

The Fjord1 logo, featuring the text "Fjord1" in a bold, blue, sans-serif font, followed by a stylized red and white flag icon.

Gender Equality Statement

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Gender Equality Statement 2025

Fjord1 has a clear objective to attract a diverse workforce. The company believes that diversity contributes to a more robust and sustainable organisation and seeks to employ people with varied educational backgrounds, genders, ages, ethnicities, backgrounds, and life situations. Equality at all levels is important to Fjord1, and the company works actively to promote equal opportunities for all employees.

Fjord1 places particular emphasis on increasing the proportion of women in the workforce, as women remain underrepresented, especially among seagoing staff. The low proportion of women at sea is largely due to the historically limited number of women pursuing maritime education, which has narrowed the recruitment base. Encouragingly, the number of female applicants to maritime programmes in Norway has risen in recent years — a positive trend that continues today.

Fjord1 had the following status regarding gender equality at the end of 2025

Gender distribution in the executive management team	2024	2025
Women (number)	1	2
Percentage of women	20%	33,33%
Men (number)	4	4
Percentage of men	80%	66,67%
Total	5	6

Employees by gender, permanent and temporary staff

Sea and Land-based Combined	2024			2025		
Employment Type	Women	Men	Total	Women	Men	Total
Permanent employees	148	895	1043	161	964	1125
Temporary employees	17	98	115	27	91	118
Employees w/ no guaranteed hours	74	432	506	67	381	448
Hired-in	3	27	30	3	26	29
Totalt	242	1452	1694	258	1462	1720

Administrative Staff	2024			2025		
Employment Type	Women	Men	Total	Women	Menn	Total
Permanent employees	53	89	142	63	100	163
Temporary employee				4		4
Employees w/ no guaranteed hours	14	38	52	8	18	26
Hired-in		3	3		1	1
Total	67	130	197	75	119	194

Seagoing Staff	2024			2025		
Employment Type	Women	Men	Total	Women	Men	Total
Permanent employees	95	806	901	98	864	962
Temporary employee	17	98	115	23	91	114
Employees w/ no guaranteed hours	60	394	454	59	363	422
Hired-in	3	24	27	3	25	28
Total	175	1322	1497	183	1343	1526

The gender distribution in Fjord1 varies between onshore and sea-going positions. Over time, the administrative workforce has maintained a more balanced gender composition, whereas seagoing positions remain male dominated. This reflects structural characteristics of the maritime sector and the availability of qualified applicants.

Pay and working conditions in Fjord1 are largely regulated through national collective agreements and established pay structures. This ensures equal treatment regardless of gender. Any differences in average pay between women and men are mainly due to variations in the distribution of job categories and leadership positions, rather than systematic pay disparities within comparable roles.

Fjord1 works continuously to enhance diversity and improve gender balance within the organisation. The company aims to ensure that no discrimination occurs in relation to recruitment, pay or development opportunities, and is committed to being an inclusive workplace. The overarching goal is to prevent discrimination in all parts of the organisation.

Policies, Governance Framework and Risk Identification

Fjord1's work on equality and non-discrimination is anchored in the company's principles, procedures and governance systems, including:

- Code of Conduct.
- Guidelines for recruitment.
- Hiring and competence development.

- Routines for employee and leadership follow-up.
- Guidelines for whistleblowing.
- Conflict management and complaint handling.
- Guidelines for preventing harassment.
- Sexual harassment and bullying.
- Clear rules for working hours, pay and leave, including parental leave.

These guidelines apply to all employees, both onshore and at sea.

Identification of risks and barriers to gender equality

Fjord1 works systematically to identify risks of discrimination and barriers to gender equality. This is carried out through, among other things:

- Employee surveys that provide insight into the working environment, wellbeing, work-life balance and the occurrence of unwanted behaviour.
- Regular reviews of guidelines, routines, and established practices.
- Work on attendance and follow-up of sick leave.
- Regular meetings in the Safety and Working Environment Committees (VMU and AMU).
- Dialogue with trade unions and employee representatives.
- Continuous reporting of relevant KPIs to management.



The identified risk areas include male dominated work environments at sea, challenges related to work-life balance for certain employee groups, and language requirements that may limit the recruitment base.

Measures to Promote Equality and Prevent Discrimination

In 2025, Fjord1 continued and further strengthened its work on gender equality through a number of targeted measures, including:

- Continuation and improvement of shift and workingtime arrangements to better support employees in balancing work and family life.
- Flexible solutions for onshore employees, where tasks and operational needs permit.
- Systematic work on attitudes and the working environment through the HSE campaign “Be a Good Colleague – This Is How We Do It!”
- Continued industry cooperation aimed at preventing bullying and harassment, organised by The Federation of Norwegian Coastal Shipping (NHO Sjøfart).
- Participation in and support for initiatives that promote women in maritime professions.
- Preventive health measures and digital health guidance for employees, with the aim of strengthening health, work capacity, and attendance.



