



SONNEDIX EQUITY, DIVERSITY & INCLUSION STRATEGY AND ACTION PLAN 2020 - 2023

DIVERSITY IS ABOUT EVERYONE. INCLUSION IS FOR EVERYONE.

SONNEDIX IS PROUD TO BE A DIVERSE ORGANISATION.

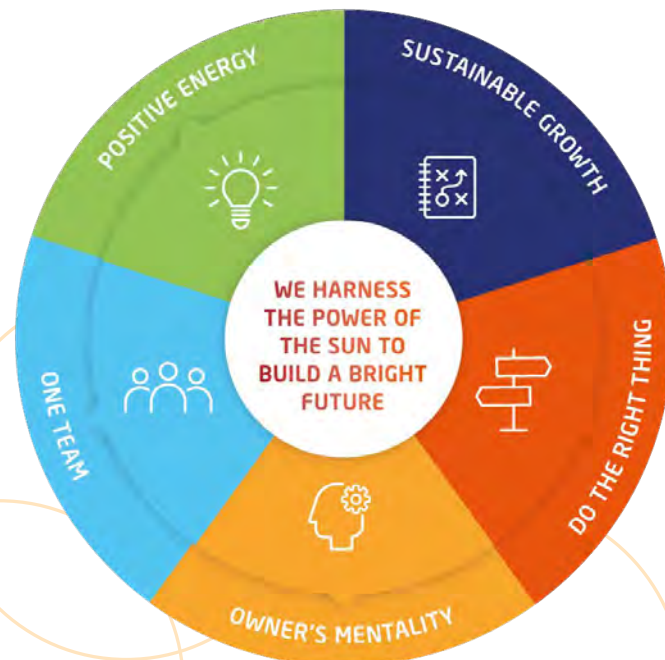
We have always valued difference and diversity. Our shared values create a culture that includes everyone and creating a fair workplace where everyone can thrive.

We believe that diversity includes everyone. We want everyone to know that they have equality of opportunity at Sonnedix, that they belong and can play a full role and realise their potential in our One Team.

We have so much that we can celebrate. We collaborate across many countries and functions to achieve our company goals. We have over 30 nationalities represented in our team and everyone is a valued member of our organisation - whatever our similarities, differences and backgrounds.

We also need to keep challenging ourselves - are we doing all we can to ensure that Equity, Diversity, and Inclusion (EDI) in how we think and how we work, is a natural part of what we do? Is EDI fully embedded in our culture and practice, and in how we hire and develop our team? Are we tackling what we need to improve? Are we listening and receptive to new ideas and perspectives - are we open to change?

So, we have set ourselves the target of making Equity, Diversity, and Inclusion 'core business' – right at the heart of all that we do, evident in how we work together as **One Team**. This will strengthen and protect our culture and all that has shaped our success so far. Importantly, this will be essential in driving our success ahead.



WHAT IS EQUITY?

Equity is about ensuring access to the same opportunities



It recognises that advantages and barriers exist and not everybody starts from the same place, and commits to address and correct the imbalance.

WHAT IS DIVERSITY?

Diversity is about how we differ.



It is about our protected characteristics and identities, our lifestyles and wellbeing, our background and life chances.

WHAT IS INCLUSION?

Inclusion is about being a good employer and a great company. It's ensuring we have a workplace and culture where all can thrive.



WHAT IS BELONGING?

Belonging is the feeling of security and support when there is a culture of acceptance, inclusion and identity.



WHY WE CARE ABOUT DIVERSITY AND INCLUSION AT SONNEDIX

- ▶ **We respect each other**, whoever we are.
- ▶ **Celebrating our diversity** is part of our culture, it is who we are.
- ▶ Being **committed to inclusion** means we all need to make sure that Sonnedix is open and welcoming for all.

BUILDING AN INCLUSIVE CULTURE

Inclusion is a commitment to an ongoing process of engagement, awareness-raising, insight and review – an intentional focus on addressing and removing barriers to equality. It takes commitment, time and resource.

Inclusion is the extent to which everyone, regardless of background, identity or circumstance, feels valued, accepted and supported to succeed. An inclusive work culture engages everyone, encouraging us to learn from each other's experiences and perspectives, valuing our differences, so that we all have the opportunity to develop personally and professionally.

