

Equality report

Puzzel AS



Oslo, 22.04.2024

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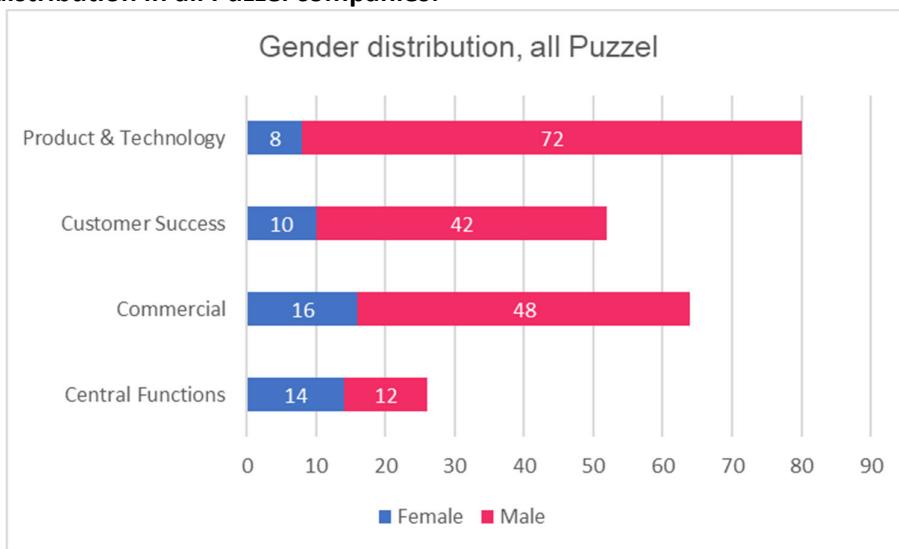
1.0 EQUALITY DECLARATION

At Puzzel, we're committed to fostering an inclusive workplace, rooted in our value to build on trust. Every individual, regardless of gender, race, or background, deserves respect and dignity. We believe that we are stronger together and want to build a culture where everyone feels empowered to bring their whole selves to work. By embracing diversity and working together, we can create a stronger, more equitable environment for all.

2.0 GENDER SALARY MAPPING 2023 REVIEW

2.1 Consolidated

Gender distribution in all Puzzel companies:



The review of the gender distribution in all Puzzel shows 22% women to 78% men. P&T department has the biggest difference in numbers of men and women: 72 to 8 persons. The imbalance is also visible in the Customer Success group and in Commercial. There is a relatively good balance in Central functions.

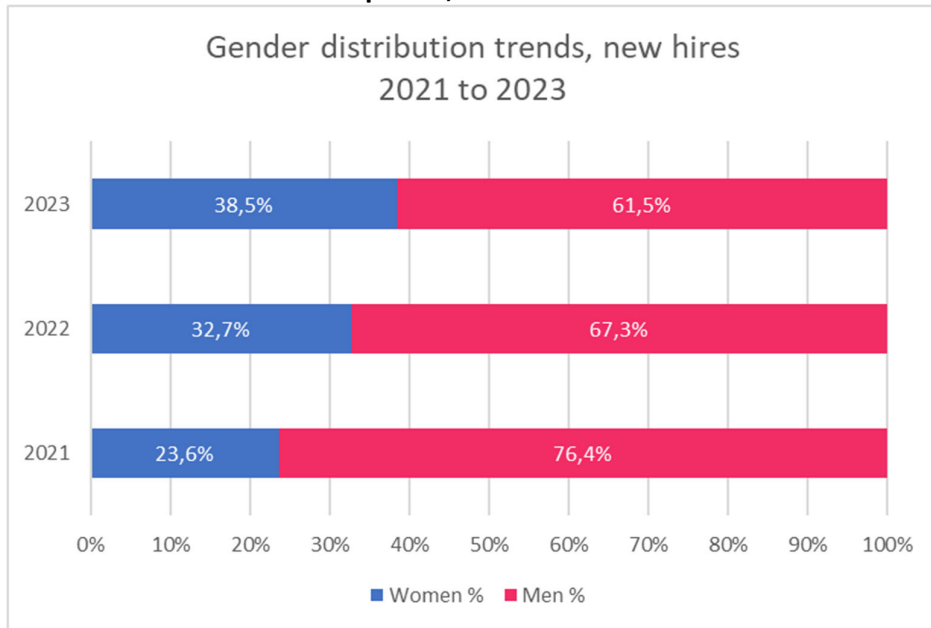
New hires

Puzzel has an in-house Talent Manager to best handle recruitment and selection and ED&I (equity, diversity and inclusion) in our hiring process, ensuring the right candidate is placed in the right role, with a focus on promoting an inclusive workplace.

