

Gartner Norge AS

The Board’s Annual Report

Principal activities

Gartner Norge AS is the Norwegian subsidiary of Gartner INC, a global organization that delivers actionable, objective business and technology insights that drive smarter decisions and stronger performance on an organization’s mission-critical priorities. Gartner is a trusted advisor and an objective resource for over 13,000 enterprises in approximately 90 countries and territories— across every major function, geography, industry and sector.

Gartner delivers its products and services globally through three reportable segments – Business and Technology Insights, Conferences and Consulting, as described below. In the second quarter of 2025, we renamed our segment previously referred to as Research to Business and Technology Insights (or “Insights”) to reflect the nature of the value we provide to clients.

Insights equips executives and their teams from every major function, geography, industry and sector with actionable, objective insights, guidance and tools. Our experts deliver proprietary insights that are informed by thoroughly vetted practitioner-sourced and data-driven research to help our clients address their mission-critical priorities.

Conferences provides executives and teams across an organization the opportunity to learn, share and network. From our Gartner Symposium/Xpo series, to industry-leading conferences focused on specific business roles and topics, to peer-driven sessions, our offerings enable attendees to experience the best of Gartner insights and guidance.

Consulting serves senior executives leading technology-driven strategic initiatives leveraging the power of Gartner’s actionable, objective insight. Through custom analysis and on-the-ground support we enable optimized technology investments and stronger performance on our clients’ mission-critical priorities.

Business is run from an office located in Oslo.

Fair overview of development and earnings

	2025
Operating income	388,700,323
Operating profit	3,607,373
Net profit	6,369,502

It is the opinion of the board that the provided balance and profit & loss ledger shows a true and fair representation of the company’s equity and debt, financial situation and result. The company has an equity ratio of 12.4%. Cash flow statement shows significant changes due to accounts receivable activities during the year.

Future development

The Directors have carried out a prospective assessment of the company's ability to realize its assets and settle its liabilities in the foreseeable period of twelve months from the date of approval of these financial statements.

Based on the directors’ going concern assessment, the company will be able to realize its assets and settle its liabilities in the ordinary course of business for at least 12 months from the date that these financial were authorized for issue. Accordingly, these financial statements were prepared on the basis applicable to a going concern. The company is confident that the qualitative level of its analysis and research, the long-standing established brand in the sector, its organizational and business model will be able to consolidate its market shares and its revenues.

Financial market risk

The company mainly uses NOK (Norwegian Krone) as the operating currency. Exchange risk is therefore minimal. There has been negligible bad debt write-offs the last five years and the board considers the credit risk as minimal also for 2026. The company’s financial strength and liquidity is considered good and the ability to self-finance investments is also good. Of the other short term debts large portion is advances from customers for subscription services.

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Continued operation

Conditions for continued operations are present and the annual report for 2025 is made under this presupposition.

In the opinion of the board, the presented balance and profit & loss ledger with annotations and cash flow statement shows complete and satisfactory information about operations at year-end.

Working environment and personnel

In accordance with laws and regulations the company keeps records of the total number of days of absence for illness among company employees. In the financial year, in addition to short term illnesses, there has been 5 long-term absences due to parental leaves and 3 long term sick leaves. The company will continue working towards keeping absence from illness low.

The board of directors is of the opinion that the company's working environment and job satisfaction are satisfactory, thus no particular actions have been implemented in this area over the past year. There were no recorded accidents or injuries of any kind.

Gartner Norge AS has 54 employees, 34 men and 20 women. The board of directors consists of two women.

Corporate responsibility report is prepared by Gartner Inc. for the group companies.

Our corporate responsibility goal is to contribute to a more sustainable world so that all stakeholders, including associates, clients, shareholders and communities, thrive today and in the future.

Corporate responsibility focus areas:

Associates: Build a culture that attracts top talent and enables all associates to thrive.

Communities: Empower community organizations to accelerate positive change through giving and volunteering.

