

DIVERSITY, EQUITY & INCLUSION (DEI)

UPDATE 2020 - 2022



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04 2023 AND BEYOND

OUR DEI STORY

Since 2009, when Sonnedix was formed, our ethos has been one of creating a culture that is diverse, fair, inclusive and enables everyone to thrive.

In 2019, 10 years later, we set out to codify what we knew was happening organically and through a process of consultation across the business and externally, we laid the foundations for our first DEI Manifesto. This encapsulated our DEI mission, goals and values. It focused on where we were and what we wanted to be.

It was a story of a journey of constant evolution and revolution.

THE CORE ELEMENTS OF OUR DEI MANIFESTO ARE:

- ▶ Our DEI Values – Fairness, Growth Mindset and Sense of Belonging
- ▶ Our strategy and action plan from 2020 – 2023
- ▶ Measurable outcomes by 2023

When we created our manifesto in 2020 we did not know there was a global pandemic coming which has informed and shaped our actions since.



MESSAGE FROM OUR CEO

We are in the business of People powering a Bright Future. We know that our people are the reason for our success and having a diverse workforce is not just a nice to have, its necessary for our future growth. Its now common knowledge that more diverse and inclusive companies are more profitable. We know that diversity & inclusion can drive tangible improvement in business outcomes – both in managing risk and profitability. At Sonnedix, we take our DEI agenda seriously. In 2020 we created our first DEI Manifesto looking ahead to 2023 and how we would strive to become even more diverse and inclusive. 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 and I'm proud to say that we've achieved that goal in 2020, 2021 and 2022.

Despite our significant growth in headcount, we kept our promise to make our workforce more diverse and gender balanced. We beat renewable industry averages of having a workforce of almost 40% women and have established practical and supportive 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. 83% of our workforce believe the organisation values diversity. At any given time, our workforce is split across four generations, with Millennials being the largest proportion.

79% of our people say they would recommend Sonnedix as a great place to work

We closely monitor the aspirations of this young workforce, building our career and learning opportunities to be best in class. Our company ethos is “one company, many careers” so people can branch out of their own specialism and create lifelong learning opportunities at Sonnedix. 80% of our workforce say we have consistently treated them well and 79% say they would recommend Sonnedix as a great place to work. Through the pandemic years we knew we had to significantly adapt our working practices to enable our people to thrive. We overhauled our working policies so working from home was comfortable, productive and introduced

various measures such as team check ins and coffee catch ups to mitigate loneliness and maintain culture. Our wellness benefits extended to physical with online gym classes to mental health with 24/7 counselling services. As we come out of the pandemic, we've built hybrid working into our global policies and continue to closely monitor work-life balance for our workforce. Over 40 nationalities work at Sonnedix. This adds incredible richness to our culture and we will build on this foundation to become more culturally and racially diverse.

81% of our team members say everyone has an equal opportunity to succeed

Our internship program, introduced in 2021 to provide opportunities for underrepresented groups in renewables, has brought in over 40 interns from diverse backgrounds, several of whom have started full time roles with us.

Creating and maintaining an inclusive culture is the cornerstone of our DEI efforts. Being individually inclusive is the right thing to do and having an inclusive culture is essential for growth. We are better able to spot opportunities, understand context and minimise risk when we really invite difference in. Inclusion has been a value of the company since we were founded, and in 2021 we created an inclusion scorecard,

to effectively track whether our people and culture were inclusive and where we could improve.

I am excited about what lies ahead for us. While we've built some great foundations, as we look to 2030, we need to do more and better. We will continue to focus on racial diversity and gender. We will look at how we can provide opportunities for those who might be less privileged through a social mobility initiative. We will collect data on women in leadership roles and how we can create a gender balanced leadership team. And through all of this, we will never lose focus of being inclusive, equitable and actively inviting difference in – to enable us to contribute to the energy transition and build a Bright Future.