We have a recruitment policy in place to set good practice in recruitment and selection and ensure both quality and diversity of our new hires.

As a result, we have increased the percentage of women hired over the last three years and this positive trend is presented in the below graph.

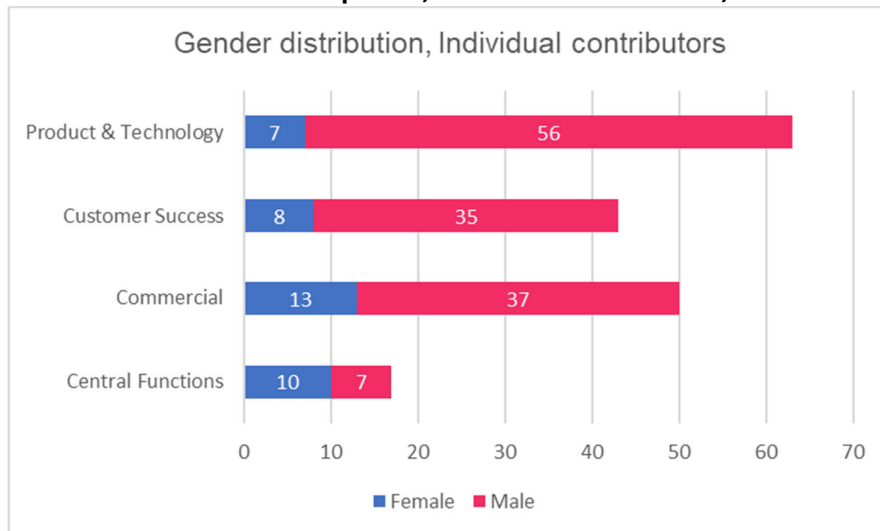
Gender distribution in all Puzzel companies, new hires trends:



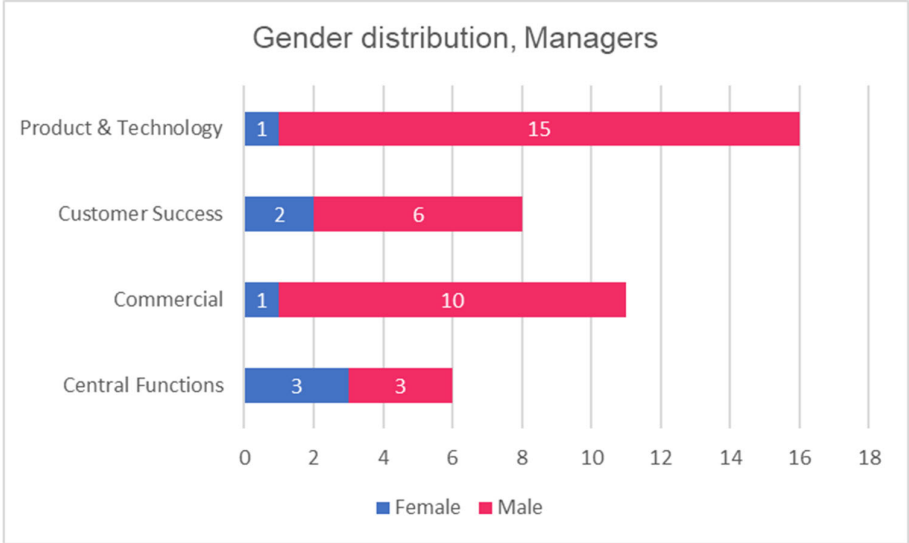
Existing Hires

The below graphs represent the gender distribution in the individual contributor and manager functions. The distribution seen here is similar to that in the All Employees function above.

