

Diversity, Equity, Inclusion and Belonging (DEIB) policy

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Introduction

Purpose

Diversity is a business imperative and a competitive advantage for Scatec. We believe that diversity enables better decision-making and increases value creation. Diversity is expected both by markets and society and contributes to higher participation in the workplace. The purpose of this Diversity, Equity, Inclusion and Belonging (DEIB) policy is to set out how Scatec approaches DEIB in our workplace and to provide a framework for the focus areas.

Statement on equality and non-discrimination

We nourish our culture with high awareness of diversity and inclusion across the organisation and on all levels. The policy is available to all employees and establishes how Scatec approaches diversity and inclusion in the workplace and provides a framework of measurable goals in this context. The full Statement is available on our website.

- We hold the highest accountability of our business decisions in both internal and external contexts; where at the forefront we respect, value, and have the best interest of our employees, partners, local communities, and other stakeholders at hand
- We believe in transparent communications regarding our operations to all stakeholders on a frequent basis
- We frequently review our policies, practices and frameworks related to equal opportunities, human rights, and non-sexual harassment.
- We believe in creating an inclusive environment that empowers our colleagues and accommodates for cultural differences.
- Cultural awareness trainings are being implemented throughout the organisation to improve our understanding of the cultures our colleagues work across

We embrace diversity, equity, inclusion and belonging in our practices, policies, and procedures including but not limited to

- **Hiring processes** – aiming for gender balance and disability equality
- **Performance and rewards** – focusing on work-life balance and employee wellbeing to increase flexibility of the new-normal working conditions

- **Learning and development programmes** – engaging all employees in various cultural trainings and promoting female leaders in all business units
- **Employee initiatives** – driven by local teams in the markets where we are present

Our values

- Changemakers
- Driving results
- Working together
- Predictable

Our values help guide us in how we do business and work together. They are key drivers of our DEIB policy and empowers people to drive results, be changemakers, collaborate effectively and be predictable.

Objectives and compliance

The objective of Scatec's DEIB policy is to ensure the company's commitment to empowering our employees. It outlines general guidelines and requirements to ensure our business conducts are compliant with laws and regulations and that we act as role model when it comes to equal opportunities and human rights.

Scatec is committed to complying with national, regional and international legislation, laws and regulations on employer practices. Furthermore, we are committed to continually assess our policies and practices to ensure accountability and progress.

Accountability

To whom this policy applies

This policy provides guidelines and expectations for all employees, managers and consultants of Scatec, including our subsidiaries and affiliates. In addition, this policy applies to certain external partners that represents Scatec or acts on our behalf. These partners are expected to acknowledge and act appropriately in accordance with the policy.

Managers` responsibilities

We expect leaders to demonstrate their commitment to our ethical standards and this policy. Managers are expected to:

- Lead by example
- Implement this policy in their day-to-day management in an equitable way
- Avoid asking employees to act in conflict with their cultural and religious values and beliefs
- Create a working atmosphere where employees feel respected, heard, and valued for their differences
- Take action to address behaviour or manners that are inconsistent with Scatec's principles on diversity and inclusion, and hold employees accountable

Employees` responsibilities

All employees are responsible for being compliant with this policy, and are expected to:

- Implement this policy in their day-to-day work, when dealing with both colleagues and external parties
- Voice their concern or notify their manager upon experiencing inappropriate action or misconduct by other colleagues
- Contribute to company initiatives and frequent review on diversity and inclusion

Key contact channels

Line managers are the primary contact to address all related concerns, additional channels below for reference:

- Country HR representative
- Report of abuse or misconduct in terms of human rights, equal opportunities and sexual harassment: Compliance representative, country HR representative, Scatec's whistleblowing channel; see [Reporting Concerns - Scatec](#)

Guidelines and requirements

Human rights

We are committed to conducting our business in line with all fundamental human rights. We have a responsibility to avoid adverse impacts to our employees, suppliers, local communities and all other stakeholder groups affected by our operations.

Equal opportunities

We value the diversity of our workforce. We are committed to a safe workplace with equal opportunities for all, free from any discrimination, bullying or harassment.

