

REPORT ON EQUALITY AND DISCRIMINATION 2025

HAV Design AS works for gender equality and against discrimination based on gender, pregnancy, leave at birth or adoption, caregiving responsibilities, ethnicity, religion, belief, disability, sexual orientation, gender identity and expression, and a combination of these grounds.

1. Introduction

In order to strengthen our competitiveness and deliver high-quality services to our customers, we must be an attractive workplace that draws top talents. To achieve this, we aim to create an environment where everyone feels a sense of belonging, safety, and recognition. We value diversity and actively leverage the skills and perspectives it brings for the benefit of both our customers and employees.

The company is committed to being a workplace that ensures full equality, where principles of equality and non-discrimination are embedded in our policies, procedures, and practices.

This statement has been prepared in accordance with Section 26a of the Equality and Anti-Discrimination Act.

2. Condition of gender equality

A minimum of five employees of each gender is required within a group for the company to publicly disclose the results of the wage survey. As management consists of four men and no women, we are unable to report on this group.

Below is an assessment of gender differences across various parameters that do not meet the minimum reporting threshold. The figures are as of December 31, 2025.

	Gender distribution at different job levels/groups **		Wage differences ** Women's share of men's wages is stated in kroner or percentage					
	Women	Men	Cash benefits					Fringe benefits
			Total cash benefits	Fixed salary % show difference	Irregular additions	Bonus es	Overtime allowances	Total taxable benefits in kind
Total	8	33	CBR	87,4 %	CBR	CBR	CBR	CBR
Officer - Manager	0	4	CBR	CBR	CBR	CBR	CBR	CBR
Functionary	8	29	CBR	94,7 %	CBR	CBR	CBR	38,1 %

*CBR = Cannot be reported

Due to differences in competence, experience, and job titles, positions held by women and men are not always directly comparable. The principle of equal pay for equal work remains the foundation of this assessment.

This is the fifth year the company has conducted this survey. The company is committed to ensuring that all employees receive wages and working conditions in accordance with applicable laws, agreements, and internal guidelines. The total wage bill is reviewed annually as part of the wage settlement process to ensure that all employees receive market-based compensation reflecting their competence, experience, and job level.

Union representatives have reviewed the process and have been given the opportunity to provide input.

Gender balance*		Temporary employees*		Parental leave*		Actually part-time*		Involuntary part-time**	
Given in number		Stated in number or percentage of all employees		Given as an average number of weeks		Stated in number or percentage of all employees		Stated in number or percentage of all employees	
Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
8	33	0	1	0	10	2	1	2	0

- * Surveyed every year
- ** Surveyed (at least) every two years

There has been little change in the company's gender balance since last year. As of the reporting date, two employees were working involuntarily part-time.

3. Work for gender equality and against discrimination

3.1 Principles, procedures and standards for equality and anti-discrimination

The company's work on gender equality is anchored in its Diversity Policy and the Group's Code of Conduct. Considerations related to equality and non-discrimination are also integrated into the general personnel policy. Employees may report concerns through the Group's whistleblowing channel, the "Integrity Channel." No cases were reported in 2025.

3.2 This is how we work to ensure equality and non-discrimination in practice

The company strives to create a fair working environment with equal conditions for all. Policies and guidelines apply to all employees regardless of gender or position level. It is important for the company to meet the individual needs of its employees to be perceived as an attractive workplace for current and future employees. As a knowledge-based company, diversity in its workforce and an inclusive working environment are considered value-adding, contributing to increased competitiveness, and reflected in the company's Human Right Policy and Recruitment Policy.

All employees, including those who work part-time, temporarily, or are hired through outsourcing, are informed of vacant positions through the company's intranet, in accordance with the Working Environment Act §14-1. The union representatives are informed about organisational changes and the need for new hires at monthly collaboration meetings. The company needs to attract expertise in its specialized field when hiring new employees. Competence and suitability are the main criteria always emphasized. Unfortunately, there are few female applicants for advertised positions in the company as the company's areas of expertise are typically male-dominated professions. The positive aspect is that the last hire for the position of VP Sales was a woman.

The company's policies on this issue are incorporated into the core training program, the "HAV Basic Training Program," which all employees are required to complete. The first group participated in the program in May 2023. The program was not conducted in 2025, as other activities were prioritized; however, it has been placed back on the agenda for 2026.

The company shall ensure that all employees have wages and conditions in accordance with applicable laws, agreements, and guidelines. The wage bill is reviewed annually in connection with the wage settlement to ensure that everyone has a market-based salary based on their competence, experience, and job level.

