

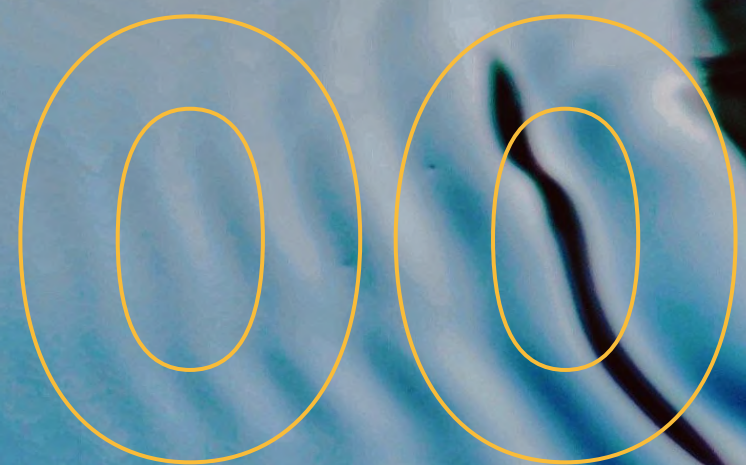


Better and **better**

Sunrock 2023 ESG Report

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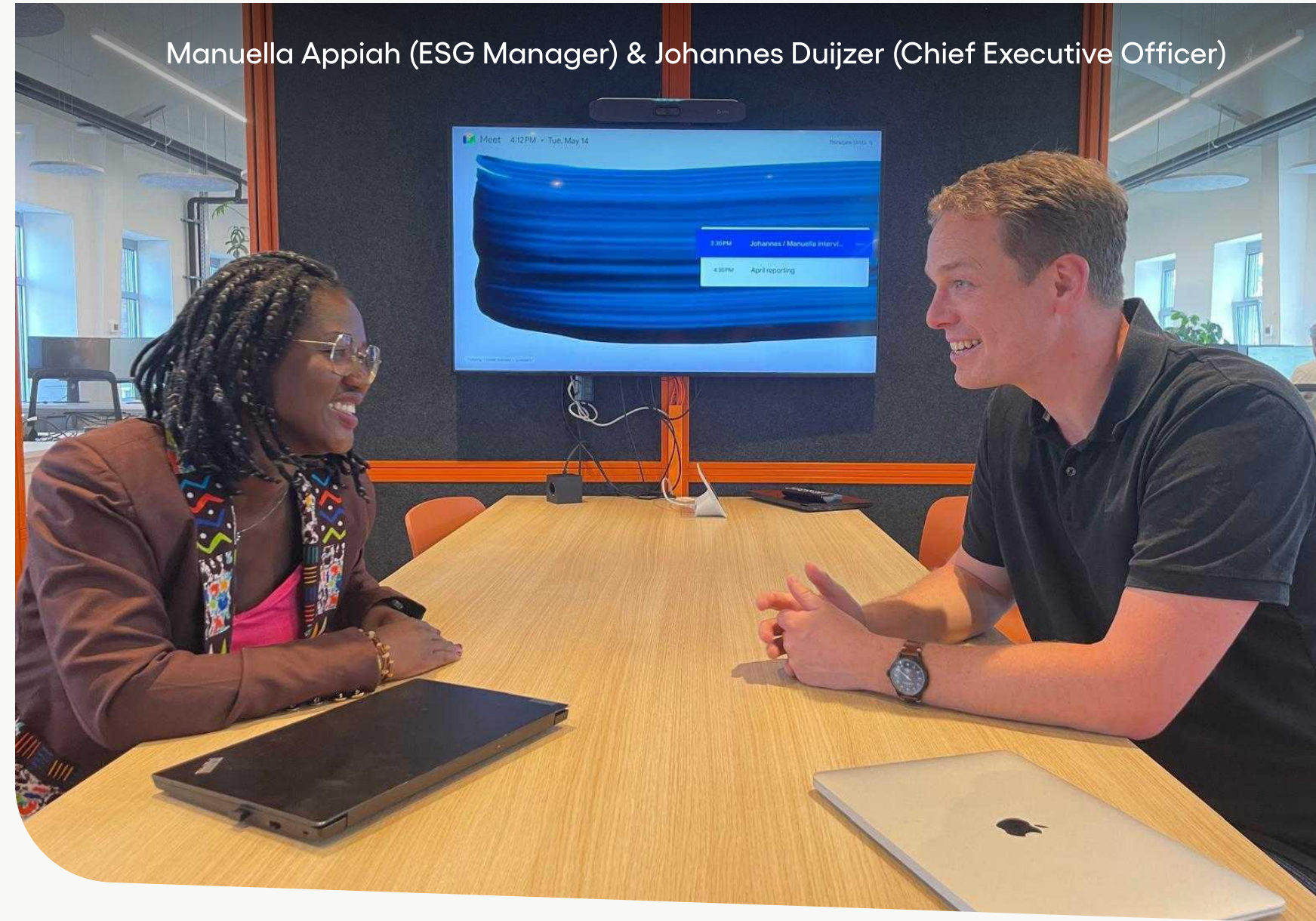
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**Before we
begin**

Better and Better Together:

Sunrock's ESG Manager and CEO walk us through the actions and impact of 2023.



Manuella Appiah (ESG Manager) & Johannes Duijzer (Chief Executive Officer)

DIT. What? In the veritable sea of ESG acronyms, we could easily add another - Do It Together (DIT) - to summarise Sunrock's 2023 approach to ESG. We talked to Manuella Appiah (ESG Manager) and Johannes Duijzer (CEO) about their reflections and findings. Together.

“Better and better” We already did rather well in ’22. Regret having this as our ESG principle?

Johannes:

"We are continuously improving our processes and performances. Taking it to the next level. In '22 we were learning, doing research, results weren't always visible yet. This year, we made progress in every way. And with every step we take, new opportunities arise. Especially since we decided to aim for full transparency in our supply chain. Better and better is astronomically ambitious, in a good sense. We keep on changing, optimizing, moving forward."

Manuella:

"Better and better also means: one step at a time. However small it may seem, we'll get there. We have come to realize that with the growth of our business also our supply chain has become huge, complex and in some ways very problematic. We kept asking ourselves: but what can we do now? That turned out to be: involve our Engineering, Procurement and Construction (EPC) partners. Without them the level of visibility we aim for would be impossible. And they were really happy we approached them. They also could not do this alone. We encouraged them to take their first concrete actions. Keep it simple and practical. And practice openness. Share your own milestones and learn from others."

Johannes:

"Wonderfully put!!!! At Sunrock, 'doing good' has always been one of our core values. There is obviously a lot one can say against that. There are so many things that are 'off', also in our well-meaning industry. The danger in that is to give up. Or worse: not even start. That is why I love the fact that we translated 'doing good' into our ESG mission 'better and better'. It contains the ideals of never giving up. Indeed, we're not perfect. Not today, not tomorrow. But if we take this step by step, we will show improvement. It might not be perfect, but it will be better. Our suppliers share this sense of honesty with us."

Manuella:

"I agree. We need to be willing to fully understand what we can and cannot achieve, or where barriers are. Of what is right and what is not.

To enable us to improve and find solutions to be better. In 2023 we organized our first third party ESG audit. We wanted to know about the working conditions of the migrant workers who build our solar parks.

Together with our partners we went to every length to learn about the workforce on our rooftops. Who is responsible for them? We discovered that a lot of small companies, subcontractors, were involved. Some of them we didn't even know. What if something went wrong? That information was also valuable to us business wise. Our EPC partners embraced this audit and said: we should have done this sooner. We will build from here. How great is that! Not to be pointing fingers but striving for shared growth and success."

Isn't that what Sunrock has been about from the very start? Togetherness. Modesty. We are the biggest never-heard-of company of Europe, one could state.

Johannes:

"ESG is entangled in everything we do and how we do it. For example: we wondered how we could set new standards for our projects. The choice of materials, the circularity of components. There is room for improvement there. Our partners directly responded: we have got ideas on that! The fact that we do not just put the ESG responsibility on our suppliers, and actually collaborate more closely when things don't go as expected creates room for sharing, for cooperating, for helping each other out. We all benefit from that. Another aspect is the longevity thinking we practice. Sunrock has never strived for quick profit but always focused on building a long-term sustainable business."

Manuella:

"For ESG we broadened our sense of 'network'. Even formal 'competitors' are our allies when it comes to ESG. We were one of the first in the industry to audit migrant workers. There is now a large consortium of players in the market with whom we will work together on an industry standard to promote fair and decent working conditions at renewable project sites. By sharing with and involving our peers, we build our leverage and make the whole sector more socially responsible."

How much of the current willingness to work on ESG is based on the fact that it is more or less mandatory?

Manuella:

"Intrinsically, throughout our industry, everyone is dedicated to sustainability. Of course, a lot of the actions are compliance-driven. Not every company has the resources to go beyond compliance, which Sunrock believes ESG is really about. Larger companies appreciate us exploring the innovative approaches to ESG and learning from our experiences, whilst small companies reach out, for example, to use our templates and processes. The importance of ESG is never questioned. And we love to share."

How have you seen ESG being taken up across the different Sunrock departments?

Johannes:

"I believe that the organization is becoming more mature in integrating ESG across the board. From the legal department, to operations, project finance and asset management. ESG has drip-fed into all corners of the company. It is becoming business as usual."

Manuella:

"True. For example, the topic of diversity and inclusion has become part of our People and Culture teams' agenda. We have a target on diversity. Our recruiters see it as their responsibility to build diverse teams. When we are organizing events, the teams reach out to ask for input in making these more inclusive. It is top of mind. My goal has always been to make my role redundant, and I'm glad to see our company progressively heading in this direction, even if we are not there yet!"

Johannes:

"You most definitely are not redundant... It is actually because of your approach that things have turned out so well for ESG at Sunrock. You have always chosen the more difficult path of involving others.

It would have been way faster if you had done it by yourself. But then it would have been you and your ESG. You have invested in people, engagement, research and an operational setting that causes ESG to be structurally adopted and embraced by all."

What will be the major ESG challenges after this year?

Johannes:

"Our supply chain will remain priority. We have to face the issues at stake. Major topics like forced labor. How can we make sure we aren't indirectly involved in problems like that? What can we do to make things better? Looking away is never the answer. No matter how complex the topic, by making it actionable, by just starting to take steps, there will be progress. That is where the ESG+ strategy which we kicked off in 2023 comes to mind and will continue to be implemented in 2024. It is inspiring in every way to see what we "can" do and with whom. It generates creativity and positivity."

Manuella:

"Again, we can only face those challenges together. In 2023 we defined our ESG long-term goals. We asked our 4 ESG workforces to make a longlist and together defined our top five targets. That too is co-creation. 2024 will be dedicated to implementing actions to realize these goals, for example those on circularity and the reduction of supply chain CO2 emissions.

A challenge I have set for myself is how to continue to tap into the commitment and eagerness of Sunrockers to make ESG our unique selling point. By valuing and using their brain power we reach great results. When other organizations hear how much 'fun' we have here with ESG, they become curious. The funniest thing is, you just have to encourage and empower all employees to take responsibility for the topic. This saves a lot of external consultancy costs, and meanwhile increases our positive impact. We do everything ourselves, together, as a team. And it offers us a sense of purpose as well. The most valuable feeling there is."

