

The duty of activity and reporting

Equality and Anti-Discrimination Act
Storebrand ASA – with subsidiaries



2024

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1. Work for equality and against discrimination at Storebrand

1.1. The power of diversity

At Storebrand, diversity and equality are not only about ethical principles, but also about business value. By creating an inclusive workplace, we strengthen innovation, competitiveness and the well-being of our employees. This is an investment in future growth and sustainable development.

Storebrand shall be a good workplace for everyone, regardless of background. Everyone should experience being heard and to belong. It is well documented that diversity and gender balance in companies and management positions have a positive effect. This is important for our working environment, our profitability, but also for society.

1.2. Principles and foundation

Storebrand's approach to diversity and inclusion is rooted in the Group's diversity policy and our Code of Conduct. The work encompasses all aspects of the employee experience, from recruitment, to pay and working conditions, development opportunities and the opportunity to combine work and family life.

Our diversity policy states that:

- All employees of Storebrand shall be treated equally, regardless of gender, pregnancy, maternity or adoption leave, care responsibilities, ethnicity, religion, beliefs, disability, sexual orientation, gender identity, gender expression, political views, membership of a trade union or age, or combinations of these grounds.

- We have zero tolerance for and work to prevent harassment, sexual harassment and gender-based violence.
- Individual qualities should be respected and valued. This is to create a diverse organisational culture.
- Storebrand works systematically to ensure diversity and equality in areas such as recruitment, reorganisation processes, salary adjustments, and the provision of management training and other development measures.

Storebrand's Code of Conduct is adopted annually by the Board of Directors and emphasises the importance of equal treatment of all employees, regardless of background and individual differences. All employees must review and confirm the guidelines annually.

1.3. Scope and structure of the report

This report covers the Storebrand Group in Norway with a particular focus on the subsidiaries Storebrand Livsforsikring AS, Storebrand Asset Management AS, Storebrand Bank ASA and Storebrand Forsikring AS, unless otherwise specified, cf. Section 26a of the Equality and Anti-Discrimination Act. Chapter 2 of the report presents the actual state of gender equality in Storebrand in 2024. Chapter 3 describes Storebrand's work with the duty of activity and the four-step model, cf. Section 26 of the Equality and Anti-Discrimination Act. The equality measures described in the report applies to the Group as a whole.



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Real change requires committed and systematic work over time. There are no shortcuts. Our entire management team is committed to this work. We want to reflect the society and market in which Storebrand operates.

Tove Selnes

Executive Vice President People, Brand & Communications

2. State of gender equality at Storebrand 2024

2.1. Our Vision

Storebrand sees gender equality as a fundamental value and a key to a sustainable working life. We work systematically for gender equality at all levels – from recruitment and salary levels to management development and work culture. This is not just an ethical responsibility, but an investment in a future we can look forward to.

2.2. Methodology for comparing salary and salary determinations

Storebrand uses the Korn Ferry Hay methodology for job evaluations, which means that all positions in the Group are assessed in relation to requirements for competence, complexity and responsibility. This is a systematic and logical approach to be able to compare roles with equal value internally in Storebrand, and against an external market. Our assessment is that this methodology is also the best available tool for Storebrand to investigate whether there are pay differences between women and men for tasks that are assessed to have the same value.

The Storebrand Group is largely matrix-organized, across legal structures. This means that some of the companies in the group do not have enough employees to be able to compare salaries for women and men. Comparisons of Hay Grades have therefore also been used for group area as a supplement to the comparisons for the individual legal companies. In order to compare wages for women and men for equal work of equal value, Hay Grades are used at three levels:

- All employees in the Group with the same remuneration scheme
- Employees within individual group areas
- Employees employed in the various subsidiaries in the group with more than 50 employees

To ensure anonymity in the figures, Hay Grades are only shown for job levels where there are at least five employees represented for each gender.