Gender distribution in all Puzzel companies, individual contributors, numbers:

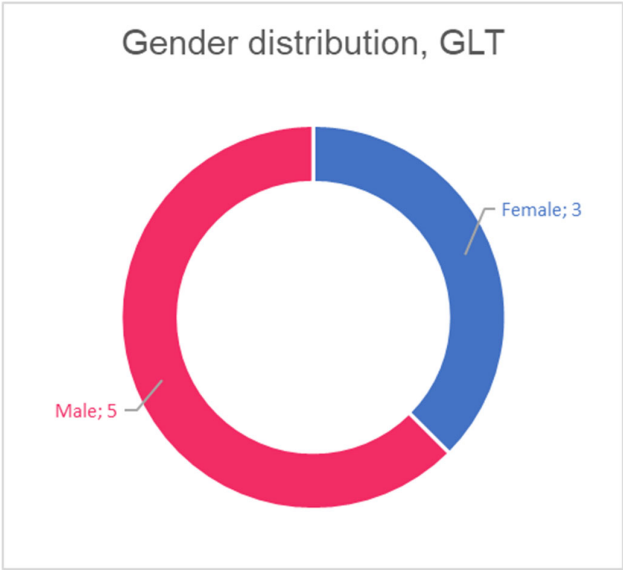


Gender distribution in all Puzzel companies, managers, numbers:



Following the actions from the previous period, we have increased the number of women in the Global Leadership Team (GLT) from 1 in 2022 to 3 in 2023. This represents a better gender distribution in the GLT – 37,5% women to 62,5% men, thus giving more diversity in the company management.

Gender distribution in all Puzzel companies, GLT, numbers:



Parental leave

In 2023, we recognized the importance of parental leave as an important component of having a supportive work environment for employees and the fact that a high number of male employees took parental leave last year is positive reinforcement of our efforts. However, due to the relatively low number of employees who welcomed new additions to their families during the year, a deeper analysis of the data is not possible since the differences are down to individual family circumstances.

Throughout the year, a total of three women and five men took advantage of parental leave benefits.

Country	Men	Women
Bulgaria	2	
Norway		1
Denmark	1	
Sweden	1	2
UK	1	

Part time employees

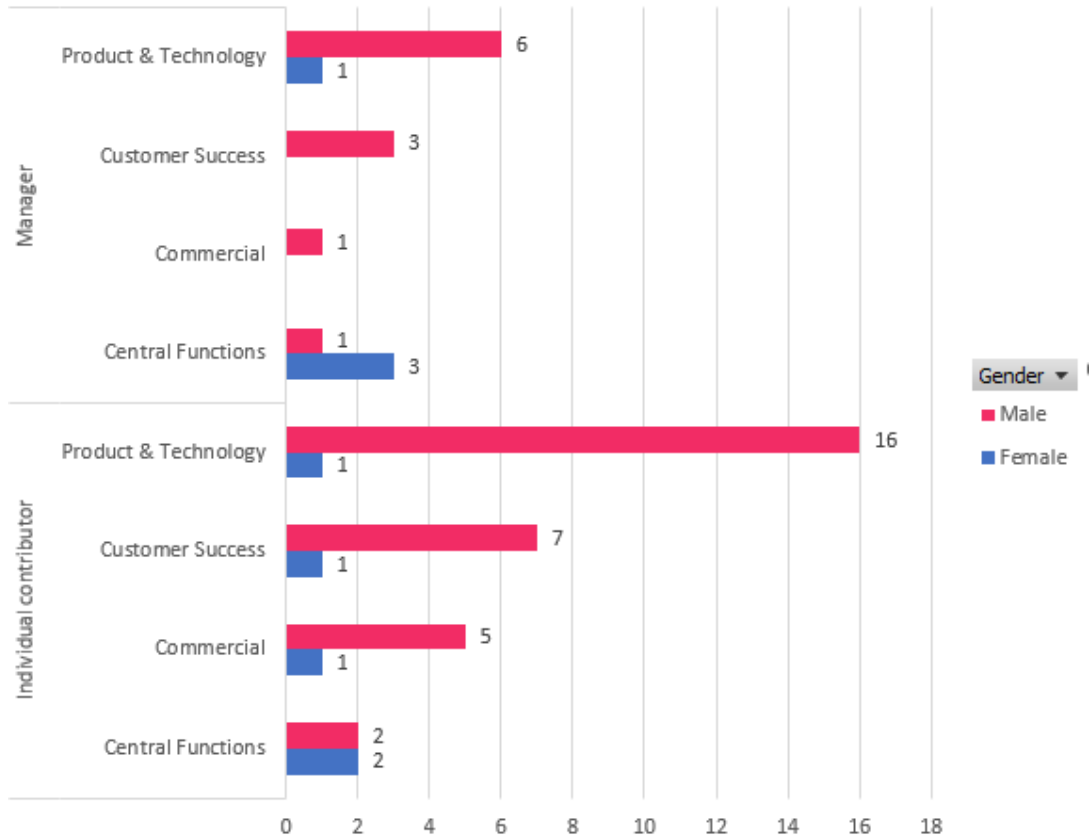
We offer flexible working to all our employees and for those with life circumstances that demands it we also offer part time work.

