

sonnedix



DIVERSITY,  
EQUITY AND  
INCLUSION  
MANIFESTO  
2024 - 2030

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# OUR DEI STORY

Since our inception in 2009, DEI has been an integral part of our culture and fabric. We believe it's vital for us to have a diverse workforce and inclusive culture as it brings in a variety of perspectives. This enables us to stay competitive and relevant for all our stakeholders. For our people, DEI presents opportunity - as their differences become their strengths and teams operate in a more agile, entrepreneurial manner.

In 2019, we crafted our inaugural DEI Manifesto, embodying our mission, aspirations, and values. The DEI Manifesto articulated our DEI principles, emphasizing fairness, a growth mindset, and fostering a sense of belonging. It informed our strategic roadmap and action plan spanning from 2020 to 2023, with clear, measurable outcomes by 2023.

Our initial pillars were fivefold: Gender; Race and Ethnicity; Disability and Wellbeing; Age Diversity and Inclusion, with a set of goals and actions for each pillar.

This was accompanied against the backdrop of growth - for Sonnedix and also for the renewable sector as a whole. We have made progress on all the pillars, creating a robust, data-led approach to measuring our impact. This created a cycle by which we deepened our understanding of these pillars' intersectionality and how to continually evolve our approach.

Looking ahead to 2030, our dedication and focus remains resolute, and is underpinned by ambitious objectives aimed at ensuring a relevant DEI strategy delivering benefits in the present and also preparedness for the future.

We continue our DEI journey through innovation and adaptation, evolving our strategy to maximise progress for our team, company, sector and more widely.



**Stephen Taylor**  
Chief People Officer

# DEI TIMELINE

- ▶ Launched DEI Manifesto
- ▶ Focus on five key dimensions: gender, race, age, disability & inclusion
- ▶ Key goals in place including ambitious gender goal of 40% new hires to be women
- ▶ Created 'One Team Networks': Sonnedix Women's Alliance, Returning from Leave, LGBTQ+ and Career Kickstarters

- ▶ Introduced self-ID to collect DEI data
- ▶ Overachieved gender goal: 42% of new hires are women
- ▶ Launched the global 'DEI Summit' to create awareness and drive DEI across the industry
- ▶ Winner of Miami's Best and Brightest Companies to Work for

2020



2021



2022



2023



- ▶ Refreshed our recruitment process; 42% of new hires are women
- ▶ Introduced Women Champions on every construction project
- ▶ Launched internship program to encourage more underrepresented groups to gain solar industry experience
- ▶ Sonnedix wins inaugural 'Solar Gender Champion Award' by Solar Power Europe
- ▶ Launched a data-driven Inclusion Scorecard

- ▶ Workforce gender diversity exceeds industry averages: 36% of the workforce are women
- ▶ Continued focus on career development among women: 36% of promotions go to women
- ▶ Focused on new media such as podcasts, to drive DEI messages forward

# MESSAGE FROM OUR CEO

Sonnedix's purpose is to Power a Bright Future - for our stakeholders, investors, company, our team and the communities where we operate

We know that people drive our success and building a diverse workforce that is able to collaborate and challenge constructively is essential for our future growth. We also understand that diversity extends beyond demographics—it encompasses a spectrum of backgrounds, perspectives, experiences, and ideas. Embracing this diversity empowers us to cultivate a workplace culture where every voice is valued, respected, and heard, to drive positive business outcomes.

In 2019, when we launched our first DEI Manifesto, with a roadmap to 2023, we laid out how we would become more diverse and inclusive.

72% 

of our people say everyone has an equal opportunity to succeed, regardless of gender, race, age or physical ability.

79% 

of our people say they would recommend Sonnedix as a great place to work

Since then, we have ensured our DEI goals are a key part of our overall corporate goals. We said we would hire 40% women new joiners every year through fair and unbiased hiring processes, and I'm proud to say that we've achieved that goal in 3 out of 4 years across our company, in an industry with a very small pool of female candidates. Despite our significant growth in headcount, we kept our promise to make our workforce more diverse and gender balanced. We exceed renewable industry averages by having a workforce of 36% women and have established practical and comprehensive policies to support our women. We introduced six months, fully paid maternity leave (and adoption leave) in all our jurisdictions and because we know that the primary caregiver needs to be supported by their partners and co-parents, we provide four weeks, fully paid paternity/co-parental leave in all our jurisdictions.



We listen carefully to our team's aspirations, building our career and learning opportunities to be best in class. We believe in 'One Company, Many Careers' so people can develop beyond their own specialism and create lifelong learning opportunities at Sonnedix. We have consistently offered growth opportunities within the company, closely monitoring gender balance in promotions. Between 38% and 43% of promotions have been awarded to women. 79% of our people say they would recommend Sonnedix as a great place to work.

Our team spans four generations and over 40 nationalities. This adds incredible richness to our culture and gives us a strong foundation from which to become even more culturally and racially diverse. We designed and implemented an inclusion score so that we can track how we leverage this richness to deliver business results. We are one of the first renewable energy companies to introduce voluntary data collection and self-ID for race. Our internship programme, introduced in 2021 to provide opportunities for under-represented groups in renewables, has brought in over 40 interns from diverse backgrounds.

As we think of the future, let us consider some compelling facts:

- ▶ A Deloitte 2018 study found that diversity of thinking is a wellspring of creativity, enhancing innovation by about 20%. It also enables groups to spot risks, reducing these by up to 30%<sup>1</sup>.
- ▶ Within energy, women make up just under 14% of senior managers, with representation strongest in the utility sector. Excluding utilities, women hold less than 12% of leadership roles. This compares with 15.5% of the 30,000 non-energy firms.<sup>2</sup>

