



# Statement on equality and anti-discrimination 2024

## Part 1: State of gender equality

### State of gender equality

Our gender pay gap is calculated by taking the average male total remuneration minus the average female total remuneration divided by the average male total remuneration times 100. Gender pay gap is expressed as a percentage of the average pay level of male employees. Base and variable salary components were included when calculating the total compensation.

#### Earnings ratio base salary (women:men)

Norway			
Norway - Operation and Support	Equinor ASA	%	97
Norway - Associate	Equinor ASA	%	99
Norway - Professional	Equinor ASA	%	98
Norway - Principal	Equinor ASA	%	98
Norway - Leading	Equinor ASA	%	97
Norway - Manager and Executive	Equinor ASA	%	98
Average	Equinor ASA	%	98

#### Earnings ratio total compensation (women:men)

Norway			
Norway - Operation and Support	Equinor ASA	%	84
Norway - Associate	Equinor ASA	%	90
Norway - Professional	Equinor ASA	%	88
Norway - Principal	Equinor ASA	%	87
Norway - Leading	Equinor ASA	%	91
Norway - Manager and Executive	Equinor ASA	%	95
Average	Equinor ASA	%	89

#### Gender balance (women and men share of total) by category

Norway			Women	Men
Norway - Operation and Support	Equinor ASA	%	24	76
Norway - Associate	Equinor ASA	%	39	61
Norway - Professional	Equinor ASA	%	44	56
Norway - Principal	Equinor ASA	%	35	65
Norway - Leading	Equinor ASA	%	31	69
Norway - Manager and Executive	Equinor ASA	%	32	68

Norway				
	Gender balance (number of women and men)	Temporary employees (number of women and men working temporarily)	Actual part-time (number of women and men working part-time)	Parental leave (average number of weeks)
Female	6726	145	117	28
Male	14327	228	290	12
Total	21053	373	407	40

Temporary employees have contracts of less than three-months.

### Description of job levels and salary

Equinor reports the earnings ratio between males and females for both base pay and total compensation. Total compensation includes base pay, bonuses, overtime pay and benefits. The job levels are based on existing job categories in the organization and an assessment of which positions are included in the different levels. The employee representatives have participated when we have planned, conducted, and evaluated the wage mapping.

At Equinor, we are committed to the principle of gender neutrality in pay. This commitment applies to our global operations. We have introduced various measures to support our commitment, such as introducing a robust HR system to enhance our analytical capabilities and data quality. These measures are focused on all Equinor employees in all regions where Equinor is established. In response to regulations on pay transparency, we are closely monitoring developments to ensure our practices align with these standards, aiding in our goal to narrow the gender pay gap.

### Description and measurement of involuntary part-time work

In Equinor there is no involuntary part-time work. All part-time work is voluntary, requested by the employee and agreed with their leader.

### Commentary on the numbers

In 2024 the gender pay gap calculations were done according to the EU ESGAR reporting requirements. In 2024, the gender pay gap for base pay is 98% for Equinor ASA. For total compensation the gender pay gap is 89% for Equinor ASA. We note that there is a larger gender pay gap in total compensation than in base pay in all our locations. This is largely driven by additional compensation items linked to roles where there is a higher representation of men than women, for example offshore roles receiving offshore allowances.

## Part 2: Our work for gender equality and against discrimination

### 2.1 Principles, standards and processes for equality and anti-discrimination

Diversity and inclusion (“D&I”) is embedded in the following policies, principles, strategies and procedures, supporting work for equality and against discrimination.

- **Equinor book**  
Our values are described in the Equinor book. The values guide our actions and the way we interact with others, and our commitment to apply high ethical standards to create trust-based relationship with our people.
- **Code of conduct**  
As outlined in our Code of Conduct, we do not tolerate any discrimination or harassment of colleagues or others affected by our operations, and we require everyone to treat others with fairness, respect, and dignity.
- **Agreements on equality, equity and diversity in Equinor ASA**  
Equinor has made agreements on equality, equity and diversity in Equinor ASA with the following unions: Styrke, Lederne, NITO, Tekna, and YS. The purpose of the agreements is to ensure that all employees in Equinor ASA are treated equally regarding recruitment, pay and working conditions, training, career paths and professional development.
- **Flexible work policy**  
Equinor has implemented flexible work principles for remote work to support the diverse needs of our people. Flexible work agreements may be relevant for colleagues who safely and securely can perform their tasks and operational functions outside an Equinor office or asset, with productivity and efficiency, and without negative impact on health and performance. The specifics will be agreed upon through a flexible work agreement between employee and leader.
- **D&I strategy**  
Equinor has taken a systemic approach to embedding D&I throughout the organization. Our D&I strategy outlines the ambition, pillars and enablers. The D&I strategy was developed in 2019 and updated in 2022. Our D&I ambition is “We are diverse and inclusive organization where everyone feels valued and that they belong”. To achieve our ambition, we work across the three pillars of 1) diversity of thought, 2) psychological safety and inclusion, and 3) fair and equal opportunities. We rely on three key enablers: 1) global ambition with a local approach, 2) transparency in data and processes, and 3) focus on leadership and culture.