2.3. Women's share of men's salary with the same remuneration scheme in the group

Table 1 in the Appendix shows women's share of men's salary for all employees in the Storebrand Group in Norway as of 31.12.2024. Managers and salespeople within the sales and distribution segment of Storebrand Asset Management (SAM), employees of Skagen AS and Cubera Private Equity AS have remuneration models that are not comparable to those of the rest of the Storebrand Group and are therefore not included in this data.

At job level (Hay Grades) 13-16, which make up the majority of the Group, we find employees in various roles in the Group. Most of these have various roles within sales and customer service. Employees working within technology and various staff functions also make up a significant part of this group.

At position level 17-22, managers at various levels in the Group are most heavily represented, in addition to more senior expert professionals, staff and sales roles.

Group Executive Management and complex management roles at the level below Group Management are not included in the tables, as these are considered to have a position level higher than hg 22. For this group of managers, there is not a sufficient number (at least five of each gender) to compare women's share of men's wages.

Table 1 in the appendix includes employees employed in subsidiaries with fewer than 50 employees employed in Norway. To provide the best possible insight, both the median value and the average are given in the tables. In Storebrand's opinion, the median often provides better statistical information as it isolates for larger salary deviations that may have historical reasons and are not linked to the role you have today.

When we weight for the number of employees per Hay Grade and look at the total salary differences in the group for employees with the same remuneration model, we get an adjusted salary gap of 95% both on average and median.

2.4. Comparison of roles with the same remuneration scheme in subsidiaries and by group area

Table 2-5 in the Appendix shows corresponding figures for women's share of men's wages as of 31.12.2024 for group areas and legal companies.

The majority of employees are employed by Storebrand Livsforsikring AS, and here we also find all the group areas represented. This means that we have many different types of roles at each Hay Grade that perform different tasks.

Most of the employees in Storebrand Forsikring AS have roles related to sales, customer service, evaluating and processing claims, and products, and the majority of these belong to the Group area Retail Market (Personmarkert). Storebrand Bank's employees primarily have tasks related to sales, customer service and products, and the vast majority belong to the Retail Market. The job levels in Storebrand Forsikring and Storebrand Bank follow the

same logic as for Storebrand livsforsikring; sales, customer service and associated functions have a Hay Grade of up to 17, while managers and complex professional roles have a Hay Grade of 17 and above.

At Storebrand Asset Management AS, many of the employees are involved in asset management and sales of asset management products with associated support functions. As these have their own remuneration scheme, we have chosen to report these separately.

As several legal companies in Storebrand have a limited number of employees, comparisons for the group areas are shown as a supplement. For the larger group areas, there is a sufficient number of women and men to be able to provide figures and maintain anonymity, while the smaller group areas have been merged. As can be seen from the tables, there will also not be a sufficient number of employees of each gender to provide figures for some job levels within the individual group areas.

Employees in the largest group areas have tasks that are within the same main areas where we can compare virtually the same work at the same value. For the smaller group areas, there is greater variation in the tasks with many specialists, which makes it challenging to compare similar work of equal value. We have chosen to publish these figures in a collective category, "Strategic Enablers", to show a comparison of work of equal value.

2.5. Salary - development over time - comparison and causes

To ensure a more precise comparison between employees, we have excluded employees who have a different remuneration model from the group figures for 2024. Data from Storebrand Asset Management AS, which includes sales and management bonuses, are published separately under company data. This means that the group figures are not directly comparable with previous years, but the adjusted pay gap of 95% is unchanged from 2022.

Storebrand has also worked purposefully in 2024 to ensure equal pay for work of equal value, and fair remuneration for all employees in the Group. Salaries must be determined based on gender-neutral and explainable factors such as level of responsibility, competence, market demand and complexity of the work tasks.

According to the upcoming pay transparency directive, applicable from 2026, pay differences of more than 5% between women and men for work of equal value must be explained and documented.

This year's analyses show that the largest wage differences in the group are found on Hay Grade 16, 17 and 19. This is mainly due to senior and specialist roles in various disciplines, which are considered to have high market value due to specialist expertise. There is a predominance of men in these roles. Storebrand is therefore working purposefully to recruit more women in management positions and specialist roles, and to ensure internal mobility towards such positions.