Sustainability: Promote environmental stewardship through our net-zero strategy and thought leadership.

Clients: Enable our clients to succeed in their mission-critical priorities and make a positive impact on the world.

Governance: Maintain strong corporate governance and consistently uphold the highest levels of integrity in our business practices.

This report is accessible to public here: <https://www.gartner.com/en/about/corporate-responsibility>

Transparency Act and account on social responsibility pursuant to Section 3-3 (c) of the Accounting Act, A report will be published at <https://www.gartner.com/en/about/corporate-responsibility> by the end of June 2026 according to the requirements.

Environment report

At Gartner, we believe we have an obligation to operate our company sustainably and address the challenges and risks that climate change presents. To address these risks, our commitment to continuous improvement in our approach to sustainability remains steadfast. We enable continuous improvement through strong governance, as well as through a robust net-zero strategy in alignment with our corporate and financial objectives.

<https://www.gartner.com/en/about/corporate-responsibility>

Directors' liability insurance

The members of the Board of Directors are covered by a Directors & Officers liability insurance from AIG with USD 10 million.

Annual result

The board recommends that the Company's profit of NOK 6,369,502 shall be transferred to other equity.

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Dividends	-
Transferred to other equity	6,369,502
Total allocated	6,369,502
Equity 31st December 2024	32,856,944
Net income allocated	6,369,502
Equity 31st December 2025	39,226,446

Oslo, 18th of May 2026

In the board of **GARTNER NORGE AS**

Signed by:

Paola Farina
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Paola Farina

Chair of the Board

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Elin Gaare Ronesen
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Elin Ronesen

Member of the Board



Norway Gender Pay Gap & Equality Report 2025

Introduction

The company is committed to working towards increased workplace equality and providing a workplace free of harassment and discrimination.

The data below is based on a snapshot date of 31 December 2025 and total pay received and relevant leave taken by Gartner Norge AS employees during the 2025 calendar year.

Total gender balance at Gartner Norge AS

	Women	Men	Total
Total Employees	20	34	54

Temporary employees

	Women	Men	All Temps Total
Temporary employees	0	0	0

Part-time employees

	Women	Men	All Part-times Total
Temporary employees	0	0	0

Parental leave

During 2025 in Norway, parental leave was taken by five employees, comprising four women and one man.

	Women	Men	Total average
Avg. Number of weeks	32	17	24

Gender Pay Gap

Workforce overview

As of 31 December 2025, our Norway workforce comprised **54 associates**, all of whom are employed on a full-time basis. The overall gender distribution is **63% men and 37% women**. There is a higher proportion of men in senior and higher-paying roles.

Salary differences by gender, by job levels. And in total for Gartner Norge AS (Data from 2025)

Group	Female %	Male %	Female share of Male Income as %
Non Manager	45%	55%	89%
Manager	22%	78%	109%
Overall	37%	63%	90%

Groups compared:

- **Non manager:** all employees below manager level
- **Manager:** employees at manager level or above including Director and VP level and above

Gender Pay Gap results & key drivers

Equal pay is grounded in our values. Reflecting the company's pay-for-performance strategy, men and women in equivalent roles with similar performance and experience are paid equally.

Our Norway gender pay gap is primarily due to a higher proportion of men in senior, higher-paying roles. In 2025, women represented 37% of our associates, but held only 22% of manager or above positions.

The pay gap is amplified by a relatively small total headcount combined with skewed gender representation in senior roles.

Gartner Norway's Culture of Inclusion

A key element of Gartner's culture is that we are inclusive and respectful. We are committed to operating with the highest ethical standards, and fostering an environment that encourages open discussions and ensures our associates and clients are treated fairly and with respect.

How gender equality and non-discrimination are integrated into our principles, procedures and standards

Gartner's global Harassment-Free Workplace Policy and global Code of Conduct outlines a zero tolerance approach to any form of workplace discrimination or harassment. Gartner strives to maintain a workplace based on decency, dignity and mutual respect. We prohibit discrimination, harassment and behavior that creates a hostile, offensive or threatening work environment, based on race, color, creed, religion, sex, sexual orientation, gender identity, marital status, citizenship status, age, national origin, ancestry, disability, veteran

status, pregnancy or any other legally protected status. This prohibition applies to all associates across all business units located around the world.

