

Equality Statement

10.05.2022 Puzzel AS



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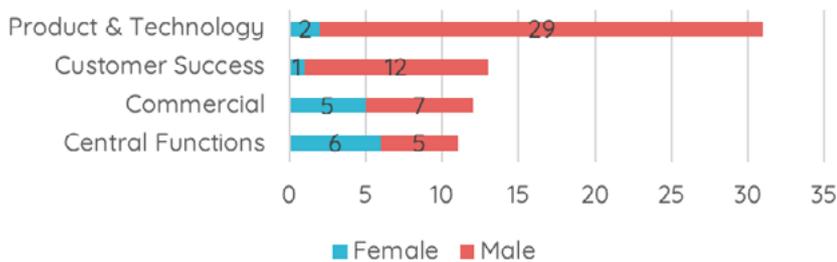
Equality declaration/statement

The design of the job levels is based on existing job categories in the company and an assessment of which positions are included in the various levels.

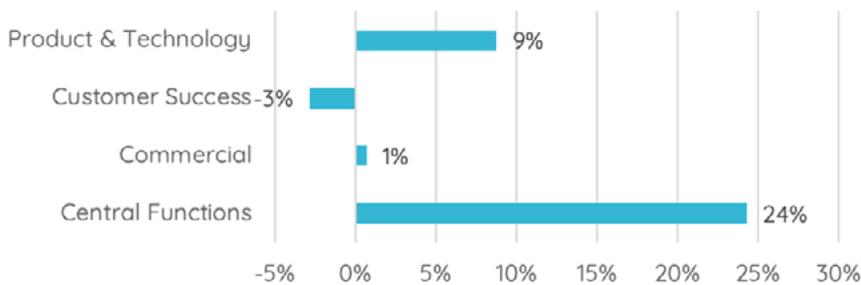
The report is based on fixed annual salary. Bonuses, supplements and benefits are not included in the calculation, as this is very limited. Overtime supplements follow from the collective agreement and will therefore apply equally to men and women.

Gender salary mapping 2021

Gender Balance: Number of permanent employees

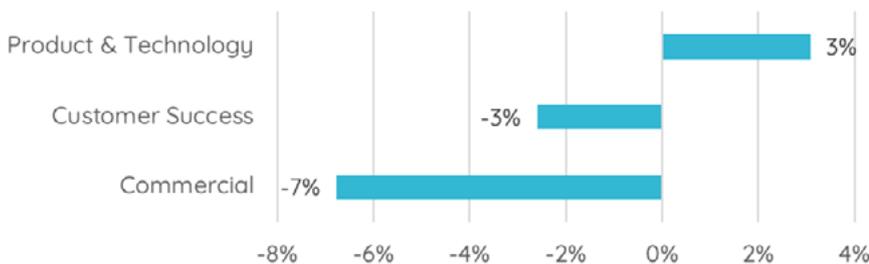


Fixed salary diff % Female to Male



This table compares female fixed annual salary to males fixed annual salary illustrated by delta. Females in P&T has 9% lower average fixed annual salary than males in P&T. In Customer success group we can see that males on average has 3% lower fixed salary than females. In Commercial there are no significant differences. In central functions we have a significant difference at 24% higher fixed salary received by males.

Commission diff % Female to Male



We implemented the commission in P&T, Commercial and Customer success groups and this illustrates the differences between genders comparing female commission to male commission. There are no significant difference in commission between genders that we can see.

The regulation on diversity and inclusion requires a detailed setup of pay differences between genders in the company. However, due to low amount of female employees in different relevant groupings illustrating the differences we are prohibited from showing a more detailed analysis in total remuneration due to privacy concern.

The reason for the higher average salary for men is due to a predominance of men in management positions and differences in departments. More detailed analysis is not attached due to the low number of people in groups and privacy for the individuals in these groups.

There were two employees who took a total of 96 days parental leave in 2021.

Puzzel continued work for equality and anti-discrimination

Policies & procedures for equality and anti-discrimination

The company sees great value in diversity and is actively working to strengthen and further develop this. Activities include recruitment, pay and working conditions, promotions, development opportunities and protection against harassment.