2.6. Gender balance, temporary staff members, leave of absence and part-time work – Structured by company

Storebrand Livsforsikring AS:

Gender balance		Temporary staff		Parental leave		Actual part-time	
Number of women and men		Number of people working temporarily		Average number of weeks of leave		Number of people working part-time	
Women	Men	Women	Men	Women	Men	Women	Men
486	512	9	5	14	7	20	9

Storebrand Bank ASA:

Gender balance		Temporary staff		Parental leave		Actual part-time	
Number of women and men		Number of people working temporarily		Average number of weeks of leave		Number of people working part-time	
Women	Men	Women	Men	Women	Men	Women	Men
63	116	2	1	12	6	3	2

Storebrand Forsikring AS:

Gender balance		Temporary staff		Parental leave		Actual part-time	
Number of women and men		Number of people working temporarily		Average number of weeks of leave		Number of people working part-time	
Women	Men	Women	Men	Women	Men	Women	Men
131	158	2	3	14	7	4	3

Storebrand Asset Management AS:

Gender balance		Temporary staff		Parental leave		Actual part-time	
Number of women and men		Number of people working temporarily		Average number of weeks of leave		Number of people working part-time	
Women	Men	Women	Men	Women	Men	Women	Men
92	208	1	1	16	10	8	10

The tables show a predominance of male employees in all companies. Storebrand is therefore working purposefully to recruit more women and encourage more women to take on management and specialist roles.

There are few temporary employees at Storebrand. Such appointments are mainly used when there is a need for substitutes, parental leave or other absences.

On average, women take 14 weeks of parental leave, while men take 7 weeks. However, the actual number of weeks

is higher, as the tables reflect the calendar year and thus only reflect part of the leave period.

There are more women than men working part-time. Storebrand has no tradition of advertising part-time positions; Part-time work is usually linked to the employees' own desire to reduce their working hours for a shorter or longer period. In addition, part-time students, who work adapted to their studies, are used to a limited extent. Storebrand is not aware of any involuntary part-time work in the Group.

3. Storebrand's work with the duty of activity

3.1. The organisation of our work for equality and against discrimination

Storebrand's work for equality and anti-discrimination is constituted by the Group Board, the boards of directors of the Norwegian subsidiaries and the Corporate Executive Committee. On a day-to-day basis, the work is organised by Executive Vice President People, Brand & Communications.

At Storebrand, the People department has a corporate function that takes care of employer responsibility and facilitates work for equality and diversity throughout the organisation. The work is carried out in collaboration with the employees' representatives and is anchored through dialogue with the trade unions.

The Working Environment Committee (AMU), the Safety Representative (Verneombud) and the Diversity Committee are also involved in the work. Storebrand's Diversity Committee acts as an advisory body, composed of employees from across the Group. The Committee works to promote measures that support an inclusive and diverse working environment.

3.2. How we work to uncover the risk of discrimination

Storebrand works continuously to identify and assess the risk of discrimination and obstacles to equality. Employee surveys, statistics, interaction with trade unions, feedback from the organisation, etc. are used as a basis for this work.

In 2024, our work has led to several important reflections:

- **Unconscious bias:** The work to ensure awareness of unconscious bias must be continued through strengthening structures and increased awareness in the organisation. This is an ongoing process that requires long-term efforts.
- **Harassment and harassment:** Employees who act as spokespersons for Storebrand or work in the customer front can be particularly vulnerable. It is crucial to have clear guidelines and provide good support for dealing with such situations.
- **Broader diversity perspective:** There is a risk that gender equality receives a disproportionate amount of focus, while other minority groups may be overlooked. To ensure a holistic approach, it is important to promote psychological safety and awareness of all aspects of diversity.

3.3. Our concrete measures for equality, increased diversity and inclusion

The following sections describe important measures that have been continued or implemented in 2024 to counteract discrimination and promote equality and diversity. The measures are structured according to the grounds for discrimination in accordance with the Equality and Anti-Discrimination Act and the Working Environment Act.

