

PROCEDURE

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1 INTRODUCTION

This procedure describes Wavepiston's Gender Equality Plan (GEP).

Wavepiston's GEP is an expression of our commitment to build a fair, safe and inclusive workplace that reflects the diverse society we serve and strengthens our impact on the global energy transition. As an innovation-driven wave energy company headquartered in Denmark and with a subsidiary in Spain, working to deliver clean electricity and fresh water to communities worldwide, we recognise that diversity and gender equality are essential to attract and retain talent, foster creativity, and ensure responsible, sustainable growth.

The GEP turns our values into clear objectives, governance structures, and actions that ensure equal opportunities across recruitment, career development, pay, work-life balance, and decision-making. It aligns with European best practices while fitting the scale of our growing climate-tech SME.

Wavepiston's leadership is responsible for implementing and monitoring the plan, integrating gender equality into policies, projects, and partnerships. As a living document, the GEP will be reviewed regularly using sex- and gender-disaggregated data, measurable targets, and staff dialogue to ensure continuous improvement.

2 LEADERSHIP COMMITMENT

2.1 Statement

- I. Wavepiston's leadership commits to gender equality, equal opportunities, and a respectful, safe workplace for all employees and partners. We expect every leader and team member to contribute actively to a culture where discrimination, harassment, and bias have no place, and where everyone is treated with dignity and professionalism.
- II. We view gender balance as key to performance, innovation, and global growth, integrating it into recruitment, promotion, and leadership decisions while upholding high legal and ethical standards.
- III. As management, we take responsibility for providing clear direction, resources, and accountability for implementing the GEP. We invite all colleagues to engage with this commitment, raise concerns without fear of retaliation, and contribute ideas that help us move towards a more equitable and inclusive Wavepiston.

2.2 Signatures

We review this plan at least annually and publish updates where appropriate.

Signed on behalf of Wavepiston, by

Michael Henriksen, CEO	Steen G. Thomsen, CTO	Emiel J. Schut, CCO
Date: 26-02-2026	Date: 26-02-2026	Date: 26-02-2026
Helsingør	Helsingør	Helsingør

3 SCOPE AND PRINCIPLES

3.1 Scope

This Gender Equality Plan:

- I. Applies to all Wavepiston activities, locations, and roles, including permanent, temporary, part-time staff, students, interns, consultants, and contractors working under Wavepiston’s direction.
- II. Covers the full employment cycle: outreach, recruitment, onboarding, training, performance evaluation, promotion, remuneration, and termination.
- III. Extends to behaviour in collaborations, research and innovation projects, and interactions with suppliers and partners.
- IV. Binding for leadership and management, to be reflected in all relevant policies, procedures, and decisions.
- V. Implemented proportionately to Wavepiston’s size and resources, with a commitment to continuous improvement and compliance with European and national equality standards.

The scope will be reviewed periodically to ensure it remains relevant as the company evolves and grows.

3.2 Principles

- I. Equal opportunities and merit-based decisions: Everyone is treated fairly and assessed on professional merits, with hiring, pay, and progression based on transparent, job-related criteria free from discrimination.
- II. Inclusion and access: We promote inclusive, gender-neutral outreach and remove barriers that hinder diverse talent from joining, staying, or advancing at Wavepiston.
- III. Respect, safety, and zero tolerance: We maintain a respectful and safe workplace with zero tolerance for harassment or discrimination, and expect all employees to speak up and act against misconduct.
- IV. Gender as a strategic asset: We view gender balance and diversity as key drivers of innovation, performance, and global growth, integrated into leadership, projects, and decision-making.

- V. Data-driven improvement: We lawfully and responsibly use aggregated gender data to identify gaps, set measurable goals, and track progress while safeguarding privacy.
- VI. Participation, dialogue, and compliance: We encourage open dialogue and staff participation, ensure safe reporting, comply with relevant legislation, and exceed legal requirements by embedding equality in our culture and practices.

4 GOVERNANCE AND ACCOUNTABILITY

4.1 Governance structure

Wavepiston assigns clear roles to ensure effective implementation and continuous improvement of the GEP, focusing on ownership, daily action, and annual review.