- In 2024, the company introduced a mandatory elearning programme for all leaders, Employee FollowUp and Leadership. This was further developed and adjusted in 2025 and is now part of the standard onboarding for all leaders in the company.
- In 2025, Fjord1 decided to establish a dedicated Leadership Development Manager position to ensure the desired competence, attitudes, and leadership behaviour among its leaders.

These measures apply to both onshore and seagoing employees and are adapted to different working conditions and operational requirements.

Results and Further Work

Fjord1 has zero tolerance for discrimination and harassment and works continuously to ensure a safe, inclusive and equitable working environment. Insights from employee surveys, HSE activities, dialogue with employee representatives, and the follow-up of individual cases are used to further develop measures and strengthen established practices.

The work on gender equality is an integrated part of the company's overall management processes and will be further continued and developed in 2026, with particular emphasis on leadership, the working environment, competence development, and attendance.

Pay

Fjord1's employees are largely covered by centrally negotiated collective agreements, under which pay is determined according to position and function, regardless of gender. This applies to all seagoing employees. For administrative employees, pay is determined in accordance with job responsibilities, scope of authority, and duties, within the company's established pay structures.

When an employee is placed at a given pay level, formal qualifications, relevant experience, and the content of the position are decisive for the final salary. Fjord1 applies to the principle that equal work and work of equal value shall be remunerated equally, irrespective of gender.

Any differences in average salary between women and men are mainly due to the distribution of employees across job categories and leadership positions—particularly within seagoing leadership roles and technical positions, where men remain overrepresented. Fjord1 assesses pay levels and pay development in dialogue with employee representatives and works continuously to ensure that its pay policy contains no discriminatory elements.

Pay Development

The gender pay gap in Fjord1 shows a slight overall negative development in 2025 compared with 2024, with an increase of around one percentage point. When looking solely at the pay gap between female and male seagoing employees, however, there has been a positive development of just over two percentage points during the same period. By contrast, there has been a significant negative increase in the pay gap between female and male administrative employees of more than twelve percentage points, which is the main reason for the company's overall negative development in the gender pay gap.

Part of the reason for this disparity is that men continue to be overrepresented in leadership positions across the company, which contributes to raising the average salary for men.

Among administrative staff, women earn on average **65.2%** of what men earn. This difference is due to several factors: there are more male leaders than female leaders in administrative functions, and significantly more men work in technical positions—an occupational field where the average salary level is typically higher.



Gender pay disparity and total remuneration

Seagoing Employees	2025	2024
Gender pay gap	31,58 %	33,93 %
Highest-paid / median	1,95	2,05

Onshore Employees	2025	2024
Gender pay gap	34,76 %	22,27 %
Highest-paid / median	16,25	12,45

Combined – Sea and Land	2025	2024
Gender pay gap	33,99 %	31,88 %
Highest-paid / median	12,9	9,25

Gender pay gap

Average Annual Salary – Seagoing	Salary (NOK)
Men	798 013
Women	546 007

Average Annual Salary – Administrative	Salary (NOK)
Men	773 174
Women	504 398

Average Annual Salary – Combined	Salary (NOK)
Men	794 472
Women	524 448

Calculation

The ratio for annual total remuneration of the highest paid employee compared with the median annual total remuneration for all employees is calculated by dividing the annual total remuneration of the highest paid employee in the group by a weighted median of annual total remuneration. The highest paid employee is excluded from the calculation of the median. This method is applied across the entire workforce, as presented in the tables for Seagoing, On-shore, and Combined employees.

Gender-based pay disparity

Annual Total Remuneration – Seagoing **Amount (NOK)**

Highest paid	1 564 378
Median	804 101

Annual Total Remuneration – Administrative **Amount (NOK)**

Highest paid	9 951 381
Median	612 386

Annual Total Remuneration – Combined **Amount (NOK)**

Highest paid	9 951 381
Median	771 179

The overview includes all employees who received more than NOK 10,000 in payments in 2025. Relief workers who received less than NOK 10,000 during the year are not included in the list.

The Board of Directors of Fjord1 AS

Florø, 25.03.2026



Neil Marvell

Director



Julia Collin Delavaud

Director



Angela Roshier

Director



Antonie Cavallé

Director



Geir Bruvik Mjelde

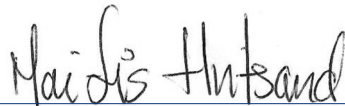
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Fjord1 AS



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Director



Mai Lis Hvitsand

Director

(Employee representative)



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Director

(Employee representative)