How we work to identify risk of discrimination and promote equality

Training and Reporting

Gartner's Ethics & Compliance (E&C) team creates and maintains a robust set of comprehensive training programs required for all associates to complete. These cover training on our Code of Conduct, sexual harassment prevention, Anti-harassment and discrimination and are core compliance trainings mandatory for all Gartner Norway associates to strongly emphasize Gartner's expectations around behavior in the workplace. Anti-harassment and discrimination training is intended to help recognize situations that may involve harassment or discrimination and identify what to do when associates experience or witness these situations in the workplace. The E&C team evaluates the annual Code of Conduct training curriculum each year to ensure that content and delivery remain fresh and relevant. These trainings are mandatory for all associates at hire and either annually or biannually based on employee location and position.

Gartner associates are encouraged to speak up to ask questions and report potential misconduct without fear of retaliation. There are multiple reporting channels to raise a concern or issue, or ask a question. Associates may speak with their manager, their HR partner, Legal & Compliance, or the Office of the Ombuds. In addition, the third-party Gartner Ethics Helpline enables anonymous reporting and 24/7 availability in local language through an online submission form or a toll-free number. We have clear guidelines available to all our associates on how to make reports. When concerns about any issue are raised, they are investigated thoroughly and confidentially.

Recruitment

Gartner is committed to providing equal employment opportunities to all applicants and employees without regard to any legally protected status. Consistent with our commitment to providing equal employment opportunities, the Talent Acquisition team within HR focuses on hiring practices that help our candidate-facing team members broaden their talent pools and communicate Gartner's inclusive culture to prospective candidates. We continue to invest in our Talent Sourcing Program, which is designed to proactively engage candidates from a variety of backgrounds who meet our high bar for talent. We make sure that Gartner's commitment to equal employment is reflected in all job descriptions and ensure inclusive interview processes.

Employee Engagement

Gartner conducted several surveys in 2025 to take the pulse of managers, new hires and departing associates. We continue to chart a path toward frequent and ongoing listening to help enable us to set the right priorities and take action with the aim that all associates have the opportunity to thrive at Gartner.

Possible obstacles to equality and risks of discrimination in the workplace

Our Approach to Pay

Our approach is to pay associates equally for doing equal work, equally well, in the same location. At Gartner, men and women in equivalent roles with similar performance and experience within the same geography are paid equally. This is at the core of our pay-for-performance strategy. The concept of equal pay allows for differences in pay based on factors such as experience and performance.

In Gartner Norway, 37% of our associates are female. Our pay results show that those at the non management level have a good level of representation of both males and women. Where we can improve is in the level of representation of women at a senior level. When we compare our salaries in like-for-like roles, we pay men and women equally and therefore do not identify a risk related to our approach to equal pay.

Actions

We identified the following measures:

Our strategy focuses on embedding inclusive practices into our organization through the lens of hiring, engaging and advancing talent. We work to integrate best-in-class inclusive approaches into all our talent processes and practices and prioritize efforts that support our world-class talent and their unique needs. This includes inclusive sourcing and hiring practices, offering professional skill and leadership development programs, promoting internal mobility through Grow With Gartner initiative, and enabling associate success through our employee resource groups (ERGs) that are open to all associates.

- **Benefits**

Gartner prioritizes associates' well-being through best-in-class benefits. We provide an array of programs that support associates through various life stages and pivotal moments — such as expanding their family or caring for a loved one. We strive to offer core benefits globally, such as preventive care, quality mental healthcare, wellness fund, life insurance, same-sex partner coverage, charity match, emergency financial assistance and paid leave for important moments. We continuously evaluate our programs and enhance benefits, which helps make Gartner an attractive place to work.

