

Protector's 2024 equality  
disclosure

**PROTECTOR**  
forsikring

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## Introduction

Protector is committed to fostering a workplace where all employees experience job satisfaction, engagement, and security. Every individual shall have equal rights, responsibilities, and opportunities, regardless of gender, pregnancy, parental leave, caregiving duties, ethnicity, religion, beliefs, disability, sexual orientation, gender identity, gender expression, age, or any other defining characteristic.

Diversity, equity, inclusion, and belonging (DEIB) are integral to Protector's performance culture. Embracing diverse perspectives strengthens the company's ability to attract top talent, drive innovation, make informed decisions, and serve a broad range of partners and customers effectively.

Protector's approach to DEIB is intentional and developed in collaboration with employees. Creating an inclusive work environment is a shared responsibility, and every individual within the company is expected to contribute to a culture of mutual respect and belonging.

## State of gender equality

### Gender Pay Gap (2024):

- Women's average annual salary as % of men's: 80.7%.
- Women's total remuneration (including bonuses) as % of men's: 71.9%.
- Ratio of highest-paid employee's salary to median salary: 19.3.

Position level	Gender balance throughout the year				Gender balance at year-end				Remuneration		
	Number of women throughout the year	Number of men throughout the year	Number of women throughout the year	Total throughout the year	Number of women at year-end	Number of men at year-end	Number of women at year-end	Total at year-end	Differences in total remuneration (%)	Differences in annual salary (%)	Differences in Bonus (%)
The board	3	4	43%	7	3	4	43%	7	70%	70%	
<b>Protector Forsikring ASA</b>	<b>284</b>	<b>393</b>	<b>42%</b>	<b>677</b>	<b>253</b>	<b>341</b>	<b>43%</b>	<b>594</b>	<b>72%</b>	<b>81%</b>	<b>27%</b>
Top Management	1	9	10%	10	1	9	10%	10	49%	48%	50%
Unit Managers	7	9	44%	16	6	9	40%	15	80%	95%	54%
Middle Managers	24	25	49%	49	21	25	46%	46	72%	80%	37%
Specialists	2	25	7%	27	2	22	8%	24	70%	80%	28%
Team Leaders	13	17	43%	30	13	16	45%	29	99%	100%	94%
Senior Employee	135	180	43%	315	120	154	44%	274	92%	92%	83%
Junior Employee	96	121	44%	217	84	100	46%	184	98%	98%	84%
Apprentices	6	7	46%	13	6	6	50%	12	104%	103%	
<b>Norway</b>	<b>76</b>	<b>119</b>	<b>39%</b>	<b>195</b>	<b>68</b>	<b>100</b>	<b>40%</b>	<b>168</b>	<b>59%</b>	<b>70%</b>	<b>21%</b>
Top Management	1	5	17%	6	1	5	17%	6	47%	46%	47%
Unit Managers	2	3	40%	5	2	3	40%	5	86%	96%	68%
Middle Managers	6	10	38%	16	5	10	33%	15	66%	75%	34%
Specialists	1	20	5%	21	1	17	6%	18	59%	72%	14%
Team Leaders	3	2	60%	5	3	1	75%	4	69%	71%	10%
Senior Employee	53	73	42%	126	47	60	44%	107	95%	95%	133%
Junior Employee	10	5	67%	15	9	4	69%	13	100%	99%	
Apprentices	-	1	0%	1	-	-		0			
<b>Sweden</b>	<b>79</b>	<b>98</b>	<b>45%</b>	<b>177</b>	<b>63</b>	<b>76</b>	<b>45%</b>	<b>139</b>	<b>76%</b>	<b>92%</b>	<b>9%</b>
Top Management	-	2	0%	2	-	2	0%	2			
Unit Managers	2	2	50%	4	1	2	33%	3	39%	76%	0%
Middle Managers	7	3	70%	10	5	3	63%	8	88%	89%	76%
Specialists	-	1	0%	1	-	1	0%	1			
Team Leaders	3	5	38%	8	3	5	38%	8	109%	109%	121%
Senior Employee	29	33	47%	62	24	26	48%	50	98%	99%	65%
Junior Employee	38	52	42%	90	30	37	45%	67	98%	98%	107%
Apprentices	-	-		0	-	-		0			
<b>Denmark</b>	<b>36</b>	<b>42</b>	<b>46%</b>	<b>78</b>	<b>34</b>	<b>37</b>	<b>48%</b>	<b>71</b>	<b>91%</b>	<b>91%</b>	<b>82%</b>
Top Management	-	1	0%	1	-	1	0%	1			
Unit Managers	2	-	100%	2	2	-	100%	2			
Middle Managers	3	4	43%	7	3	4	43%	7	99%	94%	199%
Specialists	-	1	0%	1	-	1	0%	1			
Team Leaders	-	2	0%	2	-	2	0%	2			
Senior Employee	27	34	44%	61	25	29	46%	54	97%	97%	94%
Junior Employee	4	-	100%	4	4	-	100%	4			
Apprentices	-	-		0	-	-		0			