## 2.2 Our work to ensure equality and non-discrimination in practice

### How D&I is structured in Equinor

- **The Board and Senior Leadership**

The Board is clear on their expectation that Equinor will work systematically with D&I. The CEO is measured on performance through the Corporate D&I KPI. The Board Compensation Committee receives updates on D&I progress throughout the year, as part of their monthly meetings. The Corporate Executive Committee (CEC) follow up on the D&I ambition and strategy and set direction.

- **People and Organisation (Human Resources)**

Equinor has a Functional Requirement for People and Organisation (PO). The purpose of the PO function is to regulate and standardise people processes, leadership development, organisational setup and change processes, throughout the whole company. This includes shaping and safeguarding the D&I strategy, and the operationalization of the strategy in the business.

D&I is embedded in the processes of the employee lifecycle, including recruitment, performance, promotions and deployment. Actions are recorded, monitored and followed up in our internal systems. Status and progress are presented in bi-monthly meetings, where talent and performance are discussed in leadership teams across the company.

- **Leaders, employees and employee representatives**

Our Code of Conduct outlines the expectation for leaders and employees to contribute to a working environment free from harassment and discrimination through guidelines to prevent these cases. Leaders in Equinor are expected to work with D&I through their teams. This includes focus on diversity in terms of people processes, including recruitment. Leaders are also responsible for creating a psychological safe and inclusive work environment. Leaders are expected to have regular one-on-one conversations with their people to help identify barriers for performance and discuss goals and development plans.

D&I is the responsibility of all employees in Equinor. Every employee is expected to support an inclusive work environment. The voluntary employee resource groups (ERGs) provide the space for employees to engage and is a space to discuss D&I topics, raise concerns and suggest improvements.

Employees and employee representatives are included in the strategic work in D&I through working groups and specific projects. In 2024 the focus was on the topic of "Inclusion of people with disabilities" and a working group across the company was established. Employee representatives were also engaged in the work. Corporate PO provides updates and engages with employee representatives and unions through established channels.

## 2.3 Methods and processes for investigating discrimination risks

- **Global People Survey (GPS)**  
 The GPS is the annual people survey sent to all permanent Equinor employees globally. Its purpose is to evaluate and improve key topics that impact employee engagement, safety, working environment, project success and the drive for continuous improvement and change in Equinor. The GPS survey is delivered by an external provider who processes the information from the GPS on behalf of Equinor. The Functional Center of Excellence (FCoE) manages the GPS data.
- **Our engagement with Unions**  
 In Equinor, we respect our employees' rights to organize and to voice their opinions, and we have the same clear expectations for our suppliers and partners. Equinor engages with employees on labor matters through a variety of channels, including meetings with labor unions on all levels of the organization, works councils, and health and working environment committees.
- **Employees Resource Groups**  
 Our employee resource groups (ERGs) are voluntary, employee-led groups that come together with the aim to create a diverse and inclusive workplace, with a particular focus on a common diversity characteristic, cause, or goal. Through alignment with Business Sponsors and HR sponsors, our ERGs inform about issues on D&I.
- **Monitor internal social media**  
 Monitoring our social media platform of Viva Engage ensures understanding of how employees engage with D&I topics and allows us to follow up on cases that link to exclusion or discrimination.
- **Ethics helpline**  
 Equinor has clear guidelines within our management system for handling harassment and bullying. This outlines processes and expectations for the correct management of harassment-related cases, ensuring that individuals are respected and heard, that conflicts of interest are avoided, that proper documentation is secured, that Equinor operates in accordance with applicable requirements and laws, and that relevant remedial measures are implemented.