Action towards our long term goals

Goals	Accelerate the energy transition	Reduce our emissions	Circularity is key	Radical transparency	Increase diversity
2030 ambition	Serve the equivalent of 2 million people with clean energy	Reduce in-house GHG emissions by 50% and supply chain by 20%	100% recycling of obsolete PV-system components, >30% re-used or upcycled	100% transparent supply chains for our main solar park components to source	>40% employee count for under-represented genders and >25% ethnic diversity
2023 Action or Progress	692 GWh clean energy generated by the end of 2023 (43% more than 2022) , serving 497,000 people.	8% in-house emissions reduction, as compared to 2019/2020 baseline	90 obsolete modules were sent for reuse and upcycling pilots	87% key suppliers assessed on ESG Open Supply Hub: data of ± 100 manufacturing sites Indep. audits on migrant worker labour conditions on sites in DE and NL	31% gender diversity across Sunrock, 3% increase in 2023 25%, 50% and 63% ethnic/cultural diversity recorded at Sunrock Amsterdam, Paris and Dusseldorf offices respectively
Sustainability Development Goal supported	7 AFFORDABLE AND CLEAN ENERGY	13 CLIMATE ACTION	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	8 DECENT WORK AND ECONOMIC GROWTH 17 PARTNERSHIPS FOR THE GOALS	5 GENDER EQUALITY 10 REDUCED INEQUALITIES

A sunset over the ocean with birds flying in the sky. The sky is a gradient of orange and yellow, and the water is a mix of blue and orange. The birds are silhouetted against the bright sky.

01

We are
Sunrock

Our purpose, value and business

Sunrock is the leading developer of solar roof projects in the Netherlands and operates in various European countries. We offer comprehensive renewable energy solutions to a wide range of clients, including commercial real estate developers and users and public institutions. Sunrock's focus on smart energy solutions, such as solar infrastructure development, energy storage systems, and power purchasing agreements, reflects our dedication to providing innovative and sustainable solutions.

As a forward-thinking and impact-driven company, we contribute significantly to the transition towards a more sustainable future. We are driven by a sense of responsibility to contribute actively to the realization of a sustainable energy system by promoting a circular economy and developing smart energy. Sunrock Investments B.V. is a privately held subsidiary of COFRA Holding.



We serve our clients' needs for clean energy both on- and offsite

Develop

Develop renewable energy assets on industrial rooftop



Develop at a fast pace
Through our output capacity and solid partnerships



Added value
Sustainability, grid solutions, roof lease, profit share



Advise on
complex energy challenges and opportunities

Unburden

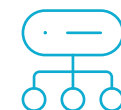
Support on site, both now and in the future



Engineer optimal **solar** power systems for local consumption with the flexibility to retrofit realized projects



Utilize **batteries** for off-grid solutions, balancing and absorbing peak demand



Future proof sites for EV charging, Energy Mgmt. Systems (EMS), smart cooling & heating

Support

Optimize asset performance and respond to changing energy markets



Asset management
Owned, leased or 3rd party assets



Energy offering through local solar offtake and corporate power purchase agreements (CPPA's) to support sustainable energy ambition

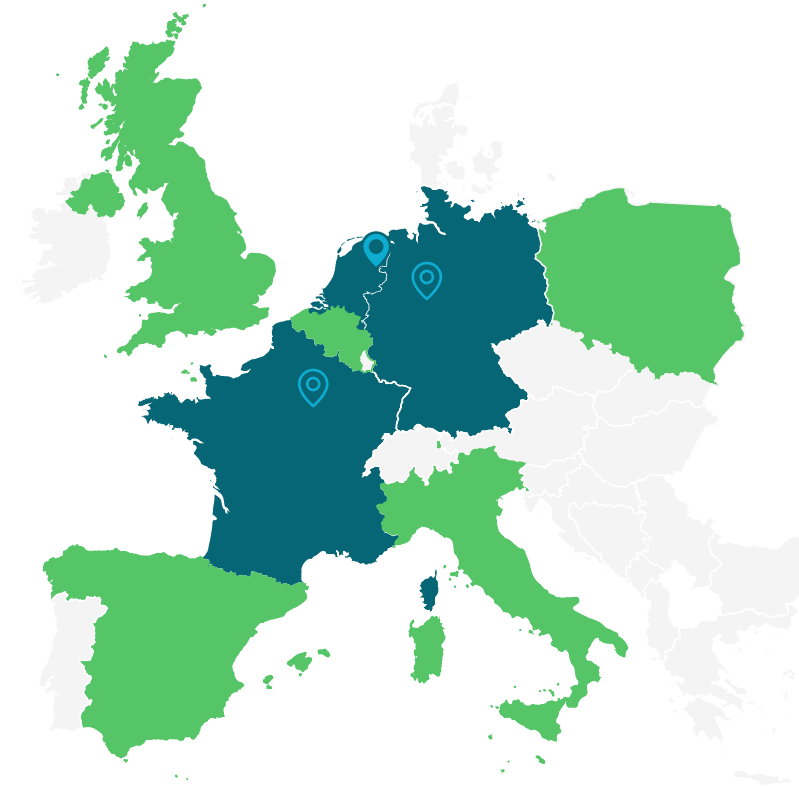
Track record

Capacity

- ✓ 448 MWp of operational solar projects serving over 497,000 people with clean energy
- ✓ 160+ professional team
- ✓ Offices in Amsterdam, Düsseldorf, Paris
- ✓ ISO 9001 certified company HQ and Germany
- ✓ ISO 14001 certified company HQ and Germany
- ✓ Recognized by peers for ESG leadership

Active throughout Europe

- ✓ From our Amsterdam HQ and Düsseldorf & Paris offices we serve international clients with smart energy solutions



Strong international client base





The composition of our most valuable assets

The Sunrock team consists of talented individuals, hailing from various educational, ethnic, religious, and social backgrounds. At the end of 2023, Sunrock had a total of 162 employees. During the year, 23 employees left the company, while 53 new colleagues joined.

Sunrock is proud to be represented by over 30 nationalities from across all continents.

Diversity at Sunrock as of December 2023

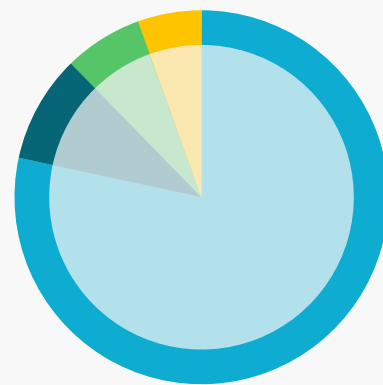
Teams' diversity	Total number of employees	Ethnic Diversity ratio
Paris office	6	50%
Dusseldorf office	40	60%
Amsterdam office	118	25%

The term ethnic diversity ratio refers to employees who indicate that they are affiliated with ethnic or cultural identities other than the most dominant ones in the countries where they work.

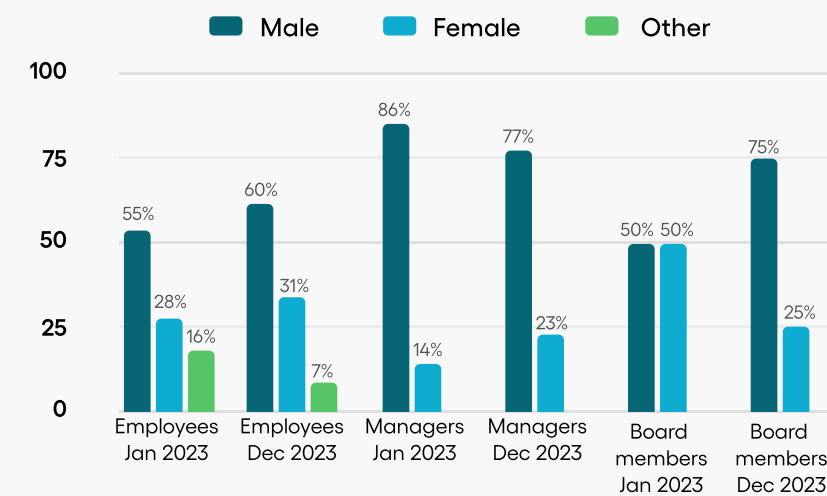


Employment arrangement

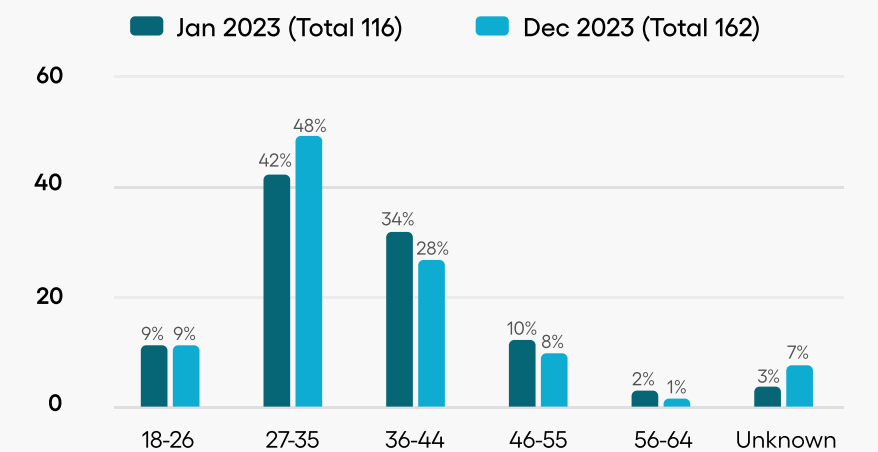
- Indefinite (78,4%)
- Fixed term (9,3%)
- Student (6,8%)
- Contractors (5,6%)



Gender diversity at Sunrock in %

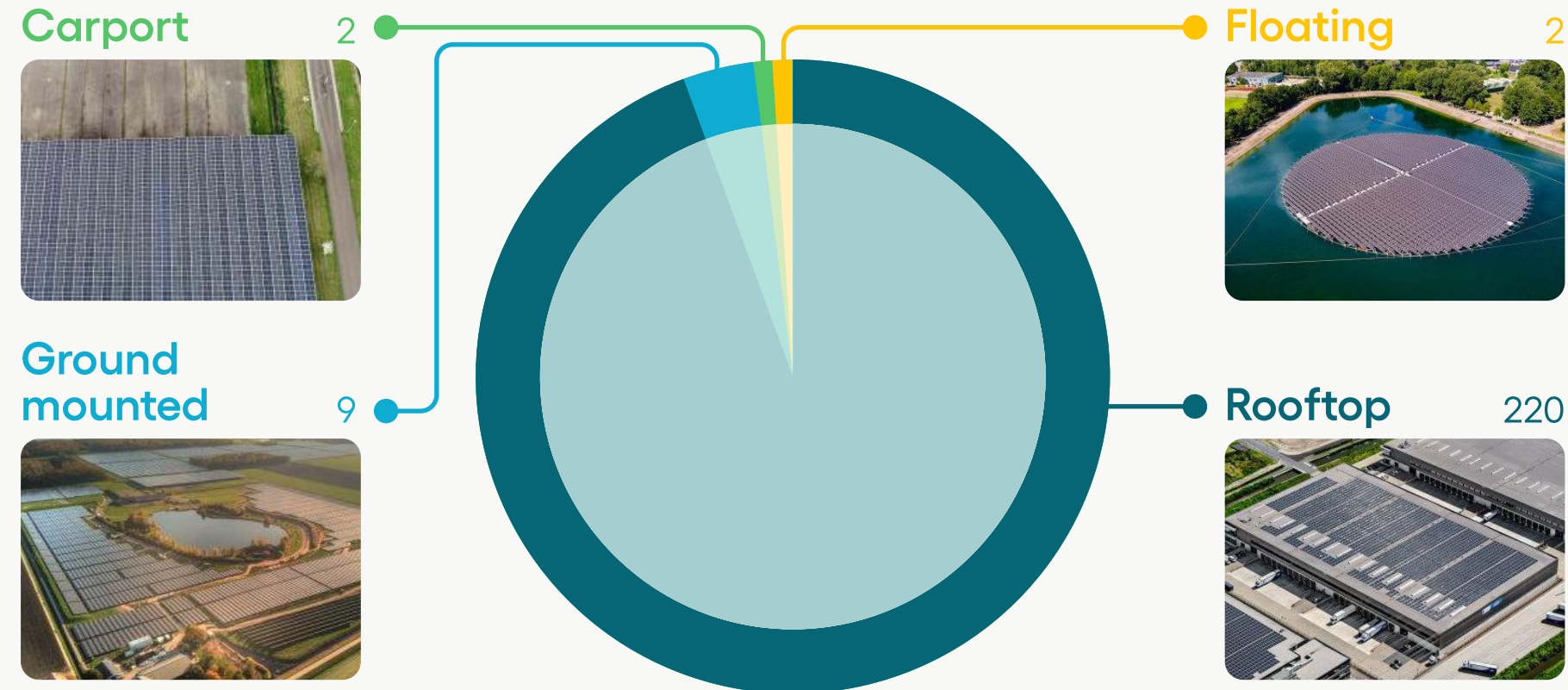


Age diversity in %



Sunrock's Operations 2023

Our PV-projects at a glance



This data reflect the projects actively generating energy during the reporting period. This includes projects which have reached COD but have not yet reached PAC. The commercial operation date (COD) is the first day of the month following the continuous operation of the project. The provisional acceptance (PAC), on the other hand, refers to the moment when the project has passed its initial performance check and potential issues are resolved. Projects not developed by Sunrock have not been included in these numbers.