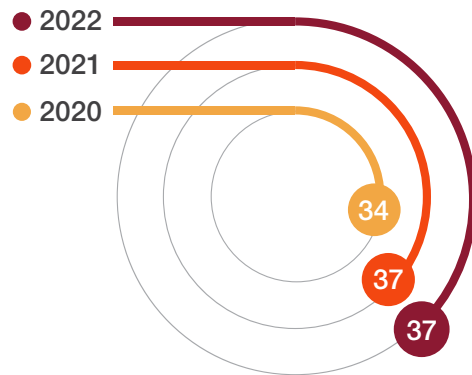
Axel Thiemann
Chief Executive Officer

83% of our people believe Sonnedix values diversity

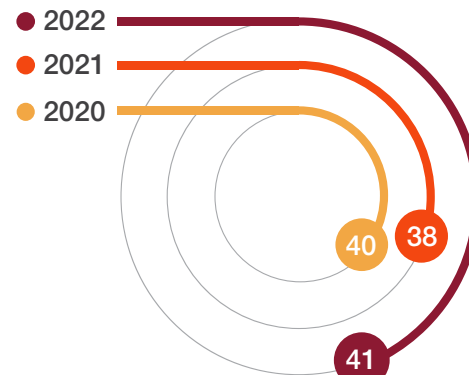
STRATEGY & PRIORITIES (2020 - 2023)



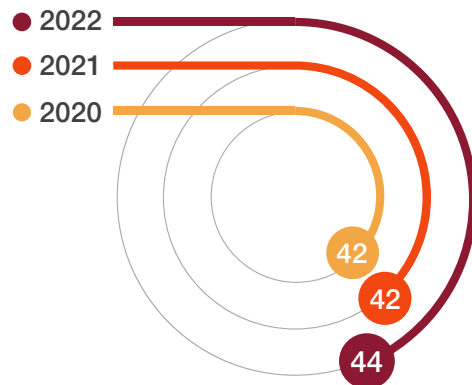
2020 - 2022 HIGHLIGHTS



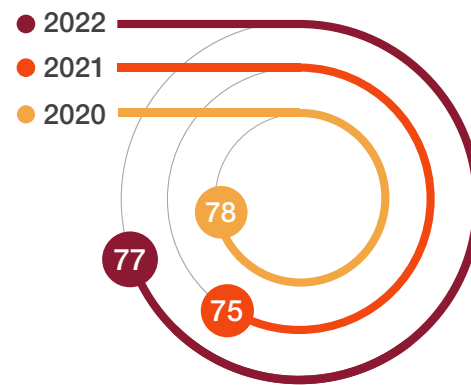
% of women in the workforce



% of total promotions for women



% of new hires who are women



Inclusion Score



Age diversity



Over 40 nationalities



41 internships to underrepresented groups



Enhanced parental leave policies globally



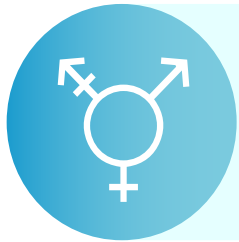
Hybrid working company



500+ Team members

Since 2020, our total headcount has more than doubled, yet we have consistently achieved our goal of 40% of new hires being women. Our focus has been hiring more women with STEM backgrounds and ensuring any barriers for women to progress are minimized or removed. During the pandemic and as the sector's 'war for talent' has intensified, we have laid the foundations for steady progress on all measures.

DIVERSITY PILLAR I: A DEEP DIVE INTO GENDER



Our vision for this pillar is to promote the representation & 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. We set ourselves ambitious goals in 2019 towards becoming a more gender balanced workforce.



GENDER GOALS 2020 - 2023

- Start review of policy, processes and practice 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 (OTN) Sonnedix Women's Alliance Group in achieving its aims and use the *Allyship for Inclusion* program to raise awareness that diversity is for everyone.



HIGHLIGHTS

- Female representation in the Sonnedix workforce has grown significantly since 2020. Every year, our total headcount has increased by over 100 people, and we have ensured that 40% of those are women.
- The pandemic years saw the need for flexibility in the workplace, especially for women who were burdened with additional caring duties. Sonnedix responded by changing global policies and ensuring flexibility became second nature to us. This flexibility continues in the post pandemic years (2021/2022) and we have transformed from a fully in person workplace to a hybrid policy where team members only need to come in to an office/site two days a week.
- Coming from a traditionally male dominated industry, we have focussed on the attraction and retention side of Talent Acquisition by ensuring our candidate pools are more diverse, we advertise our roles on multiple job boards, especially those focusing on gender and racial diversity and we pass all job descriptions through a gender neutral language tool.
- Despite moving our Operations & Maintenance and IT teams inhouse (areas where the majority of employees in the sector are male) and acquiring companies with primarily male employees, we have ensured our female representation in the workforce is higher than the industry average for renewables.

PROGRESS ON GENDER GOALS

Our goal is to make gender diversity 'Business as Usual' and not a one-off campaign.