At Sonnedix, there are three pillars that underpin our approach to advancing Equity, Diversity, and Inclusion across all aspects of our company:



FAIRNESS:



As a company, we are committed to ensuring that all employees are treated fairly and have equality of access to opportunities and progression. This is a fundamental principle driving our EDI agenda, as we want everyone to be the best they can be, feel engaged and be able to be themselves at work.

GROWTH MINDSET:



We believe that our team members will continue to develop and learn over time. We are committed to ensuring that we identify and tackle obstacles or barriers that can get in the way of this, so that everyone has an opportunity to grow, along with the company.

SENSE OF BELONGING:



We want every team member at Sonnedix to feel authentically welcome and integral to our team, so that we can attract and retain the best diverse talent possible across the organisation and at all levels. We embrace the opportunity to build a safe, open and supportive culture, where everyone has a voice and we can learn from the diversity of our lived experiences.

THE JOURNEY SO FAR ...

- ▶ Building on the initiatives started in 2019, we ran our first Equity, Diversity, and Inclusion survey and focus groups. These initiatives helped us to identify our priority areas of focus and develop ambitious plans to address these in 2020-2023. We believe these actions will make a real difference to EDI for our everyone at Sonnedix.
- ▶ We developed a Governance and Compliance infrastructure to help us ensure that EDI are integral to how we work, enabling the effective implementation of our strategy and plans. We will deliver on these plans and report on progress annually.
- ▶ A key part of this way forward is the creation of a new EDI Steering Group with diverse representation from across the company, accountable to the CEO.

THIS YEAR, WE ESTABLISHED THE FOLLOWING EDI INITIATIVES:

ONE TEAM NETWORK AND EDI CHAMPIONS

Launched in July 2020, the One Team Network exists to ensure everyone feels and knows they belong at Sonnedix.

The first My Connection Groups to be established are LGBTQ+, Women's Alliance, Career Kickstarters and Returning from Leave.

WELLBEING PROGRAM

Throughout 2020, we have developed a wellbeing – mental, emotional and physical – program.

Employees have regular access to confidential counselling, Mental Health webinars, Mindfulness sessions and daily live gym sessions.

ATTRACTING AND RECRUITING THE BEST TALENT

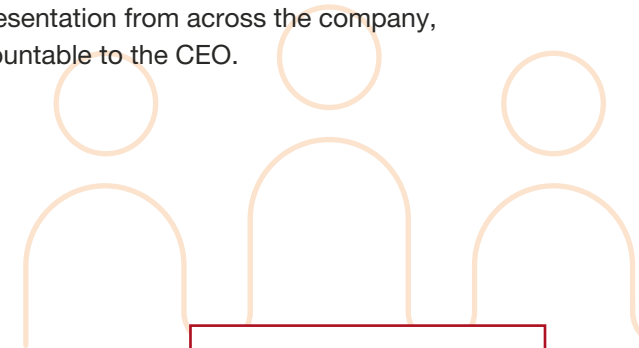
Best practice has been rolled out - from advertisement and search stage, to widening where we seek talent and promoting Sonnedix to under-represented audiences such as via the International Women in Engineering Day (#INWED)

EQUITY, DIVERSITY AND INCLUSION TRAINING

Mandatory Unconscious Bias & Interview Skills training for all managers, to enable and equip them to support diversity as a requirement of their role

GENDER EQUALITY

Our goal is to ensure our gender equality is above the average for our sector – and that there is equality of opportunity across Sonnedix. We track gender representation by level and function; salary parity; career progression and leadership opportunities



NEXT STEPS: OUR EDI STRATEGY AND ACTION PLAN 2020 - 2023



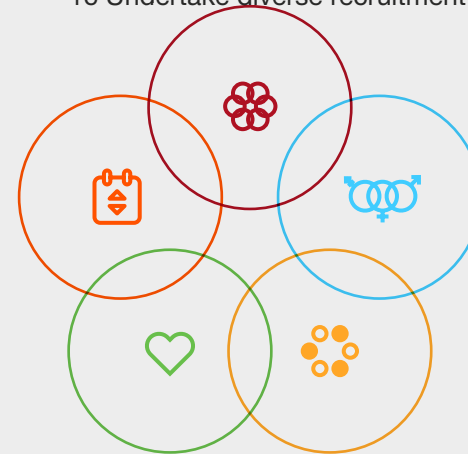
OUR PRIORITIES

AGE DIVERSITY

- ▶ 5 To enhance intergenerational understanding and ways of working

INCLUSIVE CULTURE

- ▶ 1 To invest in, develop and offer career progression to our people, ensuring fair access to opportunities
- ▶ 1a Invest in and develop our people
- ▶ 1b Introduce Leadership objectives and training
- ▶ 1c Undertake diverse recruitment