Position level	Gender balance throughout the year				Gender balance at year-end				Remuneration		
	Number of women throughout the year	Number of men throughout the year	Number of women throughout the year	Total throughout the year	Number of women at year-end	Number of men at year-end	Number of women at year-end	Total at year-end	Differences in total remuneration (%)	Differences in annual salary (%)	Differences in Bonus (%)
<b>United Kingdom</b>	76	126	38%	202	72	121	37%	193	85%	86%	72%
Top Management	-	1	0%	1	-	1	0%	1			
Unit Managers	1	3	25%	4	1	3	25%	4	180%	138%	285%
Middle Managers	7	7	50%	14	7	7	50%	14	79%	87%	42%
Specialists	1	3	25%	4	1	3	25%	4	85%	80%	190%
Team Leaders	6	8	43%	14	6	8	43%	14	107%	108%	115%
Senior Employee	17	37	31%	54	16	36	31%	52	80%	79%	88%
Junior Employee	38	61	38%	99	35	57	38%	92	97%	96%	97%
Apprentices	6	6	50%	12	6	6	50%	12	100%	99%	
<b>Finland</b>	17	8	68%	25	16	7	70%	23	74%	76%	50%
Top Management	-	-		0	-	-		0			
Unit Managers	-	1	0%	1	-	1	0%	1			
Middle Managers	1	1	50%	2	1	1	50%	2	71%	79%	0%
Specialists	-	-		0	-	-		0			
Team Leaders	1	-	100%	1	1	-	100%	1			
Senior Employee	9	3	75%	12	8	3	73%	11	99%	97%	113%
Junior Employee	6	3	67%	9	6	2	75%	8	91%	91%	59%
Apprentices	-	-		0	-	-		0			

Position level	Age distribution			
	Percentage of employees under 30 years old	Percentage of employees between 30 and 50 years old	Percentage of employees above 50 years old	
<b>The board</b>		0%	43%	57%
<b>Protector Forsikring ASA</b>		41%	48%	11%
Top Management		0%	60%	40%
Unit Managers		0%	81%	19%
Middle Managers		2%	82%	16%
Specialists		4%	70%	26%
Team Leaders		43%	47%	10%
Senior Employee		28%	58%	15%
Junior Employee		76%	23%	2%
Apprentices		100%	0%	0%
<b>Norway</b>		25%	62%	13%
Top Management		0%	50%	50%
Unit Managers		0%	80%	20%
Middle Managers		0%	88%	13%
Specialists		5%	76%	19%
Team Leaders		0%	100%	0%
Senior Employee		27%	61%	12%
Junior Employee		87%	13%	0%
Apprentices		100%	0%	0%
<b>Sweden</b>		54%	37%	9%
Top Management		0%	100%	0%
Unit Managers		0%	75%	25%
Middle Managers		10%	80%	10%
Specialists		0%	100%	0%

Position level	Age distribution		
	Percentage of employees under 30 years old	Percentage of employees between 30 and 50 years old	Percentage of employees above 50 years old
<b>Team Leaders</b>	88%	13%	0%
<b>Senior Employee</b>	26%	52%	23%
<b>Junior Employee</b>	80%	20%	0%
<b>Apprentices</b>	0%	0%	0%
<b>Denmark</b>	33%	59%	8%
<b>Top Management</b>	0%	100%	0%
<b>Unit Managers</b>	0%	100%	0%
<b>Middle Managers</b>	0%	100%	0%
<b>Specialists</b>	0%	0%	100%
<b>Team Leaders</b>	50%	50%	0%
<b>Senior Employee</b>	34%	57%	8%
<b>Junior Employee</b>	100%	0%	0%
<b>Apprentices</b>	0%	0%	0%
<b>United Kingdom</b>	52%	36%	13%
<b>Top Management</b>	0%	0%	100%
<b>Unit Managers</b>	0%	75%	25%
<b>Middle Managers</b>	0%	64%	36%
<b>Specialists</b>	0%	50%	50%
<b>Team Leaders</b>	29%	50%	21%
<b>Senior Employee</b>	30%	52%	19%
<b>Junior Employee</b>	73%	23%	4%
<b>Apprentices</b>	100%	0%	0%
<b>Finland</b>	16%	76%	8%
<b>Top Management</b>	0%	0%	0%
<b>Unit Managers</b>	0%	100%	0%
<b>Middle Managers</b>	0%	100%	0%
<b>Specialists</b>	0%	0%	0%
<b>Team Leaders</b>	100%	0%	0%
<b>Senior Employee</b>	0%	83%	17%
<b>Junior Employee</b>	33%	67%	0%
<b>Apprentices</b>	0%	0%	0%

## How we work to ensure equality and non-discrimination in practice and identify risks and barriers for equality.

### Policies

Clear policies have been implemented to ensure equal opportunities, fair treatment, and compliance with both national and international standards regarding gender equality and anti-discrimination.