Policy review

We said we will review 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. As a result, women have consistently thrived at Sonnedix, with 41% of promotions in 2022 going to women. This has been steadily increasing since 2020 and looks to increase in the years ahead.



Data rigour

While being more inclusive was in our DNA the launch of the DEI manifesto catalysed us into collecting data across diversity dimensions to inform our interventions. 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. Pay parity is reported on regularly to the CEO, Senior Leadership Team (SLT) and Board with any differences managed through our annual performance review cycle. In 2023, we will focus on creating our benchmarks for women in leadership and effectively increasing the pool of senior women in Sonnedix.



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 group within our OTN for parents and carers, to provide peer support and guidance on balancing work and life.



Enhance the Sonnedix Women's Alliance

The *Sonnex Women's Alliance (SWA)* is our OTN group dedicated to supporting and progressing women at Sonnedix. Their purpose is to promote the representation and thriving of women in Sonnedix by fostering, celebrating and advocating for women's success and exposure, all with a goal of ensuring equal opportunity regardless of gender. The group has held several events and brought in external speakers to provide inspiration, learning and advice on navigating the world as a woman.

CASE STUDY: WOMEN ON OUR PROJECTS

We also focus on increasing representation of women in our projects on the ground. We have been recognised by the Minister for Energy in Chile for our outstanding work on engaging the community and increasing the number of women involved in Sonnedix Atacama Solar, of 170MW, our biggest plant to date, located in the Atacama desert in Chile.

Project-specific Gender Action Plan

47 women employed representing 17% of the total workforce during peak construction

Designated Women's champion to provide opportunities to employ more women on the project



CASE STUDY: SOLAR GENDER CHAMPION AWARD

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

**GENDER
CHAMPION
AWARD**

**SOLAR
POWER
SUMMIT**

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.

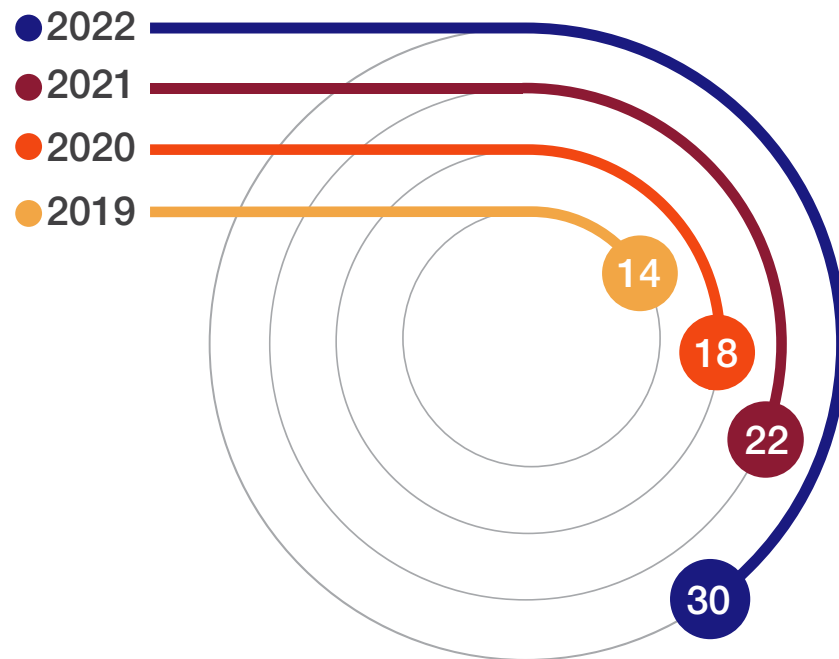
"At Sonnedix, we believe in equality of opportunity, ensuring everyone knows and feels they belong, and providing everyone with the tools and freedom to contribute, and to shine their brightest!"

Axel Thiemann
CEO of Sonnedix



WOMEN IN STEM

The % of women in our Operations function has grown steadily since 2019



Women make up almost 30% of our two largest teams: Operations (including our Engineering & Construction and IT teams) and Finance.

Over the years, our recruitment strategy has been focused on women with STEM backgrounds and hiring graduates into the company. We believe in “one company, many careers” enabling people to build a rich, varied career journey with us.