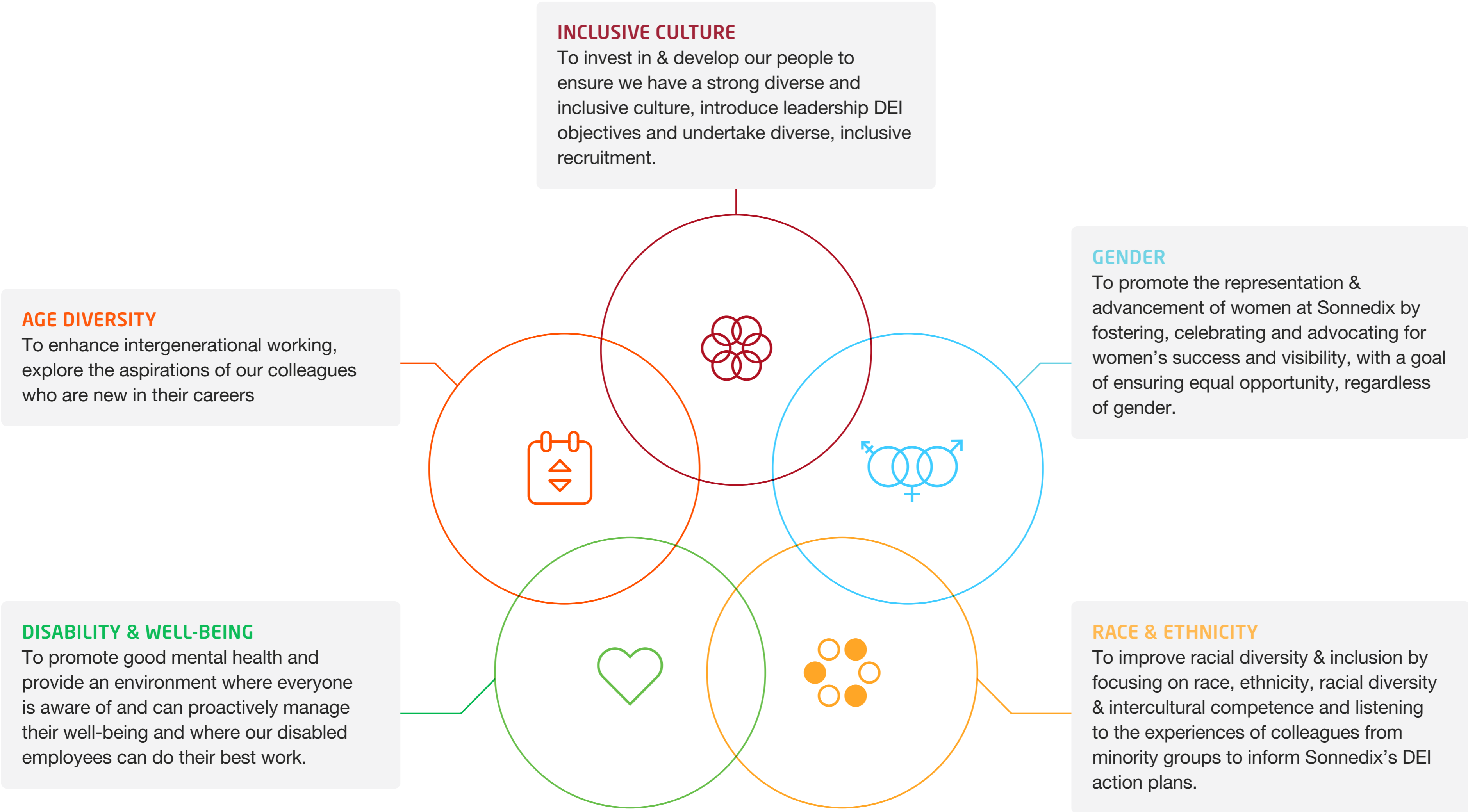
We know that DEI is a long-term commitment. As we plan our DEI goals and strategy to 2030, and our business scales, we want to do more, and better. We will continue to 'Do the Right Thing' by building on our journey so far and challenging ourselves to create more women leaders leading to a gender balanced workforce and increase socio-economic, cultural and ethnic diversity. And through all of this, we will never lose focus on being inclusive, equitable and actively inviting difference in – to deliver business benefits and drive our sustainable growth.

**Axel Thiemann**  
Chief Executive Officer



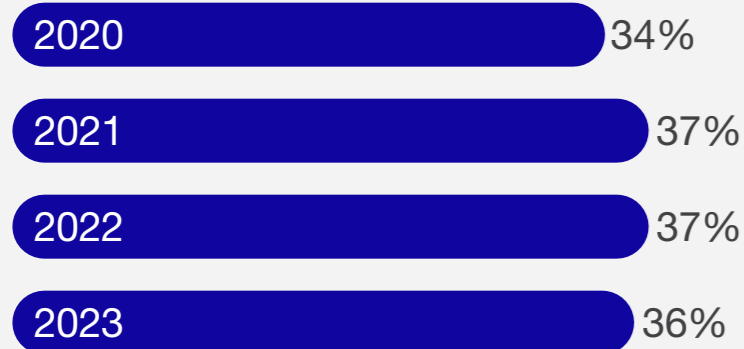
1. The diversity and inclusion revolution: Eight powerful truths. Deloitte Review, issue 22  
2. OECD and International Energy Agency (IEA), 2021

# OUR STRATEGY & PRIORITIES (2020 - 2023)



# 2020 - 2023 HIGHLIGHTS

## % OF WOMEN IN THE WORKFORCE\*



## % OF TOTAL PROMOTIONS FOR WOMEN



## % OF NEW HIRES WHO ARE WOMEN



## INCLUSION SCORE

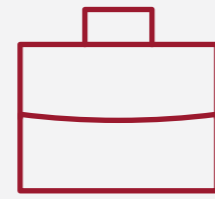


40+

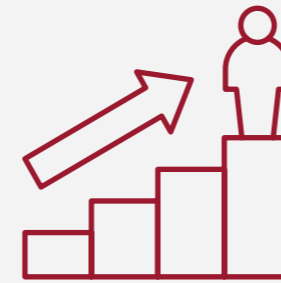


Nationalities

40+

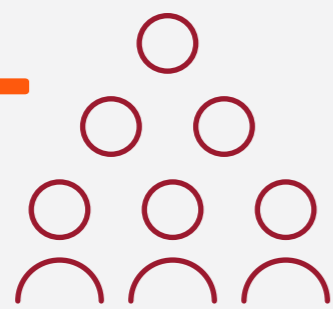


internships for under-represented groups



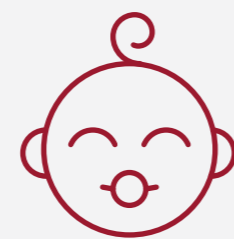
Ongoing commitment to internal development through a comprehensive onboarding and training program including topics like Unconscious Bias, Values & behaviours.

500+



Employees

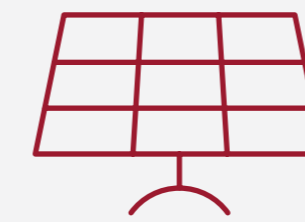
Enhanced **PARENTAL LEAVE**



policies globally

Introduced the industry-wide

**ANNUAL DEI SUMMIT**



Launched

**TALENT PROGRAMS**

across the business focusing on high potential members of our One Team

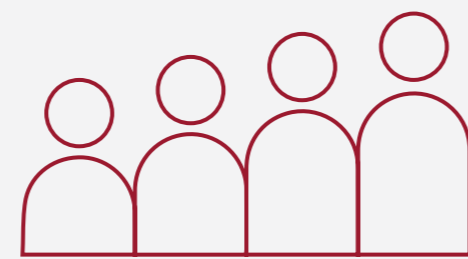
Transitioned to a fully **HYBRID WORKING**

company, with flexible working embedded into global policies



4

generations in the workplace



Winner of inaugural

**SOLAR DIVERSITY CHAMPION AWARD**

(Solar Power Europe)

Launched a

**GLOBAL INCLUSION SCORECARD**





# 2020 - 2023 HIGHLIGHTS

## SONNEDIX WINS INAUGURAL SOLAR GENDER CHAMPION AWARD

In May 2021, Sonnedix was named Solar Gender Champion by Solar Power Europe.