GENDER

- ▶ 2 To promote the representation and advancement of women in Sonnedix

DISABILITY & WELL-BEING

- ▶ 4 To promote good mental health and provide an environment where everyone can manage their well-being, and where disabled employees can do their best work

RACE & ETHNICITY

- ▶ 3 To focus on race and ethnicity, racial diversity & intercultural competence

WHAT WILL THIS EDI STRATEGY 2020 - 2023 ACHIEVE?

- By 2023, we want to have reached the point where **diverse thinking and inclusive action** are fundamental to Sonnedix.
- We want to be using our purpose of harnessing the power of the sun to build a bright future, to give **equal access to opportunities** for all employees.
- We will ensure that our processes are truly open and **embed Equity, Diversity, and Inclusion** throughout from the start.



We will continue to drive **cultural change** within the whole organisation with the aim of having:

- A **workforce** at least as diverse, if not more so, than anywhere in the solar sector;
- **Hard-wired inclusion** in what we do, making it an issue that everyone understands and supports;
- Progress from a focus on numbers and targets to become a fully inclusive fair and transparent company, where everybody feels they can fully contribute, achieve their potential and **belong**.

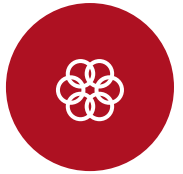
MEASURABLE OUTCOMES BY 2023:

- ▶ EDI Champions active in every country where we operate
- ▶ Year on year increase in the inclusiveness measure of the Employee Engagement Survey
- ▶ Understanding of protected characteristic groups' needs and requirements for a more inclusive culture
- ▶ Increased diversity, including an increased percentage of women, in leadership roles across the business, compared to 2020 levels
- ▶ 10+ internships / apprenticeships per year to give people from under-represented groups a career start in the solar sector

SPECIFIC ACTIONS

PROGRESSING AN INCLUSIVE CULTURE

INVEST IN AND DEVELOP OUR PEOPLE



AIMS

- ▶ We want the best people working for us in an **enabling environment** where diverse talent thrives.
- ▶ We want our people **set up for success** in their roles.
- ▶ We want our people to feel included, that they are playing their valuable part in something special at Sonnedix. This requires an **open and inclusive environment** where everyone has the opportunity to flourish.