28%

**of our Board
is women**

21%

**industry
average**

SONNEDIX STORIES



Clemence Picard
VP Engineering & Construction, LatAm

I have always been drawn to science and maths, since a very young age, and finding my path to become an engineer was quite easy. During my university years, I became passionate about the environment and ways to protect it, learning about waste treatment, sewage, air quality, and how we can secure a healthier and better future for ourselves and the next generations. This led me to complete my master's degree in Energy and Environment Engineering and pursue a career in the renewable energy sector, gaining experience working in windfarms, hydroelectric, and solar PV projects. I entered Sonnedix in 2020, as VP of Engineering and Construction, leading challenging and exciting projects, including the second largest plant of Sonnedix's worldwide portfolio; 160MW Sonnedix Meseta de los Andes solar PV plant in Chile. Being part of Sonnedix, as a woman engineer in a predominantly male field, makes me reflect on how important it is for companies to work hard on gender equity. Especially in our sector, I am very proud to see our company's efforts to invite and excite girls and young women to explore engineering roles and overall careers in renewables!



Carolina Nester
Head of Asset Management Iberia

With over sixteen years of experience in the PV sector, my professional career began in 2007 in a small city called Ibi in Alicante, Spain, as a solar module manufacturing Process Engineer. At that time, women's interest in the engineering sector, and in particular in photovoltaics, was low - approximately 16% of the business. At Sonnedix, I have been a key champion of diversity by advocating for more diverse young people to join the company as interns. Several interns I have recruited now have full time opportunities in Sonnedix, resulting in more young people contributing to the clean energy transition. One of the many reasons I love working at Sonnedix is the culture - which ensures equal opportunities for women. I was promoted, while on maternity leave, into the role of Head of Asset Management for Iberia, being responsible for the overall performance and optimization of a large scale solar asset portfolio. Throughout this progression I have grown the team from 4 Asset Managers to a team of 21 Asset Managers advocating diversity and achieving a gender balance of over 50% women within my team.



Justyna Nesteruk
Head of Growth, Poland

I started my career as a notary, in 2014 in Poland. During my practice, I worked with renewable energy companies, soon being drawn to how fascinating and promising this industry was, to the point of changing my career path towards this sector. When I was working at a new Polish renewable company called Sun Power Energy (SPE), I discovered Sonnedix, as SPE was acquired by Sonnedix in 2021 and I was entrusted with the roles of Representative Director and Head of Growth at Sonnedix Poland. Since the beginning, I have been very impressed with Sonnedix's culture, values, and attention to providing equal career development opportunities. Working at Sonnedix I believe that, in addition to my personal development, I am also working for the greater good of providing healthy, clean energy for us and the future generations. It's great to have a job that comes with a sense of fulfilling a mission that I feel is so important to me, our team, our company and in general to all people on our planet.



DIVERSITY PILLAR II: RACE & ETHNICITY



Our vision for this pillar is 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. 2023 and beyond will see us putting significantly more focus into our Racial diversity goals.



RACE & ETHNICITY GOALS 2020 - 2023

- Improve data on race/ethnicity for existing team members in order to establish baseline measures of representation.
- Encourage the creation of groups dedicated to race/ethnicity within our One Team Network, 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.

HIGHLIGHTS

- We piloted our internship program in 2020 with a target of 10 interns. This has now expanded significantly with over 42 interns in three years with several being absorbed into the business with more permanent roles.
- For the first time, we collected team member race data and can see trends which inform our DEI initiatives.
- Our company wide training suite offers multiple program such as *Unconscious Bias Allyship for Inclusion* and collaboration to enable people to work better across cultures.



PROGRESS ON RACE & ETHNICITY GOALS

Our initiatives on making the workforce more racially diverse has met some success and we have a lot more to do in 2023 and beyond.



Data

Sonneditx collected voluntary race/ethnicity data for the first time in 2021 from team members 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's 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 have created the building blocks for creating a group dedicated to race or inclusion within our One Team Network in 2023. We focus on building a culture of inclusion where people across ethnicities feel like they belong and everyone has equity of opportunity.



Training

Our suite of training including unconscious bias and allyship sessions enable team members to work better together, crossing any cultural barriers and mitigating bias. Through the pandemic, we moved our entire offering online and continue to offer custom LinkedIn learning material to our people. We have now invested in and restarted in person training again which brings people back to offices and creates a unique learning experience. In 2022, we ran *Supercharging Our Differences*, a company wide training giving people the skill and inspiration to invite difference instead of just tolerating it. The training was very impactful with 98% saying it was a valuable investment in their development.