## 2.4 Identified risks of discrimination and barriers to vulnerable groups

- **Risk: Fair and equal recruitment**  
 Identify risk that our recruitment processes may not be inclusive to all. This may be due to unconscious biases held by our hiring managers or can be embedded in our processes. We recognize that our recruitment processes may not be fully accessible for people with disabilities.
- **Risk: Sexual harassment**  
 The number of sexual harassment cases in 2024 remained stable compared to 2023.
- **Risk: Gender pay**  
 Identified risk of gender pay and need for understanding the drivers for these differences and identify potential remedial actions to address them.
- **Risk: Inclusion of people with disabilities**  
 Mapping exercise conducted in 2024 identified risk related to employees with disabilities.
- **Risk: LGBTQ inclusion in change rooms and toilets**  
 Identified cases in 2024 where employees who are member of the LGBTQ community felt excluded in terms of access to gender neutral toilets and change rooms.

- **Risk: Safety Protective Gear for women offshore**  
Identified risk related to provision of safety clothing for women working offshore, with only one standardized safety suit.
- **Risk: Language exclusion**  
Identified risk of exclusion of employees in work meetings and on social arenas due to language barriers. Norwegian-language requirement for working offshore is a barrier for international applicants.
- **Risk: Access to data**  
Risk that actions are not targeted due to lack of data that would identify barriers and exclusion related to diversity dimensions.
- **Risk: Knowledge and engagement on D&I topics**  
Lack of knowledge about D&I topics related to underrepresented groups can lead to unconscious bias, stereotyping, exclusion or discrimination.

## 2.5 Initiatives implemented in 2024 to mitigate risks

- **Mitigating action: Fair and equal recruitment**  
In preparation for recruitment processes, we engage hiring managers with recruitment training to ensure fair and unbiased assessment of all applicants. We apply gender-neutral and inclusive role descriptions. All our external job postings are made available on the Internet. We also have an internal job market which is available for all employees. In 2024 the focus on implementation of our new HR system Workday has identified improvement opportunities in terms for fair and equal recruitment.

This action pertains to the following processes:

- Recruitment

- **Mitigating action: Sexual harassment**  
Throughout 2023 – 2024 actions have been put in place to prevent cases of sexual harassment. Increase in awareness of what constitutes sexual harassment in the workplace has been openly discussed through sessions and safety moments available for the organization globally. The topic has also been embedded as part of the Leadership Development programs. In 2024, the topic has been addressed to the most vulnerable groups, which has been the graduates and apprentices, ensuring that they understand how complaints are handled and that complaints will not impact their future in the company. The GPS data from the questions regarding employees feeling safe to speak up without fear of retaliation from leaders or peers, is used to track effectiveness of our efforts to address cases and work systematically to prevent sexual harassment or any similar inappropriate actions and behaviors.

This action pertains to the following processes:

- Harassment, sexual harassment and gender-based violence

- **Mitigating action: Gender pay**  
In 2023, we partnered with Mercer to perform regression analysis in Norway, UK, US and Brazil to better understand the adjusted total pay gap which is a better reflection of differences in pay for like work. The results of this study were shared with Equinor in 2024. The results show an adjusted total pay gap of 0.73% in favor of men, and an adjusted total pay gap of 0.63% in Equinor ASA in favor of men. During 2024, Equinor has worked to better understand the drivers for these differences and identify potential remedial actions to address them.

This action pertains to the following processes:

- Salary and working conditions

- **Mitigating action: Inclusion of people with disabilities**

In 2024, Equinor has focused on identifying opportunities to strengthening inclusion of people with disabilities. People and Organization conducted an extensive mapping exercise and identified internal and external best practice. Engagement with employees who self-identified as having disabilities, provided insight into improvement opportunities. The work concluded that cross-company collaboration and ownership would be required to ensure a cohesive approach to strengthen inclusion, with a focus on the employee experience. A working group was established to develop a longer-term roadmap.

This action pertains to the following processes:

- Recruitment
- Promotion and development opportunities
- Facilitation
- Other relevant areas (e.g. working environment)

- **Mitigating action: LGBTQ inclusion in change rooms and toilets**

Facilities Management has conducted a mapping exercise to identify opportunities to create more gender-neutral bathrooms at our onshore offices and plants. The mapping exercise concluded that the introduction of more gender-neutral toilets would start in 2025. The mapping exercise showed that gender-neutral change rooms offshore will be more challenging considering the limited space and ability to rebuild. This is also the case for certain onshore plants, however onshore this consideration will be included in future planning.

