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|  | HR | | |
| | Scatec Global HR Policy | | Revision : 2 |
| | | | Approved |
| Document Number | SCA-HUR-POL-004 | Document Level | Level 2 |
| Revision Date | 15/09/2021 | Originator | Marianne Carpenter |
| Expires | 15/09/2022 | Approver | Toril Haaland |

Scatec Global HR Policy



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1 Scatec Human Resource Policy

This policy is the guide for effective, efficient and engaging management of people or human resources (HR) within the Scatec Group internationally.

Due to the global nature of our business, the local legislation and practices must be respected and applied. At all times, local legislation would prevail should a conflict between the policy and the legislation arise.

All persons responsible for managing the human capital within the Scatec Group must refer to the policy and their local HR Manager for the appropriate procedures.

2 HR organisation and responsibility

The HR policies, guidelines, processes and tools are designed to support the management and development of people and to enhance the human dimension of the Scatec Group. The focus is therefore not the policy, but the human relationship it seeks to preserve and advance.

The HR function is responsible for providing professional support and guidance to managers in all aspects of selecting, retaining and developing employees. Additionally, the function provides a flawless administrative support. This policy comes under the responsibility of the EVP People & Organisation.

All HR employees will be trustworthy, credible and open-minded, and have the necessary skills and competencies to provide professional assistance to his or her colleagues. HR play a proactive role in ensuring open and fair communication between employees and employer.

3 Shared responsibility

The Scatec Group encourages a culture of shared responsibility where every employee has a distinct and vital role to play in dealing with people, whether in a leadership or management role or as a peer.

The HR function provides professional support to other departments within the Scatec Group - however, the function is not a substitute for the actual responsible manager. The HR function is in itself a business partner to the other departments by providing support and advice, and offering solutions to improve the company's productivity.

4 Living the Scatec values

Living the Scatec values is key to dealing with people; these values and their meaning must be referred to in all our employees' undertakings.

Predictable means that we:

- Deliver on commitments
- Communicate in an open and precise way
- Bring up ethical issues and challenges immediately

Driving results means that we:

- Set ambitious targets
- Show endurance, follow through and pay attention to important details
- Strive for simplicity and clarity, avoid activities not adding value



- Continuously develop sound expertise, demonstrate commercial awareness and customer orientation

Changemakers means that we:

- Are curious and stimulate new ideas and creativity
- Chase business opportunities
- Have courage to challenge accepted truths and enter unfamiliar territory
- Understand and manage risk

Working together means that we:

- Listen actively, give and accept constructive feedback
- Always seek the most appropriate solutions, share our experiences and build on each other's contributions
- Respect the individual and encourage collaboration to continuously improve the working environment
- Have a "can do" attitude and strive to develop and energize our colleagues.

In the event that a dispute arises between any two parts within the SSO Group, a fair procedure to resolve the situation will be implemented. The HR function will provide assistance to ensure the dispute is dealt with impartially and expeditiously.

The basis for driving high quality performance and development is clear and consistent leadership across and down our organisation. Whether you lead a team in an office or on site, or virtually across our matrix organisation, Scatec expects you to empower your employees and develop the potential in your team to maximize both results and employee engagement.

In addition to living our company values, the three leadership values listed below highlights what we expect and want to see in leaders in Scatec globally. Leadership is a choice and our leaders are measured on our company values and the leadership values.

Our leaders:

- builds teams that deliver desired results
- develop the right talent
- demonstrate passion and champion our company culture

5 Joining Scatec

The Scatec Group's intention is to appoint employees with professional skills, competencies and behaviours that will enable the continued international growth and development of the Company and the company culture, and that encourages a long-term relationship between the Company and the employee.

When determining whether a candidate is suitable for the relevant position within the Company, consideration will be given to the candidate's skills, experience and their values. Emphasis will be placed on ensuring a match between the individual candidate's values with the Company values and its culture.

The Scatec Group's objective is that each employee becomes an active member in creating and sustaining a quality culture within the organization by being committed to the organisation, by



continuously looking for ways to improve the organization, and in developing an energized environment for all.

The Scatec Group expects that all employees respect the Company culture and live the Company values and Leadership Values were applicable. In addition, it is required that employees are open to new ideas and proposals, especially from new employees, to ensure the continuous growth and development of the organization.

The Scatec Group encourages growth and development of all employees. The Company will facilitate opportunities, processes and tools for development and employees are requested to be flexible and willing to move within the Group to allow for growth and expansion of the company and other employees.

6 Diversity and inclusion

Diversity is a business imperative in the Scatec Group as it enables better decision making and increased value creation. In addition, a focus on diversity is forward-looking and development orientated, reflecting the market and society's expectations as well as assist in solving societal challenges whilst contributing to higher participation in the workplace.

The Scatec Group nourishes its culture with a high awareness of diversity and inclusion across the Company, demonstrated by Management and the Executive Leadership. The Company embraces diversity and inclusion within its policies, practices and procedures including the recruitment process, performance and rewards, learning and development programmes.

