

Our people



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

Our achievements and results in 2018

2018 was a year of strong growth, reflected both in projects and people. The number of full-time employees reached 246, an increase of 32% compared to last year. In addition, we had 88 short-term employees and 107 consultants hired to deliver on our projects. Scatec Solar continues to develop a strong presence in key markets such as Egypt, Brazil, South Africa, Malaysia, and Ukraine. During the year, we recruited 68 highly skilled full-time employees and the turnover rate was 12%, slightly down from 13% in 2017.

Diversity

As a global company, rapidly expanding into new regions, Scatec Solar continues to be characterised by great diversity. Our total global workforce is represented by 32 different nationalities, up from 31 in 2017. Diverse backgrounds and experiences help our organisation to remain flexible and agile, and ultimately to be better equipped for responding to fluctuating and complex markets and environments.

Our policy

- 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 all employees know what is expected of them in their roles
- Provide our people with direct feedback and guidance on their work performance



“Our global workforce is represented by 32 different nationalities. A diverse workforce is key to our success”.

Toril Haaland, EVP People & Organisation

Employee statistics 2018

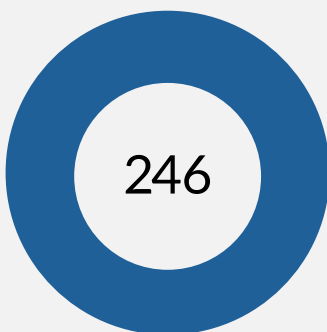


2018: 246
2017: 184

Geographic distribution



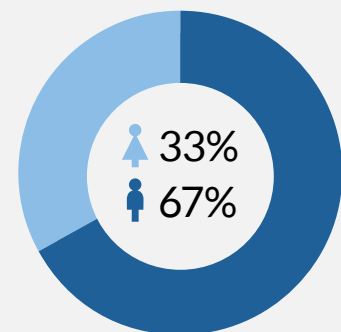
Global workforce



Nationalities



Gender





The gender diversity and age groups of the Executive Management, the Board of Directors, and Scatec Solar in total are presented in the table below.

In 2018, we increased the female representation at the Executive Management level to 14%. Our 2017 target of increasing the number of females globally by 10% from 2017 to 2018 was exceeded. However, due to a significant increase in employees the relative share of females declined from 2017 to 2018. This signals a need to continue our focus on gender diversity for the coming years. See appendix, section 5, for more information on employees and other workers.

Human capital development

Scatec Solar targets a value-based high-performance culture and encourages employees to take responsibility for their own development. We facilitate their doing so by providing a variety of learning and development opportunities throughout the employees' careers to ensure their continuous professional growth.

Health and working environment

We regularly report and monitor the health and working environments of our employees. An overview of the sickness absence rate is shown in the table below. The rate has been stable for the total company for the last four years.

Indicators related to gender diversity and age groups

GOVERNANCE BODY	GENDER (% FEMALE)				AGE GROUP (%) 2018		
	2018	2017	2016	2015	Under 30	30-50	Over 50
Management	14%	0%	0%	0%	0%	57%	43%
Board of Directors	40%	40%	40%	40%	0%	20%	80%
Headquarters (Norway)	47%	44%	40%	31%	7%	80%	14%
Total company	33%	37%	28%	26%	18%	71%	11%

Indicators related to the health and working environments

SICKNESS ABSENCE RATE (%) *	2018	2017	2016	2015
	Headquarters (Norway)	2.1%	2.5%	2.4%
Total company	2.0%	2.1%	2.2%	2.4%

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

Key learning and development initiatives 2018



New Online Learning Portal: Launched a new online learning and development portal to enhance internal learning across multiple departments and countries, offering both e-learning and classroom courses. Our mandatory courses totalled 1,129 training hours in 2018.

Performance Management: Strengthened and formalised our annual PDA (Performance, Development and Appraisal) process for all employees. Improvements included a new online platform and mandatory participation.

Leadership Development Programme: Established a new programme, with 30 leaders participating in the first round of the programme. The first workshop was kicked off in January 2019 in Oslo, Norway.

Onboarding Survey 2018:

96%

of new joiners experienced their first day as welcoming and informative.

85%

experienced the organisation as helpful in getting them up and running during their first three months.

Collective Bargaining Agreement

The Company's Global HR policy and related procedures are applicable to all employees, emphasising fair salary levels in accordance with local laws and regulations. In countries where labour unions and labour rights are not effectively enforced, we aim to find mechanisms for workers to express their grievances and protect their rights.

Our ambitions and goals

In 2019, we will work to further develop and operationalise our new People platform and the recently established Leadership Development Programme. We will maintain a strong focus on diversity throughout our recruitment processes globally. The following targets have been set for 2019:

- Diversity: Ensure female candidates are interviewed for all senior positions.
- Performance Management: 100% participation by all employees in our annual Performance, Development and Appraisal (PDA) process