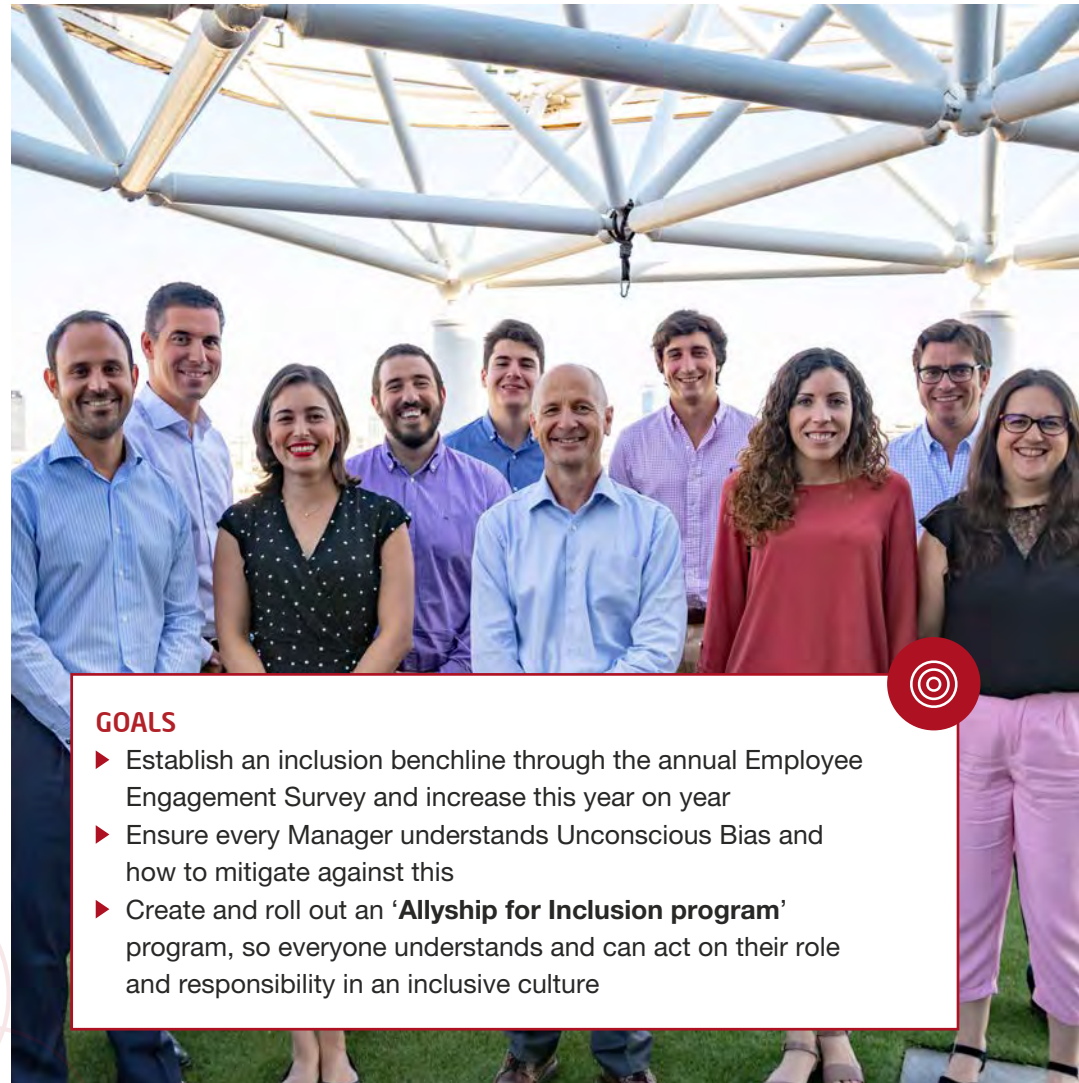
We will continue to **INVEST IN AND DEVELOP OUR PEOPLE** through internal training programs to embed diversity at the heart of our business:

LISTEN

- ▶ **Annual Employee Survey** will include Equity, Diversity, and Inclusion questions in order to establish a measurable benchmark
- ▶ **Listening Groups** will be offered as part of the One Team Network
- ▶ Further **Focus Groups** with under-represented groups to dig deeper and better understand all our diverse needs, experiences and perspectives.

EDUCATE

- ▶ **Training** in Interviewing Skills for Line Managers and composition of **diverse interview panels** to ensure fair and equal treatment for all applicants
- ▶ **Unconscious Bias** training (HIT sessions) made mandatory for Managers, requiring and equipping them to support diversity
- ▶ Launch the **Cultural Intelligence Accelerator** program for our Future Leaders
- ▶ Review of **meetings protocols** to ensure they are productive and inclusive



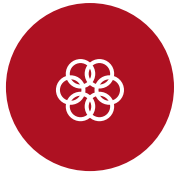
GOALS

- ▶ Establish an inclusion benchline 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

SPECIFIC ACTIONS

PROGRESSING AN INCLUSIVE CULTURE

INTRODUCE LEADERSHIP EDI OBJECTIVES



AIMS

- ▶ We will ensure that our senior leaders - the **Global Leadership Team** - visibly lead by example on Equity, Diversity, and Inclusion, contribute to meeting our Equity, Diversity, and Inclusion objectives and encourage a workplace and culture where all can thrive.
- ▶ We will **review our ways of working** to ensure working arrangements meet business needs whilst providing flexible solutions tailored to individuals where possible.

We will **INTRODUCE LEADERSHIP EDI OBJECTIVES** and senior level **Equity, Diversity, and Inclusion** training

HOW

- ▶ Every member of the Global Leadership Team will have a specific **Equity, Diversity, and Inclusion and culture objective, plus an objective for developing their teams.** Appropriate training and support will be provided to help with this, including Interviewing Skills and Unconscious Bias training, mandatory for all Managers.

- ▶ We will review our **Flexible Working** policies and procedures to ensure they are as open, accessible and inclusive as possible, with accurate information and support available to all Managers.
- ▶ We will continue to support our **One Team Network Groups** with quarterly listening sessions with GLT Sponsors (including the Chair and CEO) and continue to fund and support our Mentoring program.