 **817,120 modules**  **2,021 inverters**  **1,030 kW storage capacity**

The above numbers are based solely on projects that reached provisional acceptance before the end of 2023 and were developed by Sunrock. Projects managed by Sunrock (developed by other entities) are not included.

Solar projects explained

A solar installation, also known as a photovoltaic (PV) system, captures sunlight and converts it into electrical energy. A solar project, designed and implemented well, is a sustainable solution for generating electricity, reducing dependency on fossil fuels, and lowering greenhouse gas emissions for decades to come.

Key Components

Solar Panels (PV Modules): Solar panels convert sunlight into direct current (DC) electricity. In large commercial or industrial systems, panels are connected in strings of 18-28 to increase the system voltage. Typical commercial panels have a peak power rating of 450-600 watts (Wp). The size of a project is determined by the number of solar panels. A 1 megawatt (MW) project will consist of approximately 2000 panels (assuming 500 Wp panels).

Inverters: Inverters convert the DC electricity produced by solar panels into alternating current (AC) electricity, which can be directly used by buildings or sent to the electrical grid. Inverters are also important for the monitoring and safety of the installation. Typical commercial string inverters have a capacity of 100-350 kilowatts (kW).

Mounting System: The mounting system secures solar panels to roofs or other structures ensuring a stable installation. On rooftops, the system is typically weighed down with ballast blocks or, if required, anchored in places to the roof structure.

Cabling: All electrical components of the solar installation are connected with various cables designed to safely transmit power and last the lifetime of the project.



Delivery of Electricity

The electricity from a PV installation can either be used directly by an on-site consumer (building) or supplied to the grid via a transformer station. The transformer station steps up the voltage of the generated electricity (typically 400-800V) to match that of the grid (typically 10-20 kV). The transformer also ensures that the supplied electricity is in phase with the grid. If consumed on site, lowering the energy footprint of a building, the PV installation can either be connected to the transformer station or directly to an electrical cabinet.

Solar project overview



Mounting system + ballast



DC string cabling



Panels_ east-west configuration



Inverters (installed on a facade)



Transformer station



Completed rooftop installations (Maasvlakte ~2,5 MWp per roof)

‘23 Highlight: Levi Strauss & Co. European Distribution Centre goes solar



Sunrock Germany installed a PV system on the first Positive Footprint Warehouse of Denim leader Levi Strauss & Co. in Dorsten, 60 km north of Düsseldorf. The PV Asset on this unique building generates 3.175 MWh, resulting in annual CO2 savings of 1.162 tons.

The warehouse is the first cradle-to-cradle certified distribution center. To minimize its ecological footprint, it utilizes a circular construction method based on recycling, resource conservation and waste reduction.

The building received the LEED Platinum award from the German Green Building Association e.V. and the WELL Platinum Award from the International Building Institute.

Sunrock’s team in Germany assesses projects, conducts feasibility studies, and ensures business proof CAPEX. We prepare projects for the PV rooftop auction, build and hand over projects to asset managers, once connected to the grid. In 2023, we conducted over 50 feasibility studies and commenced construction on 15 projects. This is one of these projects.

'23 Highlight: Sustainable Financing

Aiming for the best possible offer for our clients, while safeguarding Sunrock's financial health, Structured Finance & Investments optimizes the business case and financing of the projects. Additionally, they help structure new products and initiatives and perform financial portfolio management. What about ESG? We asked Maarten van Benthem.

"Besides our personal drive to do good, like many Sunrockers, the Structured Finance and Investments team makes sure that projects adhere to the ESG standards of our financiers and investors. Our banks, for instance, have their own ESG targets as they aim to direct their capital towards sustainable companies and projects. To remain attractive for investors, we make sure our projects fit their criteria."

"Besides reporting on Sunrock's progress to our lenders, we explore whether we can embed ESG ambitions into our existing financing. Some of our banks offer sustainable finance solution, meaning additional benefits when we reach our goals. Together with the ESG team we consider these options. In addition, we developed the business case of one of Sunrock's ESG+ projects."

"Throughout 2023 ESG came more and more to the forefront in discussions with our financiers and investors. We have a leading position in this, compared to our direct competitors. Investors appreciate it and are willing to reward good conduct. This proves to us that we are on the right track. ESG should be part of every upcoming business case and financing opportunity."



Maarten van Benthem

Lead, Structured Finance & Investments
The Netherlands

'23 Highlight: Next Energy Solutions



Lotte de Bruijn
Head of Next Energy Solutions

What's 'next'? Sunrock's Next Energy Solutions assists clients in the challenges of growing electricity consumption and reducing their dependency on the grid. How does it work? Lotte de Bruijn explains.

“We achieve this by creating an integrated energy system that incorporates a grid connection, rooftop solar PV, and a battery for storing excess solar energy. By combining our solar PV assets with a Battery Energy Storage System (BESS) and an Energy Management System (EMS), we enhance the availability of local clean energy.”

“The BESS stores surplus energy to be used when there is insufficient grid supply or limited sunlight, while the EMS optimizes the flow of electricity by managing the PV system, BESS, and other on-site assets such as electric vehicle (EV) chargers. Through this smart energy management system, we ensure the most reliable, sustainable, and cost-effective energy flow.”

“This helps clients to expand the potential for electrification as more clean energy becomes locally available, contributing to net-zero operations.”



Fresh French office: More colleagues, more cultures

In 2023, Sunrock established its office in France. The business model in France is similar to that in Germany and the Netherlands: we identify technically feasible rooftops and develop, construct, and operate PV plants on them. While the majority of the electricity generated is fed back into the grid, we also strive to accommodate local electricity consumption by the building user for each project.

In 2023, the team consisted of 12 colleagues from 5 different cultures. In '24 we aim to expand to 18 in order to meet the increasingly complex demands of our clients seeking to make their real estate more sustainable. We are supported in this journey by French legislation, which mandates the deployment of solar panels or greenery on all large new rooftops. Additionally, French law in '23 requires owners of large car parks to cover their space with solar carports. Legislation such as this, combined with a growing client base, reinforces our long-term ambition to become a market leader in France.



02

Making a Difference

Vision and approach to ESG

At Sunrock, we strongly believe that businesses have the power to make a positive impact. For over a decade, we have demonstrated to our customers, partners, and employees that choosing clean energy can help achieve this impact. Our services focus on making buildings more resilient for the future, protecting our clients' energy bills from volatile energy prices with low-cost solar energy, reducing their reliance on fossil fuels, and decreasing their carbon footprint at the same time.

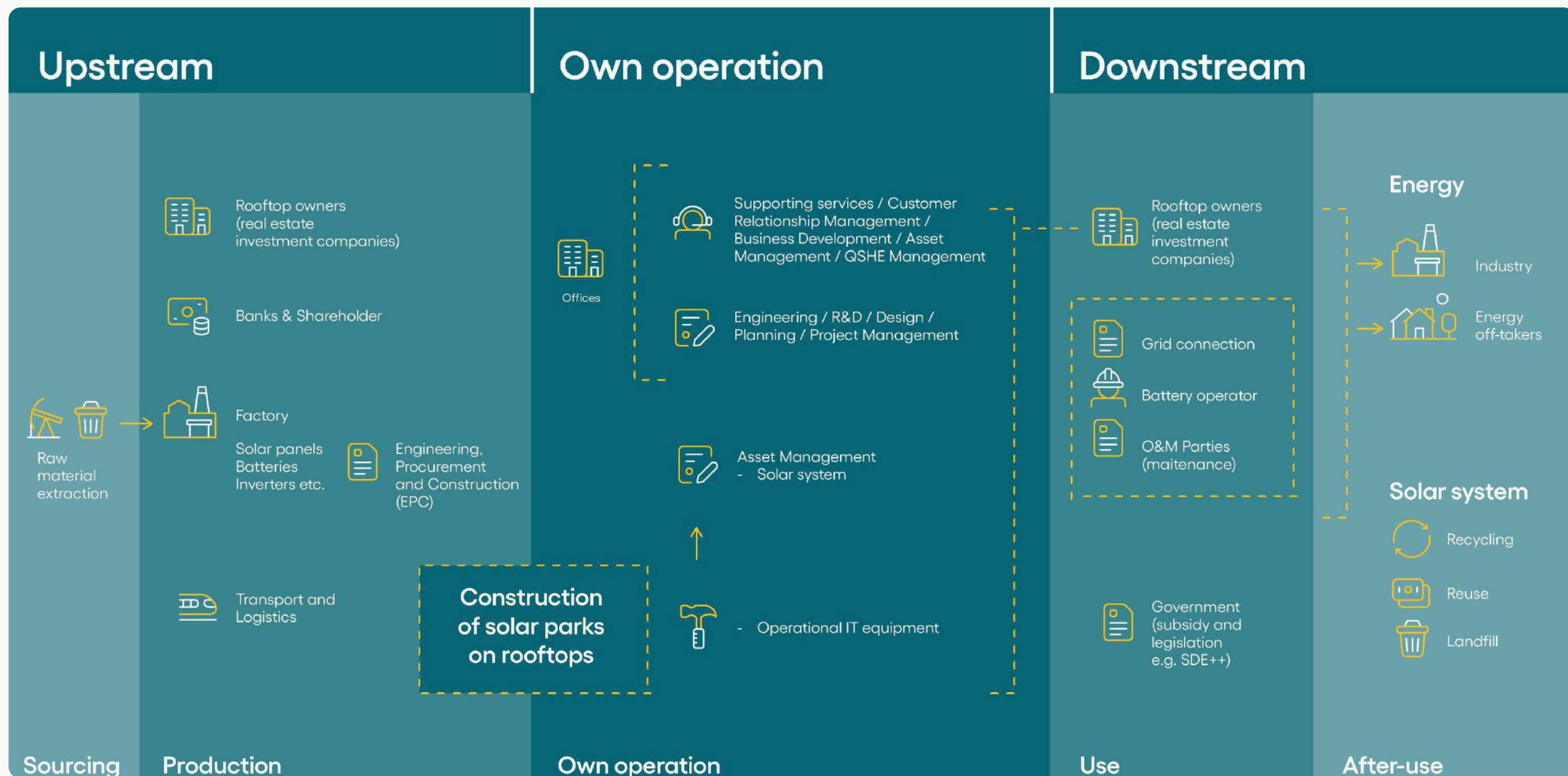
But our commitment to protecting the environment goes beyond reducing carbon emissions through the use of solar power. We believe that generating renewable energy should also protect the fundamental interests of our employees and other stakeholders in our value chain. Our ESG (Environmental, Social, and Governance) approach is founded on the quest to become better and better at embedding internationally recognized human rights and environmental principles into our core business. We strive to go beyond compliance, develop new practices, share our learning with others, and collaborate across different platforms to make the sector as a whole more sustainable. To achieve this, we acknowledge the human rights and environmental challenges inherent in our sector and take responsibility for using our leverage to help move the needle. We aim to create value that goes beyond our core business and challenge us to go further and further.

