

Title		Edition	Replaces	Org. location	Page # (of #)
HR Policy		1.5	1.4	N/A	1(6)
Owner	Changed by		Latest changed	Document type	
CPCO	Anna Kempe		2026-04-14	Policy	
Adopted by	Adopted on (Date)	Status		Replaced by	
The Board of Directors	2026-09-02	Adopted		N/A	

HR Policy

Information

What does this policy cover?

The policy outlines the key values, goals and principles of Hemnet group AB (publ) and its subsidiaries ("Hemnet" or the "Company"). It defines the expectations for fostering a workplace that promotes continuous learning, teamwork, and a forward-thinking attitude. The policy also emphasises equal treatment, ethical behaviour, and transparency to ensure a strong, cohesive company culture.

Who is affected by this policy?

This HR policy applies to all employees at Hemnet, covering activities related to recruitment, employee development, performance management, and workplace behaviour.

Why have we created this policy?

The purpose of this policy is to establish a clear framework for Hemnet's core values and behaviours, setting expectations for all employees and managers. It is designed to ensure a productive, respectful, and inclusive work environment where integrity, accountability, and continuous learning are prioritised.

Introduction

Our values

We describe the culture we strive for with our three company values. These values weren't handed down, they were shaped by all of us through workshops, culture talks, feedback sessions, and iteration. They reflect a desired state; a compass for who we aim to become. We want them to guide our decisions, shape our behaviors, and help us grow together.

Action over Perfection

The world around us moves fast and so must we. Staying relevant means daring to act, and learn while doing.

Win Together

Collaboration and inclusion unlock our full potential. We're better when we combine our skills and perspectives, without silos and with no egos.

Tune In

Market leadership is a position we prove every day by deeply understanding our diverse customer groups and responding to their needs.

Employeeeship at Hemnet

We believe that employeeeship is about empowerment and accountability. We trust in our employees' drive to take responsibility for their performance and contribute to Hemnet's success. Our expectations of every employee are to:

Drive results: Actively contribute to Hemnet's development and take ownership of your performance and goals.

Show respect: Treat colleagues, customers, and users with respect, staying open to and valuing our differences.

Grow & learn: Take the initiative for your own professional development and continuous learning.

Foster inclusion: Actively contribute to cultivating an inclusive work environment where everyone belongs.

Act with integrity: Live our values and always follow Hemnet's Code of Conduct.

Speak up: Help us maintain a safe workplace by reporting any suspicions of discrimination, harassment, or abusive behavior to management, People team, or through our whistleblower system.

Leadership at Hemnet

Based on our core values and our growth strategy we have identified key leadership practices. They serve to clarify expectations on all leaders, and to give direction for development.

The practises can be found in detail in *Leadership@Hemnet* and is used in leadership training, self-assessments and in development talks.

Every leader at Hemnet also has the responsibility to act in line with our high standards on work environment and equal treatment.

Equality, diversity and inclusion

We believe that different perspectives and experiences enrich our culture and create successful teams. We are committed to an inclusive environment where employees feel invited to fully contribute from the very first week.

Our commitments:

- **Zero tolerance for bullying:** We have no room for discrimination, racism, or sexism. We actively prevent all forms of harassment and abusive behavior.
- **Equal opportunities:** We recruit and promote based on objective criteria, competence, and performance.
- **Fairness & transparency:** We perform annual pay gap analysis to ensure equal pay for equal work and document the outcome and other key diversity metrics in our Equality Plan.
- **Inclusion:** Through our dedicated Health and Safety group and regular feedback, we continuously evolve our culture to ensure Hemnet remains a workplace where everyone can thrive.

Attracting & welcoming talent

Employer branding:

We strive to show a genuine and transparent picture of our culture and what it's like to work here. By staying active in our communities and building long-term relationships with our critical talent pools we work proactively to attract relevant candidates.

Fair & professional recruitment:

We hire for potential, competence, and cultural add. To ensure a professional and unbiased experience, our recruitment process is:

- **Competency-based:** We use objective criteria and structured interviews to ensure fairness and quality in every hire.
- **AI & future-oriented:** We ask ourselves what the future competence needs are, to make the right hiring decisions long-term.
- **Inclusive:** Diversity is a core consideration; we evaluate all candidates based solely on their skills and suitability for the role.
- **Candidate-focused:** We strive to provide a great experience for everyone who applies, regardless of the outcome.

Onboarding:

We take great pride in how we welcome new colleagues. Our goal is for every new employee to feel included, clear on their mission, and empowered to contribute from day one. This includes a tailored introduction from our managers and a company-wide Onboarding Day to deep-dive into our strategy, ways of working, and culture.

Talent review and succession planning

Every year the management team engages in a talent review to ensure we identify, grow and develop necessary capabilities and talent. During this exercise we identify business critical roles, and map out possible succession candidates. We also identify business critical competencies and make plans to mitigate the risk associated.

CPCO is, together with the CEO, responsible for annually reviewing the company's succession planning and share with the board. The succession plan includes the company's management team and other roles that are considered business critical. In the succession plan, all roles are graded based on how critical the role is for Hemnet's business operations to be able to continue without interruption.

Health & Wellbeing

Great performance is only possible when people feel great. Our goal is to provide a sustainable work environment that supports both physical health and mental clarity.