This action pertains to the following processes:

- Facilitation
- Other relevant areas (e.g. working environment)

- **Mitigating action: Safety Protective Gear for women offshore**

In 2024, Equinor has progressed on the process of producing safety clothing for females working offshore in Equinor ASA, that comply with the safety standards for current safety clothing. This process has been in collaboration with union delegates. Equinor has developed a new material and design that provides the flexibility, comfort and safety required by our female employees. The initial design has further proved to be inclusive of people with needs for non-standardized safety suits, regardless of gender. In 2024, female designed wool underwear was included as part of the standard offering for offshore employees in Equinor ASA. Trousers for pregnant women have been part of our standard offering on onshore plants but was also included for employees offshore this year.

This action pertains to the following processes:

- Salary and working conditions
- Facilitation

- **Mitigating action: Language exclusion**

Focus on inclusion in terms of language has been part of communications and development of safety moments. Norwegian-language requirements for working offshore is according to safety requirements and cannot be changed.

This action pertains to the following processes:

- Salary and working conditions
- Recruitment
- Promotion and development opportunities
- Salary and working conditions
- Other relevant areas (e.g. working environment)

- **Mitigating action: Access to data**

No specific actions taken in 2024. We have planned actions for 2025, see below under section 2.6.



- **Mitigating action: Knowledge and engagement on D&I topics**

We support employees to form voluntary employee resource groups (ERGs) to strengthen understanding of D&I topics. ERGs are present in Norway, Brazil, UK, USA and Canada, and are open to employees and contractors in all divisions. These groups are governed by Corporate Guidelines. In 2024, the ERG strategy and corporate guidelines were redefined, and the governance structure was updated to allow for increased alignment and collaboration opportunities, to further strengthen knowledge about barriers faced by underrepresented groups.

In 2024 we continued to mark five International Awareness Days (IADs) as part of D&I strategy realisation. The days are based on UN or global days, and focus on the diversity dimensions of gender, ethnicity, LGBTQ, mental health, and disability. The IADs are marked globally, across the company and is a key deliverable to directly engage our employees on D&I.

This action pertains to the following processes:

- Salary and working conditions
- Recruitment
- Promotion and development opportunities
- Salary and working conditions
- Facilitation
- Harassment, sexual harassment and gender-based violence
- Other relevant areas (e.g. working environment)

## 2.6 Evaluation of initiatives implemented and plans for 2025

- **Evaluation and plans: Fair and equal recruitment**

In 2025, we will implement a new process for handling reasonable accommodation requests in our recruitment process, across all of Equinor. This process will be underpinned by enhanced functionality in our new HR system Workday and should create a quicker and more efficient process for our recruitment teams and in-house process owners whilst improving the candidate experience for those who need it most. We see further opportunities to review the accessibility of our recruitment process in 2025.

- **Evaluation and plans: Risk sexual harassment**

The number of sexual harassment cases in 2024 remained stable compared to 2023. The organization has attained an increased awareness and deeper understanding of the seriousness of the topic across the organization. We will continue to keep the topic high on our agenda for 2025 by actively promoting existing initiatives.

- **Evaluation and plans: Gender pay**

Equinor will continue to work to better understand the drivers for these differences and identify potential remedial actions to address them.

- **Evaluation and plans: Inclusion of people with disabilities**

The focus of inclusion of people with disabilities has strong commitment from top leadership. A road map was developed in 2024. The focus in 2025 will be to determine accountability in the organization and establish concrete action plans. The roadmap includes actions that will ensure collaboration with external organizations, including NAV, to strengthen inclusion. A data collection process will be established to ensure targeted actions that support and remove barriers for employees with disabilities.

- **Evaluation and plans: LGBTQ Inclusion in change rooms and toilets**

Introduction of more gender-neutral toilets across our locations will start in 2025.

- **Evaluation and plans: Safety Protective Gear for women offshore**

New safety clothing to be available in 2025.

- **Evaluation and plans: Language exclusion**

There is a need to do more to strengthen inclusion and encourage employees to use a language that

ensures everyone in the team can participate in work and social settings. Continued focus on this is planned for 2025.

- **Evaluation and plans: Access to data**

In 2025 we will conduct a pilot to collect voluntary data about diversity for our employees in Brazil. This pilot will be used to determine if this action should be introduced to our global workforce.

- **Evaluation and plans: Knowledge and engagement on D&I topics**

Strengthened governance will allow for opportunity for collaboration across ERGs globally, to unify how we work with inclusion across the organisation.