This award recognises Sonnedix's efforts in ensuring we continue building a truly inclusive and diverse place to work. We are fully committed to supporting more women joining the renewable sector, not just from our recruitment strategy, but also from the many educational initiatives through which we inspire girls and young women to pursue a STEM career.



## SONNEDIX ORGANISES GLOBAL DEI SUMMIT, ATTENDED BY REPRESENTATIVES OF 20 COMPANIES, TO SHARE BEST PRACTICE AND GENERATE IDEAS AND LEARN FROM A DIVERSE SET OF CONTRIBUTORS.

Since its launch in 2022, the Sonnedix annual DEI Summit brings external knowledge and insights on DEI to the industry, with external case studies and award winning DEI initiatives showcased. The Summit is open to company employees and energy and infrastructure companies globally. Feedback has been positive, with over 90% of participants saying they had concrete takeaways from the event.



## WINNER OF BEST AND BRIGHTEST AWARD

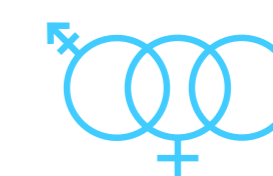
Sonnedix is the two time winner of The Best and Brightest Companies to Work For® which is a testament to our commitment to exceptional human resource practices and a strong focus on our employees' well-being.





# 2020 - 2023: PROGRESS & PRIORITIES

# DIVERSITY PILLAR I: GENDER



We set ourselves ambitious goals in 2019 towards becoming a more gender balanced workforce. Our vision for this pillar was: To promote the representation and advancement of women at Sonnedix by fostering, celebrating and advocating for women's success and visibility, with a goal of ensuring equal opportunity, regardless of gender.

## GENDER GOALS: 2020 - 2023



Undertake a review of policies, processes and ways of working to benchmark against best practice and ensure these are optimized for gender balance.



Review data on progressing and retaining women to inform action plans, with a view to improving gender equality in senior leadership.



Complete review and consultation on Flexible Working Policy and family-friendly practice (globally).



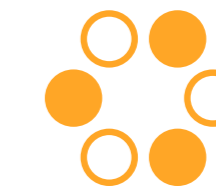
Support the One Team Network (employee resource group) Sonnedix Women's Alliance Group in achieving its aims and use the Allyship for Inclusion program to raise awareness that diversity is for everyone.

## PROGRESS →

We have made significant progress against the goals we set for ourselves on gender in 2019.

- ▶ **Policy Review:** We reviewed all our policies globally and by country and ensure they are aligned with international standards and optimized for a gender balanced workforce. Across all our jurisdictions we have systematically reviewed and changed hiring, progression, pay and development policies.
- ▶ **Data rigour:** Started DEI data collection annually via our Employee Engagement Survey, enabling us to make data-led decisions. As a result, our data collection on women in the workforce, the number of women we hire, our candidate pool diversity and gender pay parity are all areas we focus on.
- ▶ **Flexible working & family friendly policies:** One of our key interventions in Gender was to create flexible working and family friendly policies. We have now fully transitioned to a hybrid working company with our global policies making it possible for people to work flexibly and productively. We have created offices with collaborative and creative working spaces and provided support for those working from home and remotely. One of our flagship policies was to launch six month fully paid maternity leave (including adoption leave) across all jurisdictions and four weeks fully paid co-parental/paternity leave. Our flexible working policy takes into account people working at times that might suit them by setting aside 'core working hours'. We have a dedicated 'One Team Network' for parents and carers, to provide peer support and guidance on balancing work and life.
- ▶ **Enhance the Sonnedix Women's Alliance:** The Sonnedix Women's Alliance is our One Team Network dedicated to supporting and progressing women at Sonnedix. The group has held several events and brought in external speakers to provide inspiration, learning and advice on navigating the world as a woman.

# DIVERSITY PILLAR II: RACE & ETHNICITY



Sonnedit had ambitious goals for racial and ethnic diversity from 2020-2023. Our vision for this pillar was: To improve racial diversity & inclusion by focusing on race, ethnicity, racial diversity & intercultural competence and listening to the experiences of colleagues from minority groups to inform Sonnedix's DEI action plans.

## RACE/ETHNICITY GOALS: 2020 - 2023



Improve data on race/ethnicity for existing employees in order to establish baseline measures of representation.



Encourage the creation of a Race/Ethnicity One Team Network Group and set up listening sessions with current employees.



Offer training and development to raise awareness, increase openness, tackle inappropriate attitudes, prejudice, bias, privilege.



Use the Internship and Apprenticeship programs to widen access to the solar sector for people from minority race/ ethnicity groups.

## PROGRESS →

Our initiatives on making the workforce more racially diverse have met some success, particularly in countries where the population itself is more diverse, and we have a lot more to do in 2024 and beyond.

- ▶ **Data:** Sonnedix collected voluntary race/ethnicity data for the first time in 2021 from employees globally. We continued this in 2022, and the practice is now embedded into our annual Employee Engagement survey. Some of the countries we operate in are particularly challenging to collect this data as it is legally or culturally sensitive to do so – our progress has been primarily due to building employee trust and retaining anonymity.
- ▶ **Creating a One Team Network:** We learned that colleagues did not want to have a race and ethnicity One Team Network as a single identity group and instead wished to be represented in other ways. As such, there is not currently a Race and Ethnicity OTN.
- ▶ **Training:** Our suite of training including Unconscious Bias and Allyship sessions enable employees to work better together, crossing any cultural barriers and mitigating bias. Through the pandemic, we moved our entire offering online. We continue to ensure all managers complete regular mandatory DEI training, alongside our unconscious bias and values-based training for everyone. In 2022, we ran company-wide development sessions, “Supercharging Our Differences”, giving people the skill and inspiration to ‘Invite Difference in’ instead of just tolerating or observing difference.
- ▶ **Internships:** We have brought in nearly 50 young people at the beginning of their careers from under-represented groups to take up internships in Sonnedix. These fully paid internships have spanned all functional areas of the business - Operations, Engineering & Construction, Finance or Marketing. Our interns get access to a meaningful role, learning and development resources and courses, and career development opportunities such as mentorship.

# DIVERSITY PILLAR III: DISABILITY & WELLBEING



Through the pandemic years, and beyond, we have focused on the wellbeing needs (mental, emotional, social and financial) of our employees. We have also increased our disability hiring and look forward to fulfilling more of our vision for this pillar: To promote good mental health and provide an environment where everyone is aware of and can proactively manage their wellbeing and where our disabled employees can do their best work.

