



Equality report 2025

This equality report complies with Kahoot! AS' ("Kahoot") requirements to report on its activities pursuant to chapter 4 of the Gender Equality and Discriminatory Act (Norwegian: "Aktivitets- og redegjørelsesplikten"). The following includes details of Kahoot!'s current gender equality status on a set of different parameters, an assessment of potential risks of discrimination or obstacles to equality, and an assessment of actions taken and planned to improve equal employment opportunity and ensure that we hire and promote based on merit, qualifications, and the requirements of the role. The reporting includes figures and assessment for employees in Kahoot! AS only, and not employees in other companies in the Group unless otherwise stated.

Job architecture at Kahoot!

We have introduced a structured job architecture in H1 2026.

The job architecture aims to:

1. **Clarify roles, expectations, and career paths**, responding to employee feedback from engagement surveys.
2. Ensure **consistent leveling and fair rewards**, supported by transparent salary bands.
3. Support structured **succession planning and internal mobility**.
4. Prepare for compliance with the **EU Pay Transparency Directive (2026)**, including pay levels, progression criteria, and reporting requirements.

We are using Radford as a framework to define tracks, Manager (M) and Individual Contributors (IC), levels, grades and pay bands based on their level of responsibility, experience and competence.



The levels implemented in Kahoot! will follow this structure based on the Radford framework:

Track	Level	Grade
IC	Developing	P1-P2
IC	Advanced	P3-P4
IC	Expert	P5-P6
Manager	Manager	M2-M3-M4
Manager	Director/VP	M5-M6
Executive	Executive	E1-E2

**Note*

E2= CEO

E1= leaders reporting to the CEO employed in Kahoot! AS

PART 1 GENDER EQUALITY STATUS

Gender Balance

Gender balance is shown as the percentage of women and men per level.

Of 149 employees in Kahoot! AS, as of 31 December 2025, 36% are women and 64% are men. This represents an overall increase amongst female employees of 3% and a reduction of male representatives by 3% from last reporting period.

For the Kahoot! Group (excluding Clever), the employee distribution of gender is 39% women and 61% men.

Level	Women % (# of empl)	Men % (# of empl)
Developing	29% (2)	71% (5)
Advanced	44% (30)	56% (38)
Expert	39% (13)	61% (20)
Manager	20% (3)	80% (12)
Director/VP	18% (3)	82% (14)
Executive	33% (3)	67% (6)



Salary

Salary is shown by women and men at each level to assess equal pay for equal value of work. Bonuses for sales employees are included in the calculation.

Level	Women %	Men %
Developing	86%	100%
Advanced	117%	100%
Expert	92%	100%
Manager	76%	100%
Director/VP	86%	100%
Executive (CEO and C-level)	80%	100%

All employees are included in Kahoot!'s equity incentive program and are granted an equal number of restricted stock units based on objective criteria such as level and position.

Parental leave

Parental leave is shown by the number of days taken in 2025 and portions.

	Women	Men
# of days taken	762	354
Portion	68%	32%

Working condition

As of 31 December 2025, there were no part-time employees at Kahoot! AS, and no involuntary part-time employees.

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PART 2 OUR WORK ON EQUAL OPPORTUNITY AND NON-DISCRIMINATION

At Kahoot!, we are committed to providing equal opportunities based on merit, skills, and performance. We do not tolerate discrimination or harassment and work actively to ensure a respectful and supportive work environment.

Policies and Practices

- Our whistleblower policy, available in the employee handbook, provides a clear channel for reporting any discriminatory or inappropriate behavior, promoting a low threshold for speaking up.
- Our office & behavioral etiquette framework outlines expected behaviors to ensure a respectful and collaborative work environment for all.
- We provide equal pay for equal work. Compensation and salary adjustments are based on role requirements, performance, and qualifications. We conduct regular reviews to ensure fair and consistent application of these principles.
- We ensure fair hiring, promotions and career development. All employees have access to leadership and development opportunities based on performance and potential. In 2025, we continued a leadership training program for new managers to support growth and internal mobility.
- Kahoot! offers fully paid parental leave and provides support before, during, and after the leave period to ensure a smooth transition.
- We have regular anonymous employee surveys to help us stay connected to employee engagement, satisfaction, and well-being.

With team members from over 50 nationalities and a global product reach, we focus on attracting top talent and building strong teams—always with fairness, merit, and collaboration at the core.

What's next:

- We will continue to foster a respectful workplace through ongoing training and development for people managers.
- We will maintain our commitment to accessible hiring by using inclusive, merit-based language in recruitment and employer branding materials.



- We are dedicated to ensuring career development opportunities for all employees based on performance and potential.
- Equal pay remains a priority, and we will continue to ensure fair and equitable compensation for all, aligned with skills and performance.
- We will keep strengthening leadership and coaching programs to support professional growth for all based on performance and potential.
- We will continue promoting work-life balance and ensuring accessible, healthy working conditions that support employee well-being and retention.

Assessment of equal opportunities

The assessment is based on the following:

- Analysis of statistical HR data, such as gender distribution, salaries, parental leave, and sick leave.
- Employee feedback through employee engagement surveys through the year.
- Surveys with open feedback form sent to all employees.
- Discussion with employee representatives and the Work Environment Committee.

Identified potential risk factors and causes

Potential risk: Ability to attract top talent across all departments.

Potential reason(s) and mitigants: Attracting and retaining top talent is critical for the success of any organization, and remains a key focus area throughout the Kahoot! Group. By focusing on attracting top talent irrespective of backgrounds, Kahoot! can tap into a wider pool of highly skilled and talented individuals who can help drive innovation, creativity, and growth.

Potential risk: Work-life balance in a high performing environment with ambitious targets.

Potential reason(s) and mitigants: We set ambitious goals to drive high performance, while prioritizing employee well-being and growth. Opportunities are based on merit, qualifications, and role requirements. Flexible schedules, and inclusive social activities support work-life balance, foster a positive culture, and help us attract and retain top talent.



Potential risk: Salary gap between genders.

Potential reason(s) and mitigants: Observed pay differences are primarily due to a higher share of men in senior and operational roles. Kahoot! applies equal pay for equal work as a core principle in recruitment and compensation. We regularly review salary practices to ensure fairness and will continue working to attract top talent across all functions based on merit and qualifications.

Measures to prevent discrimination and support equality in Kahoot!

- We showcase the range of roles, experiences, and career paths at Kahoot! through interviews and storytelling, aiming to attract the best qualified candidates from a broad talent pool.
- All candidates are assessed using standardized criteria and structured evaluation forms to ensure fair, merit-based hiring decisions.
- We review application data to refine our outreach and ensure our job postings reach a wide and qualified audience.

Systems for reporting irregularities

Kahoot! maintains clear systems for reporting concerns related to breaches of law, internal policies, or unacceptable workplace behavior—including health risks, harassment, and ethical violations. Reports can be submitted anonymously and are protected from retaliation under applicable laws.

Assessment of goals, measures and results to date

We continue to prioritize fair, balanced selection processes based on merit, qualifications, and role requirements, while also working to attract and support a broad range of talent across backgrounds and experiences.