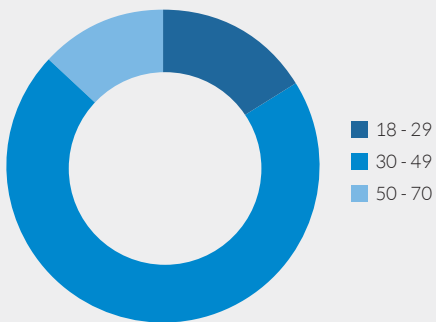


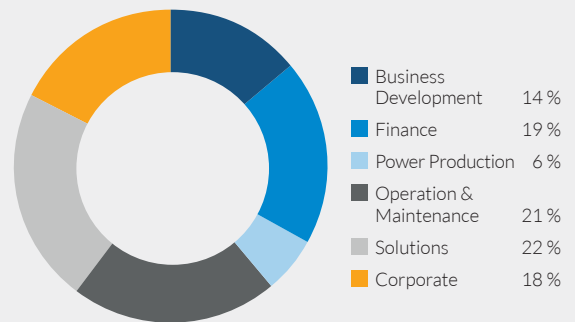


Women account for **37% of our staff** in 2017 up from 28% last year

Age groups



By Functions



Our People

The success of Scatec Solar lies in the capabilities and commitment of our employees.

In 2017 we have continued to strengthen our organization within all regions and functions. We focus on building highly competent cross functional teams to drive business forward – all the way from project development to operations and long-term ownership.

In preparation for stronger growth we have over the last year recruited about 50 employees and permanent employees is now at 184. By design, we maintain a relatively small organization to ensure agility and flexibility in a very dynamic market environment. For the same reason, we had about 100 professionals hired in to deliver on our projects in 2017.

Navigating in complex emerging markets is not only requiring highly skilled professionals but also cultural diversity. Diversity ensures organizational success by matching international competence with local insights and we believe it reduces operational risk. Our employees represent more than 20 nationalities. Diversity is evidenced in terms of multiculturalism as well as age and gender. Worldwide, women account for 37% of our staff in 2017 up from 28% last year.

As our company grows, it is imperative that we strengthen our systems and processes. During 2017, we have improved

our people processes such as onboarding, performance management and talent and salary review. Implementation of a new human resource system as enabled these improvement initiatives. An annual leadership survey was also introduced this year to collect feedback on our leaders to further improve our employee dialogue and people processes in the years to come.

Safety and productivity is equally important. Our operating plants in Czech, Rwanda, South Africa, Jordan and Honduras scored well on both counts. The leave rate remained moderate at 2.1% worldwide, broadly in line with previous years. There was one Lost Time Injury and there were no fatal accidents in any of our plants or projects.

We operate across five continents, but we are still a lean, flat organization. Our high-skilled, high performance employees have earned a reputation for delivering on ground breaking projects in complex environments. We hear from new recruits how inspiring they find this – the leeway given to small teams delivering difficult tasks. This trust is empowering and will be key for our business success in the years to come.

Geographic distribution of employees