Sunrock's 10 ESG Guiding Principles

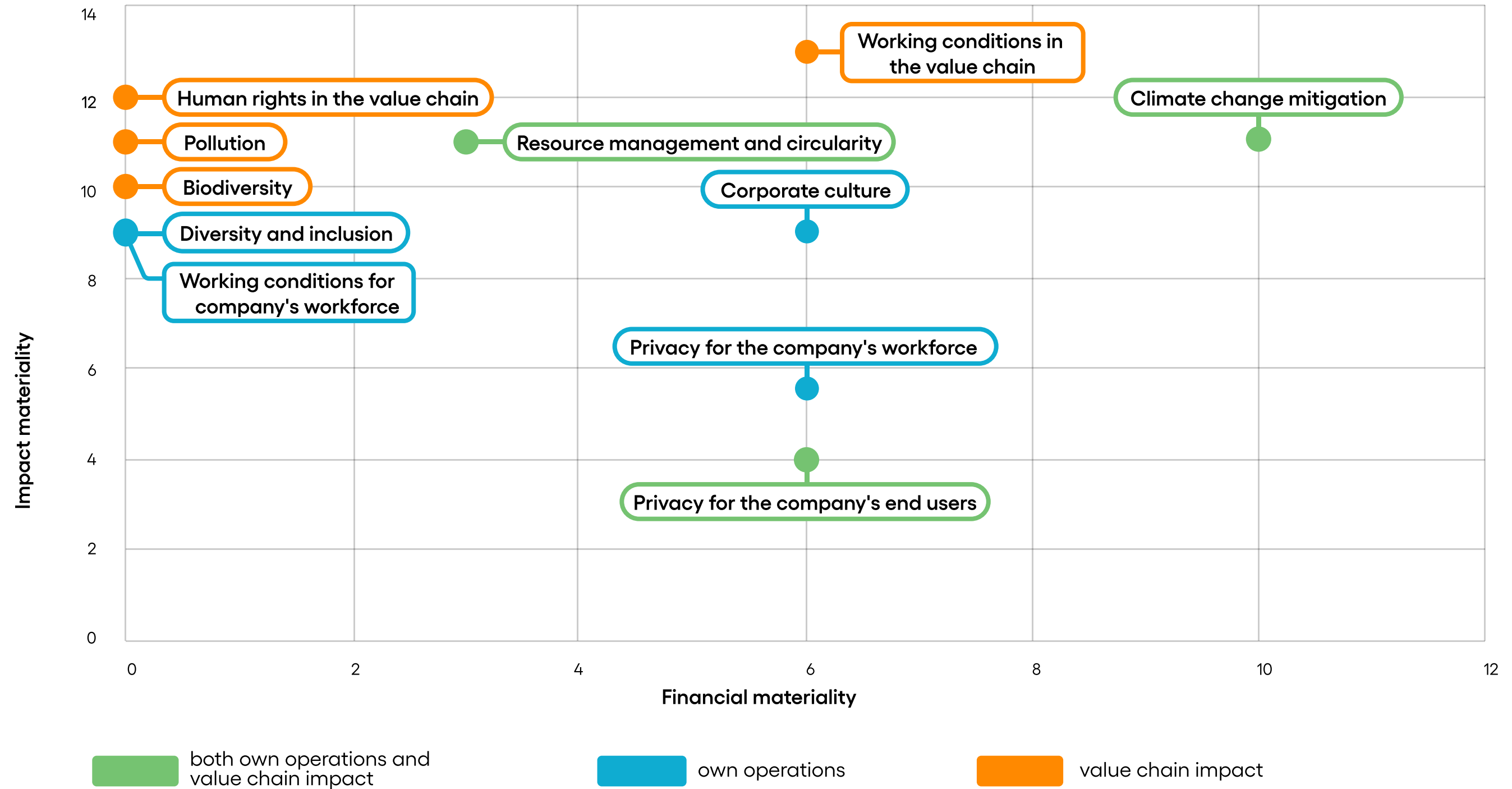
1. Build strong in-house expertise
2. Build trust with customers and partners on the topic
3. Engage stakeholders in defining strategies and implementing improvements
4. Share findings and be receptive to suggestions for improvement
5. Adopt key principles
6. Go beyond compliance to implement international ESG standards
7. Actively prevent (potential) harm to people
8. Reduce carbon footprint through energy efficiency and eco-friendly travel
9. Expect supplier commitment to ethical labour practices
10. Be transparent on our process, progress and challenges

2023 materiality assessment

Sunrock wants to thoroughly understand the financial as well as impact materiality topics, related to our operations. Therefore, in 2023, we conducted a double materiality assessment. This assessment involved consultations with internal and external stakeholders. It revealed that the majority of Sunrock’s material impact is related to our procurement of key components for our solar parks. Our actions regarding responsible sourcing are aimed at identifying specific areas in the value chain where such impacts are actual or potential.



Sunrock's value chain



Overview of the impact areas material to Sunrock

ESG in '23

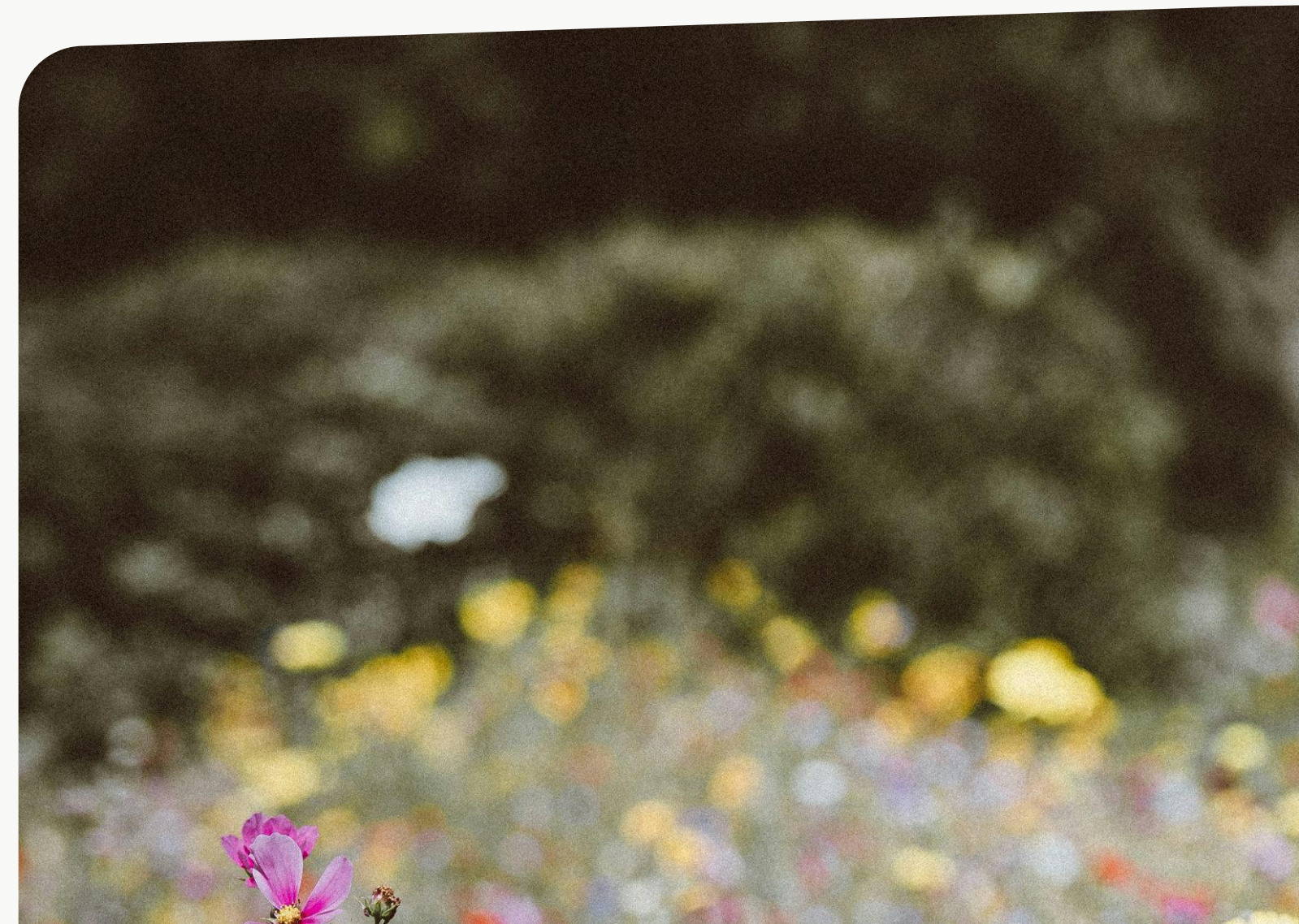
For 2023 our ESG goal was two-fold. The first was to increase the uptake of ESG in all departments. In practice, this starts with employees asking themselves the following: What does ESG mean for my role? How can I actively contribute? What can I do differently? We are drip-feeding ESG into the company, so to speak. We (patiently) make it part of our processes and mindset. In short, we want embedding ESG principles to become 'business as usual'. Our second objective was to make progress in the way we work with and select our suppliers. To improve the circumstances within our supply chain.

What were the highlights of 2023?

1. ESG uptake

We worked closely together with different teams and business units to implement the ESG goals. To illustrate:

- We performed an extensive inclusion, equity and diversity survey with the People team. Not as a separate exercise as was the case in the 2022 survey, but integrated into the employee engagement survey. We also organized a workshop on unconscious bias, with the help of an external expert. How do you recognize it? Is it conscious or unconscious? How do we act on bias and - more importantly - prevent discrimination that can be a result of unconscious bias?
- With the Asset Management team, we kicked off pilot projects to improve the circularity of obsolete solar modules.
- With the legal team, we took actions to implement a whistle-blower system through which relevant stakeholders can reach out to us about observed illegal activities and other misconduct.



2. Improving our Supply chain visibility

We wish to thoroughly understand the impact of our supply chains. In as much detail as possible and concerning the direct as well as indirect implications for people and the planet. Therefore, we invited all of our EPC partners for an assessment to gain insight into their maturity in understanding and implementing ESG standards in their own operations and beyond. The assessments and dialogue that followed resulted in improvement actions the EPC partners are to take in 2023 and 2024. Sunrock also engaged with the EPC partners on how we can support them in this process. A good example of this are the audits we conducted in Germany and the Netherlands with our EPC partners to gain insight into the extent to which the migrant workers, that install our solar parks enjoy decent working conditions, at the minimum as legally required. This exercise helped us understand the areas where additional action needs to be taken in order to ensure that the rights of workers are respected by our contractors and their subcontractors respectively.



So much to do in so little time...

When it comes to ESG, we mean business. Our utmost objective for 2023 was to strengthen the alignment of our ESG strategy with our core business. We raised deeper awareness of what ESG means to different departments and encouraged buy-in for embedding ESG goals in day-to-day operations. We also rallied the support of our suppliers to step up their ESG efforts, and generated ownership among stakeholders in achieving ESG goals. We aim to deliver meaningful impact in partnership with others, even if this impact sometimes is (still) relatively small in the grand scheme of things.

From Promise to Proof: our 2030 Goals

Following a series of conversations with all ESG working groups of Sunrock, we formulated five concrete targets that capture the essence of our ESG ambition. These long term goals go beyond compliance. They ensure that we keep on improving the social and environmental impact in our value chain. They offer us focus, guide our ESG efforts and justify the allocation of resources to address our material impact on people and planet. With these ambitions, Sunrock also actively contributes to the achievement of the United Nations 2030 Sustainable Development Goals. Let's have a closer look at them.



