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# IT-Strategy

## Information

### What does this strategy cover?

This document summarises the areas that Hemnet Group AB (publ) and its subsidiaries (“Hemnet” or the “Company”) deem to be of strategic importance within the area of IT.

### Who is affected by this strategy?

This document is aimed towards those persons within Hemnet who work with creating and maintaining the internal IT environment, as well as those persons at Hemnet who work with development and cyber security matters.

### Why have we created this strategy?

The purpose of this document is to compile those areas within IT that support Hemnet’s business strategy. Business strategy and business plan is updated yearly and cover 3 years, hence the IT-strategy has the same time horizon.

## Content

Hemnet’s business strategy is based on growth through developing and improving our digital services within our existing business, but also by creating new products in the form of digital services or functions and becoming a more complete property portal. To realise this vision, investments in IT and strategic projects need to be implemented in a number of areas.

Hemnet has chosen to split IT into two areas. These are:

- Hemnet’s organisation for software development, hereinafter referred to as “Development”, and the staff within the organisation as “Developers”,
- The internal IT support, hereinafter referred to as “Internal IT”

Development is responsible for Hemnet’s development of new products and maintenance of existing products. Thus, the area is of great importance for Hemnet’s opportunities to achieve set business goals. Through the choice of technology and strategic work with suppliers, Development will drive innovation within the business’s commercial IT use. The IT strategy is therefore primarily focused on creating conditions for Development to be able to pursue an efficient delivery model and contribute with guidelines for the areas where Development will focus on strategic work.

Internal IT aims to be a general technical support to all parts of Hemnet and has overall responsibility for company-wide support systems and management of physical IT resources, such as computers and telephones. Other parts of Hemnet’s organisation can give Internal IT the task of handling technical & security related administration of systems, as long as the competence for this is available

at Internal IT. Internal IT must also, through business-driven choices of technology and suppliers, contribute with expertise to support innovation and security, as well as with insights into how new technology can improve internal working methods.

Hemnet handles large amounts of data in the context of business development and business delivery. Data is a strategically important resource for Hemnet and may contain personal data, which is why all IT personnel have a responsibility to work for Hemnet's ability to maintain the confidentiality, availability, and integrity of Hemnet's data. The IT strategy therefore sets goals that aim to ensure continued compliance with legal requirements and expectations from various stakeholders.

### **Strategic focus areas within IT**

Based on the above, Hemnet has identified five main areas within IT that are of strategic importance during the period covered by the current business plan.

#### ***1. Technology and system support for increased innovation speed***

Hemnet will continuously review the IT systems, applications, software, or services, hereinafter referred to as "tools", that Hemnet use to find opportunities for process streamlining, cost savings, and innovation.

Hemnet uses a number of tools to create value in the form of agile and secure development capability. Use of the DevOps service CircleCI makes it possible to further automate the continuous integration and deployment of new code, which frees up an important resource in the form of developer time.

The underlying architecture for the internal development environment enables increased innovation and efficiency, e.g. through the use of development environments on different levels where new code and new functions can be tested in a production-like environment without affecting hemnet.se's production environment.

Another important aspect of system support in the development process is the ability to roll out changes in the production environment to a limited number of users, and to be able to roll back the changes, in this way larger changes can be made faster.

Development continuously improves the development process and the agile delivery model. Possible improvements can come through the introduction of new tools or support systems, changes in working methods or processes, or in other ways that would lead to a strengthened development capability.

## *2. Internal IT - Improved routines & system support*

Hemnet's Internal IT follows the same "empty rack" strategy as the Development department. This means that great emphasis has been placed on streamlining internal IT support through the use of SaaS solutions. For example, Hemnet uses Google Workspace (formerly G Suite) to manage services such as email and file storage. This creates an efficient and secure digital work environment that, with its many functions, contributes to increased innovation, and allows Hemnet to benefit from economies of scale that could not have been achieved on its own.

Furthermore, Internal IT will work to improve existing processes and system support to drive process efficiency, IT security, and innovation by focusing on the following areas:

- Streamlining and automation of processes for onboarding and offboarding employees
  - This will be achieved through the introduction of a new support system for HR. The system will facilitate more efficient communication between hiring managers and key people in the processes as well as innovation in other areas related personnel management.
  - Acquisition of a more advanced system support for computer and software management (MDM)
  - The aim of the work is to further improve the already strong security of Hemnet's computers and telephones and to expand the opportunities for employees to receive automated assistance with certain categories of tasks.
- Further improvements within the existing routines regarding system access.
  - The work will aim to further strengthen information security and to drive efficiency in the organisation's various processes by centralising administrative authority related to system access.
- Continuously search for opportunities to further centralize identity management
  - The use of standardised technologies enables the use of Google Workspace (formerly G Suite) as an identity provider for other systems.

