

June 2026

Archer Norway Diversity and non-discrimination Report 2025



Archer



Archer Norway Diversity, Equality and Non-Discrimination report 2025



All Norwegian companies are required to work actively, systematically and purposefully to promote diversity, equality and non-discrimination in the workplace, in accordance with the Norwegian Activity and Reporting Obligation (Aktivitets- og redegjørelsesplikten, ARP).

Archer's policy on diversity and non-discrimination includes:

- Race and ethnicity
- Religion
- Sexual orientation
- Gender identity
- Pregnancy, parental leave and caregiving responsibilities
- National origin
- Age
- Marital status
- Disability
- Or any other status protected by law

This report summarizes the status of our diversity, equality and non-discrimination work. Part 1 provides an overview of gender equality, including workforce composition and pay gap analysis. From 2025, the position groups used in the pay gap analysis have been aligned with the position group structure used for CSRD.

Part 2 provides an overview of the measures and activities undertaken to promote diversity, equality and non-discrimination across the organization.

Methodology, definitions and reporting limitations related to pay gap analysis are described in the following section.



Methodology and definitions

Pay gap methodology

- Gender balance based on headcount as of 31.12.2025. From the 2024 report headcount numbers are based on headcount per 31.12, earlier years headcount has been based on all employees during the year
- Pay gap calculations are generally based on employees included in the dataset. For Archer Vertikal AS and Archer WellConnection AS, pay gap calculations are based on headcount as of 31.12.2025 due to the availability of payroll data following acquisition and integration into the Group.
- All figures compare women's and men's average compensation and show women's compensation as a percentage of men's.

Definition of compensation measures

- Agreed/fixed salary refers to agreed monthly salary.
- Total cash benefits refers to total income including allowances, bonuses and overtime pay.

Reporting limitations

- Groups with fewer than five employees of either gender are not reported due to anonymization.
- Small population sizes may significantly affect reported averages.
- Differences in bonuses, overtime and allowance may affect total compensation figures.
- Due to low female representation in several entities and position groups, reported averages may be sensitive to individual salary levels and workforce changes.

Interpretation of results

- Reported pay gaps reflect differences in average compensation between women and men and do not, on their own, indicate unequal pay for equal work. Observed differences may be influenced by workforce composition, position distribution, seniority, and access to variable compensation and should therefore be interpreted in the context of the underlying workforce structure. The analysis does not adjust for individual factors such as education, experience, performance or tenure.

Grouping

- From 2025, the position groups used in the pay gap analysis have been aligned with the position group structure used for CSRD reporting. As a result, comparison with previous years should be interpreted with some caution.



ARP part 1 - Gender Equality Status

Archer AS

	Gender balance across position levels (total number of employees during the year)		Gender Pay Gap female employees' proportion of male employees' salary in %.					
	Women	Men	Cash benefits					Non-cash benefits
	Women	Men	Total cash benefits	Agreed /fixed salary	Allowances	Bonuses	Overtime pay	Total taxable benefits
Total	37	1290	83,3	82,1	102	0	74,5	88
Group 1	6	35	99,3	106	72	N/A*	99,9	83,8
Group 2	26	1052	91,4	91	112	0	77,3	95,6
Group 3	5	198	84,6	79	106	0	100,1	84,6
Group 4	0	5						
Group 5	0	0						

Gender balance per 31.12.25		Temporary employees per 31.12.2025		Average weeks parental leave		Part time per 31.12.2025		Involuntary part time per 31.12.2025	
Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
34	1242	5	33	22	9,2	2	21	0	0

Archer AS is the employing company of most of our offshore staff. Women represent 2,7% of the workforce in 2025, up from 2,6% in 2024 and 2,2% in 2023. The offshore workforce composition reflects a historically male-dominated industry structure. There is limited use of part time and temporary employment.

Key findings

- Overall, the analysis shows a gender pay gap in Archer AS, where women earn 83,3% of men's total cash benefits. This represents an improvement from 80,2% in 2023.

Key considerations for interpretation

- The average age in the female group is 32 years, compared to 46 years in the male group. Consequently, the female workforce has, on average, lower seniority on the matrix, which impacts their placement in the tariff structure.
- There are currently no female employees represented in the highest position levels (Group 4). Combined with lower average seniority among women in Group 2 and 3, this workforce composition appears to be a key factor behind women earning 83,3% of men's total cash benefits.
- The reported bonus ratio of 0% reflects that Archer AS does not operate a general bonus scheme for offshore employees (Groups 1-3). Bonus payments are limited to a small number of employees seconded to operators with bonus arrangements, and no women were included in this population in the reporting year.