- I. GEP Owner: Coordinates implementation, monitoring, and reporting; maintains the plan; supports departments; consolidates data; and prepares updates for leadership.
- II. Leadership Sponsor (e.g. a member of the management team): Provides visible support, resources, and strategic alignment; removes barriers and ensures follow-through on GEP commitments.
- III. Hiring managers and interviewers: Apply inclusive, merit-based recruitment practices and promote outreach to underrepresented groups.
- IV. All managers: Implement the GEP within teams, ensure fair opportunities and work-life balance, foster a safe, respectful culture, and address concerns promptly.
- V. Review cycle: Wavepiston conducts annual review of the GEP, using data and feedback to assess progress, update measures, and define new actions or resources.

4.2 Responsible

GEP owner	Tina H. Christensen	Head of Administration	thc@wavepiston.dk
Leadership sponsor	Michael Henriksen	CEO	mh@wavepiston.dk

5 BASELINE AND MONITORING

5.1 Baseline

Wavepiston	2025	2026
<i>I. Gender representation</i>		
Female employees (incl. students)	2.0	
Male employees (incl. students 3 * 0.25)	11.75	
Female members of leadership team	0	
Male members of leadership team	3.5	
New female hires	0.5	

New male hires	2.0	
Departing female employees	0.5	
Departing male employees	0.5	
Promotion female employees	0	
Promotion male employees	0	
Incidents reported	0	

5.2 Monitoring

Wavepiston monitors a small set of indicators to understand progress on this Gender Equality Plan and to improve actions over time. Data is handled in aggregated form, stored securely, and access-controlled to protect privacy and comply with applicable data protection requirements. We collect and use gender-related data only where it is lawful, proportionate, and necessary for the purposes of this plan.

Where feasible and relevant for our size, we track the following:

- I. Gender representation in the team
 - a. Overall headcount by gender.
 - b. Headcount by function or seniority where meaningful and lawful.
- II. Hiring pipeline
 - a. Applicants and shortlists by gender (currently not available).
 - b. Offers made (currently not available) and,
 - c. Offers accepted by gender.
- III. Retention and progression
 - a. Departures by gender (counts only, where meaningful).
 - b. Promotions or role changes by gender (where applicable).
- IV. Safe workplace (Wavepiston currently does not have systems supporting non-identifiable reporting of issues)
 - a. Number of reports received through formal channels and time-to-initial-response, on a high-level, non-identifiable basis and without recording personal data or sensitive details.

These indicators will be reviewed in the annual GEP review, with the aim of identifying trends, adjusting measures, and prioritizing actions on gender equality at Wavepiston.

6 ACTION PLAN
6.1 Recruitment and Hiring

Objective: Increase access to, and conversion of, women candidates while maintaining merit-based, role-relevant selection.

- I. Targeted sourcing to reach women in relevant fields
 - a. Map relevant women’s STEM networks, communities, meetups, conferences, and online groups, and build a simple outreach calendar.
 - b. Conduct active outreach to women in these channels for open roles and talent pipelining.

- c. Establish or deepen partnerships with recruiters and sourcing partners that demonstrate proven access to women candidates in engineering, product, and commercial roles.
 - II. Diverse sourcing for every role
 - a. Update the recruitment process to require a sourcing plan for each role that explicitly includes women-focused channels and targeted headhunting outreach to women candidates.
 - b. Review sourcing activity to ensure commitments are being followed and adjust tactics where needed.
 - III. Structured, consistent interviews
 - a. For each key role family, define role-specific criteria and behavioural/technical competencies before interviews start.
 - b. Implement a short, standardised interview scorecard for every candidate, and require its use for all structured interviews.
 - c. Provide a brief guidance session for interviewers on using the scorecard, asking structured questions, and documenting decisions consistently.
 - IV. Strengthen candidate experience for conversion
 - d. Define a simple candidate communication standard (touchpoints and cadence) and share it with hiring managers and recruiters.
 - e. Require that compensation bands, benefits, and core role expectations are communicated early in the process to reduce late-stage drop-off.
 - V. Improve representation in leadership and senior roles
 - f. For each senior role, include targeted headhunting and network-based outreach to qualified women candidates as a standard part of the search strategy.
 - g. Encourage external recruiters and internal referrers to proactively identify and present qualified women for senior technical and leadership roles.
 - h. Review shortlists for senior roles to ensure they reflect the available talent pool and the sourcing commitments.

