



Statement on equality and non-discrimination

Scatec ASA

Improving our future

Statement on equality and non-discrimination

This report describes the diversity and inclusion status of Scatec ASA (“Scatec”) and how we are working to ensure equal opportunities for all employees and prevent discrimination on the basis of gender, pregnancy, leave in connection with childbirth or adoption, care responsibilities, ethnicity, religion, belief, disability, sexual orientation, gender identity, gender expression or combinations of these grounds globally, and shall seek to prevent harassment, sexual harassment and gender-based violence.

Status on gender equality¹

Proportion of women by job level in 2020		Men	Women	Total	Women %
Level 1	Executive EVP	7	1	8	13%
Level 2	Executive, VP, SVP	13	3	16	19%
Level 3	Senior Manager, VP	11	8	19	42%
Level 4	Manager, Senior Manager	10	15	25	60%
Level 5 ²	Supervisor/Professional/Technical/Support	10	16	26	62%
Proportion of women on the Board of Directors		3	2	5	40%

Gender balance		Temporary employees		Parental leave (average number of weeks)		Actual part time		Involuntarily part time	
Women	Men	Women	Men	Women	Men	Women	Men	Women	Men
43	51	0	0	25	12	0	0	0	0

¹ All figures are for Scatec ASA, the Norwegian entity of the Company.

² Ref. Scatec has eight global position levels whereas level 5 is combining the four lower levels.

Scatec's work for equality and non-discrimination

Diversity as a business imperative

Diversity is a business imperative and competitive advantage for Scatec. In 2020, Scatec had 41 nationalities represented in its global workforce and 21 nationalities represented in Scatec ASA. Building a culture that nurtures diversity in all aspects is key to delivering our goals and maintaining a flexible and agile working environment. We embrace diversity and inclusion in our practices, policies and procedures including, but not limited to, hiring processes, performance and rewards, learning and development programmes and initiatives.

Principles, procedures and standards for diversity and inclusion

Our global work with equality and non-discrimination is described in Scatec's various strategies, policies, and guidelines. In addition to an inclusive global [HR policy](#), we developed a specific global [Diversity & Inclusion \(D&I\) policy](#) in 2020. Both policies include guidelines to secure equality and prevent discrimination, harassment and sexual harassment and gives guidance for action and initiatives to meet these challenges.

Scatec has a global bonus and salary review process and uses global benchmarking data from Mercer, to prevent bias in this area. Our global recruitment guidelines and tools support unbiased recruitment practices by providing consistent standards and processes. All employees are encouraged and have a duty to report improper behavior or irregular conditions, this is thoroughly defined through our whistleblower channel.

All relevant policies, procedures and guidelines have been developed with consideration to feedback from employees via regular engagement surveys and employee representatives in the working environment committee. Policies are ultimately approved by Executive Management.

Our goals for 2021

In 2021, we will focus our efforts on initiatives to promote greater diversity in line with best practice, aimed at excelling beyond compliance. The following targets have been set for 2021:

- Increase the share of female employees from 30% to 33%
- Promote women to management positions and increase the number of female managers from 33% to 35%
- Monitor and improve work-life balance among employees by systematic reporting and further culture and awareness building amongst employees and leaders
- Strengthen our work related to equal opportunities by utilising the platform “Equality Check”

Our identified risks of discrimination or other obstacles for equality and diversity and potential causes

Our ability to drive people's development is critical to delivering on our strategy. We acknowledge that our people are a key asset, and we strive to create an environment that fosters excellence, promotes our values, and encourages diversity. Based on feedback from employees globally via engagement surveys, discussions with employee representatives and dedicated focus groups, we have identified the following four key risk areas/obstacles for equality, diversity and discrimination.

- Recruitment
- Culture
- Leadership
- Work-life balance

In the case of recruitment, we see that recruiting employees from a variety of countries, backgrounds and cultures may challenge the way we communicate and follow up employees. When it comes to leadership, poor gender balance can create a perception of unequal career development opportunities and represent a talent retention risk. We also see that Scatec's growth strategy combined with a performance driven culture might create high expectations and workloads for employees making work-life balance for some a challenge.

The four identified areas are covered in our Diversity & Inclusion policy, which can be read in full at www.scatec.com/sustainability/esg-resources/. The policy includes actions which we commit ourselves to take onwards, as summarised below.

Our measures to prevent discrimination and increase diversity and equality

Increasing the number of female employees were amongst our targets for 2020. We strengthened our focus on initiatives to promote greater diversity in 2020 through evolving our policy on diversity and inclusion, as well as focusing on recruiting female candidates and promoting women in our leadership programmes.

For 2021 onwards we have identified the following targets and measures to mitigate risks within the four identified key risk areas:

Recruitment:

- Work actively to improve gender balance on all levels/departments/countries
- Promote recruitment of qualified individuals with disabilities or special needs requirements
- Ensure that all management and senior positions have gender diverse candidate lists and candidates of both genders are interviewed
- Ensure gender mix represented in the interview panel

Culture:

- Provide culture awareness trainings in multiple platforms, including cultural training for project teams, managers, and leaders, and a cultural active online training tool for all employees

Leadership:

- Ensure gender balance in all leadership development programmes
- Improve diverse leadership teams through systematic succession planning

Work-life balance and flexibility:

- Promote and evolve a culture of flexibility in the workplace
- Ensure sufficient resources to ensure sustainable growth
- Develop and evolve diversified and fair leave policies to promote work-life balance (parental leave practises, childcare and study leave)

Our assessment of results

During the past two years we have had a focus on ensuring that female candidates are part of the recruitment processes and tracked for all senior positions. While growing our organisation we have focused on but not fully managed to keep the percentage of female employees stable. We continuously promote females to management positions and globally this has resulted in 14 women being hired or promoted to senior positions. We closely monitor the participation of females in our leadership programme and in 2020 our global leadership programme had 45% female participants. We are continuously tracking our global population with regards to work-life balance and our 2020 engagement survey showed increased scores in this area.