## DISABILITY & WELLBEING GOALS: 2020 - 2023



We will develop an annual Wellbeing Week as part of the ongoing well-being initiatives to raise awareness among employees about how to manage their well-being.



Review Disability standards across all jurisdictions - we will review our buildings to ensure that they are as accessible as possible.



Encourage openness and seek information on undisclosed disabilities among our people so that we can listen and educate ourselves on disability inclusion.



We will highlight hidden disabilities, cognitive and neurodiversity.

## PROGRESS →

All aspects of wellbeing were a huge priority for us during the pandemic, with a broad range of initiatives put in place to support all team members.

- ▶ **Focus on mental health:** We are striving to provide work-life balance for our employees through an extensive flexible working suite of policies, ensuring caring responsibilities and time needed for other 'life' responsibilities are not penalised and a full portfolio of initiatives, such as gym memberships, confidential counselling, mental health measures and learning and development sessions on mental health awareness, stress management, nutrition, financial wellbeing briefings and consultations. We provide training on time management, prioritisation, and mindfulness. We also provide access to mindfulness and meditation resources such as the 'Headspace' app in the UK.
- ▶ **Wellbeing:** We divided wellbeing into Physical, Financial and Mental health with specific initiatives under each including webinars on building financial literacy, managing work life balance, ESG community events and volunteering and free 24/7 counselling services
- ▶ **Disability standards:** We have investigated the current level and nature of self-declared disability in our team, to inform our next steps, and assessed the accessibility of our workspaces for those with physical disability.
- ▶ **Disability Inclusion:** Voluntary data sharing by employees has been embedded in the annual Employee Engagement Survey. This data is then shared with and discussed by senior leadership and the Board with a view to how we can further support current and the attraction of potential future colleagues with disabilities in different roles across the company. We have found that neuro-diversity is an area where we can raise awareness and build more inclusion through understanding of these differences.

# DIVERSITY PILLAR IV: AGE DIVERSITY



Sonnedix is a company with four generations working together. We know that effective intergenerational ways of working brings the benefits of diverse perspectives. Our vision for this pillar was: To enhance intergenerational working, and explore the aspirations of our colleagues who are new in their careers.

## AGE DIVERSITY GOALS: 2020 - 2023



We will review career progression across functions.



Launch the Sonnedix Mentoring Program – and extend this to promote reverse mentoring opportunities.



Increase access to opportunity through the Allyship for Inclusion initiative.



Explore aspirations of early career-stage workforce (Generation Z).

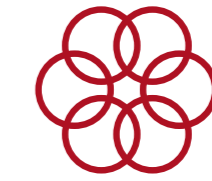


Encourage / promote OTN Group 'Career Kickstarters' goals and promote participation in the Mentoring program.

## PROGRESS →

- ▶ **Career Progression:** We track progression through promotions and lateral moves across the company, and provide career development opportunities for all employees as part of our “One Company, Many Careers” initiative. Since 2020, we have seen increases in the percentage of women being promoted each year. Every employee participates in company-wide training in addition to creating their own development plan and having access to a wide range of management, technical and essential skills development. For example, 20 people obtained the Institute of Asset Management certification in 2022-23 and 39 people completed the Prince 2 Project Management qualification.
- ▶ **Mentorship:** More than 120 people have participated in the Mentoring program since 2020 and at any given point, over 25 mentoring relationships are ‘live’ across the company. All employees have the opportunity to participate, with senior leadership, the Chairman and Board members contributing time as mentors.
- ▶ **Access to opportunity:** We use a talent and performance process in which to identify potential at all organisational levels, which is shared with and calibrated by functional leaders, to ensure equal access to development opportunities across the company.
- ▶ **Career Kickstarters:** The One Team Network mainly supporting the Generation Z team members has grown in membership and impact since 2020. With over 40 members, the network has organised several events to help early career stage people identify development and mentoring opportunities, develop networks and build their profile, to manage their careers. Some of the events have included:
  - Empower Hour with Christina Samson, Founder and President of Madrid For Refugees: This session aimed to inspire participants to be ambitious and step outside of comfort zones, and taking action even when it is not easy.
  - Empower Hour with Fyiona Yong, an Intergenerational Leadership Coach and youngest Head of Operations at Shell: This session acted as a masterclass on career development and a chance to hear from someone who progressed to leadership at a young age.

# DIVERSITY PILLAR V: INCLUSION



While inclusion has been in our DNA since the company was founded, we have codified inclusive practices as we scale and maintained a rigorous focus on our inclusive culture. Our vision for this pillar was: to invest in and develop our people, introduce leadership DEI objectives and undertake diverse, inclusive recruitment.

## INCLUSION GOALS: 2020 - 2023



Establish an inclusion benchmark through the annual Employee Engagement Survey and increase this year on year



Ensure every Manager understands Unconscious Bias and how to mitigate against this



Create and roll out an 'Allyship for Inclusion program' program, so everyone understands and can act on their role and responsibility in an inclusive culture



We will ensure that commitment to diversity is driven from the top and that decision-making is balanced



We aim to be the first-choice employer for people passionate about harnessing the power of the sun to build a bright future, regardless of their background



## PROGRESS →

- ▶ **Inclusion Benchmark:** We established an Inclusion benchmark via the Employee Engagement Survey in 2021 and our Inclusion score has been steady despite us almost doubling our employees. Having a quantifiable inclusion score allows us to target interventions and measure their impact on our people.
- ▶ **Mitigating Bias:** Unconscious Bias training was rolled out in 2021 as mandatory for all managers and is regularly repeated. 100% of managers completed the training which continues to be mandatory for new managers. Anecdotal feedback shows how much managers appreciate the training and a level of commitment across team members to ensure biases are acknowledged and managed.
- ▶ **Inclusive Culture:** Rolling out the 'Allyship for Inclusion' programme has helped establish and maintain an inclusive culture. Since we are a rapidly growing company and have acquired employees from other companies, we have created an intentional process by which new platforms are integrated with our culture and we are able to recognise and incorporate elements from their existing norms. Our company wide 'Supercharging our Differences' training session in 2022 pushed employees to invite difference in, instead of just tolerating it. The My Part to Play training gives employees the skills to be an effective Ally. We continuously monitor inclusion levels, through an annual Employee Engagement Survey and regular Pulse Surveys.
- ▶ **Management Goals:** From the outset, we made DEI goals a part of corporate and senior management goals. Our DEI governance protocols ensure the CEO, Senior Leadership Team and Board are updated on progress every quarter. C-suite goals are closely tied to an inclusive culture and corporate diversity goals are widely reported on in all company calls. Transparency is key to our diversity journey and progress and obstacles are discussed openly among employees.
- ▶ **First Choice Employer:** We have made significant strides in bringing our Talent Acquisition and DEI closer together. Early on we conducted a root-analysis of all talent attraction and recruitment policies and practices to ensure diversity was built into, not parallel to, our ways of working. This ensures we continually widen our candidate pools by finding ways to attract non-traditional candidates for our roles. In addition to making job posts inclusive and introducing interview training to remove bias, run outreach activities and look for new channels, we run a successful internship programme that helps bring in new diverse talent to the company.