Internships

We have brought in over 40 interns from diverse backgrounds across three years. These fully paid internships are across functions - whether it's Operations, Engineering & Construction, Finance or People. Several have been offered full-time roles post internship and have joined us as permanent team members. Our interns get access to our full training suite and career and personal development opportunities such as mentorship.

CASE STUDY: SUPERCHARGING OUR DIFFERENCES

We know that to grow sustainably, we need to not only tolerate difference but actively invite it into our teams and decision making. In 2022, we ran a company-wide DEI training called *Supercharging Our Differences*. This was open to all team members across functions, teams and geographies.

The experiential session was designed to support employees in understanding their privilege, their difference and to ensure that different points of view were always incorporated before making a decision.

This was a highly inspiring and really great presentation.

66

This session made me think a lot about differences and how to use them in a positive way

66

It is good to see different point of view and at the same time share yours. It was good to make a good introspection of yourself.

66

98%

Said it was a valuable investment in their development

95%

Said they were better able to supercharge difference as a result



CASE STUDY: SONNEDIX GLOBAL DEI SUMMIT

In November 2022, we held the first Global DEI Summit, an external event with over 100 participants from 28 different energy and infrastructure companies attending. The DEI Summit was an opportunity to share experiences and learn from each other. Speakers from NHS England, the New York Police Department, PwC, Barclays, Solar Power Europe and others shared their experiences in elevating DEI in their workplaces. The authentic sharing and practical insights were part of the key takeaways for participants who had very positive feedback:

100%

Said they gained useful DEI insights

95%

Said it was a valuable investment of their time

"Very insightful, thank you for promoting activities like this that help us see the big picture and the importance of Diversity, Equity and Inclusion not only for work purposes, but for every aspect of life."

66

"Really interesting to bring in so many different perspectives both industry and company wise!"

66

"It was inspiring to hear about best practices from other organizations and I am excited to be part of Sonendix's journey towards this important goal."

66



DIVERSITY PILLAR III: DISABILITY & WELLBEING



Our vision for this pillar is to promote good mental health and provide an environment where everyone is aware of and can proactively manage their wellbeing and where our disabled team members can do their best work. Through the pandemic years, we have been sensitive to the wellbeing needs of our team members. We have also increased our disability hiring and in 2023.



DISABILITY & WELLBEING GOALS 2020 - 2023

- We will develop an annual Wellbeing Week as part of the ongoing wellbeing initiatives to raise awareness among team members about how to manage their wellbeing.
- 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.



HIGHLIGHTS

- Since 2021, we have included voluntary data collection on undisclosed and hidden disabilities as well as physical disabilities.
- There has been increased focus on mental health, with provision of Employee Assistance program (EAP's) across jurisdictions, free counselling and inclusion of mental health services in employee benefits.
- Wellbeing was divided into four areas of focus: physical, financial, social and mental: Given the rise of loneliness during the pandemic among team members, we wanted to ensure our people felt connected and found a sense of belonging, social inclusion and social stability. We conducted and continue to provide various access points and social events to team members to connect with each other when we were fully remote during lockdowns and currently as we move to work in a hybrid format.

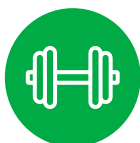
PROGRESS ON DISABILITY & WELLBEING GOALS

Focus on mental health

Our team members biggest ask is to provide work-life balance and we have responded by moulding the culture into one where caring and other life responsibilities are not affected.

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. Our deep dive into team members prioritisation issues revealed that more time was being spent on tasks when two or more teams across functions were involved. One of our key projects to address this was End to End (E2E) training and management, where teams across functional areas are trained in working together more collaboratively. This cuts down unnecessary time spent, promoting more efficient working schedules and healthy boundaries between work and life. to team members in the week.

We divided wellbeing into Physical, Financial and Mental health with specific initiatives under each:



Physical

- Access to Sonnedix Gym – a variety of online classes for all team members during the pandemic.
- Webinars on managing nutrition, work-life balance and *Made to Move* course.
- Voluntary data sharing by team members on undisclosed and hidden disabilities has been included in the annual employee engagement survey.
- This data is then disseminated to all senior executive bodies including the Senior Management Team, SLT and Board.



Financial

- We saw the need for financial wellbeing arise particularly in 2022 and responded promptly with webinars and live trainings on improving financial health for team members.
- Financial wellbeing channel.
- Webinars on managing money.