Archer Norge AS

Gender balance across position levels (total number of employees during the year)		Gender Pay Gap female employees' proportion of male employees' salary in %.						
		Cash benefits						Non-cash benefits
	Women	Men	Total cash benefits	Agreed /fixed salary	Allowances	Bonuses	Overtime pay	Total taxable benefits
Total	106	288	73,2	78,9	78,2	21,8	46,5	78,4
Group 1	3	7						
Group 2	68	101	94	96	94	85	53	88
Group 3	22	109	90	94	53	161	24	93
Group 4	11	59	75	79	112	47	0	115
Group 5	2	12						

Gender balance per 31.12.2025		Temporary employees per 31.12.2025		Average weeks parental leave		Part time per 31.12.2025		Involuntary part time per 31.12.2025	
Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
98	263	5	10	21,6	10,27	3	6	0	0

Archer Norge AS employs onshore staff, including office and workshop personnel. As of 2025 women represent 27,1%, a slight decrease from 27,3% in 2024, but an increase from 26,1 % in 2023. The use of part-time is voluntary, and temporary employees primarily consist of apprentices and personnel covering for employees on leave.

Key findings

- Overall, the analysis shows a gender pay gap in Archer Norge AS, where women earn 73,2,% of men's total cash benefits and 78,9% of men's agreed salary. Compared with 2023, the ratio for total cash benefits has decreased from 75% to 73,2%, while the ratio for agreed salary has improved from 77,5% to 78,9%. This indicates that differences persist, particularly when variable compensation elements are included.
- Variable compensation, particularly bonuses and overtime, appears to contribute to the observed pay gap. While some position groups show high bonus ratios, the overall bonus ratio remains low and is influenced by workforce composition and group size.

Key considerations for interpretation

- The gender distribution is uneven across the organization, with fewer women overall and particularly in certain groups and senior roles. This workforce composition contributes significantly to differences in average compensation levels.
- Agreed salary is more equal than total cash benefits. This may indicate differences in access to or utilization of variable compensation elements, including overtime pay, allowances and bonuses.
- Groups with a more balanced gender composition generally show smaller pay differences, indicating that workforce composition is an important explanatory factor.



Archer Oiltools AS

	Gender balance across position levels (total number of employees during the year)		Gender Pay Gap female employees' proportion of male employees' salary in %.					
	Women	Men	Cash benefits					Non-cash benefits
	Women	Men	Total cash benefits	Agreed /fixed salary	Allowances	Bonuses	Overtime pay	Total taxable benefits
Total	27	222	94	110	15	143	17	93
Group 1	1	9						
Group 2	12	137	86	111	22	115	20	101
Group 3	6	52	87	94	1	120	16	90
Group 4	7	18	78	79	84	67	682	106
Group 5	1	6						

Gender balance per 31.12.2025		Temporary employees per 31.12.2025		Average weeks parental leave		Part time per 31.12.2025		Involuntary part time per 31.12.2025	
Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
25	148	0	14	19,2	6	2	5	0	0

Archer Oiltools AS employs office and workshop personnel. As of 2025, women represent 14,5% of the workforce, an increase from 11,5% in 2024 and 13% in 2023. The use of part-time and temporary employment is low.

Key findings

- Overall, the analysis shows a gender pay gap in Archer Oiltools AS, where women earn 94% of men's total cash benefits and 110% of men's agreed salary. This indicates that women, on average, have higher agreed salaries than men, while differences in variable compensation reduce total cash benefits. This represents an improvement in total cash benefits from 75,7% in 2023 to 94% in 2025.
- Variable compensation, particularly allowances and overtime, contributes significantly to differences between agreed salary and total cash benefits.

Key considerations for interpretation

- The gender distribution is uneven across the organization, with relatively few women overall and particularly in management and higher paid operational roles. This structural imbalance affects the overall average pay level.
- Differences in seniority and role distribution across groups may contribute to variations in both fixed and variable compensation.
- The exceptionally high overtime ratio reported in Group 4 is driven by a very small employee population and should therefore be interpreted with caution.
- Groups with a more balanced gender composition generally show smaller pay differences, indicating that workforce composition is an important explanatory factor.



