

Diversity and Inclusion at Bilfinger Nordics AS

2023

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Introduction

This report is produced by Bilfinger Nordics AS, with software developed by Equality Check. The report describes the diversity and inclusion status quo of Bilfinger Nordics AS, and how the company works to ensure equal opportunities for all employees.

Definition of position groups

ML2: CEO/CFO - Top level management

ML3: Management Team

ML4: Leaders with personnel responsibility (Direct reports) Regional HR Business Partner & Strategic Category Byer. Middle management and Regional strategic roles without personnel responsibility.

L5: All Senior positions, QA Advisor, Business controller, WOM Advisor. The positions are considered company specialists or key resources with responsibility for implementing strategic initiatives for the company's management. The positions hold a high degree of autonomy and responsibility to create or revise working procedures and operational model processes benefiting company strategy and long-term goals. The positions are considered particularly independent.

L6: Controllers, Purchaser/Category Buyers, HSEQ Advisors, Logistics, Engineers, Planners, Coordinators, Accountants, Consultants. The positions require autonomy within defined responsibilities related to production, planning and/or coordination in given time frames.

Foremen/Supervisors: Blue collar employees are hired on terms and conditions defined in tariff based/union agreements, and their interests are represented by union representatives.

Blue collar: Blue collar employees are hired on terms and conditions defined in tariff based/union agreements, and their interests are represented by union representatives.

Apprentices: Apprentices (Blue collar and white collar)

Gender balance

Company total

5.2% Women

94.8% Men



Level breakdown

ML2

0% Women

100% Men



ML3

0% Women

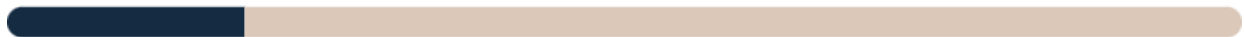
100% Men



ML4

19.2% Women

80.8% Men



L5

8.3% Women

91.7% Men



L6

43.6% Women

56.4% Men



Foremen/Supervisors

0.4% Women

99.6% Men



Blue collar

1.6% Women

98.4% Men



Apprentices

0% Women

100% Men



Salary mapping

The table below shows **women's** average salary as a proportion of **men's** average salary in each job group.

● Women ● Men (100%)

	Base salary	Bonuses	Other benefits	Irregular supplements	Overtime	Total
ML2	Only men represented					
ML3	Only men represented					
ML4	101%	66%	30%	Only men compensated	14%	96%
L5	61%	100%	Only men compensated	Only men compensated	Only men compensated	58%
L6	93%	98%	4%	91%	49%	87%
Foremen/Supervisors	97%	Only men compensated	Only men compensated	26%	2%	79%
Blue collar	93%	100%	53%	95%	64%	92%

Apprentices

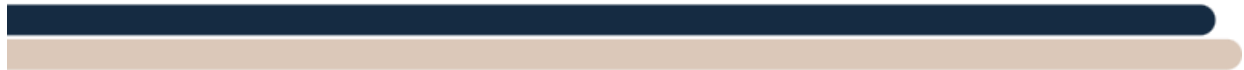
Only men represented

"Only men compensated" means that only men have received this compensation, and that there is only data on one gender. The same applies to women.

"No data" means that no numbers have been entered in this field. For example, if it says "No data" in the field for "Overtime", it means that overtime pay does not apply to this company. (That doesn't mean there's a lack of data.)