Goal 1. Accelerate the energy transition

7 AFFORDABLE AND
CLEAN ENERGY



The primary purpose of Sunrock has always been to contribute to a clean energy future. We do this by providing clients with smart, (mainly) solar solutions. These help them reduce their reliance on fossil fuels and embrace cleaner sources. We aim to serve 2 million people with clean energy by 2030. With our services, the development of solar parks, energy trading and strategic solutions, our clients are able to reduce their carbon footprint and thereby mitigate climate change, directly by supporting the UN Sustainable Development Goal 7 (the generation of affordable clean energy).

Goal 2. Reduce own emissions

In 2019/2020, we committed to the UN Science Based Target Initiative (SBTi), with the aim to reduce our scope 1 and 2 emissions by 50% by 2030. Meeting this goal requires the reduced use of fossil fuels for office heating and company cars. Sunrock also committed to measure and reduce scope 3 emissions. These result from, for example, the production and transport of materials used in solar parks, the commuting of employees and business travels. In 2023, Sunrock decided to level up the reduction of these emissions by 20%,* beyond the SBTi commitment.

NOTE: 20% compared to the theoretical emissions scaled from the 2021 business-as-usual baseline figures in 2030

13 CLIMATE ACTION



Goal 3. Circularity is key

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Everything we do, the products we procure as well as the process it takes to make them, requires materials and energy. At Sunrock we take responsibility to close the energy and material loop. We prefer re-use over recycling; and upcycling (high value recycling) over downcycling. In 2023 we have committed ourselves to re-using or upcycling at least 30% of the components we remove from the solar parks - starting with solar modules. What is left of obsolete parts is presented for 100% recycling. Circular economy practices like re-use and upcycling are essential in minimizing waste and maximizing resource efficiency.

Goal 4. Radical transparency

To truly know what happens in our supply chain, transparency is crucial. Especially when the polysilicon is concerned. By 2030, we strive to have suppliers who offer full insights into the source of the polysilicon they procure. To use our growing supply chain visibility to support other businesses and suppliers on the same journey, we also published these data on our website. We continue to collaborate intensively with other companies such as producers of cables, mounting systems and inverters to gain supply chain visibility.

8 DECENT WORK AND ECONOMIC GROWTH

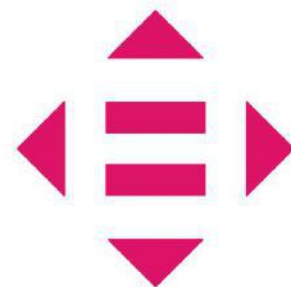


17 PARTNERSHIPS FOR THE GOALS

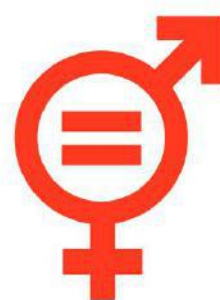


Goal 5. Increase diversity

10 REDUCED INEQUALITIES



5 GENDER EQUALITY



Sunrock's employees should reflect society as a whole. Therefore, we actively recruit a wide diversity of people. The Sunrock family represents a diversity of talents from different educational, ethnic, religious and social backgrounds. In 2023, Sunrockers represented over 30 nationalities from all continents. But of course, that is just the beginning. True inclusion means when we make sure people feel welcome and at home, and are able to grow as a person as well as professionally. We see this plural and safe company culture as our shared responsibility, in which we have put great effort, also in 2023. Hence our commitment to achieve a gender diversity ratio of 40% in 2030, and 25% ethnic and cultural diversity.

Empowering Change: Sunrock's Employee-Driven Approach to ESG

At Sunrock, ESG runs through our veins. It is our core business to provide clean energy solutions to our clients, while minimizing the negative impact on people and the environment through the process. Obviously, we are committed to internationally recognized norms and principles for socially responsible, planet-friendly, and ethical business practices. But that is just the beginning. Better and Better means a mentality of perpetual awareness and improvement. We incorporate ESG principles with great dedication.

To organize this, we follow a two-sided approach. On the one hand, employees are responsible for both the ideas for improvement and the implementation of these ideas to make positive change. The ESG working groups consist of more than 30 engaged employees from all across Sunrock. Two of the groups have a chairperson and are supported by a dedicated ESG manager. The other two groups are chaired by the ESG manager. Apart from the working groups, the ESG steering committee helps to accelerates the constant improvements we wish to make. The steering committee consists among others the COO, CEO, CFO, Director of Operations in Germany, Technical Lead M&A and the Director of Strategy and is coordinated by the ESG manager.

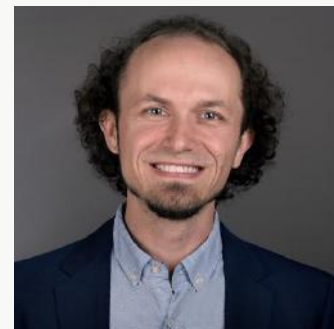
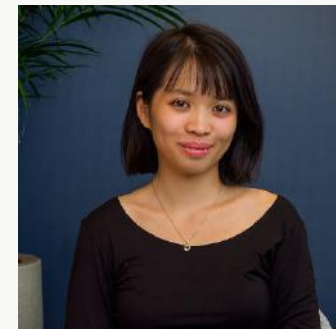
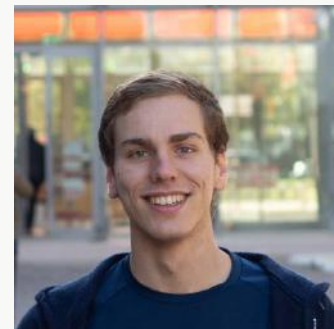
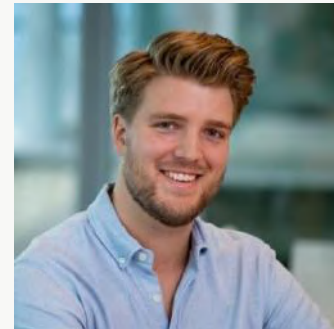
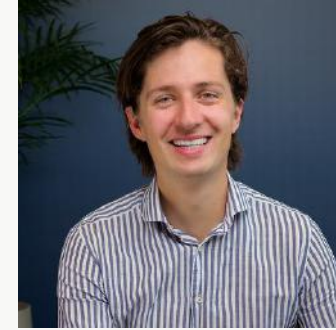
ESG at Sunrock is implemented both from top-down to bottom-up, resulting in the buy-in and participation of both employees and leadership.

To put our values into action, we encourage, inspire and support all our employees to be people and planet conscious in everything they do and expect the leaders of Sunrock to lead by example. This way, we mean to inspire other companies in the solar industry to invest in ESG principles. For us, making and maintaining ESG part of Sunrock's DNA involves taking actions and investing resources. In other words: we make it happen.



The Steering Committee ensures company-wide commitment to ESG targets, monitors progress, allocates resources, and resolves issues impeding action realization.

Sunrock's ESG working group members





03

Environment

Reducing greenhouse gases

Sunrock's commitment to minimize carbon footprint

Our commitment is to, by 2030, reduce our scopes 1 and 2 emissions (office, vehicles and assets) by 50% as compared to the baseline of 20 tCO₂ equivalent (tCO₂e) and to reduce our scope 3 emission intensity (operations & capital goods) by 20% compared to the theoretical emissions scaled from the 2021 business-as-usual baseline figures.*

Each year we gain more insights. Sunrock has a dedicated internal Carbon Reduction working group that is responsible for collecting data, calculating and validating our emissions as well as proposing strategies for reaching the desired emissions reduction.

This report contains the unaudited figures for 2023 and the outlook for the upcoming years. In 2024 we look forward to gaining a broader view, consistent with upcoming CSRD reporting.

* calculated per MWp installed; SBTi verification pending.

SBTi – reporting year 2023

GHG emissions in tCO₂ - equivalent

Scope 1 & 2

commitment target 2030 of 10 tCO₂e

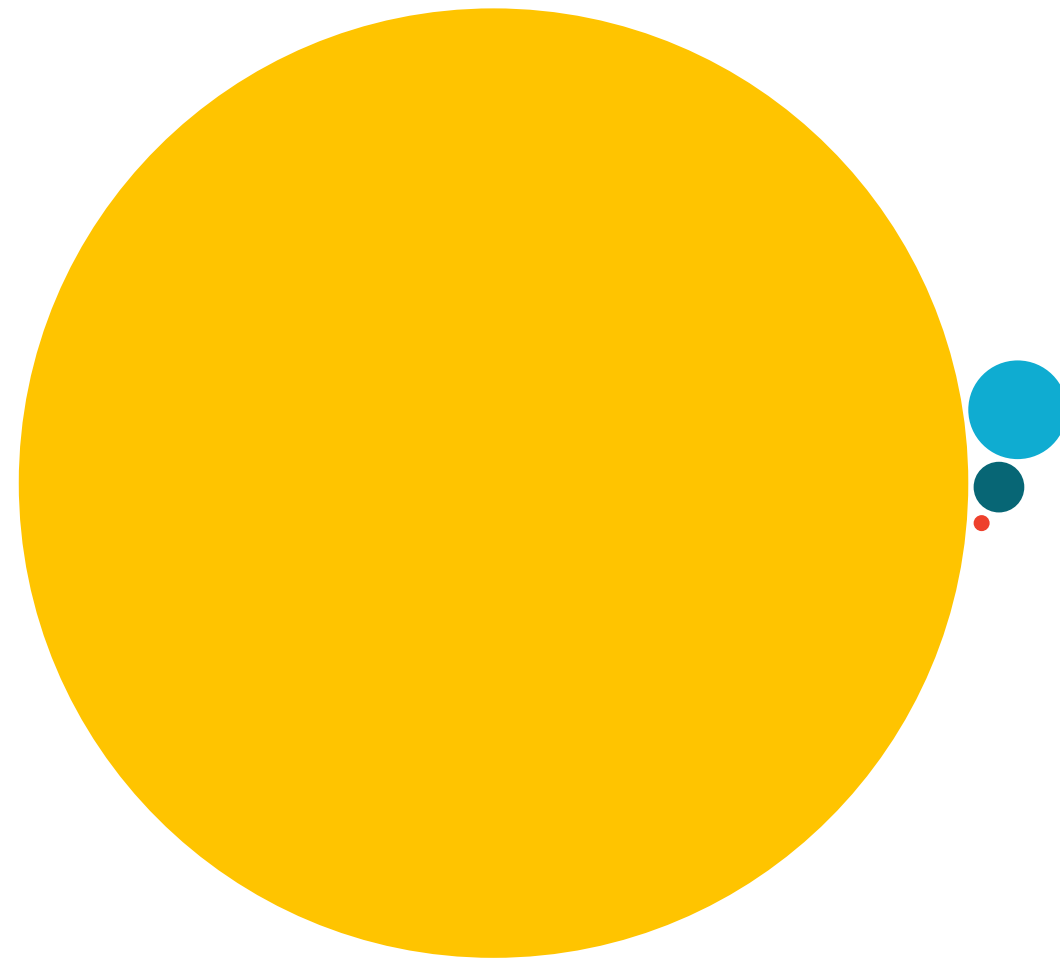
	2019	2020	2021	2022	2023
Scope 1	18.7	21.6	21.1	24.3	22.6
Scope 2	0	0	0	0	0.07

Scope 3

20% compared to the theoretical emissions scaled from the 2021 business-as-usual baseline figures*** in 2030

	2019	2020	2021	2022	2023
Scope 3 direct control	23.4	15.8	73.2	100.9	102.4
Scope 3 indirect control	\	\	138,379	144,801	167,647

*** Calculated per MWp installed



This figure represents the ratio between the different Sunrock emissions.

