

Labour conditions, talent attraction and retention, diversity

Our policy

The people of Scatec Solar make up who we are. A highly skilled and motivated workforce is essential to the success of our Company; the execution of our strategy and our continued growth. A competent and motivated workforce driving towards the same goals is vital to our success.

Our policy is to:

- Encourage a working environment guided by a culture based on our values
- Support our people with opportunities to develop according to their aspirations
- Build a high performance working environment, recognising peoples' achievements and rewarding them based on their results
- Ensure that each employee knows what is expected of them in their role
- Provide our people with direct feedback and guidance on their work performance

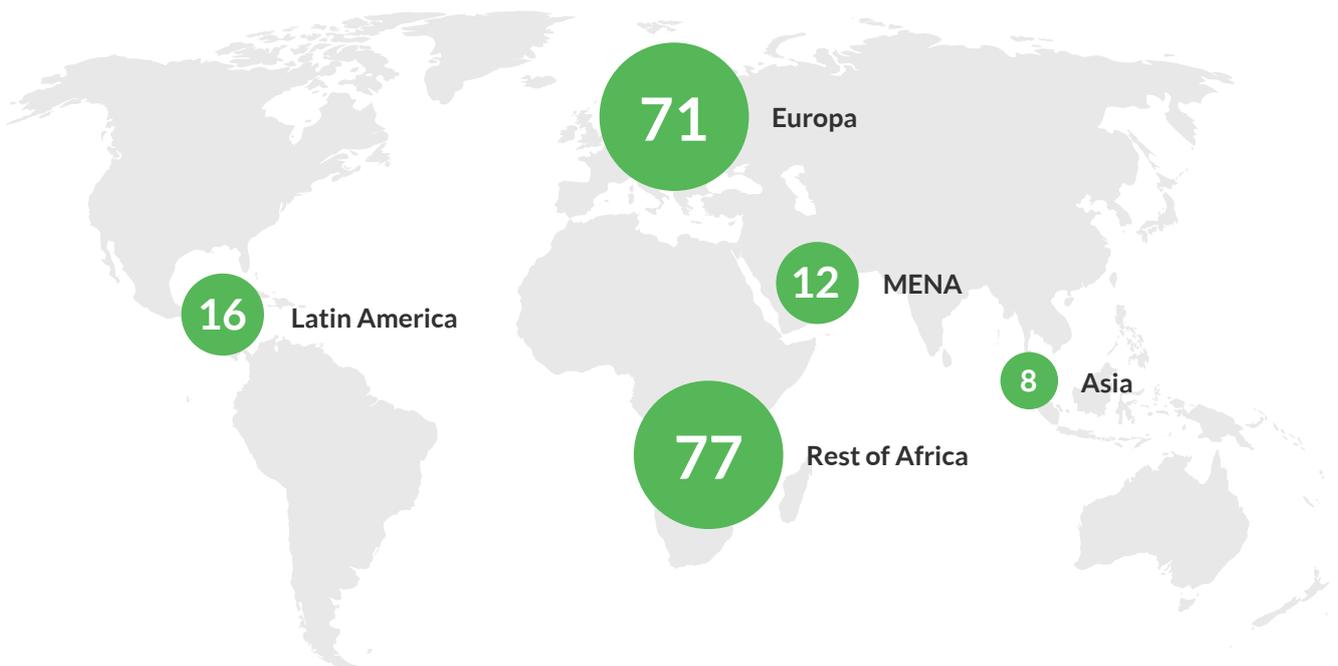
- Provide equal opportunities and value diversity of people
- Provide a safe place to work
- Support the right of workers to organise unions
- Abolish the use of child labour regardless of local labour law and only conduct business with third parties that follow the same ethical child labour standards

Our achievements and results in 2017

The total number of employees in Scatec Solar reached 184 full time employees and 46 short-term employees in 2017. The company is building up a strong presence in key markets such as Egypt, Brazil and Malaysia. During the year, we had 52 new hires and the turnover rate was 13% for the total company.

A truly global company continuously expanding into new regions, Scatec Solar is characterised by great diversity. Our global workforce of full time employees is represented by more than 20 different nationalities. The geographic distribution of our 184 full time permanent employees is illustrated in the chart below.