6.2 Progression and Leadership

Objective: Make progression transparent and support women's advancement into senior and leadership roles.

- I. Publish clear progression criteria
 - a. Identify key role families (e.g. engineering, project management, commercial) and draft simple, role-relevant progression criteria .
 - b. Describe what "good performance" looks like, the skills and behaviours required, and the expectations for progression steps.
 - c. Share progression criteria internally via accessible channels (handbook, team meetings) and integrate them into performance and development conversations.
- II. Support development and advancement

- a. Encourage managers to use development plans that explicitly discuss progression paths and required experiences, ensuring women have equitable access to stretch assignments and visibility.

6.3 Culture and work-life balance

Objective: Support retention and sustainable performance for all employees, with attention to barriers that disproportionately affect women.

- I. Practical working norms that support retention
 - a. Agree on practical guidelines for reasonable meeting hours and respect for time zones in distributed or travel-heavy teams.
 - b. Communicate expectations around flexibility arrangements (e.g. remote work options, flexible hours) where compatible with role.
 - c. Provide clear, accessible information (handbook) on parental leave, local entitlements, and return-to-work support (where applicable).
 - d. Check in periodically to identify potential adjustments to norms that can improve work-life balance and retention.

6.4 Safe workplace and reporting

Objective: Ensure a respectful, safe environment with accessible, trusted reporting channels and clear responses.

- I. Clear standards and reporting routes
 - a. Communicate the expected behaviours (e.g. Code of Conduct) to all employees (e.g. onboarding, handbook, internal channels) and require acknowledgement.
 - b. Maintain at least one of two reporting routes:
 - i. A named escalation contact (GEP owner) for cases where reporting to a direct manager is not appropriate.
 - ii. A confidential mailbox (e.g. dedicated email) monitored by a designated role with appropriate training (currently not fulfilled).
- II. Simple response standard and external support
 - a. Define and document a simple response standard: prompt acknowledgement of reports, timely initial response, and fair, confidential handling of cases.
 - b. Provide basic guidance for managers and the designated contact on how to handle concerns and when to involve external HR or legal support, especially in sensitive cases.
 - c. Monitor (in a high-level, non-identifiable way) the number of reports and time-to-initial-response to verify that standards are met and to identify areas for improvement.

Over the course of the full action plan, these actions should be integrated into the annual GEP review, allowing Wavepiston to adjust scope, depth, and resourcing based on what proves most effective.

7 RESOURCES

Wavepiston allocates practical, proportionate resources to implement this Gender Equality Plan and keep it operational over time. The aim is to integrate gender equality into existing processes while ensuring there is dedicated capacity for targeted actions.

- I. Time allocation
 - a. GEP Owner: approximately 5 hours per month to coordinate actions, monitoring, and reporting, and to support managers in implementation.
 - b. Hiring managers and interviewers: time for required training and preparation. Workload dependent on hiring activities.
- II. Budget allocation
 - a. Training and materials: 10,000 DKK per year (or proportional to hiring volume) to cover interviewer and manager training, guidance materials, and awareness-raising activities.
- III. External support
 - a. Access to HR and legal expertise to ensure investigations, contracts, and employment practices remain aligned with applicable legislation and good practice, and to support sensitive or complex cases when needed (fx. through Danske Industri).

8 TRAINING AND CAPACITY BUILDING

Wavepiston provides short, practical training to build the skills needed to implement this Gender Equality Plan in day-to-day work. The focus is on integrating good practice into existing processes rather than creating unnecessary complexity.

- I. Inclusive hiring and structured interviewing
 - a. Mandatory for anyone conducting interviews.
- II. Respectful workplace, reporting, and anti-retaliation
 - a. Provided to all personnel as part of onboarding, covering expected behaviours, and how to raise concerns safely.
 - b. Refreshed as needed, for example after updates to policies or procedures.

Training completion is tracked internally by the GEP Owner to ensure coverage, support follow-up where needed, and inform the annual review of this plan.

Verification

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