WHEN
2020 and ongoing

GOALS

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



SPECIFIC ACTIONS

PROGRESSING AN INCLUSIVE CULTURE

UNDERTAKE DIVERSE, INCLUSIVE RECRUITMENT



AIMS

- ▶ We will work with external partners to **attract diverse applicants** and go proactively into diverse markets to bring the right candidates.
- ▶ We will ensure that wherever possible we are **creating opportunities** for diverse talent at every level.
- ▶ We will, for the first time, gather more **data** on our new entrants, to allow us to develop robust data on where we need to target further interventions

We will **UNDERTAKE DIVERSE INCLUSIVE RECRUITMENT**, making our team diverse through interviews and selection.

HOW

- ▶ Every **advertisement** will be reviewed for inclusivity and run through specialised software to check for gender-neutral terminology.
- ▶ Each **agency** we work with is thoroughly briefed on our culture and approach to diversity and inclusion.
- ▶ **Hiring manager support resources** have been created and interview panels will be more diverse to bolster the selection process.

- ▶ We are broadening where we advertise our roles by developing **partnerships** with universities and bodies that expand our reach and presence with under-represented groups.
- ▶ In 2021, we will develop an **Apprenticeship and Internship program** that removes barriers to entry to join Sonnedix for under-represented groups, to create a sustainable and diverse talent pool for the future. **We have an ambitious aim to have created at least 10 Apprenticeships across the company by the end of 2023.**

WHEN

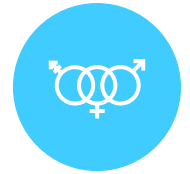
2021 onwards



GOALS

- ▶ 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

GENDER EQUALITY



AIMS

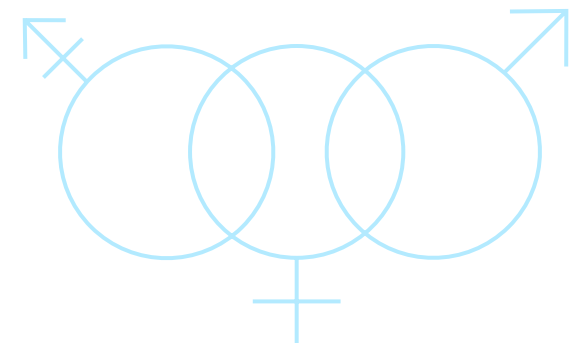
- ▶ To promote the **REPRESENTATION AND ADVANCEMENT OF WOMEN** at Sonnedix by fostering, celebrating and advocating for women's success and visibility, with a goal of ensuring equal opportunity, regardless of gender.

HOW

- ▶ 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 OTN Sonnedix **Women's Alliance** in achieving its aims and use the **Allyship for Inclusion** program to raise awareness that diversity is for everyone.

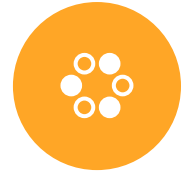
GOALS

- ▶ Optimize our processes and policies for gender equality, and ensure equality of opportunity regardless of gender



SPECIFIC ACTIONS

FOCUS ON RACE AND ETHNICITY



AIMS

- ▶ To **IMPROVE RACIAL DIVERSITY AND INCLUSION** by focusing on race, ethnicity, racial diversity & intercultural competence and listening to the experiences of colleagues from minority groups to inform Sonnedix's EDI action plans.



HOW

- ▶ 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.

GOALS

- ▶ Establish an Internship / Apprenticeship program to give 10+ people from under-represented groups a career start in the solar sector



FOCUS ON DISABILITY AND WELL-BEING



AIMS

- ▶ To **PROMOTE GOOD MENTAL HEALTH** and provide an environment where everyone is aware of and can proactively manage their well-being and where our disabled employees can do their best work.

HOW

- ▶ 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**.



GOALS

- ▶ Promote the importance of mental and physical health for all team members and provide the opportunity, tools and resources for people to use their Owner's Mentality and manage their wellbeing



SPECIFIC ACTIONS

FOCUS ON AGE DIVERSITY



AIMS

- ▶ To **ENHANCE INTERGENERATIONAL WORKING**, explore the aspirations of our colleagues who are new in their careers and enrich the experience of everyone in the Sonnedix One Team.



HOW

- ▶ We will review career progression across functions.
- ▶ Extend the Sonnedix Mentoring Program to promote 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 Mentoring program.

