

Equality and Discrimination Report

Aktivitets- og redegjørelsesrapport

G2 Ocean AS | 2025

G2 Ocean AS is committed to promoting equality, diversity and inclusion and to preventing discrimination in the workplace. This report presents G2 Ocean's gender equality status in Norway for 2025 and describes our work to identify risks, address barriers and implement measures that support equal opportunities and fair treatment for all employees.

The report covers workforce composition, employment status, parental leave, salary and pay gap reporting, identified risks and barriers, measures implemented in 2025 and planned follow-up actions for 2026.

Part 1: Statement of gender equality

At the end of 2025, women represented 29% and men 71% of G2 Ocean’s workforce. Overall, the gender distribution was relatively balanced across departments, with the exception of IT and Operations, where men accounted for a higher proportion of employees.

At year-end, G2 Ocean had 62 employees, including one female student and one male student employed on temporary contracts. These part-time employees can work more during holidays and less during exam periods, but they cannot work full time alongside their studies. G2 Ocean therefore has no involuntary part-time employment.

Table 1: Gender distribution of employment status and parental leave

Temporary employees Percentage of all employees		Parental Leave Average number of weeks		Part-time Percentage of all employees		Involuntary part-time Percentage of all employees	
Female	Male	Female	Male	Female	Male	Female	Male
2	2	22.71	19.43	2	2	0	0

G2 Ocean uses salary statistics from Korn Ferry, based on Job Grades. Hay evaluations are used to map job roles within the organisational structure. This method assigns each role a score based on the required level of competence, problem-solving and responsibility. We consider Job Grades to be an effective tool for preventing gender-based discrimination, as they allow us to compare roles across the organisation within a defined framework. This means that we assess the role and whether it constitutes “equal work” or “work of equal value”, rather than the person holding the role.

In this report, we have used Job Grades as the basis and supporting factor for grouping employees into the following main categories:

- Professional
- Manager/Senior Professional
- Directors, Vice President, Managing Director & CFO

Each main category consists of several Job Grades to ensure that there are at least five employees of each gender in each category, allowing the salary survey results to be published. The CEO is assigned to a Job Grade that does not fit within the categories below and is therefore excluded from the table. Part-time employees are also excluded because their salaries vary. The salary statistics include base salary for 2025 and bonuses for 2024 paid in 2025.

Table 2: Gender distribution and pay gap by job hierarchy

Job hierarchy	Total headcount %		Pay Gap %		
	Male	Female	Male	Female	Gap
Professional	71	29	100	94	-6
Manager / Senior professional	73	27	100	120	20
Directors, Vice Presidents and Managing Directors	69	31	100	89	-11
Grand total	71	29	100	98	-2

Please note that G2 Ocean is a small company. It is therefore not possible to report salary data for each individual Job Grade; instead, the data is reported by job hierarchy. Reporting by Job Grade would have provided a more detailed view. A few outliers related to historical factors may affect the results. The CEO and part-time employees are not included in the data.

Part 2: Our efforts for equality and against discrimination

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

G2 Ocean's work on equality and anti-discrimination is anchored in our strategies, systems, guidelines and policies.

- G2 Ocean's Personnel Handbook includes policies on bullying, harassment and equality, aimed at preventing harassment and promoting equal treatment.
- Managers must notify HR of disciplinary matters or other concerns. HR provides guidance and support where needed.
- Equality and non-discrimination are also reflected in G2 Ocean's personnel policies, which aim to provide equal opportunities and a working environment where employees, workers and job seekers are treated fairly and equally, regardless of gender, sexual orientation, age, marital status, disability, race, ethnic origin, religion or belief, colour, nationality or national origin, pregnancy and maternity, or civil partnership.
- The company aims to ensure that employees, workers and job seekers are recruited, selected, trained, promoted and transferred objectively, based on their skills, abilities and the requirements of the relevant job description.

2. How we work to ensure equality and non-discrimination in practice

- G2 Ocean's leadership team, Human Resources team, the Working Environment Committee (AMU) and employees are involved in the company's equality work.
- Management meets regularly and escalates issues when necessary.
- G2 Ocean is also a member of the International Diversity Study Group, where equality and discrimination are on the agenda.
- We work to identify risks of discrimination and barriers to equality through regular dialogue and review processes.
- HR and AMU meet to assess the risk of discrimination, the level of equality, diversity and inclusion in the workplace, and to review and update the status of relevant measures.
- Employee meetings provide an opportunity to raise concerns related to verbal, physical or sexual harassment in the workplace.
- Possible causes of risks and barriers include industry demographics, seniority patterns and awareness of internal policies.