## *3. Cloud based IT infrastructure and resource management*

Hemnet's overall goal in terms of operation consists of an "empty rack", i.e. that Hemnet should avoid owning its own hardware resources as everything must be purchased in the form of services. This is a goal we have already achieved, but also need to take with us forward when we plan new products and functions.

Hemnet has for several years used Amazon Web Services ("AWS") as a platform to build its infrastructure on. This has led to several benefits for Hemnet:

- Strong innovation pace within DevOps, e.g. by managing the entire infrastructure as code
- Scalability in performance and size of the underlying IT infrastructure
- Cost optimization through strategic pre-purchase of resources
- Increased availability through the use of redundant resources and data centers

- Generally increased pace of innovation as Hemnet benefits from Amazon's R&D budget
- Economies of scale that Hemnet could not have achieved on its own

Hemnet has also benefited strategically from the supplier Cloudflare in various ways. Great economies of scale have been achieved by using Cloudflare's firewalls, capabilities to distribute content, and enormous capacity to absorb congestion attacks. Through the use of Cloudflare, Hemnet has been able to deliver a secure, fast, and accessible business platform.

In the coming years, Hemnet will, through strategic work and division of responsibilities, streamline the use of limited resources, optimise costs, and further create opportunities for innovation by focusing on the following areas:

- Strategic division of responsibilities
  - With the aim of relieving Development, processes, tasks, or systems that use developer resources will be identified and, where possible, the responsibility for these will be handed over to Internal IT.
- Fire drills with scenarios involving downtime of hemnet.se
  - The goal is to ensure and maintain the necessary competence of the staff to handle situations where business delivery is undermined, and to identify opportunities for further improvements in the existing crisis plans.
- Continuous work aiming to improve the hemnet.se production environment
  - Hemnet will continue to dedicate resources to improve hemnet.se's production environment and the associated business delivery.

#### *4. IT architecture to support an agile delivery model*

Hemnet will continue to develop IT architecture and working methods to be able to bring new products and ideas to market even faster than today. This should be accomplished by making ongoing evaluations of the entire software development process to find bottlenecks and address them.

By having refactoring of code as a self-evident part of daily development work, technical debt is kept on a sustainable level.

Sunsetting deprecated technology is done regularly based on assessments made by Hemnet's architecture council, who maintain and continuously revise Hemnet's Technology radar. This relates to systems developed by Hemnet or used within development (third party solutions).

By focusing resources on the following areas, the IT architecture will be continuously developed to enable faster deliveries of new products and functions, a higher rate of innovation in several areas, and contribute to higher efficiency in the use of development resources.

- Technologically simplified payment and publication flows
  - The goal is to create opportunities for faster innovation by reducing technical complexity and facilitating future product development.
- Data management and further development of the data warehouse
  - Investments in the area will enable increased capability in data analysis, statistically based decision-making, and the delivery of more data based products to our various customer groups.
- System separation for optimised competence supply
  - Continued focus will be on the ongoing work of separating the presentation layer from the business logic. This will both facilitate product development and enable the recruitment of specialists in each area of expertise.

## *5. IT and information security*

Hemnet will continue with the existing technical and organisational security work to continuously improve the business's ability to detect and manage internal and external threats to Hemnet's information assets, IT systems, and digital services.

By investing and focusing resources in the following areas, process efficiencies will be achieved and the business's ability to maintain the confidentiality, availability, and integrity of Hemnet's information will be ensured:

- Training efforts focusing on Development
  - The focus will be on practical application of the key principles within GDPR and security in software development.
- Improve collection and audit of system & access logs
  - Investments in expanding existing collection of system & access logs and building a system for secure storage and analysis of the previously mentioned logs.
- The acquisition of an eLearning or micro-learning service
  - The service will be used to train the entire organisation in matters of cyber security.
- Annual penetration tests of those IT systems that are critical for business delivery
  - The tests are performed to identify shortcomings in the overall IT security so that these can be addressed in an efficient manner without being value-destructive.
- Yearly evaluation of continuity plan for IT systems critical for business delivery
  - Ensuring that the existing continuity plans are sufficient to restore business delivery within an acceptable time frame and that the plans are possible to follow.
- Maintain an adequate security level for client devices
  - Continuously evaluate threats and undertake necessary measures to make sure that the company's computer and phones have adequate protection against infringements and information leakages.

## **Ensuring compliance with this strategy**

This strategy has been established by the Chief Technical Officer (“CTO”) and approved by Hemnet's management team. Significant changes must also be approved by the board. CTO is responsible for following up and updating the IT strategy annually in connection with Hemnet’s review of its strategic goals.

## **Related documents**

- *Policy for Information and Data*