Total salary for the company

Women earn 98% of men

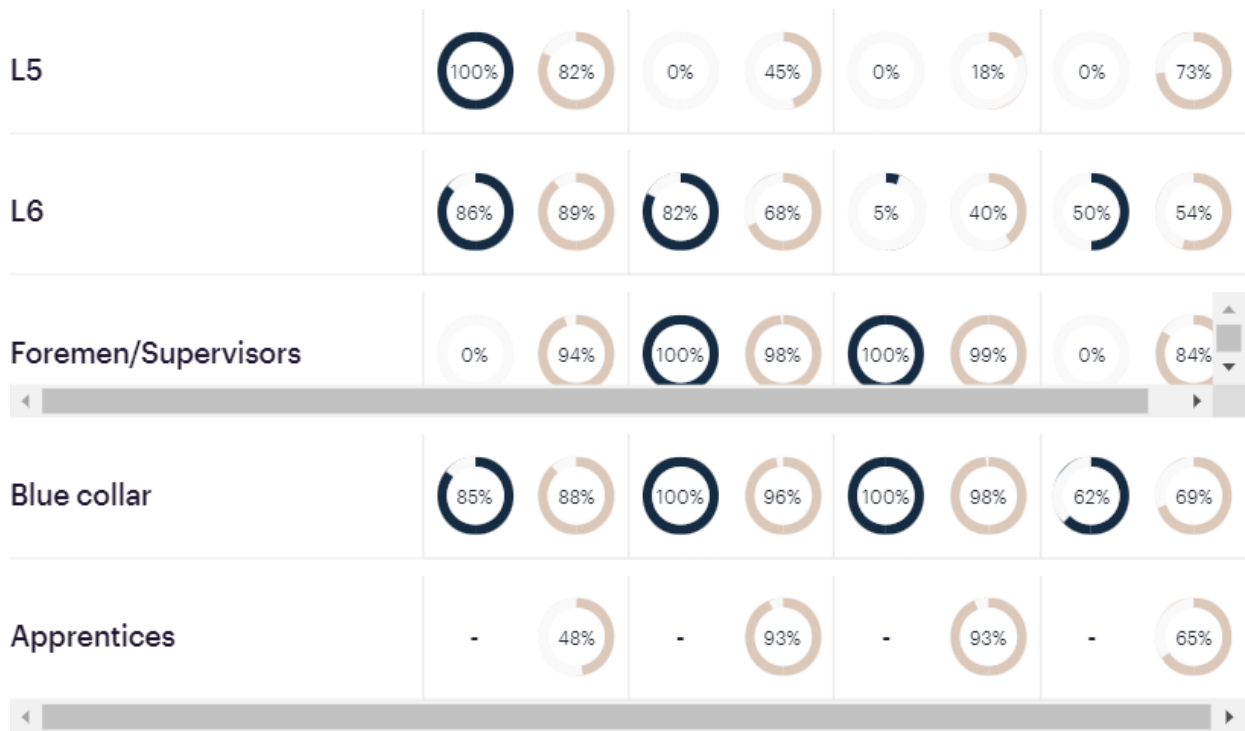


Salary distribution

The table below shows the proportion of **women** and **men** who received compensation, by salary type.

● Women ● Men

	Bonuses		Overtime		Irregular supplements		Other benefits	
	Women	Men	Women	Men	Women	Men	Women	Men
Company total	86%	88%	80%	92%	25%	93%	52%	71%
ML2	-	0%	-	0%	-	0%	-	100%
ML3	-	100%	-	0%	-	22%	-	78%
ML4	100%	95%	20%	10%	0%	48%	60%	76%



Part-time and temporary contracts

Temporary employees

Temporary employees is shown as number of men and women who have a temporary employment. The data is illustrated in a graph.

Company total



L6



Blue collar



Apprentices



Not all position groups have reported temporary employment.

Part time

Part time is shown as number of men and women who work part time, and secondly how many men and women who work involuntary part time. Involuntary part time means that the employee wish to work more. The data is illustrated in a graph.

Company total



ML4



L5



L6



Blue collar



Not all position groups have reported part time employees.

Involuntary part time

Below is a graph showing how many men and women who work part time involuntary, meaning that the employee wishes to work more.

There are no involuntary part time employees in the organisation.

Parental leave

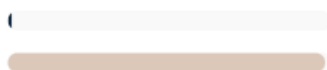
The graph shows the number of men and women who were entitled to parental leave, and the average number of weeks they took during the reporting year.

● Women ● Men



Blue collar

Women (13)
Men (815)



Women – 0 weeks (0.0%)
Men – 0 weeks (0.0%)

Apprentices

Women (0)
Men (40)



Men – 0 weeks (0.0%)

DEI Statement

This is how we have worked with DEI so far

Diversity at Bilfinger should not only be based on the general guiding principles but, most importantly, it should integrate the specific aspects of diversity into the corporate culture.

Vision

Bilfinger Nordics AS is part of an international corporation, where diversity of nationality, gender, age and religion are strong core values. We create a culture in which all employees can make their contribution, regardless of cultural, religious or social background, gender, sexual orientation or identity and origin.