The Scatec Group:

- Ensures accountability of our business decisions both internally and externally, continuously creating value for employees, clients, partners and local communities
- Promotes transparent communications both internally and externally on a frequent basis
- Frequently reviews its practices and conduct around equal opportunities and human rights
- Organises cultural awareness events and training workshops, available to all employees

7 Equal opportunities

The Company is committed to ensuring that all employees are made aware of their statutory rights to equal treatment at work by actively promoting equal opportunities. It aims to provide a workplace with equality of opportunity, free from any form of discrimination, victimisation, bullying or harassment, by ensuring that individuals receive treatment that is fair and equitable. The company is opposed to any form of less favourable treatment on the grounds of colour, race, nationality, ethnic or national origins, sex, age, gender reassignment, sexual orientation, pregnancy and maternity, marriage and civil partnerships, pay, religion or belief, political belief, part-time work, fixed-term work, marital status or disability.

Differences in individuals are valued and respected.

Equal opportunity applies to all employment practices including and not limited to recruitment and selection, promotion, training and development, working conditions, pay and benefits, and termination of employment processes. The Company is committed to the fair and equal treatment of job applicants, employees, contractors, suppliers, agency workers, visitors and customers.



8 Child labour

Regardless of local labour law, we shall neither employ any person who is below 18 years of age nor utilize any products produced with child (persons under 18 years of age) labour.

The Scatec Group will conduct business only with third parties that follow the same ethical child labour standards.

9 Employment and employee motivation

The Scatec Group and its employees are committed to respecting and complying with the Company Business Conduct Guidelines: Representing the Practices, Governance, Code of Conduct and Business Ethics. All employees in management or leadership roles will be required to implement processes necessary to ensure compliance with the Company Business Conduct Guidelines, and any employee found to have contravened these laws might be subject to the appropriate disciplinary action.

All Scatec Group suppliers and service providers will be required to follow the Company Business Conduct Guidelines.

The Scatec Group endeavours to create an environment that protects and promotes the health and welfare of its employees. The Scatec Group has a legal obligation to provide a safe and healthy workplace that complies with each country's health and safety legal framework. All managers are responsible for ensuring the effective implementation of the health and safety policy, including enabling employees to attend respective training and communications. Each employee has an obligation to work in a safe and healthy manner, to have regard for the health and safety of others, and to comply with the company health and safety rules. Employees are encouraged to give suggestions as to how the health and safety provisions can be improved.

The Scatec Group is acutely aware that motivated employees result in increased productivity, which in turn leads to a successful business with satisfied customers. The Scatec Group management are responsible for ensuring that effective and regular communications occur with all employees to maintain and improve employee morale and motivation. Employee input is valued during these sessions.

The Company acknowledges freedom of association and collective bargaining as a labour right of all employees. Employees have the right to join labour unions or form workers' organisations with the aim to engage the Company on common issues and conclude a collective agreement.

10 Work/life balance

The Scatec Group understands that for an employee to be productive at work he or she should have a balanced lifestyle. The Scatec Group therefore encourages flexible working conditions where possible. Hence, making sure that each Employee is consuming his/her legally aggregated annual vacation within the planned period is a principle we encourage and support. In addition to annual vacation, the Scatec Group makes provision for the following leave categories: family, maternity, paternity, sick, study and unpaid leave. Making sure this actually takes place, is the responsibility of both the Employee and manager.



11 Rewards

The Scatec Group endeavours to provide competitive and fair reward structures and compensation packages, taking into consideration the local market, individual performance, the company performance and individual employee skill and potential development. The Scatec Group understands that a competitive salary is but one element of many that motivates employees and will at all times attempt to focus on the holistic needs of the employee. Ultimately the Company wants its employees to have a rewarding career.

12 People development

The Scatec Group endeavours to provide opportunities for progression and development within the group to all employees. Mandatory and voluntary training courses are provided as part of onboarding and run on a regular basis covering a range of topics. Each employee needs to take ownership for his or her own development and for acquiring the necessary skills, competencies and training to progress their career.

Learning is part of the Scatec Group culture and it is therefore required that all employees continuously develop and up-skill themselves. Management should endeavour to guide, mentor and coach their employees at every available opportunity to improve performance and to develop required skills and competencies. Management should also address errors or deficiencies in work quality swiftly and create a positive learning experience. Where possible, direct, personal communication should be employed instead of written correspondence.

Performance development assessment should be done at least once a year, however more regular follow-up and communication is encouraged. The purpose of such an assessment is to provide the employee with constructive feedback on performance development over the last review period to identify the employee's strengths and discuss how these can be best utilised, to discuss areas for development and improvement, and to agree on targets for the forthcoming review period. The assessment must be impartial and comprise an open discussion between an employee and his or her manager.

Toril Haaland
EVP People & Organisation

Date:

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