Social

- ESG community events and volunteering.
- Sonnedix Evolve Day: one day across September 2021 when all offices brought team members back together to celebrate an evolution in our ways of working to become more hybrid and to mark coming back to offices and social spaces.



Mental

- Webinars on managing anxiety, stress management & resilience.
- Free 24/7 counselling services for team members.
- Flexible working hours in all jurisdictions.

DIVERSITY PILLAR IV: AGE DIVERSITY



Our vision for this pillar is to enhance intergenerational working, explore the aspirations of our team members who are new in their careers. Sonnedix is a company with four generations working together at any point. Given our existing generational diversity, we know we need to focus on intergenerational ways of working to reap all the benefits of having diverse points of view that come with age.



AGE DIVERSITY GOALS 2020 - 2023

- We will review career progression across functions. Extend the *Sonnexix Mentoring program* to promote and extend reverse mentoring opportunities.
- Increase access to opportunity through the *Allyship for Inclusion* initiative.
- Explore aspirations of 'young' workforce.
- Encourage / promote OTN group *Career Kickstarters* goals and participate in the *Sonnexix Mentoring program*.

HIGHLIGHTS

- We introduced the ethos of "one company, many careers" to encourage people to join us early in their professional life and discover new careers within the same company.
- We have had team members move from Admin and Office Manager roles into HR, from Project Management into Artificial Intelligence Implementation and from Marketing to Talent Acquisition & Development.
- Our *Mentoring Program* has over 20 mentoring and reverse mentoring relationships since its inception in 2021.
- Over 40 interns have joined the company, most of whom are Gen Z and bring fresh perspective and insight into Sonnedix.
- Our purpose-led and mission-driven message and culture help attract young talent into the workforce.
- Our *Career Kick starters* OTN group for those who are early in their careers at Sonnedix, increases its membership annually and provides various training and networking opportunities.



PROGRESS ON AGE DIVERSITY GOALS



Career Progression

We have made sure to provide career building opportunities for our young team members following our “one company, many careers” ethos. Since 2020, we have steadily increased the total promotions in the company with the percentage of women being promoted increasing every year. We don’t restrict promotions to linear progression either, we encourage team members to diversify their careers and move laterally, resulting in better managers for the company and engaged people with exciting career prospects. Over 100 team members from all Sonnedix locations participated in our Management/Leadership or Top Talent Programs in 2022 and over 150 participants were trained across our virtual facilitated development ‘Engage’ sessions.



Mentorship

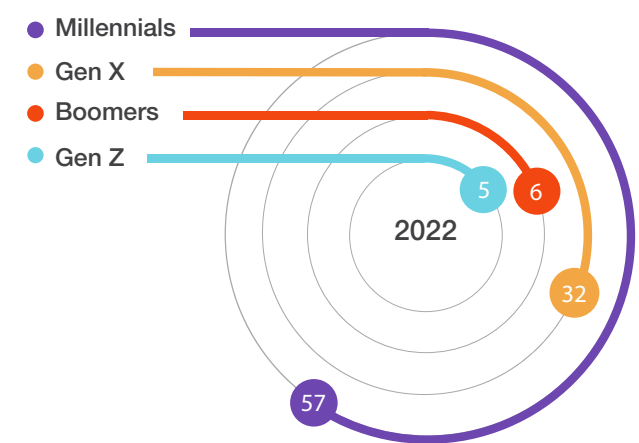
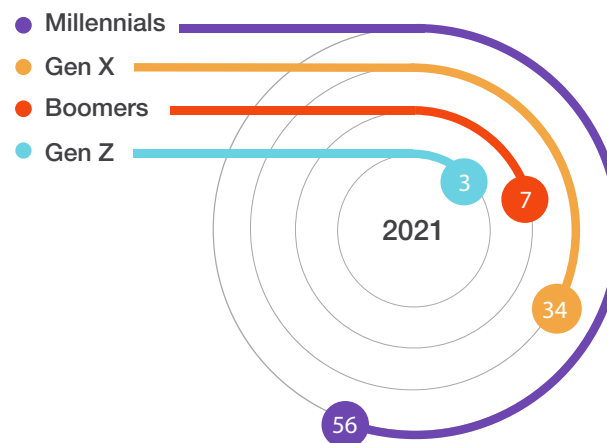
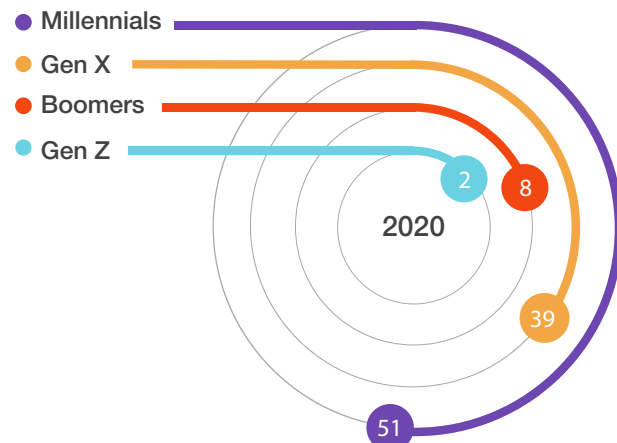
All team members, from the Chairman to junior staff participate in mentoring and reverse mentoring relationships. At any given point, we have approximately 20 live mentoring relationships in the company.