Diversity and inclusion are the pillars of our corporate values. We have the privilege of employing people from more than 33 countries, benefiting from their diverse contributions and broadening our perspectives. As a result, we create tangible added value for Bilfinger by developing better solutions for our customers and opening new markets. This is also reflected in the five guiding values of diversity and how we benefit from them.

Bilfinger Nordics AS has always been concerned with diversity and inclusion in its work, particularly related to the acquisition of personnel and providing opportunities for growth and development for all our employees.

Demographic change is a sign of the times, but at the same time we must deal with the issue of a shortage of skilled workers. One solution to this issue could be team building with different generations. On the one hand, experienced employees pass on their knowledge, but also benefit from the knowledge of the new generation regarding technology or new media.

Equal opportunity and anti-discrimination are cornerstones of our corporate culture. That's why we've explicitly incorporated these topics into our Code of Conduct and set ambitious targets for women in management positions, supported by initiatives such as our talent programs. We also create attractive working conditions by offering flexible working hours, hybrid work arrangements and vacation care programs for our employees' children.

We recognize that different religions and worldviews enrich our daily lives and work. International calendars with local holidays, for example, help us better understand our customers around the world and provide tailored services for them.

We create an environment that enables all employees to contribute with unique strengths and talents. To accomplish this, we provide barrier-free access to the workplace and adaptations to tasks and the work environment to meet the individual needs of our employees.

We put people first, not who they love. We accept all forms of sexual orientation and identity and are committed to ensuring that all employees have a discrimination-free working environment that prioritizes skill and talent.

Attainment and Recruitment

Our focus and aim to ensure a diverse workforce can be expressed, for example, through the company's many years of collaboration with NAV, where we offer formal and practical training resulting in certificates of apprenticeship, as well as Labor Market Training where we train and recruit people in the ISO subjects. This work is managed and organized by Bilfinger's HR department, and is established as an annual activity, which allows us to connect and attain new personnel from external channels outside the industry. This collaboration also benefits the Norwegian ISP industry, as it contributes to providing the market with new, skilled personnel.

Work environment

To prevent discrimination and harassment, our Working Environment Surveys, as well as close collaboration with our employee representatives and unions, are important channels for obtaining feedback from our employees. Bilfinger also has a strong focus on our Compliance culture, which deals with our guidelines for complying with Bilfinger's business ethics, where one of the core values is that we treat each other with respect.

Our Code of Conduct has been translated into 18 languages and is a compulsory course for all employees. Regular work council meetings are also held where issues can be raised and discussed.

As a tool in our Compliance culture, Bilfinger has its own notification channel, where people can anonymously report cases related to breaches of our business ethics. This channel is available on both our website and our intranet, and it is managed by an external player to ensure the complete anonymity of our employees.

Talent Development and Advancement

As our company is growing and extending into new markets, it is imperative that our workforce is offered opportunities for growth and development. Our development tool sets allow employees to enter a career lattice between positions. For staff employees, there is an annual cycle for discussions regarding the employee's ambitions and wishes for development. Candidate calibration sessions, hosted by HR, ensure fair and equal treatment, which also ensures equal and aligned structure and implementation.

Operations employees are participants in continuous competence mapping, managed by Bilfinger Academy to ensure an up-skilled or multi-skilled workforce through site tests, courses or certificate of apprenticeship. Bilfinger also advertises vacant positions internally before searching in the external

candidate market to ensure that our existing employees have an internal job market leading them to their next career step.

The competence of our skilled workers is also a key indicator that we measure by our customers, so that the professional competence in our human capital is of commercial interest. Through annual activities to map competence, gaps are identified, and competence-enhancing measures are planned in collaboration with project management. Qualifications and competence are further factors that come into play during internal promotion and selections for project participation.

Salary policy

As an embedded part of the Salary reporting the management has reviewed the company's Salary policy. Collective tariff agreements have always been a fixed and well-established element of compensation and benefits for all positions in the Operations business unit. For all staff employees Bilfinger Nordics AS has revised and created position levels and job grouping as of this year. Staff Management is defined according to group guidelines (ML1-ML4). In addition, Bilfinger Nordics AS expanded this hierarchy based on corporation job architecture - a framework for levels of administrative positions - and has introduced two new position tiers (L5 and L6). The two new position levels are based on degree of responsibility or business critical key competence, and/or strategic alignment of work processes. The company's employee representatives have been presented with the work and are given the opportunity to provide suggestions for changes or improvements if necessary.