During 2023 **2 men** and **1 woman** used the opportunity for reduced hours and part time work in Puzzel AS.



2.1 Puzzel AS

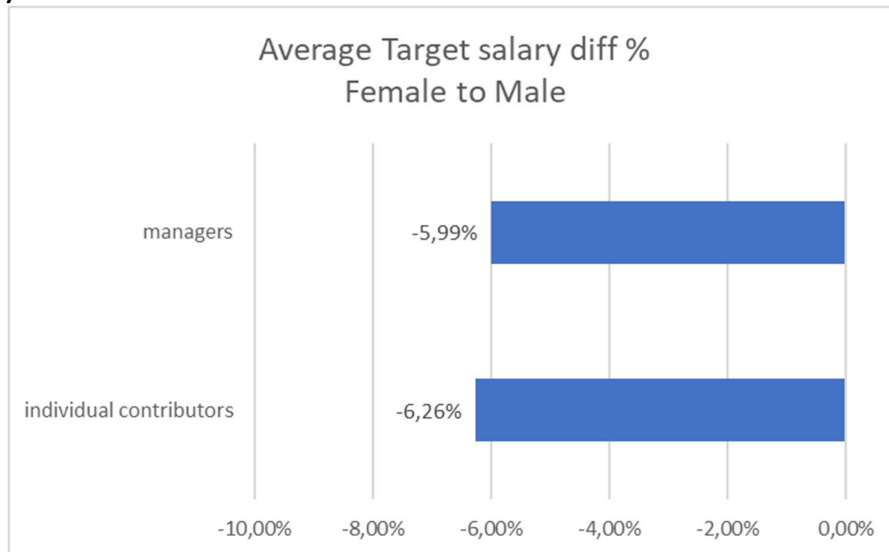
Gender distribution in Puzzel AS, all employees, numbers:



This table compares gender balance between four departments as well as the difference between managers and individual contributors. It shows that both Product & Technology (16 men and one woman) as well as Customer Success (seven men and one woman) are two departments with imbalance in gender composition. As a business we have been committed to improving these statistics year on year and have seen a consistent increase in the number of women hired into roles signifying a steady closing of these gaps on a group level. In Norway we can see an overall decrease of employees based on roles being filled in other countries, which also translates into the number of women decreasing from 12 in 2022 to 9 in 2023.



Average Target salary difference %, Female to Male, individual contributors & managers (excl. GLT) Puzzel AS:



Since Product & Technology and Customer Success are both departments with only one woman, we have report on a general level only to ensure confidentiality of employee data is maintained. One factor in the differences we see in male and female salaries is also related to having more men in commercial roles with commission as a part of their salary.

3.0 RISKS AND OBSTACLES

As we strive for a more inclusive workplace, we face obstacles such as unconscious bias, resistance to change, resources for training, and talent retention.

Unconscious Bias in Recruitment and Promotion. Despite our commitment to equality, unconscious biases may still influence decisions, especially in senior roles like directors, leading to disparities in opportunities for certain groups.