Zero tolerance for sexual harassment

We operate with a zero-tolerance policy for any form of sexual harassment in the workplace. Any person found to have sexually harassed another will face disciplinary action, up to and including dismissal from employment. All complaints of sexual harassment will be taken seriously and treated with respect and in confidence. No one will be victimised for making such a complaint.

Areas of focus

Recruitment

Recruitment – aiming for gender balance

We are committed to ensuring fair and transparent hiring practices. To improve gender balance within our recruitment process, all management and senior positions shall have gender diverse candidate lists and both genders shall be interviewed. We strive to ensure all genders are represented on the interviewing panel for all positions.

Recruitment – candidates with special abilities

We are committed to equal opportunities and continuously strive to ensure flexibility in hiring qualified individuals with disabilities or special needs. In the recruitment process, if a candidate is qualified for a position, and has a disability or special needs requirement, we assess the role to consider feasibility of hire. We strive for an accessible workplace environment for disabled or special needs employees.

Culture

Learning & development

We offer global career opportunities. In our roles we are exposed to various disciplines, technologies, and projects within several geographical locations. This exposure gives employees the opportunity to learn and develop competencies and at an accelerated pace.

A key element in developing our people is investing in an extensive learning portfolio. Our learning programs and initiatives spans across many areas:

- **Onboarding:** we have implemented mandatory e-learnings, gamified trainings, and face-to-face meetings to ensure new starters get a good

overview of our business and processes and learn about our company culture from day 1

- **Competence development:** we have a competence development framework and run targeted functional trainings to close gaps, as well as initiatives like Learn@Lunch to strengthen business understanding for all
- **Culture awareness:** we invest in cultural trainings across multiple platforms for project teams, functional teams, and leaders, including an online cultural active tool. We believe in enabling colleagues to learn about each other's cultures, to create understanding and appreciation for each other's differences and thereby foster better collaboration.
- **Diversity, Equity, Inclusion and Belonging (DEIB) training:** we have started mandatory DEIB learning programs for leaders and awareness training for all
- **Leadership development:** we have run a global leadership development program for senior leaders, Masterclasses on leadership for all leaders and Masterclasses on performance development topics for all. We have 1-1 external coaching for nominated leaders, as well as management team development sessions.
- **Graduate program:** For the third year we are in South-Africa running a yearlong graduate program across various departments. The purpose is to create work experience opportunities, as well as foster skilled and motivated young talents into our workforce. From 2023 we're adding a Bursary program for under- and post graduate studies. See more [here](#)

Leadership

Leadership development – empowering female leaders

Diversity and inclusion start at self-awareness and empathy, the capability to understand oneself and then lead others to fulfil individual growth. This is a key competency to business success. Our internal global leadership development program: M-Power, introduces an emotional and social intelligence competency inventory framework to our leaders, helping raise self-awareness and social responsibilities and transform our leadership values into specific actions and behaviors.

Female leadership and talent pipeline

At Scatec, we are committed to declare gender presence in our leadership team and to elevate diversification of voices, opinions, and values in our decision-making process. We plan to conduct an organisational structure review to ensure each leadership role is designed to promote equal opportunity for growth for all qualified candidates

Work life balance and flexibility

Work life balance

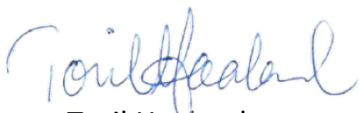
For an employee to be productive at work, a balanced lifestyle is important. The company encourages flexible working conditions where possible. We run employee engagement pulse surveys three times a year, including asking about wellbeing. As a result, we have held Wellbeing days, increased team development activities outside, and ran a Masterclass on Managing pressure to encourage a balanced lifestyle. We also offer discounted health membership in several locations.

Flexibility of working accommodation

At Scatec, we offer a flexible working model that makes it possible for our people to have the flexibility to work from home. The main place of work for all our people will remain the office location, however, we strive to ensure flexibility guided by a set of principles. The purpose of the principles is to guide managers of teams and employees to be able to decide on how often they may want to work from home or the office.

We have Flexible work Group principles as well as local principles, read more [here](#) (internal only).

Each year Scatec is committed to initiate measurable and targeted initiatives within the areas of focus.



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