- Yellow** - Scope 3 - Indirect **167,649**
- Light-blue** - Scope 3 - Direct **102.4**
- Dark-blue** - Scope 1 - **22.55**
- Red** - Scope 2 - **0.07**

By the end of 2023, all of Sunrock’s PV parks had generated a total of 692 GWh of renewable energy. In 2023, 298 GWh were generated in the Netherlands and 2.1 GWh in Germany. These numbers mean that we served around 497,000 people with clean energy in the year to date. Preventing approximately 200,000 tCO₂e of greenhouse gas emissions.

In 2023 alone, the renewable energy our solar parks generated prevented the emissions of 91,000 tCO₂e. This is equivalent to more than 50% of the CO₂ it took for all of our parks to be manufactured, shipped and installed in this year. In other words: it takes less than 2 years for an average PV park to become carbon positive

Source for NL - TTW 0.29 kgCO₂eq/kWh for unknown electricity - co2emissie.nl

Source for DE - TTW 0,435 kg CO₂eq/kWh Bundesministerium für Wirtschaft und Ausfuhrkontrolle
Assumption is 1390 kWh/ capita consumption

Background

For 2023, we calculated scope 1, 2 and our direct control scope 3 (business travel, staff commute & office waste) using the emissions factor approach. That is: consumption in kWh / kg/ liters x GHG emission factor = CO₂ equivalent emission in tons, from NL, DE, FR and if not available then from DEFRA (UK) government verified factors.

For our indirect control scope 3 emissions we conducted a Life Cycle Assessment, following the ISO 14040/14044 methodological framework (for Standardization, 2006a,b). For background processes we followed the inventory analysis of the EcolInvent 3.8 cut-off database. We excluded the use phase, this is included in scope 2 the years thereafter.

Behind the numbers

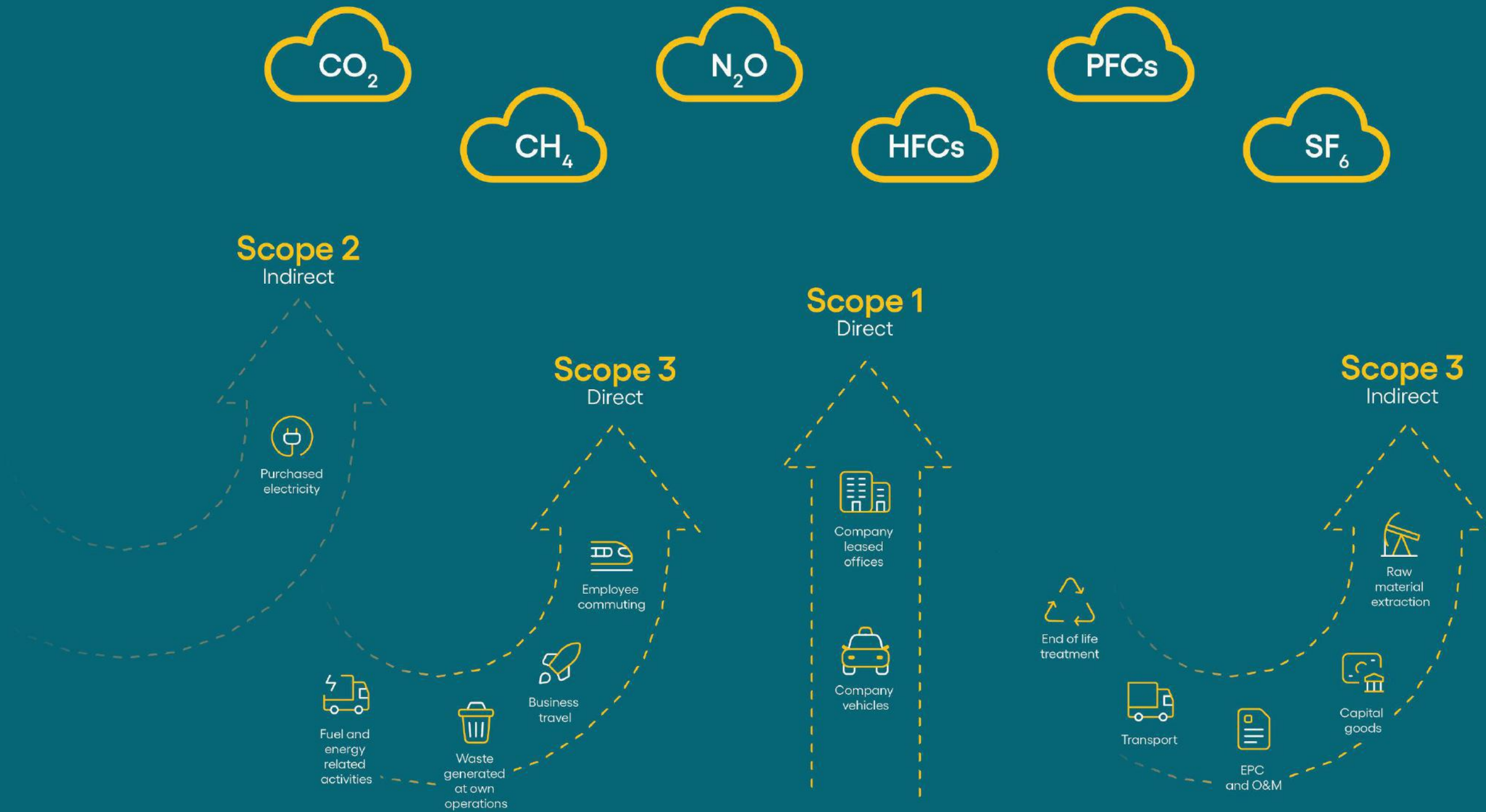
Scope 1 refers to emissions from our company pool vehicles and heating systems in our rented offices.

Scope 2 emissions result from the electricity we consume in our offices and the stand-by consumption of the inverters of PV plants.

In 2023 we saw a decrease of 0.95 tCO₂e in our Scope 1 fuel combustion. Also the company pool car emissions decreased as we switched, at the end of 2023, to all electric vehicles, charged on renewable energy. We have a small increase of 0.07 tCO₂e in Scope 2 due to emissions from mixed source electricity in our office in France and PV parks.

Bottomline, our Scope 1 & 2 emissions decreased by 1.64 tCO₂e compared to 2022, while growing as a company.

Overview of GHG Protocol scopes and emissions across the value chain



Adapted from Science Based Targets initiative

Actions for further improvement

To meet our targets in the upcoming years, Sunrock will undertake the following actions:

Scope 1:

- Continue conversations with the landlords of our offices to encourage sustainable heating.
- Sunrock's pool cars are now 100% electric. We will continue to charge them using renewable sources.

Scope 2:

- Gain certificates for electricity from renewable sources for new offices.
- Review current electricity contracts for stand-by consumption PV parks / switch to renewable supply.

Scope 3 – Direct control

- We improved and standardized our data collection by ungrouping travel modes. Engagement on the commute survey was high, employees embraced the topic of carbon reduction.
- As of 2024: all Sunrock offices follow standards for sustainable commuting and business travel.

Scope 3 – Indirect control

- Focus lies on shorter transport routes and in the use of green electricity within our supply chain.
- Therefore, towards 2030 our carbon reduction roadmap revolves around our supply chain: PV panels, inverters & mounting structures. Engaging with lenders, suppliers and EPC partners to increase the number of projects with a lower carbon balance.
- As part of Sunrock's ISO 9001 process we refined our data collection in 2023 and will take improvements further in 2024, in line with the Corporate Sustainability Reporting Directive.
- Goal is to offer more granular insight in the carbon balance of newly-built PV plants in the 2024 report.



Creating a circular solar park



Responsible asset management

Sunrock's Asset Management takes care of our installed assets. To ensure they meet the long-term expectations of all parties involved while realising and optimising the value of our asset portfolio.

The Asset Management team is responsible for the performance of solar assets (good availability and production) as well as safe operations.

- We closely work with stakeholders (property owners, tenants, contractors, energy off takers) to ensure business-cases are met and opportunities for improvement are implemented.
- Asset Management focuses on the performance of our portfolio. We (remotely) monitor and effectively resolve issues together with external contractors.
- Asset managers interact with the tenants of the various locations and are the first contact for health, safety and environment related queries. Moreover, we ensure that administrative agreements are met on time.

In addition to these operational tasks, we work on improving our business, tools and processes. **Asset managers actively participate in the ESG working groups.**

ESG in 2023

It is the task of Asset Management to ensure our assets actually produce the predicted amount of renewable electricity, during the operational lifetime. In 2023, Sunrock kicked off the installation of **smart loggers** to provide better insight and data connections. It improves remote troubleshooting with better uptime and saves on road transportation for physical site visits.

Additionally, we initiated 2 relevant **partnerships for reusing and recycling**.

- **ZonNext enables reuse** of modules that are not meeting the quality standards of Sunrock. For example solar modules with lower capacity which, as the weakest link in the system, downgrade the performance of other solar modules. ZonNext uses them in projects with impact for society.
- **Reiling recycles materials** from broken solar panels, retrieving the polysilicon and silver for high-quality reuse. Sunrock's volume of broken modules is limited (less than 300 in 2023), but the partnership prepares us for larger volumes when installations reach the end of their lifetime.

What's next?

For 2024 and beyond, we are exploring several **opportunities for improving** Asset Management ESG practices. For example:

- Enhance the **circular use of components** used on our assets. We strongly stimulate the refurbishment and repair of components by making this a requirement in the Operations and Maintenance contracts. Extra relevant since many product warranties will expire in the next 2-3 years.
- Promote the use of **electric vehicles** by our contractors to reduce their carbon footprint from site visits for maintenance.
- Our assets are still relatively new, but once end-of-life comes closer, we will add decision criteria to continue the operations as long as possible and **minimize decommissioning**.

A word with our partners

"In 2023, Sunrock became a partner of ZonNext. We re-use solar panels that for whatever reason don't meet the requirements of the park anymore. The panels are not broken, but sometimes a bit damaged and less powerful than the latest versions. Sunrock donates those slightly underperforming solar panels to us. As a non-profit foundation, we give them a new, social destination. We install them at - for example - schools and soccer clubs. Institutions that normally are not able to invest in renewable energy now benefit from it, as does the environment. Above all, we prevent the products from being recycled before their time. We've taken it upon ourselves to clean, test and certify the panels. We believe this is the way forward and Sunrock's partnership has set an example to the solar industry. Together we take responsibility for the entire chain."

Niels van Olfren - Stichting ZonNext



"Nowadays, photovoltaic is key in the realm of renewable energy. Sustainable power generation has shown large growth rates throughout Europe since the turn of the millennium. However, the sustainability of the PV modules must also be ensured after the lifespan of approx. 20 years. Reiling PV-Recycling has taken up this challenge.



© Reiling PV-Recycling

Our mechanical recycling process recovers valuable resources from PV modules. Glass, silicon, aluminum, conductors (tinned copper) and cables - can be returned to their material cycles. This is crucial for conserving resources and protecting the environment. With innovative all-in-one solutions and an extensive transport network, Reiling offers simple, economic and environmentally friendly recycling of PV modules in accordance with legal requirements. First, we check modules that are still functional for possible supply to the secondary market. The huge advantages of working with large installers like Sunrock lie in the valuable exchange and the commitment to the common cause. Sunrock strives to establish sustainable recycling solutions for their end-of-life modules due to their core values for environmental protection. Even though quantities are still small, we are using the time together to optimize processes in order to master upcoming challenges."

Malte Fislake (Plant Manager Reiling PV-Recycling GmbH & Co. KG)

Solar Circularity Insights of an ESG working group member

“Circularity is, essentially, about creating a closed-loop system where resources are used sustainably, while waste is minimized or eliminated. When it comes to solar parks, it means that we want the components of our solar parks to have the longest lifespan possible, in our solar parks or somewhere else! There is a point where the different components don’t operate correctly anymore. At that moment we recycle them in the best possible way.