In Puzzel we want to facilitate that employees in different phases of life will thrive and succeed as employees in the company. The diversity and composition of skilled employees across generations are important elements for Puzzel to achieve good results.

Life phase policy:

Naturally, employees' capacity changes per their current life situation, as does the premises for succeeding. Young employees without children and a family of their own, may seek comprehensive workloads and intensive periods to gain knowledge and experience as fast as possible. Puzzel shall, within the legal boundaries, facilitate that employees with large workload capacity receives challenges and work tasks that are perceived as evolving and valuable for Puzzel.

As parents to young children, employees may experience a feeling of time shortage. This is also a stage in life that Puzzel wants to consider, for instance by providing the possibility for flexible working hour, temporary adjustments in the position percentage, salary during parental leave etc. (Please find further information in this regard in the chapter regarding leave and working hours). As the children grows up and become less dependent of their parents, employees may experience that their work capacity increases. This group of employees, often half way in life, have considerable work experience that will benefit both the employee and Puzzel with valuable competence. Puzzel shall facilitate that employees in this phase of life evolves further, and that their knowledge and experience are shared with the organization in a fruitful manner.

Today's seniors are of great value for employers. Puzzel wants to facilitate and make use of these resources within the organization. Given that senior employees wants to remain in the working life, and depending on whether seniors are able and willing to keep up with the technological development and the frequent changes as part of the daily life in Puzzel, employees will experience that Puzzel is an exciting work place to be part of until their retirement age. To achieve this, Puzzel shall adapt the workload and capacity per everyone. At the same time, it is important that senior employees are proactive with regards to sharing their competence and furthers their will to learn new things. (Please see the chapter regarding Pension for more information).

The crucial part of our life phase policy is that Puzzel, as an employer, considers and facilitates the different phases of life. At the same time and just as important, regardless of what stage in life the employee currently is in, the employee must be proactive, curious, willing to learn, engaged and contribute to the working environment and their professional development. Because of this interaction, with gives and takes from both parties, we will ensure that we succeed together.

Abusive treatment and harassment policy:

Puzzel shall be a safe workplace. It is important that everyone feels respected in the working environment regardless of gender, cultural- or ethnical background and sexual orientation. The working environment is made up of the physical space we as a company inhabit and how the people treat each other in this environment. The company's goal is to have a professional, open and warm working environment where differences are tolerated and respected so that everybody may feel like they are seen and heard. All Puzzelers, including leaders and employees, consultants and trainees, are expected to act respectfully towards co-workers as well as customers and other third parties. Puzzel will as an employer take actions so that every employee's physical and mental health is promoted and that the working environment is not a detrimental space for the individual Puzzeler where he or she may feel left out, neglected or mistreated.

Established routines for ensuring equality and anti-discrimination

Notification routines have been established to ensure employees the opportunity for anonymity and security for good follow-up when notifying of unwanted incidents, and these routines have been updated in accordance with new requirements in the Working Environment Act which came into force on 1 January 2020. No notifications were received from employees in 2021.

Risks found for discrimination and obstacles for equality

We have an un-even balance of gender in our organization, and we hope to even out this difference by attracting more females into our tech company.

We see a difference in salaries between females and males that are a result of the male dominance in the company and also in the management team. We need to investigate the causes further and implement any measures if we see that the differences are related to any type of gender discrimination or if it is based on experience/seniority.

We can also see in some areas of the organization that we have not sufficient focus on work-life balance. This needs to be addressed in 2022 and further.

Action plan activities completed in 2021

Salary

Annual mapping of salaries connected with the salary review and adjustment process was implemented in April 2021.

Resource planning & work life balance

Puzzel AS has very few part time positions and mostly by request from employees in terms of personal needs. We have not mapped any involuntare part-time employees or temps in Puzzel AS.

Puzzel hires temp resources like consultants or students to cover up for periods with heavy workload to maintain a good work-life balance.

Puzzel has a work life balance policy and strives to foresee adaptation of employees work situations if needed, i.e Working from home, flexible hours, adaptation of workday, pregnancy related needs etc

Recruitment

Due to our line of work we naturally get more male applicants to our open positions. Puzzel has hired a talent acquisition manager to handle recruitments and selection in a proper manner to handle all equality topics in our hiring process, including the right person at the right place and ensuring equality and diversity.

