
DIVERSITY,
EQUITY &
INCLUSION
POLICY
HOUSE OF HR

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DIVERSITY, EQUITY & INCLUSION POLICY

We strongly believe that a diverse working context and an inclusive culture adds to that sense of belonging we all need to thrive. By embracing our people's differences and acting with an open mindset in every situation, we also build trust and foster growth and innovation, which helps to improve everyone's well-being.

Each individual in an organization brings with them a diverse set of perspectives, work and life experiences, as well as religious and cultural differences. At House of HR, we empower our people to be themselves and respect others – it is core to our values and what we believe in. This inclusiveness is something we continue to live, breathe, and build on.

Diversity allows for the exploration of these differences in a safe, positive, and nurturing environment. This allows us both to embrace and also to celebrate the rich dimensions of diversity contained within each individual and place positive value on diversity in the community and in the workforce.

Inclusive cultures make people feel respected and valued for who they are as an individual or group. The process of inclusion engages each individual and makes our employees feel valued as being essential to the success of our organization regardless of their race, culture, religion, gender, age...

Scope

The purpose of the policy is to set out the structures, responsibilities and processes that have been established at House of HR to reach a diverse and open workplace, free from any form of discrimination.

It is designed to ensure a diverse and open environment that protects our employees, customers and other stakeholders and offers them a place where they belong to and feel at home. This can only be achieved by providing a workplace culture characterized by inclusive everyday behaviors and built on a foundation of respect and appreciation for diversity in all its forms.

This policy outlines the main principles relating to diversity, equity and inclusion at House of HR and is applicable to our internal staff, consultants, people at work and persons in training, including interns and apprentices, as well as applicants, candidates, contractors and volunteers.

The policy is applicable at the workplace but extends to all work-related activities such as conferences and trainings, after-work events, customer happenings, etc. Everyone is responsible for building and maintaining an open, inclusive, safe and healthy workplace together.

More specifically, House of HR management bears a key responsibility in acting in accordance with our core values and policies. They should not only lead by example, they should also support their team members in their efforts to uphold these principles and should act when they detect behavior which is not in line with this policy.

This policy applies to House of HR and its Powerhouses and Boutiques ('House of HR'). In addition, we expect every Powerhouse and Boutique to implement the principles as set out in this policy in their day-to-day business. For this purpose, clear processes and procedures and tailored actions such as communication and training should be provided to all Happy Rebels and other parties where relevant. Powerhouses and Boutiques should also always seek to cooperate with customers, external preferred partners, suppliers and other parties who adhere to the same principles in this respect.

"DIVERSITY IS HAVING A SEAT AT THE TABLE, EQUITY IS HAVING A FAIR SEAT, INCLUSION IS HAVING A VOICE, AND BELONGING IS HAVING THAT VOICE BE HEARD."

DIVERSITY, EQUITY & INCLUSION POLICY

DEFINITIONS

Diversity refers to the existence of variations of different characteristics in a group of people. These characteristics could be everything that makes us unique, such as our cognitive skills and personality traits, along with the things that shape our identity (e.g. race, age, gender, religion, sexual orientation, cultural background)

Equity refers to the fair treatment for all people. It is the act of ensuring that processes and workplaces are impartial, fair and provide equal possible outcomes for every individual. Equity differs from equality in a subtle but important way. While equality assumes that all people should be treated the same, equity takes into consideration a person's unique circumstances, adjusting treatment accordingly so that the end result is equal.



Inclusion is diversity in action. It's about making sure that our diverse teams can work seamlessly together and that every person can bring their whole self to work. It's about equally appreciating every perspective and view, creating the conditions where everyone feels valued and empowered to reach their full potential.

Belonging is our end goal. It's how we want every single person across our teams to feel. We know that when people feel they belong, they are more engaged and motivated, clearly seeing how they're playing a part in the success of the business.

Direct discrimination occurs when a person or group of persons is treated less favorably than another person or group of persons because of their background or certain personal characteristics.

For example, an employer has a policy of not working with older employees (> 55 years).

Indirect discrimination occurs when there is an unreasonable rule or policy that is the same for everyone but has an unfair effect on people who share a particular attribute.

For example, an employer has a policy of not letting any staff work part-time. People with children or family responsibilities could be disadvantaged..



What we believe

At House of HR, we want everyone to feel they can be themselves and to thrive at work—in every country, in everything we do, every day.

We want our people and the people whose careers we support to feel included, valued and respected, as they bring their true selves to work. And we are committed to working towards creating more equitable, diverse and inclusive workplaces.