Circularity aligns with Sunrock's commitment to sustainability and responsible business practices. By embracing circularity principles, Sunrock can reduce its environmental footprint, enhance resource efficiency, contribute to a more sustainable energy future and ultimately, do good!

I joined the Sunrock ESG circularity working group because I believe it is one of the major challenges to the solar industry in the upcoming years. It is interesting (and fun) to get together with people I do not usually work with and find innovative ways to make a change.

One of our ideas was to conduct a pilot study into how to give our solar panels a second life. We contacted a company that would collect the panels that we want changed for our parks, check them and use them in another project. This way we produce even more kWh with our solar panels and replace them in the most sustainable way possible.

Being part of this group allows me to see the bigger picture, and to remember that even if we are already doing good, the solar industry is still young and needs to be optimized in many levels. I hope that the various ongoing pilots are successful and our group moves the industry a little bit further in developing knowledge and technology on solar circularity!”



Bastian Velasquez
Project Manager and member of
Circularity working group



Biodiversity on site

Everything works together, and everything we do impacts our surroundings. "Biodiversity" refers to the variety of living organisms and species that interact to sustain life on Earth.

Goal

Although only a minority of Sunrock's projects are developed on land or water (the majority being rooftops, obviously), we aim to avoid any negative impact on plant and animal life at these ground-mounted and floating sites. Where possible, we strive to achieve a net positive effect on biodiversity.

Site Selection and Development:

We only develop projects on land or water in areas rezoned for solar energy, ensuring they are not built in Natura 2000 zones. Potential sites for solar projects are often large, degraded industrial sites or depleted farmland, typically proposed by the owners themselves. Development of a PV facility begins only after comprehensive ecological assessments and fulfilment of all necessary RFP requirements.

Learning and Adaptation:

We are committed to increasing our understanding of the impact of our ground and floating projects on local wildlife. By actively seeking expert advice, we aim to responsibly integrate PV installations into the landscape.

Independent Expert Consultation:

Independent experts assist us in developing projects in ways that do not negatively impact biodiversity. They provide crucial information about the plants and animals in the vicinity of our projects and suggest measures to ensure their viability. This guidance helps us make informed decisions when managing project areas and consider additional precautions to avoid disturbing local flora and fauna.

Biodiversity in 2023

In 2022/2023, Sunrock's leadership decided to focus exclusively on rooftop PV systems. This strategic shift, along with findings from Sunrock's CSRD Double Materiality Assessment indicating that biodiversity at Sunrock sites is not a material topic, led to the decision to follow industry best practice guidelines to mitigate biodiversity impacts where relevant. Consequently, we prioritized other ESG topics with respect to the allocation of time and resources in 2023. The ESG team, in collaboration with Asset Management, will develop an action plan to enhance biodiversity performance in 2024. Additionally, we actively participate in external biodiversity initiatives to learn and incorporate best practices into our approach.



04

Responsible Sourcing

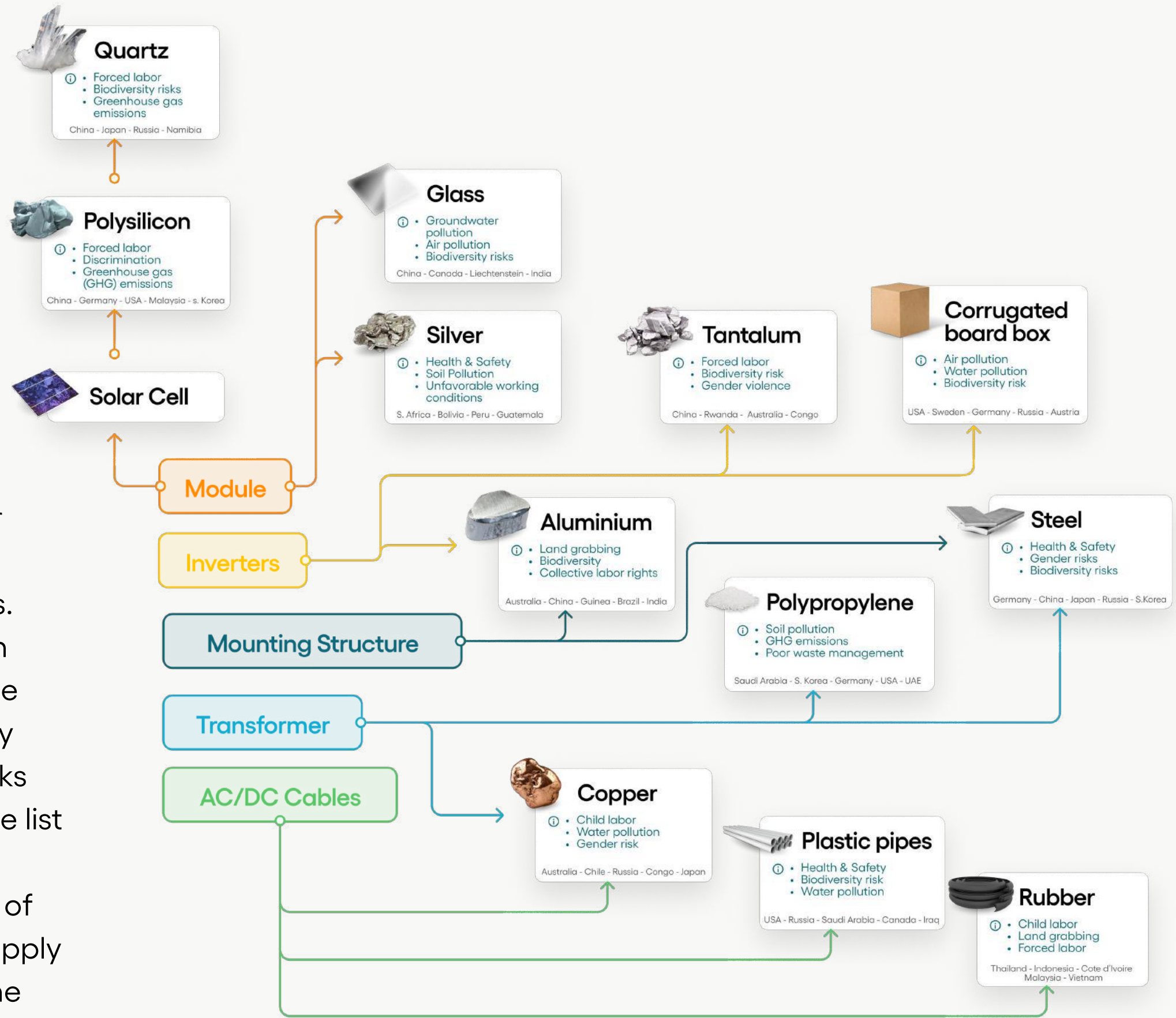
At Sunrock, we prioritize the integration of robust human rights and environmental standards throughout all of our sourcing practices. We perform thorough supplier assessments, install transparent supply chain processes and increase procurement from companies with strong ESG commitments.

Our responsible sourcing processes involve pre-selection research of new EPC partners, our most critical stakeholders in terms of impact materiality. Moreover, all EPC partners are required to sign our supplier code of conduct. Understanding and addressing potential risks to human rights and the environment within our value chain is crucial for maintaining transparency and accountability.



PV system supply chain

This (simplified) overview shows the major producing countries of the raw materials linked to PV-components or semi-products. The overview displays examples of human rights and environmental risks, linked to the solar supply chain. They do not necessarily reflect the exact countries and specific risks linked to our supply chain. Neither does the list denote the severity of the risks in these countries. We are in a continuous process of researching the specific impacts of our supply chain. Ultimately, this knowledge will define the actions necessary for improving supply chain conditions.



Aim high!

Our main responsible sourcing objectives of 2023 were:

1. Provide stakeholders with **transparency** about the identified suppliers of critical components and services in our value chain.
2. Kick off a baseline assessment of our EPC partners to understand their **ESG maturity** and agree on improvement plans for 2023-2024.
3. Assess the **labour conditions** of the migrant workers who install our solar parks.

1. Transparent supply chains

Where do the components of our solar parks come from? Are they responsibly sourced and produced under fair conditions? Sunrock is the first European solar company to have joined forces with the platform Open Supply Hub and to have offered transparency on our suppliers and their factories. The platform also contains available data on the indirect suppliers in the subsequent tiers of our PV value chain.



Screenshot of the supply chain data provided by Sunrock on our website using the [Open Supply Hub Platform](#)

The aim

The goal is for workers and other stakeholders to reach out to Sunrock if they identify issues. Furthermore, we encourage competitors to participate in the platform by sharing their data. Improving supply chain transparency is not easy as it requires active cooperation from our direct and indirect business relations. However, it is an essential step towards adhering to human international human rights and environmental standards for a more sustainable future. Sunrock is determined to rise to this challenge as a company.

2023 progress

In January 2023, we started collecting data for Open Supply Hub. By the end of December, we had identified and shared the production location data of one hundred suppliers and sub-suppliers, some going as far as tier 4. Open Supply Hub's transparency tool is user friendly, for us as a publisher as well as for those in search of facts. By sharing data on the platform, we take accountability for our supply chain and encourage our suppliers and peers to do likewise.

Better and beyond

We hope more and more of our peers join our mission. Being first mover in the industry has not always been easy, but we benefit from positive recognition from internal and external stakeholders. From proud employees to peers who regard us as an industry leader to our financial service providers, who are impressed with the progress. By asking our suppliers to share their sub-suppliers on Open Supply Hub and introducing them to the platform, we have opened the conversation that could eventually lead to unearthing thousands of suppliers connected to our operations. To drive continuous momentum in these efforts, sharing data on Open Supply Hub is now a standard procedure in our supplier onboarding.

More than meets the eye

A word with the chairperson of the Supply Chain Transparency Working Group

“Being part of this ESG working group gave me a deeper understanding of the solar industry, revealing a more complex reality than that meets the eye. While we often focus on the positive aspects of solar energy, such as its environmental benefits, there are significant challenges hidden within its supply chain. Think of the wellbeing of the communities involved in producing panels. There are issues related to labour conditions, environmental impact, and social disparities that often go unnoticed.

I became aware that there are always two sides to a story and it's crucial to acknowledge and address the challenges within the industry. Addressing these requires a comprehensive approach that prioritizes the wellbeing of communities and ecosystems throughout the supply chain. This includes promoting transparency and accountability, adopting sustainable and responsible sourcing practices, supporting local economies, investing in community development initiatives, and collaborating with stakeholders to address social and environmental concerns.

I became a part of the working group because I believe in the pursuit of continuous improvement. It is the opportunity to make a meaningful contribution towards addressing social issues, improving our company's practices, and our individual development. It's a way to play a small, yet significant part in facilitating positive change, both within our organization and in the wider community.”



Marta Arán

Junior Project Developer, New Markets & Chairperson of the Supply Chains Transparency and Accountability Working Group

“In terms of transparency within the supply chain, the ideal scenario would be to ensure that every new project is developed, constructed, operated, and managed with a focus on meeting high ESG standards to create sustainable and socially responsible energy solutions. I would like to emphasize to my colleagues the importance of considering the broader implications of our work within the supply chain transparency field. While we may be focused on specific tasks or projects, it's crucial to remember that our actions can have far-reaching effects on both people and the planet. By prioritizing transparency, accountability, and ethical practices throughout our supply chain, we not only mitigate risks and improve efficiency but also contribute to positive social and environmental outcomes. Together, we can make a meaningful impact and set a positive example for the industry.” - **Marta Arán**

2. Teaming up with partners on ESG

Sunrock has always revolved around collaborating with a diverse range of partners. The success of our projects hinges on the quality of our partnerships. We work closely with our suppliers to deliver high-quality, smart solar energy solutions that meet our customers' needs, while minimizing social and environmental impacts. Our most significant suppliers, in terms of ESG impact, are our Engineering, Procurement, and Construction (EPC) and our Operations and Maintenance (O&M) partners.