The company is committed to offering good working conditions that are compatible with private life. This helps to increase job satisfaction for individuals and maintain important expertise in the company. Therefore, working conditions are adapted as much as possible, especially when it comes to the use of parental leave. Leave does not hinder career development in the company.

HAV House is designed to accommodate wheelchair users and complies with universal accessibility requirements. However, the entrance doors are not equipped with automatic door openers. Should this become necessary, minor modifications would be required to improve accessibility.

The company offers full salary during parental leave.

The parent company, HAV Group ASA, has in 2023 established a diversity group consisting of top management for defining strategy and action plans for working toward equality and against discrimination throughout the Group.

The Board considers that the company is in compliance with current regulations in this area.

3.3 General risks for discrimination and obstacles to gender equality

The company operates in a male-dominated industry, which contributes to low female representation. The company is committed to attracting the right competence regardless of nationality, gender, sexual orientation, ethnicity, or language. This commitment is reflected in the company's Human Rights Policy and is an integral part of all recruitment processes.

As the industry becomes greener and more digital, it is expected that more women may pursue education and careers aligned with the company's future needs. The company closely monitors these developments.

No cases of whistleblowing or other incidents indicating discrimination or barriers to equality were reported.

3.4 More about risks and measures

Union representatives and management have identified the following potential risks and areas for improvement:

- Male-dominated industry
- Need to increase female representation
- At the same time, it is generally considered that most roles allow for a good balance between work and family life.

In 2025, the company gained further experience with remote work and digital collaboration tools. These arrangements provide flexibility, making it easier, for example, for parents of young children to balance work and family responsibilities when needed.

4. Objectives

4.1 Planned measures

With a basis in the mapping work carried out in this field, as well as an analysis of areas that pose the greatest challenges, we have established a set of objectives to improve these areas. The measures planned for the coming year include:

1. Annual accomplishment of appraisal interviews and employee satisfaction survey.
2. The HAV Group Leadership Program was postponed and will not be conducted annually as originally planned. In 2026, the focus will instead be on strategic-level initiatives, leadership involvement, and culture building. The Leadership Program is planned to resume in 2027.

3. Conduct monthly all-hands meetings to strengthen internal communication, foster employee engagement, and support the development of a strong and inclusive organisational culture.
4. Develop and implement a set of company values specific to HAV Design to strengthen organisational identity, guide decision-making, and support a shared culture across the company.
5. Contribute to change the traditional mindset that certain professions are reserved for only men or women, including participating in career fairs and similar events. We will participate in 2-4 career fairs annually. This will be a continuous focus for the company.
6. In addition, we must be proactive in conveying the exciting industry we have and the job opportunities we can offer to students before they make choices about their educational path after lower secondary school. It is therefore a goal to participate in "career days" held during the last year of lower secondary school.
7. Participation in the YES-company project in secondary school, which is a collaborative project with Herøy municipality and the business forum.
8. Ensure that the company has an inclusive work culture and policies that support work-life balance, focusing on the "24-hour person."
9. Ensure that the company's marketing and PR campaigns are including a wide range of women.
10. Have a system for securing equal pay and objectives to increase the proportion of women at management level and publish the figures to demonstrate progress.
11. Ensure that the company has flexible working hours and arrangements for working from home, which can be especially useful for employees who, for example, are in the toddler phase.
12. Make sure all employees are aware of the company zero tolerance policy for gender-based discrimination and harassment and how to report any incidents.

4.2 Results of the work and expectations for the work ahead.

In 2025, the company aimed to implement 8 of 12 actions. This resulted in a completion rate of 66,7 %. The completion rate in 2024 was 70 %. With this year's results, it indicates that the company is actively working on measures that prevent discrimination and increase diversity

Gender diversity

A total of 19 % of employees are women, and there are currently no women in the management team.

Company values

In 2025, the company's values were communicated to employees during the recruitment process, with job advertisements reflecting these values. The values are also displayed as screensavers and communicated in information meetings and other relevant contexts.

Agreements and guidelines

All agreements related to working conditions, benefits, and additional provisions to ensure equal treatment in accordance with applicable rules and guidelines are published in the company's Total Quality Management System.

Organisational culture

The company's leadership development program was conducted in 2023, consisting of three two-day

sessions, followed by a follow-up session in 2024. A new group commenced the program in 2024 and had a follow-up session in 2025.

