completion for all employees.
- **Retention and sustainability focus:** Continued efforts to meet targets in our Impact Roadmap, and active analysis of EES results and available data to develop measures aimed at retaining female employees.
- **Remote work:** Offered as an option to support improved work–life balance.
- **Internal and external communication campaigns – *Meet Our Pioneers*:** Campaigns highlighting diverse employees who embody our values and demonstrate how their work contributes to our vision, *Pioneering Circularity*, regardless of position, gender, ethnicity, or other differences.
- **Information screen implementation project:** Information screens have been implemented across many of the Group's entities to reduce the risk of employees missing important information and to reach a broader audience.

- **The Group's YouNG program:** A program aimed at attracting, developing, and retaining young talent (employees aged 18–35). In 2025, the program completed the following activities: Cultural integration workshop.

In addition, we have had several different initiatives across the Group's platforms and companies:

- Leadership training for all employees in different leading and specialist positions has been launched in 2023 and continued in one of the Group's platforms.
- Sick leave training has been conducted for managers with personnel responsibilities in one of the Group's platforms, to educate them on the importance of workplace accommodation and how to implement them. The goal is to help employees who have fallen ill return to work more quickly, either fully or partially.
- Local actions because of feedback in the EES.

In 2026, NG Nordic wants to follow up on the following measures:

- **Implementation of job architecture based on the Hay methodology:** Introduce a Group-wide job architecture to support the equal pay policy and ensure consistent role evaluation and grading across the organization.
- **Harmonization of HR processes across merged entities:** Continue the alignment of core People & Organization processes following the merger, clarifying standards for equal treatment, ensuring consistent practices, and strengthening compliance across entities.
- **Implementation of a performance and development process for all employees:** Roll out a structured performance and development process to support equal opportunities for growth, feedback, and career progression.
- **Use of AI-supported recruitment tools (where applicable):** Explore and ensure responsible use of AI-enabled tools to improve screening efficiency, enable structured evaluation, and reduce bias in recruitment processes.
- **Digital inclusion initiatives:** Track implementation and user adoption of work accounts that provide digital access to systems, communication channels, and training, supporting inclusion for operative roles.
- **Renewal of the Employee Engagement Survey (EES) concept:** Redesign the EES framework to enable timely feedback and structured follow-up and ensure systematic monitoring of improvement actions initiated based on 2025 results and previous surveys.
- **Renewal of the YouNG Professionals concept:** Redesign and expand the YouNG program to include all Nordic countries and further strengthen the diversity and inclusion agenda.
- **Practical Leadership training:** Establish a practical leadership training framework to strengthen managers' capabilities in people leadership, ensuring fair treatment, structured follow-up, and consistent implementation of organizational policies and development processes across the Group.