- **Diversity, equity, inclusion, and belonging (DEIB) policy:** This policy ensures equal opportunities for all employees, fostering an inclusive workplace and encouraging positive action for diversity.
- **Human rights policy:** We uphold fundamental labour rights, ensuring fair wages, non-discrimination, and equal treatment in the workplace.
- **Ethical guidelines:** Our ethical guidelines enforce a zero-tolerance policy against discrimination, harassment, and any unethical practices.

### Employee engagement and feedback mechanisms

Protector actively engages with its workforce through multiple channels, ensuring that all employees, regardless of position or employment type, have access to platforms for sharing concerns, feedback, and suggestions. These mechanisms are developed and improved based on feedback from employees and employee representatives and the DEIB committee. These engagement mechanisms are crucial for identifying and addressing potential discrimination and ensuring fair treatment across the organization.

- **Regular workforce dialogue:** Protector facilitates discussions through quarterly working environment committee meetings, annual employee surveys, sharing sessions, and direct conversations between employees and managers. These discussions help identify workplace inequalities, barriers to advancement, and potential risks of discrimination.
- **Anonymous feedback and reporting systems:** Employees can safely voice concerns through biannual anonymous engagement surveys, grievance handling mechanisms, and an internal whistleblowing platform. These systems ensure confidentiality and protect employees from retaliation, fostering a culture of openness and trust.
- **Proactive issue resolution:** The company systematically tracks and analyses feedback to address reported concerns and prevent recurring issues. Actions taken include policy adjustments, training initiatives, and strategic interventions designed to mitigate risks related to discrimination and workplace inequalities.

#### Committee and awareness building initiatives

Protector is strongly focused on gender equality and inclusion, with our Diversity, Equity, Inclusion, and Belonging (DEIB) Committee playing a central role in promoting these values. The Committee, made up of representatives from various countries and operational areas, is responsible for setting an annual plan with key themes and activities, in addition to defining initiatives. They work closely with HR and employee representatives to follow up on critical areas related to diversity and inclusion.

The Committee's main responsibilities include several key tasks: identifying risks of discrimination and barriers to equality, analysing the causes behind these challenges, developing concrete actions to promote diversity and inclusion, and continuously evaluating the effectiveness of these actions.

Through quarterly meetings, the Committee collaborates closely with HR and employee representatives to ensure that we are consistently advancing toward a more inclusive and fair work environment, where all employees feel a sense of belonging and have equal opportunities to succeed.

## **Identified risks of discrimination and barriers to equality and possible reasons for risks and obstacles.**

Despite measures to prevent discrimination and promote equality, some risks persist.

A risk of stereotypical attitudes and unconscious bias persists, primarily due to limited awareness, education, and training on these topics. Specific areas where these challenges may arise include:

- Recruitment – Failure to follow established routines or lack of structured processes may lead to bias or unequal treatment.
- Promotions – Risks associated with inconsistent promotion processes and failure to adhere to structured guidelines.
- Salaries – Potential risks related to deviations from established salary processes, which may lead to unequal treatment. Structured measures are in place to mitigate these risks.

## **Progress in 2024 and expectations for 2025**

In 2024, Protector continued to work on initiatives that were expected to have impact on advancing gender equality and preventing discrimination. Efforts focused on further developing processes, enhancing leadership support and development, and actively addressing key themes on the agenda. Throughout the year, feedback from various mechanisms was used to drive actions. Initiatives led by the DEIB Committee played an essential role in these efforts, ensuring focus on diversity, equity, inclusion, and belonging. The DEIB score for 2024 steadily improved, rising from 75.2 in H1 to 76.5 in H2, reflecting increased satisfaction with the company's DEIB initiatives. Additionally, the employee satisfaction score for 2024 reflected positive growth, moving from 77.9 in H1 to 78.6 in H2, demonstrating a continuous improvement in overall employee engagement and satisfaction with the company's efforts.

In addition, several key initiatives were launched in 2024, including language courses for employees to support professional development and leadership training for new leaders. This training incorporated external expertise on how to structure processes effectively, with an emphasis on eliminating bias.

Protector also continued its participation in the Women in Finance Charter, with the aim of achieving for a gender balance of 40% across the organization. These steps marked a solid year of progress in improving gender equality and supporting employees through targeted initiatives and robust leadership development.