Archer Consulting AS

	Gender balance across position levels (total number of employees during the year)		Gender Pay Gap female employees' proportion of male employees' salary in %.					
	Women	Men	Cash benefits					Non-cash benefits
	Women	Men	Total cash benefits	Agreed /fixed salary	Allowances	Bonuses	Overtime pay	Total taxable benefits
Total	16	63	78,4	80,6	4,4	242,6	34,3	65,9
Group 1	0	0						
Group 2	12	33	73	76	3	139	32	62
Group 3	3	30						
Group 4	1	0						
Group 5	0	0						

Gender balance per 31.12.2025		Temporary employees per 31.12.2025		Average weeks parental leave		Part time per 31.12.2025		Involuntary part time per 31.12.2025	
Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
10	41	4	12	0	0	0	2	0	0

Employees with Archer Consulting AS are office employees and offshore workers seconded to customers. As of 2025, women represented 19,6% of the employees, a decrease from 24,1% in 2024 and a slight increase from 19,2% in 2023.

Key findings.

- Overall, the analysis shows a gender pay gap in Archer Consulting AS, where women earn 78,4% of men's total cash benefits and 80,6% of men's agreed salary. This represents a decrease from 84,1% in total cash benefits in 2023. Changes in workforce composition and compensation patterns during the period may have influenced this development.
- Variable compensation, particularly bonuses, overtime and allowances contributes significantly to the difference between agreed salary and total cash benefits and influences the overall pay gap result.

Key considerations for interpretation

- As Archer Consulting operates a secondment-based business, employee turnover is relatively high. This can affect workforce composition and average compensation levels used in the analysis.
- Differences are visible in both agreed salary and total cash benefits, indicating that both workforce composition and variable compensation contribute to the observed pay gap.
- Agreed salary is more equal than total cash benefits. This reflects the impact of variable compensation elements, including bonuses, overtime and allowances, on overall compensation outcomes.



ARP part 1 – Gender Equality Status

Archer Vertikal AS

	Gender balance across position levels (as of 31.12.2025)		Gender Pay Gap Women's total cash benefit as a percentage of men's %.					Non-cash benefits
	Women	Men	Total cash benefits	Agreed /fixed salary	Allowances	Bonuses	Overtime pay	
Total	12	173	77%					
Group 1	0	0						
Group 2	11	131	88%					
Group 3	0	28						
Group 4	1	13						
Group 5		1						

Gender balance		Temporary employees per 31.12.2025		Average weeks parental leave		Part time per 31.12.2025		Involuntary part time per 31.12.2025	
Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
12	173	1	0			0	12	0	0

Employees at Archer Vertikal AS are primarily engaged in multidisciplinary construction and rope access services supporting the onshore and offshore industry in Norway.

2025, women represent 6,5% of the workforce. This reflects the broader industry context, which is characterized by low female representation.

Key findings

- Overall, the analysis shows a gender pay gap in Archer Vertikal AS, where women earn 77% of men's total cash benefits.
- In Group 2, which includes the majority of employees, women earn 88% of men's total cash benefits.

Key considerations for interpretation

- The gender distribution across roles and position levels contributes to differences in average compensation levels.
- The low number of female employees means that reported averages may be sensitive to changes in individual positions and compensation levels.
- As 2025 is the first reporting year following the acquisition of Archer Vertikal AS, results should be interpreted with some caution while payroll and HR data are being integrated into Group reporting processes.



ARP part 1 – Gender Equality Status

Archer WellConnection AS

	Gender balance across position levels (as of 31.12.2025)		Gender Pay Gap Women's total cash benefits as a percentage of men's %.					Non-cash benefits
	Women	Men	Cash benefits					
	Women	Men	Total cash benefits	Agreed /fixed salary	Allowances	Bonuses	Overtime pay	Total taxable benefits
Total	6	44	106%					
Group 1	0	0						
Group 2	5	40	100%					
Group 3	0	2						
Group 4	1	2						
Group 5								

Gender balance		Temporary employees per 31.12.2025		Average weeks parental leave		Part time per 31.12.2025		Involuntary part time per 31.12.2025	
Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
6	44	1	4			0	2	0	0

Employees at Archer WellConnection AS are primarily engaged in administrative and workshop roles supporting well services within the onshore and offshore industry.

As of 2025, women represent 12% of the workforce. This reflects the broader industry context, which is characterized by low female representation.

Key findings

- Overall, the analysis does not indicate a gender pay gap in Archer WellConnection AS. Women earn 106% of men's total cash benefits and 100% of men's total cash benefits in Group 2, which includes the majority of the employees.
- The reported results indicate broadly comparable average compensation levels between women and men within the available employee population.

Key considerations for interpretation

- The workforce is small, and reported averages may therefore be sensitive to individual employee positions and compensation levels.
- Women is underrepresented across the organization, which should be considered when interpreting reported averages.
- As 2025 is the first reporting year following the acquisition of Archer WellConnection AS, results should be interpreted with some caution while payroll and HR data continue to be integrated into Group reporting processes.