Our Salary bench-marking process is based on salary statistics from multiple sources, e.g. National Statistics bureau and member organization statistics.

We have the following risks of discrimination, or other obstacles to equality

Our company is a traditionally male-oriented industry, where our operational workforce consists of industrial vocationally trained resources. Male-dominated industries and occupations are particularly vulnerable to reinforcing harmful stereotypes and may create unfavorable environments that make it even more difficult for women to thrive and excel. Although we have yet to discover or disclose any cultural or systemic gender discrimination, inequity or exclusion, according to research, women working in male-dominated industries face a variety of challenges, including:

- Societal expectations and beliefs about women's leadership abilities
- Pervasive stereotypes, such as that of the "caring mother" or office housekeeper
- Lack of mentoring and career development opportunities
- Sexual harassment
- Pay gaps

Source: *Journal of Social Issues*, 2018 Results of our last Work environment survey shows that 2,66% of the respondents have experienced being subject of discrimination and/or harassment for their ethnicity, political or religious beliefs. This is contradictory to the culture and business ethics of Bilfinger Nordics AS. Mitigating measures must be taken and employee representatives will be involved in this work.

Causes for the identified risks

Despite having carefully established fair, inclusive and structured HR and people processes, there will always be a risk of unconscious biases. Training aimed at promoting awareness of unconscious bias is needed, along with building capacity so that people learn strategies to mitigate the impact of their unconscious biases. Furthermore, managers may be over-confident in their capacity to make impartial judgments and may be unaware of the gender stereotypes they hold. In contexts that emphasize meritocracy, safeguards are needed to minimize managerial discretion and ensure accountability. When employees do not understand how bias works, they are less likely to identify it in themselves and come to fair and more accurate decisions.

We have set the following goals

- 4% female representation in operational positions
- 24 % female managers in staff
- Ensure good accessibility and work conditions for employees with disabilities
- Minimum 30 nationalities represented in our total workforce
- We ensure gender-neutral wording in our job advertisements in order to address applicants of every gender equally

Measures to prevent discrimination and promote diversity, equality and inclusion

Bilfinger Nordics AS have over several years developed HR processes and promoted an inclusive company culture. Some examples on core activities we believe mitigate these common signs of discrimination is:

- Mandatory leadership awareness training, related to unconscious and indirect discrimination
- Mandatory leadership development programs for all managers at all levels, for personal development, growth and awareness of leadership style
- Transparent and calibrated talent reviews facilitated by HR to ensure that all employees receive the same attention and opportunities
- Annual Work environment Surveys which enable us to monitor and identify any reported experiences of discrimination and/or harassment
- Whistle-blowing portal, that allows any employee, customer or vendor to anonymously report any observations or experiences to our Compliance department

- Salary policy with structured pay bands, position grouping and tariffs ensure fair and equal pay

We will continue to critically assess our own processes, internal communication and awareness towards any form of discrimination. We aim to gain trust and foster a speak-up-culture.

Our evaluation of our goals, measures and results to date

Every beginning is difficult, especially when it comes to such a complex and important topic as diversity. Although we are proud to present four key areas, in which we want to use explicit measures to make our corporate culture more diverse and appreciative:

- **Recruitment, selection and succession** - We pay attention to gender-neutral wording in our job advertisements to address applicants of all genders equally - We are expanding our recruiting channels to address potential employees and trainees - When filling vacancies internally we value a balanced field of applicants of all genders
- **Training & Development** We develop group-specific training programs to inform our employees about the topic of diversity and its importance at Bilfinger and to make them ambassadors for a diverse corporate culture - We live equal opportunities in our talent review and development processes and thus fill positions with the right person at the right time
- **Communication** - Regular updates regarding diversity activities via the diversity intranet site Team Bilfinger regularly shows how various teams work together and thus contribute to the company's success
- **Employer branding** - We promote the development of a modern working environment, for example through hybrid forms of work, flexible working hours, job rotation or job sharing