3.3.1. Psychological safety and the power of diversity

Storebrand encourages a culture where it is safe to learn, share ideas and challenge norms. We believe that psychological safety is essential for creating an inclusive and diverse work environment. Through workshops, leadership development programs and tools such as the Diversity Icebreaker, we work actively to strengthen trust and collaboration throughout the organisation.

3.3.2. How we work with gender equality

We work systematically to promote gender equality, with a goal of achieving a 50% women in leadership roles at all levels by 2030. We strive to nominate as many women as men for leadership positions and leadership development programs. Our ambition is to have at least one female and one male finalist candidate in management recruitment. Status and progress are regularly reported to the Group Executive Committee and the Board of Directors to ensure strategic anchoring and focus.

In addition to participating in the She Index, in 2024 we have continued a close collaboration with the Women in Finance Charter, an initiative to promote gender balance in the financial sector, with a focus on increasing the proportion of women in management and specialist positions.

We have continued our participation in the FiftyFifty program, under the leadership of AFF. The programme works to promote gender equality, both in Storebrand and society, with the aim of supporting women in their leadership journey. Ten women finished their program in 2024, and a new group of ten started towards the end of the year. We also invite male colleagues to the annual alumni meeting.

When conducting salary analyses related to the salary process for the entire Group or in individual cases such as recruitment and promotions, the Hay Grade methodology is used. After the job evaluation has been completed, the positions are compared against other positions assessed to have the same complexity internally in Storebrand and against an external market. Criteria used to differentiate salary in a salary determination are objective and gender-neutral, such as education, experience and competence/market value.



The annual local salary adjustment processes in Storebrand are an important process for identifying and implementing measures to even out the pay gap between women and men. Before each process, analyses are carried out to map any pay differences for all job categories in the Group. The analyses are presented to the individual executive vice president and are an important tool in the systematic work to ensure that equal work/work of equal value is remunerated correctly. In connection with the local salary adjustment processes, analyses are presented to the union representatives. The analysis is broken down by age and gender, and aggregated data.

3.3.3. Life-phase policy at Storebrand

In 2024, Storebrand continued its commitment to support employees at different stages of their careers. Senior employees are offered benefits such as three extra days of vacation and the opportunity for reduced working hours with minimal loss of pay. As a health-promoting measure, one hour of weekly exercise is also offered during working hours for employees over the age of 60.

Storebrand is committed to work-life balance, we support hybrid working and have established support schemes for home office equipment. We believe in the office as the core, with flexibility adapted to teams and departments. Since 2023, Storebrand has participated in the so-called Workflex project in collaboration with SINTEF. The project aims to find solutions that can strengthen the working day

for both employees and teams.

The Smart Start Parents programme was continued in 2024 and offers guidance on leave, insurance and financial planning for employees who are or will become parents. Through our collective agreements, we ensure parents extra benefits, including full pay during parental leave beyond the statutory requirements in Norway and Sweden.

In 2024, Storebrand became part of the "Heart Family" research project, a digital platform that acts as a "psychologist in your pocket" for parents of young children. The platform offers round-the-clock support and helpful resources, with the goal of strengthening work-life balance.

3.3.4. How to promote cultural diversity

Storebrand's Reverse Mentoring program is an innovative approach that connects managers with employees from different backgrounds, with the employee acting as a mentor. The goal is to promote mutual learning and increase understanding of diversity and inclusion.

Diversity shall also be visible in our recruitment processes, from the design of job advertisements to the conduct of interviews. We strive for representation of different experiences, backgrounds and genders in our processes. In 2024, we have introduced video interviews to give all candidates equal opportunities through standardized

questions and equal preparation time. Traditional application letters have been replaced with job-relevant questions that effectively highlight expertise and experience. We believe that these measures strengthen a fair and inclusive recruitment process.

Storebrand encourages all its employees to complete Storebrand's e-learning course on diversity, inclusion and belonging. The course is designed to strengthen our awareness and promote an inclusive work environment. Diversity is also an important part of our leadership programmes, such as the Storebrand Academy and Practical Leadership with Front.