Our work to promote diversity and non-discrimination

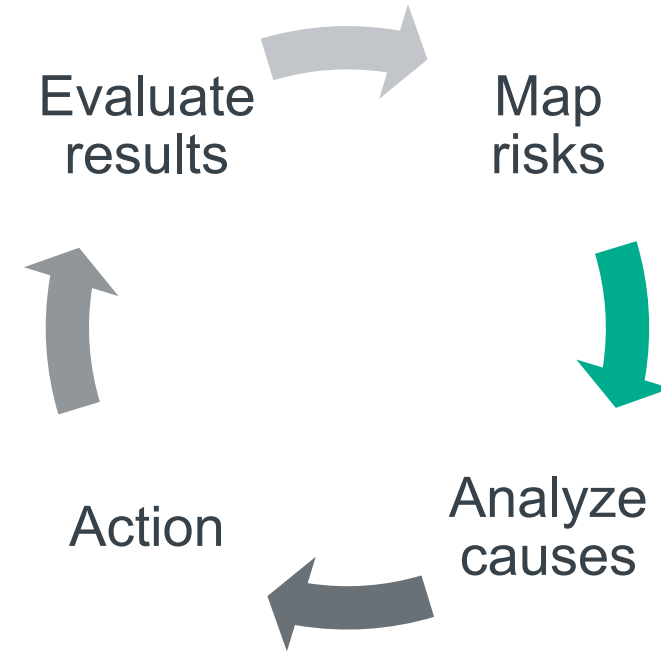
- As a global oilfield services company, we operate in diverse environments and collaborate with people from a wide range of backgrounds, cultures, and experiences. Employees in Archer in Norway represent 38 different nationalities. This is an increase from 26 different nationalities per end of 2024.
- At Archer, diversity and inclusion are integral to our business strategy and company values. We believe that a diverse and inclusive workforce drives a culture of innovation, strengthens our business, and reflects the global community we serve.
- We are committed to fostering an inclusive workplace where every employee feels respected, valued, and empowered to contribute fully. Our company policies and Code of Conduct contain guidelines to prevent discrimination, harassment, sexual harassment and violence. An anonymous whistleblowing system is in place to support reporting of concerns.
- Inclusion and diversity are embedded in our recruitment and leadership development program. Our recruitment processes are designed to promote equal opportunities and support a diverse workforce.





Archer ARP Working Group

- ✓ A working group of six members is established, consisting of three representatives from HR and payroll in addition to three union representatives.
- ✓ The ARP Working Group has reviewed the company's policies and guidelines relating to recruitment, compensation and benefits, working conditions, promotion practices, employee development opportunities, the duty to accommodate, and work-life balance.
- ✓ Based on the review, we have identified diversity risks, analyzed causes, developed action plans and evaluated the effectiveness of actions. The table on the following page provides a summary of the findings.