WHEN

2021 and ongoing

GOALS

- ▶ Increase understanding of intergenerational working and relationships; create opportunities through apprenticeships and internships for under-represented groups in solar



SONNEDIX DIVERSITY & INCLUSION STRATEGY AND ACTION PLAN 2020-2023

EDI Vision: Be the best we can be - be the best you can be - be the best place to work for all



WHY At Sonnedix, we believe that diversity includes everyone. We want everyone to know that they have equality of opportunity at Sonnedix, that they belong, can play a full role and realise their potential in our One Team.

WHAT **Priorities & Objectives 2020-2023** **GOALS** **HOW:** Actions and Implementation

1. PROGRESSING AN INCLUSIVE CULTURE

1a: 2020 and ongoing	Invest in and develop our people	<ul style="list-style-type: none"> Establish an inclusion bench-line 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 	<p>Listen</p> <ul style="list-style-type: none"> Annual Employee Survey will include Diversity and Inclusion questions in order to establish a measurable benchmark Listening Groups will be offered as part of the One Team Network Further Focus Groups with underrepresented groups to dig deeper and better understand all our diverse needs, experiences and perspectives <p>Educate</p> <ul style="list-style-type: none"> Training in Interviewing Skills for Line Managers and composition of diverse interview panels to ensure fair and equal treatment for all applicants Unconscious Bias training (HIT sessions) made mandatory for Managers, requiring and equipping them to support diversity Launch the Cultural Intelligence Accelerator program for our Future Leaders Review of meetings protocols to ensure they are productive and inclusive
1b: 2020 and ongoing	Introduce Leadership EDI objectives	<ul style="list-style-type: none"> Ensure that commitment to diversity is driven from the top and that decision-making is balanced Develop an internal EDI audit framework to assess and report company practice and progress 	<ul style="list-style-type: none"> Every leader will have a specific Diversity and Inclusion and culture objective, plus an objective for developing their teams - appropriate training and support will be provided to help with this, including Interviewing Skills and Unconscious Bias training, mandatory for all Managers We will review our Flexible Working policies and procedures to ensure they are as open, accessible and inclusive as possible, with accurate information and support available to all Managers We will continue to support our One Team Network Groups with quarterly listening sessions with GLT Sponsors (including the Chair and CEO) and continue to fund and support our Mentoring program
1c: 2020 onwards	Undertake diverse inclusive recruitment	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Every advertisement will be reviewed for inclusivity and run through specialised software to check for gender-neutral terminology Each agency we work with is thoroughly briefed on our culture and approach to diversity and inclusion

- Hiring manager support resources have been created and expanded to bolster the selection process, including ensuring that interview panels are diverse in make-up.
- We are broadening where we advertise our roles by developing partnerships with universities and bodies that expand our reach and presence with under-represented groups
- In 2021, we will develop an Apprenticeship and Internship program that removes barriers to entry to join Sonnedix for underrepresented groups, to create a sustainable and diverse talent pool for the future - we have an ambitious aim to have created at least 10 Apprenticeships across the company by the end of 2023.

2. FOCUS ON GENDER

2021 onwards

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

- Optimize our processes and policies for gender equality, and ensure equality of opportunity regardless of gender

- 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 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

3. FOCUS ON RACE & ETHNICITY

2021

Improve racial diversity and inclusion by focusing on race, ethnicity, racial diversity and intercultural competence and listening to the experiences of colleagues from minority groups to inform Sonnedix's EDI action plans

- Complete listening sessions with existing employees in order to inform and improve recruitment practices
- Optimize our processes to ensure equality of opportunity regardless of race and ethnicity

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

4. FOCUS ON DISABILITY & WELLBEING

2020/21

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

- Promote the importance of mental and physical health for all team members and provide the opportunity, tools and resources for people to use their Owner's Mentality and manage their wellbeing

- We will develop an annual Wellbeing Week as part of the ongoing wellbeing initiatives to raise awareness among employees 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

5. FOCUS ON AGE DIVERSITY

2021 and ongoing

Enhance intergenerational working, explore the aspirations of our colleagues who are new in their careers and enrich the experience of everyone in the Sonnedix One Team

- Increase understanding of intergenerational working and relationships; create opportunities through apprenticeships and internships for underrepresented groups in solar

- We will review career progression and growth pathways across functions
- Extend the Sonnedix Mentoring Program to promote 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 Mentoring program