

Equality and Anti-Discrimination Report 2025

Ardoq AS | Financial Year 2025

Ardoq AS is committed to promoting equality and preventing discrimination in accordance with the Norwegian Equality and Anti-Discrimination Act (likestillings- og diskrimineringsloven). In 2025, the company carried out activities to map, analyse, and implement measures in line with its Activity Duty (§ 26) and Reporting Duty (§ 26a).

Organisation and Gender Balance

Ardoq AS is a Norwegian B2B SaaS company with operations in Norway, the United Kingdom, the United States, and Denmark, as well as some remote based employees. As of 31 December 2025, the company employed staff across multiple functions, including Technology, Sales, Marketing, Finance, and General & Administrative.

Global

| Function / Level | Total Employees | Women | Men |
|---|--------------------|-------|-----|
| Leadership (VP level M6 & G and Exec level I) | 15 | 4 | 11 |
| People Management (C-M2 - F-M5) | 40 | 8 | 32 |
| All other employees | 206 (1 Non Binary) | 72 | 133 |
| Total | 261 | 84 | 176 |

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| Function / Level | Total Employees | Women | Men |
|---|--------------------|-------|-----|
| Leadership (VP level M6 & G and Exec level I) | 8 | 2 | 6 |
| People Management (C-M2 - F-M5) | 22 | 2 | 20 |
| All other employees | 106 (1 Non binary) | 42 | 63 |
| Total | 136 | 46 | 89 |

| Measure | Women — count | Women — %* | Men — count | Men — %* |
|--|---------------|------------|-------------|----------|
| Temporary contracts | 1 | 2.2% | 6 | 6.7% |
| Part-time (FTE < 100%) | 2 | 4.3% | 10 | 11.2% |
| Took parental leave during 2025 (count of employees) | 7 | 15.2% | 9 | 10.1% |
| Average weeks of parental leave taken per employee | 24.0 weeks | - | 5.2 weeks | - |

*% calculated as percentage of that gender in Ardoq AS

Salary Mapping and Pay Equity

In 2025, Ardoq AS conducted a mandatory salary mapping in accordance with the Equality and Anti-Discrimination Act. The purpose included to identify any unintentional pay gaps between women and men in comparable roles. The exercise also set up pay ranges grounded in market pay data with consistent rules of how to make fair and balanced pay decisions.

Methodology

The salary mapping was conducted using Ardoq's approved job level framework and external market data from Pave (primary source), with some roles tested against Mercer and Willis Towers Watson benchmarks. The analysis compared base salary by job level and function category.

Ardoq's compensation philosophy ensures structured and consistent pay decisions based on role scope, market data, and internal equity. Pay is analysed with defined market pay ranges by level and country, reviewed through the annual compensation cycle.

Findings

The 2025 salary mapping found no unintentional pay gaps between women and men in comparable roles. Any variations in pay levels are considered objectively justified based on criteria such as seniority, tenure, performance and experience.

The company works continuously to ensure fair compensation regardless of gender, as an integral part of its recruitment and remuneration policy.

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| Job Category | Avg. salary (women) | Avg. salary (men) | Gap (%) | Comment |
|----------------------|---------------------|-------------------|---------|---------|
| Leadership | Too few to report | Too few to report | 10.37% | |
| Mid-level management | NOK 1 240 000 | NOK 1 318 912 | 5.98% | |
| All other employees | NOK 904 491 | NOK 1 007 161 | 10.19% | |

Parental Leave

In 2025, nine male employees recorded parental leave, with an average of 5.2 weeks taken during the calendar year. This figure requires context to be interpreted correctly, as it does not reflect total quota uptake. Norwegian parental leave legislation allows fathers to use their 15-week paternity quota (fedrekvoten) at any point before the child's third birthday, meaning the 5.2 week average is a snapshot of days recorded within the 2025 reporting window only. Several fathers recorded only birth days in 2025 with the majority of their leave planned for 2026, and others are deliberately spreading leave across the three-year window, a practice explicitly permitted under Norwegian law.

When total leave is counted across all reporting years, the picture improves significantly. Of the male employees whose parental leave is fully complete, the majority used their full 15-week quota or exceeded it. The 5.2 week figure should therefore not be read as evidence that fathers are failing to take their entitlement, but rather as a reflection of a workforce making active use of the flexibility the legislation provides.

Recruitment and Career Development

Ardoq applies non-discriminatory criteria across all recruitment processes. Selection for employment, promotion, and training is based on competence and suitability. The company regularly reviews its hiring processes and practices to ensure fair treatment.

All employees have access to a learning and development budget, coaching, and defined career pathways. Training and advancement are available to everyone, regardless of gender, age, ethnicity, religion, disability, or sexual orientation.

Working Environment and Prevention of Harassment

Ardoq has a zero-tolerance policy for harassment and bullying in the workplace. The Anti Harassment and Bullying Policy (updated February 2025) applies to all employees and contractors across all locations and settings, including digital channels and off-site events.

Clear reporting channels are in place: via direct manager, the People team, or anonymous reporting through Ardoq's Bob platform. All cases are handled confidentially and in accordance with the company's disciplinary policy.

Measures and Action Plan

| Measure | Description | Owner | Deadline |
|------------------------------|---|------------------|------------------------|
| Salary mapping | Mandatory salary mapping every two years (next due: 2027) Ardoq refreshes its market data salary ranges annually | People & Finance | 2027 Jan 2027 |
| Annual compensation review | Annual review of pay levels against market data and internal equity | People team | June 2026 and Dec 2026 |
| Harassment training | Provide all employees access to anti-harassment and anti-bullying training | People Ops | Ongoing |
| Gender balance in leadership | Monitor gender balance at leadership level and in recruitment processes | People team | Ongoing |
| Ardoq Women's Alliance | Support and develop AWA as an internal employee resource group | People Ops | Ongoing |

Conclusion and Publication

Ardoq AS considers itself to be in compliance with the fundamental requirements of the Activity Duty and Reporting Duty for 2025. No significant, unintentional pay gaps between genders have been identified. The company will continue to work systematically on equality and non-discrimination in 2026.

This report is publicly available and forms part of the Board of Directors' Report for Ardoq AS for the financial year 2025.