Summary of risks, actions, objectives, status and outcomes

Area	Risks/background	Actions	Objective	Status	Result
Recruitment	The offshore industry remains highly male-dominated. The nature of offshore and field-based roles, combined with traditionally male-dominated disciplines, contributes to a persistent gender imbalance across the organization.	<ul style="list-style-type: none"> Added inclusive messaging to all job advertisements to encourage diverse candidates to apply Increased focus on diversity in branding Integrated diversity and inclusion topics into new as a leader training Implemented a headhunter policy requiring gender-balanced candidate shortlists 	Promote equality and awareness in recruitment processes and increase diversity in the candidate pool, aiming to improve gender balance in hiring.	Measures have been implemented across recruitment processes. Diversity and inclusion, including unconscious bias awareness is incorporated into leadership training.	Female representation increased steadily from 5,9% in 2021 to 8,8% in 2024 and remain unchanged in 2025. While the trend is positive, overall representation remains low and continued efforts are required.
Promotion and development opportunities	There is a risk of unequal access to career development and promotion opportunities, particularly in operational and offshore roles where female representation is low. This may limit opportunities for progression into senior positions.	<ul style="list-style-type: none"> Monitoring gender distribution across job levels and functions Reviewing internal promotion and development processes for potential bias Increasing visibility of career opportunities Integrating diversity into leadership development 	Ensure equal access to development and promotion opportunities and improve gender balance across all job levels.	Ongoing monitoring through salary mapping and workforce analysis. Focus on identifying structural barriers to progression.	Female representation has increased at lower and mid-level positions; however, representation in senior roles remains limited, indicating a continued need to strengthen internal career progression and advancement opportunities.
Pay and working conditions	Gender pay gap differences remain across entities, which may pose a risk related to equal treatment, transparency and consistency in salary-setting processes.	<ul style="list-style-type: none"> Review salary-setting processes Conducting regular gender pay gap analyses across all entities Increasing awareness among managers on equal pay principles 	Ensure fair, transparent, and non-discriminatory salary determination processes.	High focus maintained through annual salary review processes (2022-2025), with continued attention in 2026.	Pay gap analyses indicate varying results across entities. Differences remain, particularly in total compensation where workforce composition, position distribution, seniority, and access to variable compensation influence outcomes.
The duty to accommodate	There is a risk that employees with specific needs (e.g. health conditions, disabilities, or caregiving responsibilities) may not receive adequate workplace adjustments, which could impact inclusion and equal participation.	<ul style="list-style-type: none"> Ensuring compliance with accommodation requirements Supporting dialogue on individual needs Training managers in accommodation practices Integrating accommodation consideration into HR processes 	Ensure that employees receive appropriate, timely and effective workplace accommodations to support equal participation.	Policies and processes in place. Ongoing focus on awareness among line managers and HR.	Relevant policies and processes are in place and applied; however, continued attention is required to ensure consistent and adequate individual accommodation.
Possibility to combine work and family life	The offshore work schedules may limit flexibility and pose a risk to employees' ability to combine work and family life. This may particularly affect employees with caregiving responsibilities and could result in a risk of indirect discrimination.	<ul style="list-style-type: none"> Training line managers to ensure familiarity with relevant regulations Establishing a network for female employees offshore and in the workshops Raising awareness of work-life balance challenges 	Improve awareness and strengthen managerial capability to support employees in balancing work and family responsibilities.	Training in employment law has been conducted for line managers onshore. A network for women in offshore and workshop environments has been established to support underrepresented groups and improve retention and recruitment.	Awareness and support for work-life balance have been strengthened; however: rotational work schedules continue to present challenges and require ongoing attention.
Harassment and sexual harassment	There is a risk of harassment, particularly in male-dominated and operational environments, which may negatively affect the working environment and employee well-being.	<ul style="list-style-type: none"> Training on the Code of conduct and whistleblowing procedures Monitoring harassment employee engagement and pulse surveys 	Ensure a safe and inclusive working environment with zero tolerance for harassment and discrimination	Policies and reporting mechanisms are in place. Training and awareness activities are conducted on an ongoing basis.	Preventive measures, reporting mechanisms, and awareness efforts remain in place, with continued focus on maintaining a safe and inclusive working environment.



Employee Engagement Survey

At the end of 2024, our bi-annual employee survey was conducted across all Archer Employees.

The survey includes a dedicated section on inclusion and diversity, introduced in 2022, where employees are asked to rate 5 statements.

The 2022 results serve as the baseline for comparison, and we aim to demonstrate year-on year improvement across these indicators.

The employee survey is a valuable tool for gathering feedback and monitoring progress.

The inclusion and diversity section included the following statements for employees to rate:

- ✔ I feel included and taken care of at my workplace
- ✔ At my workplace, everyone has the same possibilities
- ✔ At my workplace, we treat each other as equals
- ✔ My employer works actively to promote diversity at the workplace
- ✔ I have not personally experienced being discriminated at the workplace the last 12 months (by leader or colleague)

Action plans based on the survey results were developed implemented during 2025. The next survey is scheduled for 2026.

Employee representatives participate in this work and are involved in the implementation of the action plans.





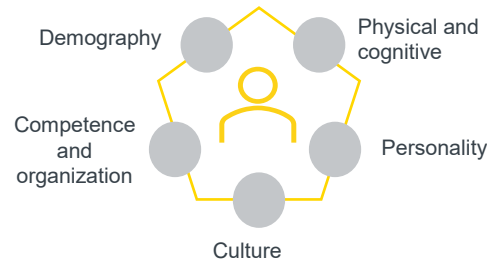
Diversity & Inclusion Strategy 2022 - 2030

Our Core Values and company culture promote an inclusive workplace where diversity is valued, and all employees are treated fairly and with respect.

Our Diversity and inclusion strategy 2022 – 2030 focuses on:



Increase share of female employees, also within management positions



Raise company - wide awareness on diversity and inclusion



Ensure fair and non – discriminatory recruitment and hiring process (avoid gender pay gap)



ARP report part 2- our work to promote diversity and non-discrimination