Looking ahead to 2025, the primary focus will be to refine and build upon the actions initiated in 2024. The company intends to use the insights gained from the previous year to define and implement the necessary steps moving forward. A

key aspect of this is continuing to develop processes and providing strong documentation and support for leaders to ensure they adhere to established guidelines, particularly in areas where risks may arise. This will involve enhancing the approach to leadership development, with an upgrade to the existing leadership program. The upgraded program aims to provide even better support for leaders in following well-defined processes, ultimately reducing any noise or factors that may hinder the execution of key activities. The program will include both in-person sessions and e-learning modules, covering crucial processes such as recruitment, salary adjustments, and bonuses. By the end of 2025, these initiatives will be fully in place.

In addition, the DEIB Committee will continue to lead initiatives that provide valuable insights and learning to promote gender equality and prevent discrimination. For 2025, the committee has outlined a plan to address critical themes such as mental health, Pride, and other key topics. By focusing on these areas, Protector aims to create a more inclusive and supportive environment for all employees, ensuring continued progress toward DEIB goals and fostering a culture of belonging.

This strategic focus for 2025 ensures that progress on DEIB goals will continue, providing strong support for leaders, and addressing challenges and opportunities to eliminate barriers while ensuring adherence to best practices throughout the organization.

## Equality metrics

As of the end of the reporting period, Protector employed 594 permanent employees across all locations, with a workforce distribution of 43% women and 57% men. Employees were spread across the UK, Norway, Sweden, Denmark, and Finland. Additionally, 24 temporary employees and 9 permanent employees on hourly pay were employed.

During the year, 757 individuals were employed, including both permanent and temporary workers. The company also engaged 50 non-employee workers, such as consultants and contracted personnel, primarily supporting system upgrades and regulatory changes.

Contract type per country and gender for the period 01.01.2024 - 31.12.2024										
	Norway	Sweden	Denmark	Finland	United Kingdom	France	Total - female	Total - male	Total - all	
Number of employees (head count)	237	196	89	28		207	321	436	757	
Number of permanent employees (head count)	207	177	81	26		202	290	403	693	
Number of temporary employees (head count)	30	19	8	2		5	31	33	64	
Number of non-guaranteed hours employees (head count)	9	18	1	0		0	11	17	28	
Number of full-time employees (head count)	206	176	77	27		199	291	394	685	
Number of part-time employees (head count)	31	20	12	1		8	30	42	72	
Non-voluntary part-time	0	0	0	0		0	0	0	0	

**Work-life balance and family-related leave:** Protector recognizes the importance of work-life balance and supports employees with family-related leave policies aligned with national regulations.

**Sick leave:** Absence due to illness for the company was overall at 2.5%

### Parental leave utilization:

- 34 women and 33 men took parental leave.
- Women's average leave duration: 20.4 weeks.
- Men's average leave duration: 6.5 weeks.

Utilization of parental leave				
	Number of women who took parental leave	Number of men who took parental leave	Women's uptake of parental leave (average number of weeks)	Men's uptake of parental leave (average number of weeks)
<b>Protector</b>	34	33	20.4	6.5
Norway	9	17	19.4	8.3
Sweden	13	9	15.2	4.6
Denmark	4	1	14.8	12.2
UK	4	4	32.2	2
Finland	4	2	33	3

## Data descriptions

Data/table	Description
General	All employee data is collected from the company's HR system
Remuneration gender age distribution	The total numeration for all permanent employees excluding hourly paid, divided by age, gender and employment levels. The data is collected from Protector HR system. Differences in total remuneration, salary, and bonus are expressed as women's percentage of men's pay. Part-time employees with a fixed salary are grossed up to 100% to ensure comparability. Cells with - indicate that there is no count in the applicable category.
Contract type country gender	The table provides an overview of employment types across different countries in total through the period 01.01.24 - 31.12.24. It categorizes employees by contract type and gender, covering all countries. Employees are counted per head. Employees with non-guaranteed hours, can be both permanent and temporarily employed. These employees are also included in the numbers for "permanent employees" and "temporary employees".
Parental leave country gender	The table summarizes parental leave usage in Protector for 2024. Showing the number of men and women who took leave and their average weeks of leave.
Ratio highest payed to median wage	This ratio represents how many times the highest-paid employee's total compensation exceeds the company's median total compensation. It is calculated by dividing the total annual compensation of the highest-paid employee(excluding the highest-paid employee) by the median compensation of all other employees.
Employee satisfaction	The table illustrates the employee satisfaction trend from H2 2020 to H2 2024. Data collected from Enova.
Turnover per year	Turnover percentage for permanent employees excluding temporary, contractors and consultants. Turnover is calculated in the following way; number of leavers divided by the average number of employees during the year multiplied by 100. The data is collected from Protectors HR system.
Non-employees	Non-employee workers are calculated based on headcount at the end of the reporting period to provide a snapshot of non-employee workforce engagement. Data is collected from the company's HR system.
Top managment	Top management is defined as managers who report directly to the CEO or Deputy CEO and is a part of the top management group.