A person wearing a blue cap and a bright yellow safety vest with the Sonnedix logo and name on the back is walking away from the camera through a field of sheep. In the background, there are rows of solar panels under a clear blue sky. The scene is set in a rural, open landscape with dry grass and some yellow wildflowers.

# 2024-2030: PILLARS & GOALS

# LOOKING AHEAD



The pace of change has never been this fast, yet it will never be this slow again”

**Justin Trudeau**

Canadian Prime Minister

(World Economic Forum keynote speech, 2018).



As the renewable sector, and Sonnedix, navigates unprecedented change, challenge and opportunity, our commitment to diversity and inclusion stands as a cornerstone of our organizational ethos. From 2024, we will continue on our journey towards building a workplace culture where every individual feels valued, respected, and empowered to contribute their unique perspectives and talents to maximise business results.

Research has unequivocally shown that diverse and inclusive workplaces are not only more innovative and productive but also more resilient and adaptable in the face of uncertainty. Our 2024-2030 DEI roadmap represents our resolve to encompass the diverse communities we serve but to also harness the collective strength of our differences to drive innovation, sustainability, and success.

**FROM 2024 ONWARDS, WE CONTINUE TO BOTH BUILD ON AND EVOLVE OUR DEI PILLARS:**

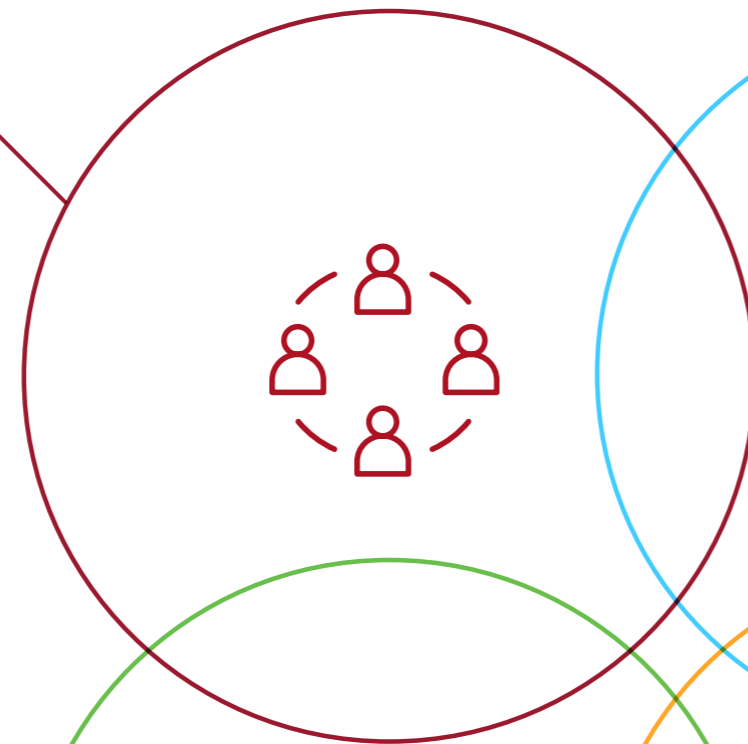
We cultivate a culture of belonging that attracts top talent, enhances employee engagement, and drives business performance. Our DEI Roadmap is a holistic framework that encompasses every aspect of our company, from talent acquisition and development to leadership commitment and community engagement. We aspire to create a workplace where diversity is cultivated as a source of competitive advantage.



# 2024 - 2030: PILLARS

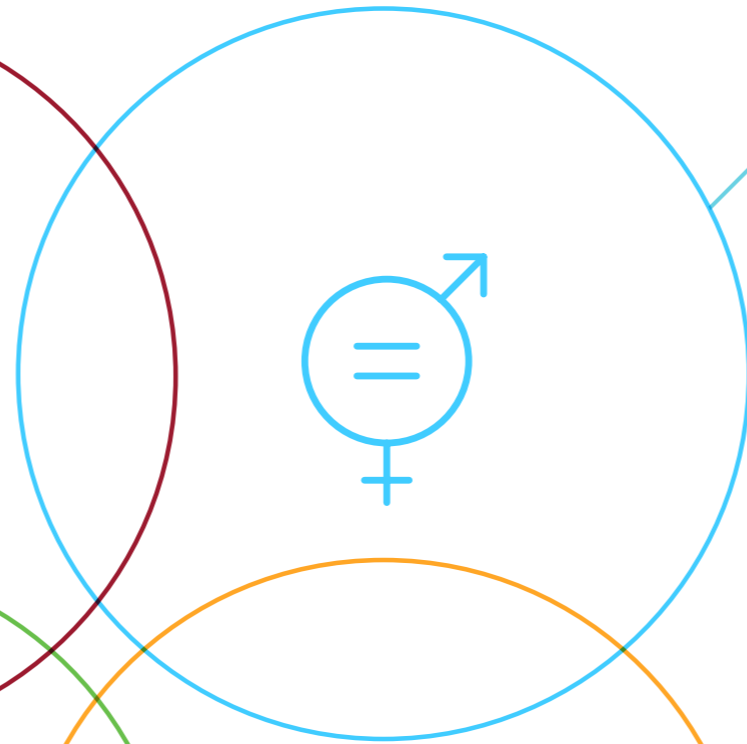
## STRENGTHEN OUR INCLUSIVE CULTURE:

Invest in ensuring we have a strong diverse and inclusive culture, with curiosity and resilience at its core, and develop our people to deliver business outcomes that drive sustainable growth.



