



HOUSE OF
CONTROL



Gender equality statement 2021

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1. Gender equality and balance

Overview as of 31.12.2021

Gender balance		Women's share of men's salary in %
Women	Men	Base salary
49	118	89 %

1.2. Results

As of 31.12.2021, the gender balance in the House of Control Group was 29% women and 71% men. As shown in the table above, women in the House of Control Group had 89% of men's base salaries in 2021. This is due to the fact that we had more men than women in manager roles. Increasing the proportion of women in general and in managerial roles is a focus area for the Company. We will return to this later in the statement.

1.3. Job levels and salary

It is important for House of Control to provide employees with an attractive salary that matches the market level and is perceived as fair. Hence, we have entered a collaboration with Korn Ferry to create a framework for salary references for the various roles in the company. This will give us a total overview of levels and degrees across our locations. The framework will provide predictability, both for the employees and the company, and it will help to attract and retain talent. In addition, it will give us further control on equal pay. The process with Korn Ferry has begun and will be completed by the beginning of Q2 2022.

1.4. Gender balance in employment, parental leave and recruitment

As shown in the table below, we make little use of temporary employees. The exception in 2021 has been two positions held by students, of which one was given permanent employment in January 2022. Regarding part-time employees, we had one employee working 60% and one working 75%, which was due to adaption as per the employees' own requests. During 2021, we recruited the same number of women and men, in which we will return to in point 2.2.

Overview as of 31.12.2021

Temporary employees		Actual part-time		Involuntary part-time		Parental leave average number of weeks		Recruiting	
Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
1	1	1	1	0	0	9,6	10,24	18	18

2. How we work to promote gender balance and prevent discrimination

2.1. Principals, procedures and standards

Our goal is to develop and attract the most talented people. Therefore, we recruit employees who reflect the society we live in, regardless of gender, background, ethnicity, sexual orientation, religion, identity, age or disability. We have zero tolerance for discrimination, and our gender equality and diversity practices are

reflected in all our personnel processes, including recruitment, promotion, pay and working conditions, development opportunities, facilitation and work-life balance. How we work to promote gender equality and prevent discrimination is, among other things, anchored in our ethical guidelines, personnel handbook and HSE procedure.

2.2. How we work to ensure gender equality and prevent discrimination in practice

We have a strong focus on increasing the proportion of women in all parts of the organization. In 2021, we increased the number of women in the management team from 0% to 25%, in addition to increasing the number of women in other manager levels in the organization.

We have experienced difficulties recruiting women to all parts of the organization, and at times there has only been male applicants. We informed our recruitment partners that we wanted more female candidates to these positions, and we succeeded to a greater extent in recruiting women to these departments during 2021.

Our culture is characterized by a high degree of trust and influence in our own role. The possibility to try and fail, to speak our minds and to bring out the best in each other is well anchored in the whole organization. The psychosocial work environment is important to us, and we are constantly working to improve our processes in this area. In 2021, we established a working environment committee that will represent the entire House of Control Group. In our quarterly meetings, we will go through proposals and initiatives to ensure diversity, equality and gender balance. We also carry out regular safety inspections to ensure that the physical working environment is according to the local legislation.

House of Control is a flexible workplace where we facilitate for work-life balance, including the possibility of home office and flextime.

As mentioned, we have procedures and guidelines regarding how we work to promote gender equality and prevent discrimination. In addition, we have an anonymized notification routine that ensures an opportunity and a safe framework for employees to notify in the event of unacceptable circumstances. Our procedures are available on our Sharepoint platform and are clearly communicated to all employees. These procedures, guidelines and routines are also reviewed in the onboarding program for all new employees.

2.3. How we will ensure equality and prevent discrimination going forward

Regarding the working environment committee, HR will have the overall responsibility and will work closely with the safety representatives and representatives in the committee. HR will also make sure to update regular statistics for equal pay, which will be included in the meetings. Any issues related to the physical and psychological work environment will also be part of the agenda.

In addition, House of Control is in the process of becoming a certified "Miljøfyrtårn", which will raise our environmental focus and performance. The revision and the result will be presented 1 April 2022.

We are currently working on the implementation of a new HR system which will, among other things, facilitate regular pulse surveys. These are anonyms surveys that will be sent out every other month on either organization or department level, where equality and discrimination will be two of several topics. Based on the outcome of the surveys, we will be able to implement workshops, plans and initiatives, to constantly improve the working environment. HR is responsible for facilitating the surveys and the initiatives to be implemented based on the outcome. The system has several modules that will be implemented during the year, such as a competence

development module which will maintain the development for all employees in the company. In addition, a succession planning module will help map talent across the organization to any potential vacant manager roles.

As mentioned in section 1.3., the process of mapping the company's salary references will be completed in April. This framework will help close any gaps between wages in the company and wages in the market, as well as prevent any differences in equal roles. This year's salary adjustments will be based on the framework from Korn Ferry and reviewed by the management team to prevent any inequalities or discrimination in the adjustments.

As of today, we have 10 different nationalities in the company. Diversity goes far beyond nationality, and we want to increase our focus on this matter in addition to gender equality in our recruitment processes. Therefore, a standard job advertisement template will be prepared, where this will be promoted. This is planned to be completed by the end of Q1 2022. In addition, we have other upcoming measures and planned activities for the recruitment process, as referred to in point 2.4.2.

2.4. We have identified the following risks of discrimination and obstacles for equality:

- In certain parts of the organization it is still difficult to recruit female candidates. We want to increase the proportion of female applicants, as well as to work even more targeted for diversity
- There is a potential risk of salary gaps in equal roles in the company
- Employee surveys every other year does not give enough insight to the actual status of our work environment

2.4.1. The following measures have been implemented to prevent discrimination and promote equality

- A job advertisement template is being prepared, where the focus on diversity and equality will be promoted
- Salary references from Korn Ferry will help close any potential salary gaps in equal roles
- New HR-system with the possibility to run regular pulse surveys

In addition, a mapping of the company's gender balance will be conducted on a regular basis.

2.4.2. Upcoming measures and planned activities

- Enter into an agreement with Aijob, which is a company that uses artificial intelligence in its candidate database. This means, that as a hiring company you do not gain insight into the candidate's gender, age, ethnicity, etc. until after a job interview has been agreed
- Review of salary adjustments in the management group to ensure equal adjustment
- Workshops, action plans and initiatives based on the results of the pulse surveys

In addition, we will be transparent on the measures and planned activities through communication on our internal platform Workplace and at general meetings.

2.5. Results so far and expectations going forward

We are proud to have increased the proportion of women in the management team to 25%. We have also increased the proportion of women on the board to 40% during 2021. The way we work with gender equality and non-discrimination today, in addition to the implementations and plans we have going forward, will lead to an even greater commitment and focus on gender equality and balance, and diversity in the company.