Storebrand's Diversity Calendar provides an overview of holidays and celebrations that may be relevant to our employees. On Storebrand's intranet, we continue to develop our diversity page.

In 2024, in collaboration with NAV, we contributed in a language practice program for refugees, with the goal of increased Norwegian language skills and practical work experience.

3.3.5. Resilience - for an inclusive and sustainable working life

Storebrand works to strengthen both individual and organisational resilience, with the aim of promoting health and inclusion in working life. We have well-established routines for following up employees with illness and reduced ability to work.

In 2024, resilience was at the heart of the Storebrand Day, with the theme "Resilience – for a future to look forward to." Our employees gained valuable insight into how to strengthen the ability to cope with challenges and changes in everyday- and working life.

VEL Helse and VEL Aktiv are other Storebrand initiatives that promote holistic health and quality of life for our employees. VEL Health aims to prevent, treat and ensure a quick return to work after illness, while VEL Aktiv encourages physical activity and a healthy lifestyle through personal guidance. Storebrand's employees also have personal insurance that provides financial security in the event of various events such as death, occupational injury, illness and travel.

3.3.6. Sexual orientation, gender identity and gender expression

Everyone has the right to be themselves and love who they want, and for Storebrand it is important that all employees feel safe and included. Therefore, respect for different sexual orientations and gender diversity is included in our diversity policy.

In 2024, Storebrand marked Pride with an internal celebration where we highlighted the importance of building an inclusive culture. Lanyards in the colors of the rainbow have been handed out as a symbol of support and diversity. On the intranet, a dedicated Pride page was created with information about the celebration and a glossary that promotes transparency and knowledge.

Several of our managers, together with union representatives, the diversity committee and People, have participated in courses in Pink Competence to strengthen insight and understanding. The course provides valuable input on how to act safely and inclusively in the workplace regarding sexual orientation, gender identity and gender expression. Our ambition is to offer this to even more leaders in 2025.

3.3.7. Harassment, sexual harassment and gender-based violence

Storebrand has zero tolerance for bullying and harassment. We have clear procedures for handling reports of harassment and other unacceptable behaviour. This includes an external whistleblowing channel. The Group's guidelines for whistleblowing state, among other things that:

“ Storebrand wants a good working environment with a low threshold for reporting unacceptable behaviour. Building and maintaining a culture of openness in the workplace demonstrates a healthy corporate culture that benefits both the organisation and its employees. At the same time, criticism and disagreements must be handled in an objective and orderly manner.”

4. Results from 2024

Storebrand's employee surveys provide valuable insight and help to sharpen the work on diversity and equality. In 2024, 75 per cent of our employees responded to the module of the employee survey on diversity and equality. Overall, Storebrand received a high score of **8.4 out of 10**, which is up 0.1 from 2023.

Satisfied with Storebrand's efforts: When employees were asked whether they are satisfied with Storebrand's efforts to promote health and well-being, the score was 8.4 out of 10. The comments are particularly about the flexibility that working from home provides, especially when it comes to balancing work and leisure time. Many employees appreciate the health and wellness offerings, such as health insurance, fitness facilities, and psychological safety

Acceptance: When asked whether employees feel that they receive good support from their manager, colleagues and organisation, the score was 8.6 out of 10. The

comments are particularly about employees feeling a sense of belonging and that they are valued as a person, especially by their manager and in their own department. Several mention that managers are good at listening and supporting their employees.

Trust in the employer: When employees were asked whether they are confident that they will not be treated differently at Storebrand, the score was 8.2 out of 10. The comments are particularly about the fact that they experience equal opportunities and hope that this will continue.

Clear priority: When employees were asked whether they feel that health and well-being is a clear priority at Storebrand, the score was 8.2 out of 10. In particular, the comments address the fact that there is a good focus on mental and physical health, but that there is room for improvement, especially when it comes to offering better training opportunities and support for mental health.