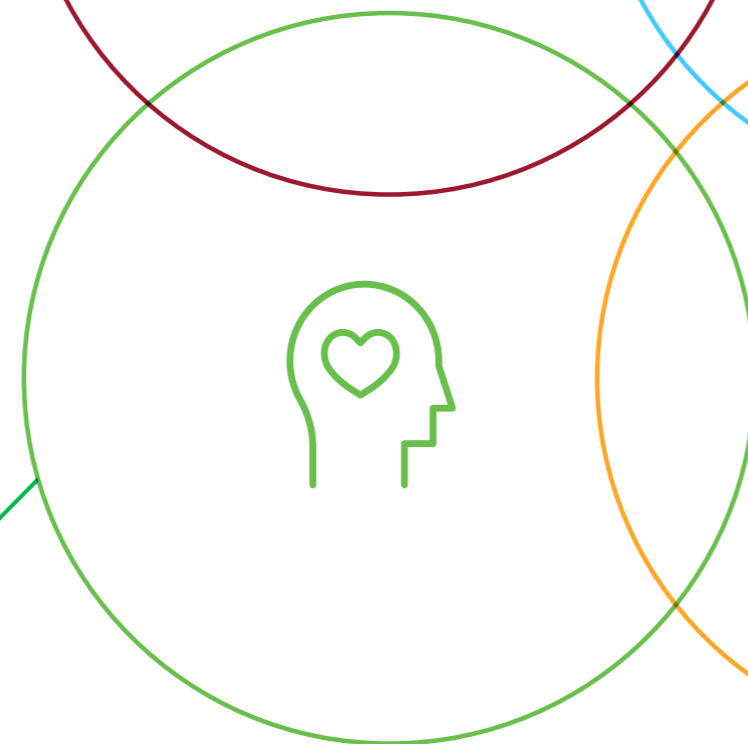
## PROMOTE GENDER EQUITY WITH A FOCUS ON CAREER DEVELOPMENT:

Work to ensure equal opportunity regardless of gender, and focus on the attraction, progression and retention of women by fostering, celebrating and advocating for women's visibility and success.



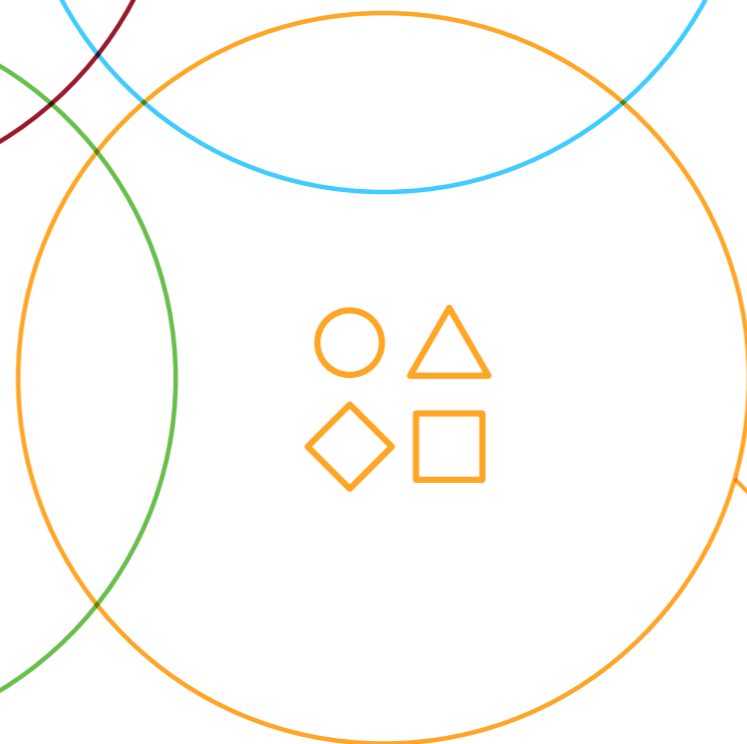
## MAXIMISE WELLBEING AND UNLOCK THE POWER OF DIFFERENCE:

Promote good mental health and build awareness of neuro-diversity to provide an environment where everyone is aware of and can proactively manage their well-being to do their best work.



## EMPOWER UNDERREPRESENTED GROUPS TO DRIVE COLLABORATION:

Continue to listen to the experiences of colleagues from under-represented groups, explore socio-economic diversity, enhance intergenerational working, and improve all our people's intercultural competence.



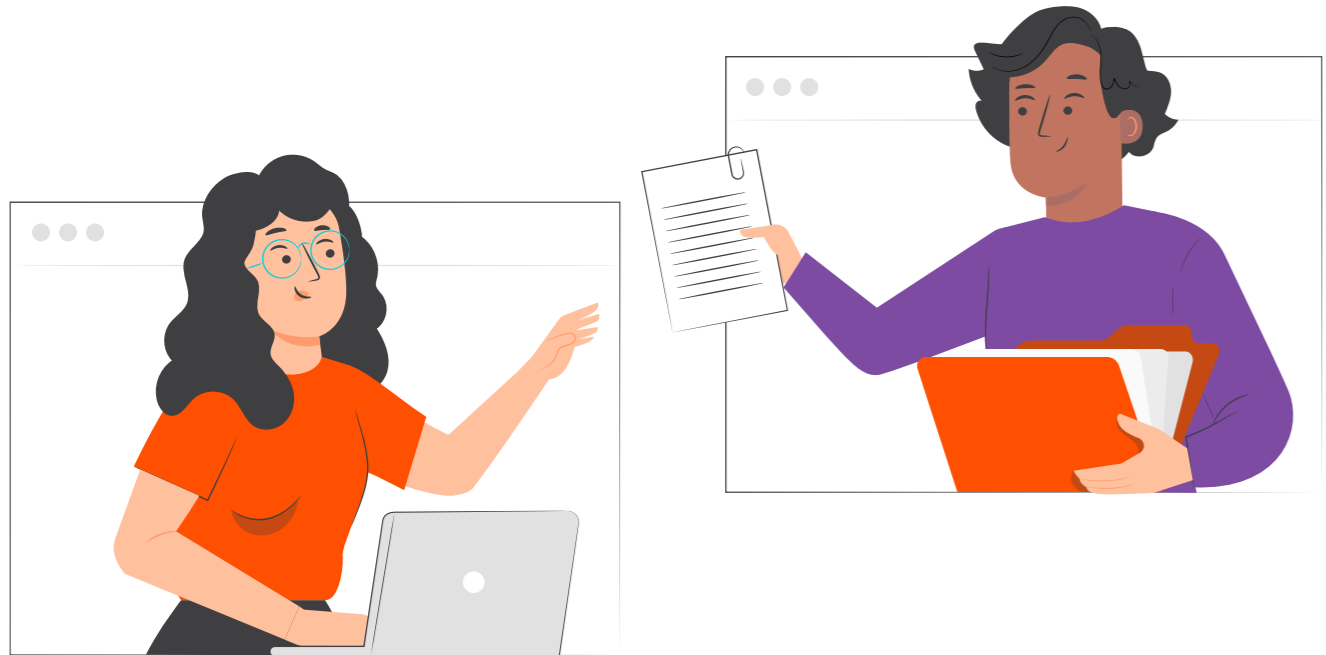


# 2024-2030: DETAILED PLANS

# STRENGTHEN OUR INCLUSIVE CULTURE TO ENHANCE RESULTS DELIVERY

Invest in ensuring we have a strong diverse and inclusive culture, with curiosity and resilience at its core, and develop our people to deliver business outcomes that drive sustainable growth.