Resistance to Change from Traditional Mindsets. Introducing new equality and diversity initiatives may encounter resistance from employees accustomed to traditional workplace norms, hindering progress towards fostering a more inclusive environment.

Training and Education. Limited resources, including prioritization and time, may impede the effectiveness of training programs aimed at raising awareness about equality and diversity issues.

Retention of Diverse Talent. Ensuring the retention and advancement of diverse talent requires creating an inclusive workplace culture where all employees feel valued and supported.

By addressing these challenges, Puzzel can further its commitment to promoting equality and diversity, fostering an environment where everyone has equal opportunities to succeed.



4.0 POLICIES & PROCEDURES FOR EQUALITY AND ANTI-DISCRIMINATION

4.1 Key components of our policies and procedures include

- **Recruitment and Hiring Practices:**
We ensure that our recruitment and hiring processes are fair and transparent. We actively promote diversity and inclusion by considering candidates from diverse backgrounds and providing equal opportunities for all.
- **Training and Education:**
We provide regular training and education to our employees to raise awareness about unconscious bias, discrimination, and harassment. These initiatives help foster a culture of respect and inclusion in the workplace.
- **Equal Pay and Compensation:**
We have policies in place to ensure equal pay for equal work, regardless of gender, race, or any other characteristic. Our compensation practices are transparent and based on objective criteria to prevent discrimination.
- **Harassment and Discrimination Prevention:**
We have a zero-tolerance policy for harassment and discrimination of any kind. Employees are encouraged to report any incidents promptly, and we have established procedures for investigating and addressing complaints in a timely and confidential manner.
- **Promotion of Diversity and Inclusion:**
We actively promote diversity and inclusion in all aspects of our operations. This includes creating an inclusive work environment where everyone feels valued, respected, and empowered to contribute their unique perspectives and talents.

4.2 ESTABLISHED ROUTINES FOR ENSURING EQUALITY AND ANTI-DISCRIMINATION

Puzzel prioritises a safe and respectful workplace where everyone, regardless of gender, cultural background, or sexual orientation, feels valued and heard. Our goal is to foster a professional and inclusive environment where differences are respected. All employees, including leaders, consultants, and trainees, are expected to treat each other and external parties with respect. We take proactive measures to promote the physical and mental well-being of our employees and ensure the working environment is free from discrimination and mistreatment.

We have established notification routines to allow employees to report incidents anonymously, in line with legal requirements. Despite an uneven gender balance, we're committed to attracting more women to our tech company. We're also addressing gender-based salary discrepancies, investigating their causes and implementing necessary measures to ensure fairness.

4.3 Life phase policy

Employees' capacity to take on challenges and manage workloads varies depending on their life circumstances and stages. Puzzel understands the importance of adapting support to meet employees' needs and aspirations.

For those facing time constraints due to personal reasons and life circumstances, such as, but not limited to, caring for young children, Puzzel offers flexibility in workload management. This could include adjusting project timelines, providing support for time management strategies, or offering part-time arrangements. By accommodating these challenges, Puzzel ensures that employees can balance their personal and professional lives effectively.

Our life phase policy ensures that Puzzel accommodates employees' varying life stages. Regardless of where they are in life, active engagement and contribution to professional growth are essential. Through this mutual collaboration, we ensure collective success.

Our equality and anti-discrimination policies cover various aspects of the employee lifecycle, including recruitment, hiring, promotion, compensation, and termination. We have implemented measures to eliminate biases and promote diversity at every stage.

5.0 ACTION PLAN ACTIVITIES COMPLETED IN 2023

In 2023, we undertook several initiatives aimed at fostering equality and diversity within our organization. These efforts were geared towards creating a workplace culture that values fairness, transparency, and inclusivity. Here are the key activities we completed during the year:

- **Data-Driven Insights from Employee Survey:** Leveraging insights from our employee survey, we gained valuable feedback on areas for improvement, guiding strategic decisions to create a more inclusive workplace culture.
- **Leadership Training:** Implementing a six-month training program aimed at improving leadership skills across all departments, with benefits anticipated for promoting equality and diversity, despite the absence of specific training modules.