Gartner has also invested further in employee work-life resources and offers even more robust mental health benefits through the evidence-based mental health care vendor Lyra at no charge to employees.

- **Enabling associate success**

Our Employee Resource Groups (ERGs), which are open to all associates, play an important role in enabling associate success. They help to cultivate a culture of inclusion and create a sense of belonging for our associates. Our eight associate-driven ERGs foster an inclusive and supportive workplace.

With over 4,000 members globally, Women at Gartner, is our largest and longest-running ERG, connecting, supporting and inspiring women globally. Its mission is to purposefully leverage and amplify programs for professional development, support associates through key life stages and celebrate success.

In 2025, Women at Gartner hosted a total of 30 in-person, virtual, or hybrid events globally, featuring 6 external expert women speakers. The events were focused on topics such as career growth, parenting, navigating internal mobility, generations, single-hood, personal branding, confidence and menopause. Women's History Month set a record for the highest attended ERG external speaker event, drawing over 350 attendees. Programming also included 7 in-person Women in Technology luncheons across key Gartner offices and panels on career growth and reframing failure.

Women at Gartner subgroups — Women in Sales and Women in Consulting — which are also open to all associates, continued to support development and key life stages within their business units. We also have a MenoChat group that focuses on menopause.

We recognize identity is made up of many different facets; therefore, our ERGs continuously seek opportunities to cross-collaborate with an intentional focus on intersectionality, which encompasses all associates.

- **Attracting top talent**

The Nordic Talent Acquisition team is arranging internal recruiting events with local leaders to drive awareness of career paths and job opportunities within the region. For employees who may be interested in roles outside of Norway, Gartner continues to invest in the internal Grow with Gartner site to drive greater visibility of open roles for internal applicants. Gartner filled more than 39% of roles with internal candidates in 2025 and the goal is to increase this percentage in 2026 through continued focus and investment in internal talent mobility.

- **Growing with Gartner**

Gartner is committed to developing and retaining its talented associates by supporting internal mobility, which in turn supports our business needs and our associates' professional development. To help associates clarify their aspirations and the actions that will help them achieve career and performance objectives, we offer tools, such as Individual Development Plans (IDPs), which serve as a map for growth, and we encourage a partnership between associates and managers.

Gartner provides extensive opportunities for all our associates to advance and grow their careers. Our professional development programs offer associates opportunities to connect with their peers across the company, share experiences and learn from one another. Gartner Crew and Managing@Gartner are the most popular professional development programs among women. Gartner Leadership Business Simulation, a cohort program that focuses on developing the strategic mindset of high-performing VP+ leaders, and the Xcel Alumni Program, consisting of high-performing leaders, identified and nominated by their leaders, from a variety of backgrounds.

We continue to weave inclusion considerations into our talent development and progression processes. In collaboration with our Talent and Development team, we focus on embedding inclusion across all our core development programs and providing voluntary, on-demand learning opportunities to deliver foundational content with an inclusion lens to teams.

- **Planned Measures for 2026**

We continuously evaluate our practices and explore opportunities and initiatives to further reduce our gender pay gaps over time.

Our ERG programs, open to all, and its calendar for 2026 reflects our ongoing efforts to collaborate between all ERGs for events that center on intersectionality, caregiving and career development. In addition, we will continue to support all women at all stages. And, our Women's History Month events, which are open to all associates, are designed to inspire, engage and support women at various life stages.

We remain fully committed to developing and retaining talented women, and we seek to support women at every step of their career journey.

“At Gartner, a key element of our culture is that we are inclusive and respectful. We operate with the highest ethical standards and foster an environment that encourages open discussions. We ensure our associates and clients are treated fairly and with respect. Together, we are intentional and purposeful in cultivating a culture of inclusion — a culture that supports and empowers all our associates so we can each grow professionally and flourish personally. We confirm that the data reported in this document is accurate.”

Robin Kranich, Executive Vice President, Chief Human Resources Officer

Gartner