An inclusive culture serves as a powerful catalyst for driving goals forward on multiple fronts. Firstly, it cultivates an environment where all employees feel valued, respected, and empowered to contribute their best work, leading to higher levels of engagement, collaboration, and productivity. By embracing diversity and ensuring that every voice is heard, we tap into a wealth of perspectives and ideas, sparking innovation and creativity that fuels our competitive edge in the market. An inclusive culture enhances employee satisfaction and retention, reducing turnover costs and ensuring continuity in our workforce, which is vital for achieving long-term business success. Ultimately, by prioritizing inclusivity, we not only create a more collaborative work environment but also lay the foundation for sustainable growth and achievement of our strategic objectives.



GOALS →	
	Evolve our culture by adding and embedding a new value, Curious Learners, to highlight the need for agile thinking and a growth mindset.
	Enhance intergenerational working by promoting the benefits of mentoring, reverse mentoring and peer learning
	Provide training that will give everyone a common language for collaboration
	Deliver interview skills and Unconscious Bias training for all managers
	Continue to collect data about inclusion levels across different employee groups and maintain or exceed an Inclusion Score of 70%
	Ensure all managers are equipped to lead in an inclusive way through targeted learning interventions
	Enhance the onboarding experience to clearly explain the cultural expectations of inclusivity
	Ensure our recruitment process is as fair and unbiased as possible so that we continue to build a diverse team and fair candidate experience

## MILESTONES TO 2027 →



Launch the 'Curious Learners' value and reinforce existing values through company-wide cross-functional group training sessions



Roll out refreshed Unconscious Bias and My Part to Play (allyship) training across the company



Review all Manager development training resources to strengthen DEI messaging



Ensure every member of the Senior Management and Leadership team are mentoring a team member on a rolling basis by end of 2024



Ensure leadership is approachable and accessible to all employees by introducing virtual/in person coffee chats and Town Halls in all locations each year



Ensure Collaboration and Conflict Resolution training is delivered to all senior managers and project teams across the business, and embedded as a common methodology to accelerate solution-finding in response to challenges.



Streamline and review the hiring process annually, to take into account the impact of appropriate tools, like psychometrics, AI and technology to maintain an inclusive and fair candidate experience



Having developed my career at Sonnedix, I have seen firsthand the importance of our shared values in delivering results. I am a passionate advocate for ensuring we strengthen and evolve our culture so that everyone plays an active role in our sustainable growth ahead.

**Miguel Garcia Mascunan**  
Chief Financial Officer  
Senior Leadership sponsor of Pillar 1

# PROMOTE GENDER EQUITY IN CAREER DEVELOPMENT

Work to ensure equal opportunity regardless of gender, and focus on the attraction, progression and retention of women by fostering, celebrating and advocating for women's visibility and success.

Sonnedix takes responsibility for ensuring that its workforce is as balanced as possible, at all levels of the organisation. We have conducted comprehensive reviews of all aspects of our talent attraction, recruitment and working policies and practices to ensure we are as fair and equitable as possible in attracting the best talent to our team, regardless of gender. As we scale, we strive to be industry-leading in having a gender balanced workforce.

From 2024, we will maintain our focus on transparent, fair recruitment and investigate the progression of women in more depth, in particular, their advancement into leadership roles.

From 2024, we will maintain our focus on transparent, fair recruitment and investigate the progress of women in more depth and in particular, their advancement into leadership roles. This will mean a greater focus on our leadership and culture being inclusive while making sure our managers and processes are concentrated on ensuring our performance reviews and promotion decisions are supporting women equitably.

## GOALS →



Strive to ensure that 40% of new hires into the company are women, while always hiring the best person for the role



Ensure % of women in the workforce is within 35-40% and monitor and understand root causes for women attrition



Identify opportunities to deliver specific Women in Leadership development opportunities



Invest in manager training so that all candidates for progression are assured equal opportunity



Establish a baseline methodology to monitor and report on Pay Equity



Commit to review global policies, processes and practice to ensure they remove barriers to career progression



Build on the Internship program and create opportunities for women to get a foothold in the renewables sector



Celebrate the progress and advancement of women at Sonnedix by running events and campaigns on International Women's Day

## MILESTONES TO 2027 →



Continue to improve talent attraction to widen the funnel of women applicants by enhancing Employer Brand and creating specific pools of female candidates for hard to hire roles



Introduce and assess the value of attending specific 'Women in leadership' training courses for high potential women to remove commonly held barriers to progression



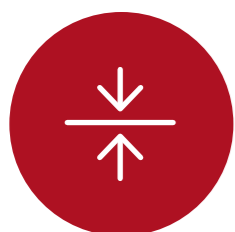
Track progression of women as a % of promotions and a % of women in leadership roles



Identify any underlying themes based on the above analysis and put in place actions to mitigate underlying issues



Review nominated participant lists of all high potential/top talent development programs for gender-balance and ensure the calibration process is designed so that it is free from bias



Establish baseline and consistent methodology in line with industry good practice for measuring the gender pay gap within comparable location and functional areas



I want to ensure that all women fulfill their potential - because it's the right thing to do but also because I believe a balanced team is a stronger team. As we move forward in 'Powering a Bright Future' for the planet, I want to ensure we do this for our One Team as well.

**Mel Rowlands**

General Counsel

Senior Leadership sponsor of Pillar 2



# EMBRACE CROSS-CULTURAL WORKING & EMPOWER UNDERREPRESENTED GROUPS TO DRIVE COLLABORATION

Continue to ensure we listen to the experiences of colleagues from under-represented groups, explore socio-economic diversity, enhance intergenerational working and improve all our people's intercultural competence.

Beyond our gender goals, we are committed to ensuring all under-represented groups thrive at Sonnedix. We know that having diverse representation – of race, sexual orientation, age and ability – is only the first step. From 2024, we want to ensure an inclusive culture means actively inviting difference in. As we transition from a solar IPP to a Renewable Energy Services Provider, we know that the diversity brought in by different perspectives, experiences, and backgrounds will enrich problem-solving, foster creativity and innovation and better cater to the needs of diverse customer bases, leading to improved customer satisfaction and market competitiveness.

Our existing workforce diversity offers a rich tapestry from which to push innovative thinking, growth mindset and cognitive flexibility to solve dynamic challenges in a world of accelerating change.

## GOALS →



Further enhance One Team Network Groups in order to provide a 'safe space' and build awareness on specific DEI dimensions



Continue to recruit diverse interns and provide a route to underrepresented talent to find a footing within renewable energy



Mitigate Unconscious Bias across the employee life cycle



Build awareness of different diversity dimensions including race and sexual orientation and how this is experienced by the 'One Team' in order to take advantage of 'difference' within Sonnedix



Celebrate PRIDE annually and build awareness of LGBTQ+ within Sonnedix



Support country led events and initiatives celebrating and enhancing awareness on different diversity dimensions



Launch a social mobility strategy and enhance understanding of socio-economic diversity of the workforce through data collection

## MILESTONES TO 2027 →



Ensure each country has a local DEI champion who acts as a conduit for messages, events or activities that improve cross-cultural working



Improve governance by creating a stronger two-way flow of communication between and across groups with senior executive sponsorship and an established frequency



Collect baseline data on socio-economic diversity and build a long-term strategy to increase social mobility



Increase visibility of One Team Networks by running at least one event per Network annually and using new media (podcasts) to generate awareness and encourage participation



Enhance the internship experience by providing dedicated industry specific training relevant to the role









Having spent over 20 years in the renewables sector, I have always endeavored to build diverse and inclusive teams, to leverage the capabilities of everyone. This approach has stood Sonnedix in great stead so far - I look forward to strengthening this further as our sector and company continues to evolve.