Our work with diversity and equality has yielded several results in 2024:

We are proud to have been named the winner of the **She Index** in both 2023 and 2024, with a score of 98 out of 100 in 2024 – the highest in the Nordics. The She Index assesses, among other things, the gender balance at management level and concrete measures to promote gender equality.

In 2024, we have **further developed our systematic diversity work** through the four-step model. The work is integrated into our annual cycle, which ensures continuity and anchoring in the organisation.

We are pleased to have contributed to **Equality Check's data gathering** to contribute to increased awareness regarding the working conditions of LGB-TQ+ individuals.

3/4
of Storebrand's business areas with **commercial responsibility** have a female Executive Vice President.

Figures from the Group as a whole show that at the end of 2024 there were:

- **37%** women at all management levels
- **39%** women among managers who reported directly to the Storebrand's Executive Management Team.
- **50%** of the board members of Storebrand ASA were women
- **50%** of Storebrand's Executive Management Team were women.

5. Ambitions for 2025

Through systematic work and anchoring in data, we will continue to build a working environment where all employees feel seen and valued in 2025. In the coming year, we will continue our focus on:

- Strengthening our focus on **transparency and systematic collection of data** in order to understand and promote a broad concept of diversity. As part of this, Storebrand will work with Equality Check to map where we stand and identify areas for improvement.
- We will continue our work to prevent and manage **the risk of threats and harassment against spokespersons and employees in the customer front**, with a focus on clear guidelines, training and support.
- We will continue our efforts to **reduce and create awareness of unconscious bias**, to ensure that decisions are made on objective and inclusive criteria.
- Organisational changes in 2024 show the importance of **continuing the work** on structure and culture to ensure gender balance in management and organisation.
- In light of the upcoming Pay Transparency Directive, we are continuing the work of **implementing a job architecture** for the Storebrand Group, with the aim of ensuring pay transparency and fair remuneration for all employees in the Group.

6. Appendix

1. Group: Pay differences per Hay grade for all roles with the same remuneration scheme in the group

Employees with other remuneration models include managers and salespeople within the sales and distribution segment of Storebrand Asset Management, and employees of Skagen AS and Cubera Private Equity AS.

Hay grades	women	men	Women's share of men's average earnings	Women's share of men's median earnings
HG 12	21	23	98 %	96 %
HG 13	67	76	97 %	95 %
HG 14	137	87	98 %	99 %
HG 15	103	130	95 %	96 %
HG 16	192	233	93 %	90 %
HG 17	140	184	94 %	94 %
HG 18	70	115	98 %	99 %
HG 19	25	43	91 %	86 %
HG 20	7	28	95 %	100 %
HG 21	5	9	100 %	97 %
HG 22	7	13	87 %	99 %

2. Company: Salary differences per Hay Grade in legal companies in the Storebrand Group that have more than 50 employees

Hay Grades	Storebrand Livsforsikring AS			Storebrand Forsikring AS			Storebrand Bank AS		
	K/M	%salary-average	%salary median	K/M	%salary-average	%salary median	K/M	%salary-average	%salary median
HG 12	2/1	N/A	N/A	18/19	98 %	96 %	N/A	N/A	N/A
HG 13	7/6	93 %	96 %	39/36	98 %	95 %	21 /31	99 %	99 %
HG 14	82/37	101 %	100 %	28/18	98 %	101 %	12 /19	99 %	103 %
HG 15	74/68	96 %	97 %	12/21	93 %	95 %	6 /15	86 %	84 %
HG 16	143/164	92 %	89 %	13/21	98 %	95 %	11 /13	97 %	97 %
HG 17	93/100	95 %	95 %	14/27	93 %	92 %	8 /23	90 %	92 %
HG 18	52/79	95 %	95 %	3/7	N/A	N/A	2 /7	N/A	N/A
HG 19	16/24	90 %	90 %	2/4	N/A	N/A	1 /4	N/A	N/A
HG 20	5/17	98 %	113 %	0/2	N/A	N/A	1 /3	N/A	N/A
HG 21	2/7	N/A	N/A	2/1	N/A	N/A	0/0	N/A	N/A
HG 22	6/6	89 %	85 %	0/1	N/A	N/A	0/1	N/A	N/A