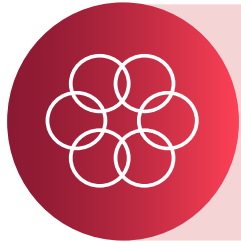
Career Kickstarters

The OTN group catering to young people at Sonnedix has grown in membership and impact since 2020. With over 40 members, the group has organised several events to help young people find their voice and manage their careers.

Age diversity at Sonnedix (% split across generations)



DIVERSITY PILLAR V: INCLUSION



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



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*, 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 powering a bright future, regardless of their background.

HIGHLIGHTS

- Based on a McKinsey & Company model of inclusion, we created an inclusion scorecard for the company that enables us to quantify inclusion and create measurable interventions to improve.
- We set the inclusion benchmark which has been increasing every year.
- All managers have been trained on mitigating against unconscious bias.
- Trainings like *Supercharging our Differences* and *My Part to Play* were rolled out under the *Allyship for Inclusion* initiative diversity goals were made a part of senior leader's goals and are a part of corporate company goals.
- The recruitment process was improved to increase applicants from diverse backgrounds. Job posts were made more inclusive, psychometric assessments were rolled out to weed out any remaining bias and candidate pools were expanded to include people from underrepresented groups.



PROGRESS ON INCLUSION GOALS



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 team members. Having a quantifiable inclusion score allows us to target interventions and measure their impact on our people.



Mitigating against Bias

The unconscious bias training was rolled out in 2021 as mandatory for all managers. 100% of managers completed the training which continues to be mandatory for new managers. The impact of this training has been significant, with several new managers being more aware of and consciously managing their biases.



Inclusive Culture

Rolling out the *Allyship for Inclusion* program has helped establish and maintain an inclusive culture. Since we are a rapidly growing company with new acquisitions and cultures being absorbed every year, we have created a process by which new platforms are slowly integrated into our existing culture and we are able to borrow elements from their existing norms. Our company wide *Supercharging our Differences* training session in 2022 pushed team members to invite difference in, instead of just tolerating it. The *My Part to Play* training gives team members the skills to be an effective ally.



Management Goals

Early on in our diversity journey, 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. SLT 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 team members.



First Choice Employer

We have made significant strides in bringing our Talent Acquisition and DEI closer together. We made a strategic decision to merge DEI and Talent roles in 2022 so bringing in new talent would always be done with a diversity push. This also ensured DEI doesn't operate in a silo and our candidate pools are expanding, inviting in non-traditional candidates for our roles. In addition to making job posts inclusive and introducing interview training to remove bias, we run a successful internship program that helps bring in new diverse talent to the company.

ACTIONS IN 2023

We are currently in the last year of our implementation of the DEI manifesto. In this year, we will look at significantly increasing our work on disability and creating a new One Team Network group. We will also establish what comes next; the journey to 2030. As the company scales and grows both in terms of projects and people, our DEI challenges are going to take on new avatars. We have built a solid foundation for us to grow from and we look forward to creating our DEI journey to 2030.

IN 2023 WE WILL:

- Create our vision and roadmap for DEI in 2030.
- Establish a baseline for women in leadership.
- Meet our goal of hiring 40% women.
- Create a new One Team Network (OTN) group and reinvigorate the existing ones.
- Continue to build trust in our people to share more of their diversity data with us.
- Expand our wellbeing initiatives to meet the challenges of working in a high growth, fast paced company.