**Juanma Fernandez**  
Chief Operating Officer  
Senior Leadership sponsor of Pillar 3

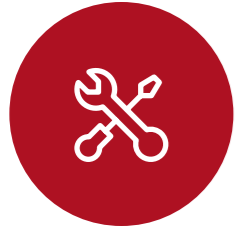
# MAXIMISE WELLBEING AND UNLOCK THE POWER OF DIFFERENCE

Promote good mental health and build awareness of neuro-diversity to provide an environment where everyone is aware of and can proactively manage their wellbeing to do their best work.

Increasing workplace wellbeing is not only a moral imperative but also a strategic investment in the success and sustainability of Sonnedix. By prioritizing employee wellbeing, we aim to cultivate a positive work environment that fosters engagement, productivity, and retention. Enhancing awareness of neurodivergence and differences in cognition and communication between individuals, is essential for fostering an environment where all individuals, regardless of their neurological differences, can thrive and contribute meaningfully.

GOALS →	
	Focus on resilience training and stress management
	Enhance social, physical and mental wellbeing at work
	Train managers on becoming better 'coaches' and leaders to their direct reports
	Embed Sonnedix values across the organisation
	Encourage openness and seek information on undisclosed disabilities among our people so that we can listen and educate ourselves on disability inclusion
	Sensitise managers on hidden disabilities and neurodivergence

## MILESTONES TO 2027 →



Create a resilience toolkit for Sonnedix, and promote across all teams and locations, to enable team members to better manage stress and identify when to seek further assistance if needed



Create a program of annual office specific activities to enhance physical wellbeing in all locations



Run training on Values & Culture, with the connected behaviours, to strengthen our values and ensure everyone understand their role in creating an inclusive workplace



Train all people managers on the fundamental principles of coaching in order for them to become more engaged and effective leaders to their direct reports



Run company-wide awareness-raising training / workshops on identifying and embracing the power of neuro-diversity in the workplace



Offer training and development to raise awareness and tackle any Unconscious Bias



Ensuring that everyone has the support and development they need to perform at their best, is critical to our success. In a changing, volatile and ambiguous environment that can be challenging, we are committed to doing our best for the team.

**Stephen Taylor**  
Chief People Officer  
Senior Leadership sponsor of Pillar 4

# 2024 - 2030: PILLARS & GOALS AT A GLANCE

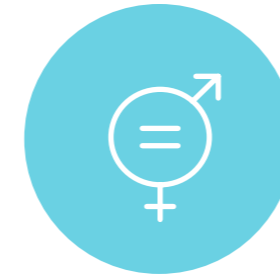


## STRENGTHEN OUR INCLUSIVE CULTURE

### GOALS →

- ▶ Evolve our culture by adding and embedding a new value, Curious Learners, to highlight the need for agile thinking and a growth mindset.
- ▶ Enhance intergenerational working by promoting the benefits of mentoring, reverse mentoring and peer learning
- ▶ Provide training that will give everyone a common language for collaboration
- ▶ Deliver interview skills and Unconscious Bias training for all managers
- ▶ Continue to collect data about inclusion levels across different employee groups and maintain or exceed an Inclusion Score of 70%
- ▶ Ensure all managers are equipped to lead in an inclusive way through targeted learning interventions
- ▶ Enhance the onboarding experience to clearly explain the cultural expectations of inclusivity
- ▶ Ensure our recruitment process is as fair and unbiased as possible so that we continue to build a diverse team and fair candidate experience

Senior leadership sponsor:  
**Miguel Garcia Mascunan**  
Chief Financial Officer



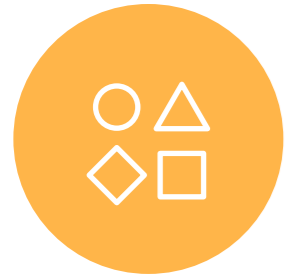
## PROMOTE GENDER EQUITY IN CAREER DEVELOPMENT

### GOALS →

- ▶ Strive to ensure that 40% of new hires into the company are women, while always hiring the best person for the role
- ▶ Ensure % of women in the workforce is within 35-40% and monitor and understand root causes for women attrition
- ▶ Identify opportunities to deliver specific Women in Leadership development opportunities
- ▶ Invest in manager training so that all candidates for progression are assured equal opportunity
- ▶ Establish a baseline methodology to monitor and report on Pay Equity
- ▶ Commit to review global policies, processes and practice to ensure they remove barriers to career progression
- ▶ Build on the Internship program and create opportunities for women to get a foothold in the renewables sector
- ▶ Celebrate the progress and advancement of women at Sonnedix by running events and campaigns on International Women's Day

Senior leadership sponsor:  
**Mel Rowlands**  
General Counsel

# 2024 - 2030: PILLARS & GOALS AT A GLANCE



## EMPOWER UNDERREPRESENTED GROUPS TO DRIVE COLLABORATION

### GOALS →

- ▶ Further enhance One Team Network Groups in order to provide a 'safe space' and build awareness on specific DEI dimensions
- ▶ Continue to recruit diverse interns and provide a route to underrepresented talent to find a footing within renewable energy
- ▶ Mitigate Unconscious Bias across the employee life cycle
- ▶ Build awareness of different diversity dimensions including race and sexual orientation and how this is experienced by the 'One Team' in order to take advantage of 'difference' within Sonnedix
- ▶ Celebrate PRIDE annually and build awareness of LGBTQ+ within Sonnedix
- ▶ Support country led events and initiatives celebrating and enhancing awareness on different diversity dimensions

Senior leadership sponsor:  
**Juan Fernandez**  
Chief Operating Officer



## MAXIMISE WELLBEING AND UNLOCK THE POWER OF DIFFERENCE

### GOALS →

- ▶ Focus on resilience training and stress management
- ▶ Enhance social, physical and mental wellbeing at work
- ▶ Train managers on becoming better 'coaches' and leaders to their direct reports
- ▶ Embed Sonnedix values across the organisation
- ▶ Encourage openness and seek information on undisclosed disabilities among our people so that we can listen and educate ourselves on disability inclusion
- ▶ Sensitise managers on hidden disabilities and neurodivergence

Senior leadership sponsor:  
**Stephen Taylor**  
Chief People Officer