House of HR stands against systemic bias, racism and unequal treatment.

DIVERSITY, EQUITY & INCLUSION POLICY

WHAT WE DO

We don't discriminate

We believe all people should be treated with dignity and respect and deserve a work environment that is free from discrimination. We do not discriminate. Not on gender, religion, race, national or ethnic origin, cultural background, social group, disability or illness, sexual orientation, marital status, age or political opinion. Or on any other topic some evil spirit might come up with. We will not tolerate any unlawful discrimination and we will report anyone who asks us to do so.

In line with House of HR's Mission, which expresses a fundamental value for the dignity of all human beings, this policy seeks to facilitate an inclusive, respectful and supportive working environment with a clear statement of the expectations in respect of conduct that may constitute discrimination and harassment.

We embrace every talent

House of HR is committed to a supportive work environment, where everybody has the opportunity to reach their fullest potential. Whether they are internal employees, candidates or employees working through us at a client we maintain a positive working environment where people have the freedom to learn from their successes as well as their mistakes.

Powerhouses build a culture where all employees feel they can bring their whole selves to work. Management and our Happy Rebels communicate and visibly embrace their commitment to multivariate forms of diversity, build a connection to a wide range of people to foster a sense of community and belonging.

We reward fair and transparent

At House of HR, we are committed to ensuring fair and equal pay to employees, regardless of their gender. Equal Pay is a cornerstone of our values and reflects our belief that fairness, respect, and inclusion must guide every aspect of how we reward our people.

For us Equal Pay for Equal Work means that employees performing the same or comparable roles, with similar responsibilities and levels of experience, will receive the same compensation, regardless of gender or any other personal characteristic. By embedding this principle into our culture, we aim to eliminate unjustified pay gaps and build further a workplace where every individual feels valued and respected.

We change lives

House of HR believes that diversity, equity and inclusion are important not only from an ethical or moral perspective. Diversity, equity and inclusion lead to creativity, innovation, better knowledge and experience. House of HR ensures fairness, equity and diversity in attracting, hiring, compensating, motivating and promoting its employees and talent.

At House of HR, our vision is to be Europe's most exciting talent Powerhouse, connecting people to possibilities and shaping the world of tomorrow. Providing an inclusive culture for all House of HR employees, people at work and other stakeholders is a long-term commitment. Our values underpin everything we do and inspire us every day to do everything we can to live up to our purpose and achieve our vision with one common objective: to change lives.

THE COMPANY FUNDAMENTALLY BELIEVES IN EQUAL OPPORTUNITIES AND AN INCLUSIVE CULTURE OF BELONGING AND PURPOSE

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We speak up

Anyone can and should raise awareness if we believe, in good faith, unethical practices or misconduct is going on. This will be treated confidential and with the utmost respect and understanding. No one should ever feel that they cannot share their story or have fear of being retaliated for reporting their concern, whether they are directly involved or are merely a witness.

House of HR strives to create and maintain an open, healthy and unbiased work environment. Therefore, everyone can and should raise awareness if a violation of this diversity and inclusion policy is going on so that appropriate action can be taken. All reports will be treated confidentially and empathetically. Anyone who has questions or doubts about whether a situation violates the policy should speak up.

All breaches, questions, concerns and doubts can be raised via multiple channels:

1. You can contact your direct line manager or superior, the next level manager, the HR manager, your local compliance team or the person(s) of trust within your Powerhouse or Boutique.

2. The internet application “Spot”: Spot allows you to raise sensitive issues in an accessible and, if desired, anonymous way. The customized workflow within Spot guides issue raisers throughout the process. Open the tool via talktospot.com/hohr of via the QR code.

3. If you believe the above channels to be insufficient or inappropriate, you can contact: Thomas Decruy, the Group Risk and Sustainability Officer (contact below).

In case of doubt or questions regarding this policy, please contact the Chief Risk and Sustainability Officer to review the matter:

Thomas Decruy
Chief Risk and Sustainability Officer
thomas.decruy@houseofhr.com
M +32 474 54 06 80

House of HR ensures that persons covered by the scope of this policy will not be victimized or penalized for reporting alleged unreasonable behavior. Any person who is found to have victimized a person will be subject to the consequences of breaching this policy.

POLICY INFORMATION

This policy is updated regularly to ensure its relevance over time. Below is the list of updates made to the policy.

Version	Date	Update
1.1.	December, 2023	Initial policy
1.2.	February, 2026	Equal pay commitment added Contact details updated 'Policy information' section added

This policy has been approved by the ESG Committee, on behalf of the Board of directors.

HOUSE OF HR

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