A flexible workplace: We offer a hybrid work model, centered around our "office-first" principal. This gives our employees the benefit of an office that is fully alive as well as great flexibility to also work from home.

Proactive well-being: Through regular pulse surveys and access to professional counseling services, we keep a constant eye on our psychosocial health.

A balanced life: We encourage a healthy balance between professional and private life. Through our "Hemnet Wellbeing" initiative, we promote physical and social activities, complemented by a generous wellness allowance.

Clear expectations and continuous dialogue: Through regular 1-to-1s and structured conversations around expectations and feedback we ensure that every employee knows what is expected from them, and feels seen, heard, and supported in their daily work.

Performance, growth & engagement

When our people grow, Hemnet grows. We strive to create a culture of continuous learning where knowledge is shared generously, and where it is safe to ask for support or learn from mistakes.

We use **Objectives and Key Results (OKRs)** to create focus, transparency, and alignment. By connecting company goals with team execution, we ensure that our strategy is clear and that every employee understands how their contribution creates value.

We are committed to an “AI First” vision. We encourage every employee to stay curious and explore how AI can enhance our way of working, foster innovation, and simplify our daily tasks.

Continuous dialogue Growth at Hemnet isn't a once-a-year event; it's a constant conversation.

- **Development talks:** We "zoom out" regularly to discuss performance, learnings, and future focus. These talks serve to find the "sweet spot" where Hemnet's business needs meet personal ambitions.
- **Supportive leadership:** While you are in the driving seat of your own development, our leaders are committed to supporting you through coaching, feedback, and challenging assignments.
- **Performance reviews:** Once a year, we conduct a formal summary of performance and growth, which also serves as the basis for our salary reviews.

Employee engagement. We measure engagement weekly through pulse surveys and expect teams to regularly discuss their results and take action. This real-time feedback loop ensures we maintain our high standards and stay agile in supporting our people.

Compensation & benefits

At Hemnet, we offer fair and competitive compensation that reflects your role, impact, and performance. Equal pay for equal work is a fundamental principle for us, and annual pay-gap analysis to prevent any form of unjustified gaps.

Our benefits are designed to ensure that our total compensation package is highly competitive and reflects our values of inclusion, wellbeing and care for our people throughout the different phases of life.

For more details, see our *Principles and Guidelines for Salary Setting*.

Integrity and responsibility

Our culture is built on mutual trust and high ethical standards.

- We always act as ambassadors for Hemnet, protecting company secrets and avoiding actions that could harm our reputation.
- We are committed to upholding human rights in alignment with international standards, including the UN Guiding Principles. We prioritize labor rights and foster a workplace built on respect and engagement.
- We handle personal data with the utmost care and in full compliance with GDPR.
- We have zero tolerance for bribery or corruption. We expect everyone to use sound judgment to ensure Hemnet remains a trusted and transparent company.

Departure & off-boarding

We believe every departure should be handled with respect and professionalism. Our colleagues are our greatest ambassadors, and we take pride in maintaining strong ties with our alumni; always leaving the door open for a potential return.

Whether a departure is voluntary or initiated by the company, we ensure a structured and supportive off-boarding process. We value the opportunity to gather honest feedback and learnings from employees' time with us, helping us continuously improve Hemnet as a workplace.

Governance

Roles and responsibilities

This policy is owned by the CPCO, with any updates or amendments requiring approval from the Board of Directors. Senior management and the Board are responsible for ensuring that Hemnet's core values, behaviours, and ethical standards—promoting a productive, respectful, and inclusive work environment—are upheld in accordance with this policy.

Follow-up and compliance

Monitoring and review

This Policy shall undergo an annual review in accordance with Guidelines for Hemnet's Governing Documents and Policy for Corporate Governance, in order to ensure that it is correctly formulated and remains fit for purpose for the Company's operations. The review is conducted by CPCO and aims to assess whether the Policy needs to be updated as a result of changes in applicable regulations, the Company's operations or working methods, or whether there is otherwise a need for clarification to ensure that the Policy provides appropriate and clear support for regulatory compliance and good corporate governance. The review is conducted as part of the Company's overall work on risk management and corporate governance.

Policy accessibility

This policy is accessible to all employees and relevant stakeholders through internal communication platforms and Hemnet's corporate website at <https://www.hemnetgroup.se/>.

Reporting channels for compliance issues

Hemnet's Code of Conduct indicates which reporting channels are to be used by employees who detect violations in compliance with Hemnet's steering documents. Each employee is asked to raise compliance issues with the person concerned in the matter in the first place where possible. If it is not suitable or possible, the employee should contact the immediate supervisor. If that is also not suitable or possible, employees are asked to contact their supervisor's supervisor, Hemnet's Chief People & Culture Officer or Hemnet's General Counsel. Also, severe misconduct can be reported anonymously via the Company's whistleblower function available via <https://report.whistleb.com/en/hemnet>.

Violations of this policy

Breaches of this policy are taken seriously and may be addressed through appropriate measures, which in some cases could include disciplinary action. If a breach also involves a violation of applicable laws, it may have legal implications for both you as an individual and the Company.

Relating documents

- Hemnet's Principles and Guidelines for Salary Setting
- Work Environment Plan
- Equal Treatment Plan
- Action Plan Against Abusive Treatment and Harassment
- Sickness and rehabilitation routines
- Action plan against alcohol and drug use at work
- Employee handbook
- Code of Conduct