3. Company: Salary differences per Hay Grade in legal companies in the Storebrand Group that have more than 50 employees

Hay Grades	Storebrand Asset Management AS Employees without management and sales bonuses			Storebrand Asset Management AS Employees with manager and sales bonus		
	K/M	%salary-average	%salary median	K/M	%salary-average	%salary median
HG 12	1/3	N/A	N/A	N/A	N/A	N/A
HG 13	0/3	N/A	N/A	N/A	N/A	N/A
HG 14	14/12	102 %	102%	1/3	N/A	N/A
HG 15	10/24	102 %	102%	2/1	N/A	N/A
HG 16	20/31	96%	94%	2/10	N/A	N/A
HG 17	22/32	96%	92%	1/10	N/A	N/A
HG 18	8/15	101%	103 %	5/9	83%	82%
HG 19	3/10	N/A	N/A	0/20	N/A	N/A
HG 20	0/4	N/A	N/A	0/7	N/A	N/A
HG 21	1/1	N/A	N/A	N/A	N/A	N/A
HG 22	1/2	N/A	N/A	N/A	N/A	N/A

4. Group Area: Wage Differences Per Hay Grade in Business Areas

Hay Grades	Retail market (Personmarked)			Corporate market (Bedriftsmarked)			Storebrand Asset Management Employees with the same remuneration model*		
	K/M	%salary-average	%salary median	K/M	%salary-average	%salary median	K/M	%salary-average	%salary median
HG 12	18/19	98 %	96 %	0/0	N/A	N/A	1/3	N/A	N/A
HG 13	61/69	97 %	95 %	6/4	101 %	100 %	0/3	N/A	N/A
HG 14	41/33	95 %	98 %	72/35	95 %	93 %	15/8	99 %	97 %
HG 15	19/29	91 %	96 %	42/32	96 %	92 %	6/11	99 %	103 %
HG 16	35/32	96 %	95 %	75/53	100 %	100 %	17/14	98 %	97 %
HG 17	30/53	92 %	90 %	47/32	97 %	97 %	15/15	98 %	89 %
HG 18	9/7	99 %	100 %	13/37	83 %	82 %	6/14	101 %	102 %
HG 19	1/4	N/A	N/A	6/8	N/A	N/A	2/5	N/A	N/A
HG 20	1/5	N/A	N/A	1/7	N/A	N/A	0/2	N/A	N/A
HG 21	2/2	N/A	N/A	1/0	N/A	N/A	1/1	N/A	N/A
HG 22	0/3	N/A	N/A	171	N/A	N/A	1/1	N/A	N/A

Excluded employees with other remuneration models include managers and salespeople within the sales and distribution segment of Storebrand Asset Management, and employees of Skagen AS and Cubera Private Equity AS. These are not comparable to the rest of the group area.

5. Group Area: Wage Differences Per Hay Grade in the Group Areas

Hay Grades	Digital			Strategic Enablers*		
	K/M	%salary-average	%salary median	K/M	%salary-average	%salary median
HG 12	N/A	N/A	N/A	2/1	N/A	N/A
HG 13	N/A	N/A	N/A	0/0	N/A	N/A
HG 14	0/9	N/A	N/A	10/9	103 %	109 %
HG 15	23/49	98 %	99 %	12/17	96 %	95 %
HG 16	44/118	92 %	94 %	21/17	99 %	96 %
HG 17	21/66	95 %	97 %	27/27	95 %	94 %
HG 18	10/29	99 %	100 %	32/13	87 %	86 %
HG 19	5/13	85 %	92 %	10/13	N/A	N/A
HG 20	1/8	N/A	N/A	4/6	N/A	N/A
HG 21	0/0	N/A	N/A	1/6	N/A	N/A
HG 22	2/4	N/A	N/A	3/3	N/A	N/A

*People, Brand & Communications, Group Risk & Compliance and CFO