Puzzel runs our job ads through a gender decoder tool to ensure our job ads are being appealing not only to males.

English is the official company language – therefore we are able to hire employees from different backgrounds. We have several employees with multicultural backgrounds and we promote diversity in our current channels.

Puzzel always recommend people from minority groups to apply to our open positions and if qualified we always include representatives of minority groups to our interview process. We also inform in our job advertisements that we will adapt the interview process to fit any needs individuals might have.

Working environment & diversity

There have been no major injuries or accidents in 2021.

Puzzel has a digital system where employees can report any issues or discriminating activities that are observed in the organization. Any issues reported will be handled through an investigation procedure run by HR and the safety representatives.

Puzzel also has a working environment committee and a safety delegation in the company with focus on HSE where these employee reps and the management cooperates and works together to protect and ensure a safe working environment for all employees in all countries.

Puzzel runs annual employee surveys and also pulse surveys to map any issues on an organizational or managerial level. For 2022s employee engagement survey we added some questions to measure the organization's take on diversity. The outcome was a high score on diversity and inclusion.

The working environment in Puzzel is good and there is a constructive collaboration with stewards and safety representatives. The working environment survey conducted in 2021 shows that the company has maintained a good working environment for a year where employees mainly have worked from home offices. Action plan for HSE work has been followed and four working environment committee meetings have been held in 2021.

Absence due to illness in Puzzel in 2021 was 1,01 percent, which is a increase in 0,5 percentage points compared to 2020.

Career & Development

Puzzel has a history of successful internal recruitments and has a history of retaining most employees for many years.

Puzzel has a policy to adapt to employee needs as far as possible.

Puzzel conducts monthly reviews for each individual through system generated process, including defined topics to cover to ensure any issues are taken care of to support employees in their daily work and development. We have added some modules in our internal systems to increase data input we can utilize going forward.

Action plan activities for 2022 & 2023

Salary

The HR department is implementing a new salary level matrix based on all our different roles in the company separated into 3 different levels; Junior, Senior & Experienced. The salary level data input is delivered by Mercer market data analysis.

Puzzel HR will investigate the background for some gender bias salaries in the company and setting a plan for evening out the differences.

Puzzel will evaluate to including the salaries for the whole company next year to get the full picture of all employees, i.e. we have more female managers in i.e. Sweden that are not included in this year's report. Salaries in our different countries consist of different currencies.

Resource planning & work life balance

Puzzel AS has very few part time positions and mostly by request from employees in terms of personal needs.

Puzzel will need to look further into work-life balance and how we can handle this in the organization, and some departments in particular, to evaluate if we need to implement other measures to be on top of workload and stress.

Recruitment

We will continue to develop our recruitment strategies for 2022 and 2023.

Employee reviews

We have not mapped any involuntare part-time employees or temps. Puzzel have a policy to adapt to employee needs as far as possible.

Puzzel conducts monthly reviews for each individual through system generated process including topics to cover to ensure any issues are taken care of to support the employee.

Working environment

Puzzel has a digital system where employees can report any issues or discriminating activities that are observed in the organization. Any issues reported will be handled through an investigation procedure run by HR and the safety representatives.

Puzzel also has a working environment committee and a safety delegation in the company with focus on HSE where these employee reps and the management cooperates and works together to protect and ensure a safe working environment for all employees in all countries.

Puzzel runs annual employee surveys and also frequent pulse surveys to map any issues on an organizational or managerial level.

Career & development

Puzzel is starting a leadership program for current and future leaders in our organization and if this is successful we will evaluate other employee groups that could benefit from such a program to develop their communication skills etc.

We are in the progress of developing a talent program including mentorships to systemize in a good way and to continue exploring opportunities for our employees regardless of age. This is also mapped through our employee reviews where we discuss career opportunities and to map employee expectations and needs for development.

Results

Main focus in 2021 has been the work with mapping equality areas. Further evaluations and conclusions on the effect of the measures will be reported in 2022 and 2023.