Geographic distribution in Scatec Solar





Skill development and training has been a key priority in 2017. We have worked to formalize the onboarding and ongoing training processes for all employees. We have introduced several new platforms to enable this including an online video platform.

We report and monitor the health and working environment of our employees on a regular basis. An overview of sickness absence rate and gender diversity for the headquarter in

Norway and the total company is shown in the table below. The percentage of women working full time in the company increased from 28% in 2016 to 37% in 2017.

In 2017, we also introduce a new set of indicators related to governance bodies. The table on the next page shows the gender diversity and age groups of the Management and the Board of Directors, as well as gender diversity for the total company.

Indicators related to health and working environment

SICKNESS ABSENCE RATE (%) ¹⁾	2017	2016	2015
Head quarter (Norway)	2.5%	2.4%	2.3%
Total company	2.1%	2.2%	2.4%

1) Includes full time employees (FTEs) and short-term employees (STEs)

Indicators related to gender diversity and age groups

GOVERNANCE BODY	GENDER (% FEMALE)			AGE GROUP (%) 2017		
	2017	2016	2015	Under 30	30-50	Over 50
Management	0%	0%	0%	0%	57%	43%
Board of Directors	40%	40%	40%	0%	20%	80%
Head quarter (Norway)	44%	40%	31%			
Total company	37%	28%	26%			

The lack of female representation in the management is a matter we are aware of and working to improve. We expect an increase in female employees globally in the coming years. We already see a positive trend with the percentage of females in the company increasing from 28% in 2016 to 37% in 2017, which is due to the company's strong focus on female recruitment whenever possible. See appendix xx for more information on employees and other workers.

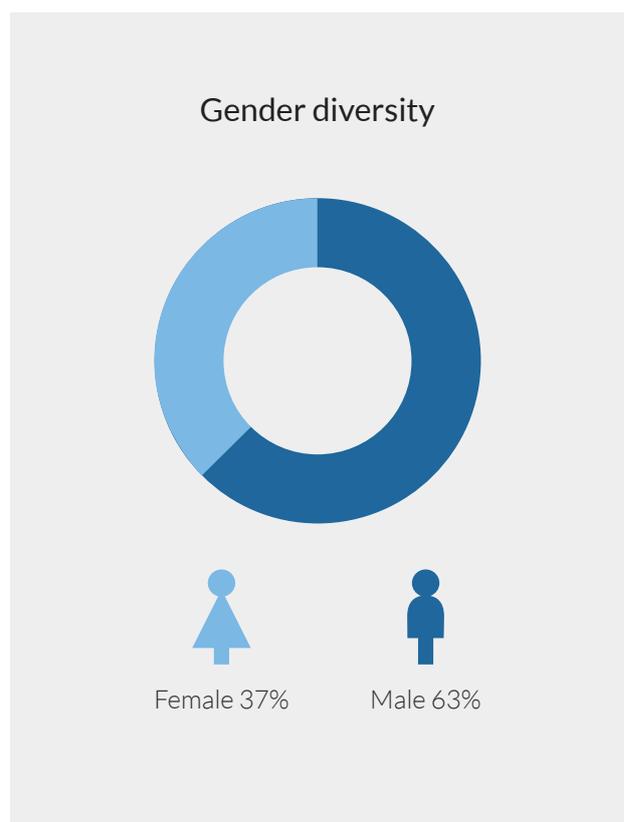
Collective Bargaining Agreement

The entire workforce of Scatec Solar is covered by the company's Global HR policy and related procedures, which state that all employees are to be paid fair salary levels in accordance with local laws and regulations. The percentage of full time and short term employees that are covered by formal collective bargaining agreements amounts to 11%.

Our ambitions and goals

In 2018, we will work to further establish recruitment partnerships in countries where we have projects under development and construction and maintain a global workforce characterised by strong diversity and talent. We have set a target to increase the number of female employees globally by 10% in 2018.

We will work to further develop our onboarding and training offerings to all employees and will continue to develop our new HR platform by providing employees with increased development and training facilitates through videos and feedback.



«The percentage of women working in our company globally increased from 28% to 37% in 2017»

Roar Haugland, EVP Sustainability & HSSE