- Shipping has historically been a male-dominated industry, which can make it challenging to attract female applicants to shipping-related positions.
- Longer average seniority among men may also indicate challenges in retaining women in the shipping industry and the company. This may be linked to high workloads and difficulties balancing work and family life.
- Although G2 Ocean has guidelines against harassment and discrimination, awareness of these policies can be improved, as few employees regularly consult the Personnel Handbook.

3. Measures in 2025

In 2025, G2 Ocean focused particularly on leadership development, employee engagement, competence development and upskilling, as well as diversity and inclusion initiatives, including activities organised by the Social Committee.

4. Results and evaluation of measures

The key focus areas, identified risks, measures and status for 2025 are summarised in Table 3.

In the fourth quarter of 2025, we assessed the results of the measures implemented, including feedback from the Employee Engagement Survey and the Diversity Survey.

In 2025, we recruited one full-time employee and two part-time employees in Norway, and we maintained a good balance of nationalities among our colleagues. Communication on equality, diversity and inclusion remains an area for improvement, and we will continue to focus on this in 2026. We also aim to maintain constructive dialogue with AMU in 2026 to follow up on existing measures, identify additional risks and update the status of planned actions.

Table 3: Equality and anti-discrimination measures and status in 2025

Focus Areas	Risks of Discrimination/Obstacles to Equality	Measures	Status 2025
Recruitment and Promotion	Recruitment and promotion processes may be affected by unconscious bias, including similarity bias and the halo effect. As shipping has historically been male-dominated, there is also a risk of too few women being represented in candidate pools and promotion discussions.	Use formal promotion criteria and discussion meetings to assess whether candidates meet role requirements. Seek representation of both genders in initial interviews. HR trains managers on recruitment barriers and reviews the Personnel Handbook. The target is at least 40% women at all levels, broader employee diversity, and a consistent formal process for all promotions.	The proportion of women remains low. Men represented 71% of employees in 2025, compared with 69% in 2024. HR has continued to raise awareness of this issue. G2 Ocean uses Fairsight tools in recruitment to support fairer, more diverse and more accurate hiring decisions by reducing unconscious bias. Salary determination follows the same structured process.
Salary and working conditions	There is a risk of pay differences between women and men in the same job category or level, partly due to seniority and historical salary development. Statutory leave may also affect salary progression if not addressed in pay reviews.	Apply equal pay principles in pay adjustment processes. Employees on statutory leave are included in salary reviews and should receive inflationary increases, effective according to local practice.	The measures have been implemented. G2 Ocean uses job grading, and pay gaps are flagged during salary reviews. In 2025, the pay gap in the Professional category in Norway was reduced by 1 percentage point compared with 2024.
Development opportunities	There is a risk that development opportunities, internships, summer jobs and training may not reach a sufficiently diverse group of employees and candidates. G2 Ocean aims to provide relevant development opportunities for all employees and support increased representation of women and employees with an immigrant background.	A training plan was launched in 2025 to strengthen high-performing teams and competence development. Training covered organisational updates and new systems. In Norway, G2 Ocean recruited one full-time employee and two part-time students in 2025; 0% were non-Norwegian and 33% were women. At year-end, 33% of employees in Norway were non-Norwegian and 29% were women, including one female student.	Work to increase diversity is ongoing. An employee survey and a diversity survey were conducted in 2025, and results and local action plans will be followed up in 2026. A company-wide webinar on equality, diversity and inclusion was held. The training plan is updated annually and supports equal access to learning for all employees.
Facilitation and opportunity to combine work and family life	The demands of the shipping industry may make it challenging to combine work and family life. This may affect retention and G2 Ocean's ambition to increase the proportion of women to 40%.	Maintain and apply the Flexible Working Policy.	The Flexible Working Policy is in effect. Women represented 29% of employees in Norway at year-end 2025.

5. Planned measures for 2026:

1. Support managers in applying fair and impartial recruitment processes.
2. Strengthen communication on equality, diversity and inclusion, and involve employees in relevant activities.
3. Use reliable benchmarking data in salary evaluations to support appropriate pay levels by position and identify any pay gaps through the salary review process.