Additionally, our efforts included:

Implementation of Salary Benchmarking System:

We invested in a state-of-the-art salary benchmarking system, ensuring that all new hires are offered fair and competitive compensation packages. This system allows us to align salaries with industry standards, thereby eliminating disparities and promoting equity across various roles within our company.

Recognizing the importance of transparent career progression and fair compensation, we also introduced job grades for our existing employees. This initiative provides clarity and consistency in evaluating performance and determining salary levels, thus promoting a culture of meritocracy and equal opportunity for growth.

Promotion of Gender Diversity in Management:

We made significant strides in promoting gender diversity within our management team. From an all-male composition in 2022, we achieved a milestone in 2023 with our management team comprising 37,5% women and 62,5% men.

Notable achievements include the appointment to the positions of Director of Revenue Operations, Chief Marketing Officer, and Chief People Officer. These appointments reflect our commitment to diversity and providing equal opportunities for women to excel in leadership roles.

Recruitment:

Due to the nature of our industry, we have a trend of receiving more male applicants for our positions than female applicants. As a result, Puzzel is taking active steps to ensure fairness and diversity in our hiring process. Our Talent Manager is spearheading these efforts, focusing on equality and diversity in recruitment. We can see this in our new hires, where the percentage of women hired has increased from 23% 2021 to 39% in 2023.

To attract a broader pool of candidates we run our job adverts through a gender decoder tool to ensure our job ads are appealing to everyone, regardless of gender. English is our primary language, enabling us to welcome employees from diverse backgrounds.

We actively encourage individuals from minority groups to apply for our positions and involve them in our interview process. Our job adverts clearly state our commitment to accommodating any specific needs applicants may have during interviews.

6.0 ACTION PLAN ACTIVITIES FOR 2024 & 2025

Using Job Grades to Ensure Fair Pay

We're taking a step forward by using our job grades to ensure that everyone receives fair pay. This means matching each job with the right pay level based on its responsibilities and requirements. By doing this, we're making sure that everyone's hard work is valued equally.

Fair Salaries Backed by Data

When we bring new people on board, we'll use data to set fair salaries. This data includes information about what other companies pay for similar roles and what our existing employees earn. By using this information, we can make sure that our salary offers are fair and competitive.

Team Collaboration for Equality

We're taking the next step in our work for equality but not doing this per region but instead collaborating, so policies and actions are the same for all regions. By working together, we can identify areas where we need to improve and come up with solutions that benefit everyone. Our goal is to create a workplace where everyone feels valued and respected.

Identifying Future Leaders and Talent Development Program for Women

In addition to ensuring fair pay and promoting equality, we recognize the importance of nurturing and developing future leaders, particularly among women. To complement our existing initiatives, we will implement a program tailored specifically for women within the company with networking and mentorship.

By focusing on these actions in 2024 and 2025, Puzzel is committed to building a fair and inclusive workplace for all.

7.0 RESULTS AND CONCLUSION

In reviewing the progress we've made and the initiatives we've undertaken in 2023, it's evident that Puzzel has taken significant strides towards fostering equality and diversity within our organization. Here's a summary of the key outcomes and conclusions drawn from our efforts.

Whilst our overall gender distribution still leans towards men, our efforts to increase diversity have shown promising results, with an upward trend in the percentage of female hires. The appointment of women to key leadership positions reflects our commitment to gender diversity and equal opportunities for career advancement.

Our implementation of a salary benchmarking system and job grades has contributed to greater transparency and fairness in our compensation practices. However, we do recognize that there are still some differences in salary based on gender. We are committed to closing these gaps over time through our ongoing salary benchmarking project. This project involves aligning roles with the most appropriate and fair salaries using current market data.

In conclusion, the progress we've made in 2023 sets a strong foundation for our continued efforts towards building a fair and inclusive workplace culture at Puzzel. By remaining dedicated to our equality and diversity initiatives, we can create a workplace where everyone feels valued, respected, and empowered to contribute their best. By being **Stronger Together**, we can achieve our vision of a more equitable future for all of us.

Verification

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Document

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Main document

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