The company holds all-employee meetings four times a year, in addition to regular department meetings. The Group has also established a well-being committee that organizes activities such as hiking trips and social events.

Employee follow-up

This year's employee satisfaction survey was conducted in September.

2025: The participation rate was 70%, compared to 77% in 2024, with an average score of 3.86 out of 5, representing a decrease compared to the previous year. The lower participation rate and score may reflect organisational changes and competing priorities during the year, and the company will continue to focus on measures that strengthen engagement and participation in future surveys.

Organisational changes have been evaluated and discussed within the company's Working Environment Committee. In addition, monthly meetings are held with employee representatives and safety delegates to ensure effective and transparent communication between management and employees.

The company continues its efforts to develop and retain a diverse workforce in terms of age, ethnicity, and gender, and to strengthen its focus on preventing discrimination, harassment, sexual harassment, and gender-based violence.

Throughout the year, the company has continued to facilitate a combination of remote work and on-site presence, aiming to support inclusion and a positive working environment. Guidelines for this were established in 2022, and employees appear to have successfully integrated flexible work practices into their daily routines. The company remains committed to ensuring that employees feel included and maintain a healthy work-life balance.

To ensure visibility of the whistleblowing system, the Group's "Integrity Channel" is prominently available on the front page of the company's Total Quality Management System.

Employee representatives express satisfaction with the company's current efforts related to gender equality. However, continued focus remains important, and a target for 2025 was to achieve a 90% completion rate for planned measures. This target was not met.

4.6 Action plan and overview of measures

The company has reviewed the diversity work together with the union representatives and updated the action plan in this area. This has formed the basis for new targets for 2025.

Overall, the status of this work is good in the company, and no areas requiring special focus have been identified for the coming year. However, it is important to have a good awareness of the relevant topics and to handle them in all areas where they are relevant.

All measures that are defined have the purpose of contributing to the achievement of the goal of equality work.

The company's main goal for equality work is:

We shall have values and a policy that promote equality and inclusion in the company. Our managers shall communicate and demonstrate these attitudes through their daily work. All employees shall be encouraged to create a work culture that reflects the company's values.

Human resources areas	Background for actions	Actions	Goals for the actions
Recruitment	There are few women that applies for the different positions in the company.	<p>Awareness of hiring women where possible, as well as promoting the company, participating in job fairs, etc.</p> <p>Attend 2-4 career fairs in 2025</p> <p>Influencing educational choices should happen when students choose their direction in high school. Participate in career days.</p> <p>Summer Interns</p> <p>Work training in collaboration with NAV.</p> <p>Organize a proper celebration of Women's day the 8th of March.</p>	<p>Diversity in general: 20% female employees in HAV Group ASA</p> <p>Diversity in top management: 20% female employees in HAV Group ASA</p> <p>Ethnicity: Maintain the level of approx. 20% of employees with foreign background in HAV Group ASA</p> <p>Aim to ensure that at least one woman is included in the final interview stage</p>
Opportunities for promotion and professional development.	Retaining and developing expertise in a demanding job market.	<p>HAV Academy</p> <p>HAV Leadership Training Program</p> <p>HAV Basic Trainingprogram</p> <p>Scholarship program</p> <p>Courses as needed</p> <p>Leave during education</p>	Opportunities for building a career within the company and retaining competence
Compensation and working conditions.	It is important to ensure equal treatment of all agreements regarding compensation and benefits.		Ensure equal treatment.
Workplace accomodation.	<p>General focus on universal design.</p> <p>The company is an IA company and has a contractual obligation to</p>	Ensure that the website and information channels use fonts in accordance with universal design.	<p>Ensure that both employees and stakeholders feel included.</p> <p>Improve ergonomics, avoid strain injuries.</p>

	provide accommodations according to the agreement.	<p>Accommodate wheelchair users.</p> <p>Do not have activities that exclude employees with special needs.</p> <p>The occupational health service assists with office adjustments (height-adjustable desks, seating position, etc.).</p> <p>Subsidies for computer glasses.</p> <p>Treatment insurance.</p>	
Harassment, sexual harassment, and gender-based violence.	Risk assessment.	We shall have visible procedures reminding us of our routines and rules in accordance with zero tolerance for discrimination.	Everyone should feel safe and enjoy their work.
Other relevant areas (e.g. working environment).	Ensure even distribution of age.	The company shall systematically work on recruiting, developing, and retaining individuals with variation in age, ethnicity, and gender.	Have good diversity and a good balance of age and gender.