In it for the long run

Sunrock has established long-term, transparent relationships with its **EPC partners**. These collaborations are based on turnkey project agreements. Our EPC partners are fully responsible for the installation of the project. This includes procuring all necessary goods. Our commitment to transparency and quality ensures that each project is well executed.

Our **O&M partners** are crucial for ensuring the smooth operation of installed solar panels. They are responsible for the ongoing maintenance, repair and replacement of PV components as needed. By maintaining high standards of operation and maintenance, our partners help us deliver reliable and efficient solar energy solutions.

Once we reach an agreement with **real estate owners or tenants** to install PV modules on their roofs, we manage all necessary permits, insurance, and administrative requirements. Throughout the project, we keep the building's users aligned and incorporate their input to ensure their needs are met. During construction, Sunrock remains fully involved in ensuring quality, health & safety, and supply chain responsibility. We work hand-in-hand with our partners to ensure project performance in all areas.

2023 supplier baseline assessment

In 2023, Sunrock kicked off ESG baseline assessments, meant to offer insight into the ESG maturity of our partners, and serve as a starting point for conversations on areas for improvement and engagement.

We provided our EPC partners* with questionnaires, based on the human rights and environmental due diligence requirements articulated in the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

The outcome showed that many partners are at an early stage with respect to understanding what ESG means for their operations and how they can go about implementing the international frameworks. Many companies have measures in place to facilitate compliance with the law. Sunrock's vision is to move beyond compliance to reach a truly sustainable value chain. This is where our joint efforts will focus in the coming years.

The baseline assessments were followed by conversations with members of the senior leadership of the companies. These ESG dialogues encompassed the approach to ESG and concrete areas of improvement in 2023/2024. Agreements to this end pertained to commitments to develop their own employee/supplier codes of conducts, to provide supply chain data, to engage in ESG conversations with sub-suppliers and collaborate with Sunrock on conducting third party audits of labour conditions.

4 of of 5 EPC partner's assessed have implemented at least one of the agreed improvement actions during the course of 2023. We encourage non-engaging suppliers to collaborate with us on ESG matters. Eventually, when all avenues have been exhausted, we may decide to responsibly disengage with such suppliers, taking into account the guidelines of the OECD.

***EPC partners representing 87% of our 2023 CAPEX investments in PV projects were assessed on their ESG maturity and performance in 2023.**

“Our collaboration with Sunrock feels natural, as we both share a commitment to having key topics related to ESG embedded in our core values. Sunrock’s commitment to ESG is clearly visible. It is evident in their reports that they strive not only for compliance but truly aspire to excel in sustainability. Their guidance is beneficial for companies like ours who do not have an ESG manager yet. Sunrock has assisted us not only with further insights and expertise but also with concrete tools and templates to strengthen our own ESG approach. Sunrock takes a positive approach, not just pointing out potential shortcomings but encouraging us to collectively take steps forward. The collaboration with Sunrock is an inspiring example of how companies can collectively aim for better and more responsible chains. It is a journey of small steps that, when taken together, can have a significant impact on the sustainability of our supply chains and our joint responsibility for a better future.”

Nicole Rouwet – Chief Operations Officer iwell



Beyond tier 1 suppliers

In our commitment to sustainable practices, we proactively expand our efforts to engage with manufacturers beyond our direct suppliers. By understanding their commitment to ESG, we encourage our EPC partners to select brands with strong ESG profiles for our projects. Our dedicated ESG conversations reached manufacturers representing 48% of the current modules on our parks, providing valuable insights into their supply chains and ESG maturity. Additionally, we actively approached EU manufacturers of solar panels and polysilicon. These conversations offered us valuable insights into suppliers' willingness to comply with ESG regulations and meet the sustainability standards of Sunrock.



A group of Sunrockers visiting the cell, modules and test facilities of Meyer Burger in September 2023

3. Labor conditions of (migrant) workers

How can we make sure everyone involved with the installation of our parks is well treated, sufficiently paid and properly protected? Our EPC partners use subcontractors and agencies for the actual installation of PV modules. Together with two of our trusted EPC partners, we initiated third-party labour condition audits for subcontracted (migrant) workers at two sites in the Netherlands and Germany in 2023.

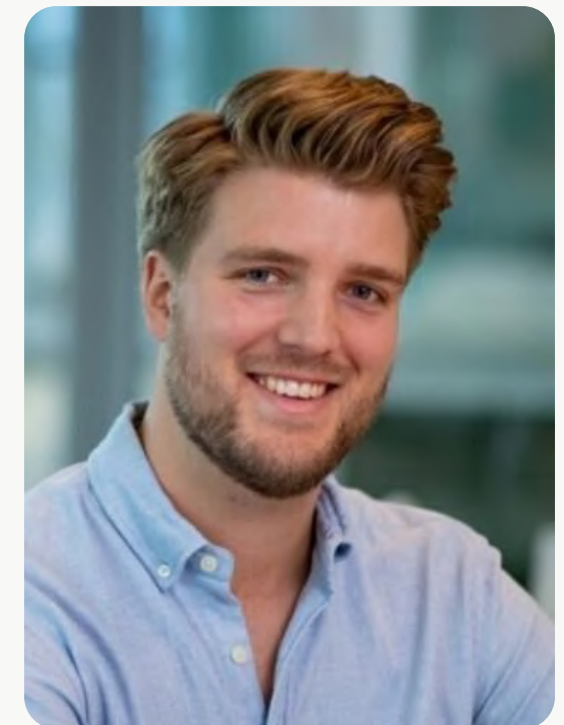
Regarding responsible sourcing of hardware components, we have put our efforts in assuring adequate labor conditions in the manufacturing supply chain of PV modules. Closer to home, it is just as important that **labor conditions on our rooftops** are up to standard. Time for an audit!

The audits were carried out by a recognized **third party assurance provider** and included a documentation review and a non-site audit. The housing of the subcontracted workers were visited. Conversations with the workers took place in their native languages and in a safe environment.

The outcome was that the workers were overall satisfied with the working conditions and felt unimpeded in their work. Furthermore, no signs of force or bonded labor were detected by the independent audits. The audit nevertheless identified minor, moderate, major and critical non-compliances related to wages, contract language, health & safety, working hours, grievance mechanism and housing.

Sunrock **followed up** these results in conversation with EPC partners on a corrective action plan. And in a workshop between the third party auditor and the Sunrock operations team we defined monitoring improvement actions. Additionally, the Sunrock supplier code of conduct will be amended in 2024 to reflect our commitment and requirements to working conditions at Sunrock sites.

Lastly, we shared our stories with competitors and governmental parties across the solar PV industry by sharing this story. In 2024, Sunrock will be collaborating with NGOs, trade unions and our peers to **develop an industry wide approach** to systematically improve the working conditions of (migrant) workers involved in the installation of renewable energy projects. The audits have been met with approval across the rooftop PV sector, and were the first of their kind in our segment.



Tim de Vries
Project Developer; Member of ESG working group on Supply Chain Transparency and project coordinator for the labor conditions audit

Beyond Compliance: introducing ESG+

All these 2023 projects seek to add ESG benefits to solar parks through collaboration among stakeholders. Actively seeking additional environmental, social, and governance benefits, we aim to go beyond compliance. Our goal is to develop solar parks that are not only sustainable in generating clean energy but also have ethically sound and socially responsible supply chains. We focus on:

- Solar panels with cells traceable to the origin - at least up to polysilicon manufacturing
- Mounting systems produced with > 50% renewable energy and recycled steel
- Inverters with transparent supply chains
- Use of at least 25% recycled material in cables

These projects involve active collaboration among all stakeholders. From owners to contractors and clients. Only with good partnership can we make this possible, and ensure the long term sustainability and transparency of our projects

2024 Goal

We are looking forward to our '24 Pilot Project, in which we put ESG+ to the test. The goal is to develop a 5MWp project, ESG+ in every way. To gather insights and establish a sustainable model for future projects with our partners and to (hopefully) prove feasibility and potential. Moreover, this concept aims to promote human rights, reduce carbon emissions, and support a circular economy.

Better together

Addressing complex ESG challenges requires more than the efforts of a single company. That is why sectoral-level collaboration is fundamental to our supply chain transparency and accountability program. Sunrock is a founding member of both the multi-stakeholder International Responsible Business Conduct Agreement for the Renewable Energy Sector (REA) and of the Solar Stewardship Initiative (SSI).

From NGOs to the Dutch government and even some competitors: through the REA we all join forces to drive meaningful change both within our company and further upstream. Through the SSI, Sunrock collaborate to develop an industry ESG traceability standard for manufacturers of solar panels among others. The SSI also seeks to audit these manufacturers against the standard.

A key aspect of our collaboration involves developing industry standards and using this to conduct independent audits at the manufacturing sites of our component manufacturers. These audits help ensure that our suppliers adhere to the highest standards of ethical and sustainable practices. By working together, we not only uphold our own commitment to integrity but also set a benchmark for the entire industry.

Sunrock is proud to be at the forefront of this collaborative movement, leading by example and showing that together, we can achieve meaningful results.



Signing ceremony International RBC Agreement for the Renewable Energy Sector in March 2023 © Dirk Hol



In 2024, we will kick-off a multi-year positive impact project in the artisanal mining sector in Peru. Together with downstream peers and civil society partners in Peru we aim to improve the livelihoods of local communities and mitigate environmental impacts. By pooling our resources and expertise, we seek an enhanced coordination and interaction within the artisanal and small scale mining sector in the country. Stakeholder-driven initiatives will address common challenges and opportunities with respect to e.g. gender-related inequalities and health and safety issues.

Sunrock scored 89 out of 100 in the 2023/2024 ESG third party assessment of how our policies and practices align with the UN Guiding Principles on Business and Human Rights and the OECD Due Diligence Guidance for Responsible Business Conduct. The assessment was conducted by the independent secretariat of the International RBC Agreement for the Renewable Energy Sector. The questions were developed collectively by multi-stakeholder parties.

Since 2023, Sunrock has been committed to the UN Global Compact corporate responsibility initiatives and its principles in the areas of human rights, labor, environment and anti-corruption.



Together with other industry representatives, Sunrock CEO Johannes Duijzer talked with Dutch Prime Minister Mark Rutte about opportunities for better adoption of ESG principles and norms by companies and the role of the Dutch government in facilitating this. (July 2023, at the Dutch Social and Economic Council).



IZEN and Sunrock: Shared efforts in ESG

Sunrock and IZEN work closely together to promote the transition to renewable energy. IZEN focuses on the installation and maintenance of solar energy systems. This collaboration allows us to leverage our core competences and offer a complete solution to clients.

IZEN's vision on ESG

IZEN, as part of VINCI and VINCI-Energies, follows the group's strategy. The collaboration between Sunrock and IZEN has significantly supported IZEN's approach to these (ESG) goals. Sunrock's commitment to creating a clean energy future and extensive experience in deploying large-scale solar projects enable IZEN to meet its ESG targets effectively.

On Social Responsibility

Investing in employees' well-being and professional development is essential. Offering continuous training programs ensures the workforce remains skilled and motivated. Promoting a diverse and inclusive workplace is not only ethical but also beneficial for innovation and growth. IZEN implements policies that encourage diversity in hiring and foster an inclusive company culture.

On Projects with further reaching ESG benefits

IZEN commits to collaborate on solar projects with further reaching ESG benefits by providing f.e. commercial and technical support. IZEN calls upon its suppliers to be assessed through Ecovadis, and to use materials with recycled content cabling and mounting structures. Electrifying machinery and tools on construction sites also contribute to meeting carbon reduction goals.

On Carbon Footprint Reduction

IZEN is aiming to achieve greater reductions in carbon emissions by implementing energy-efficient technologies across all operations. Setting ambitious, science-based targets for reducing greenhouse gas emissions can lead the way in sustainability.

On Transparent Reporting

Transparency in ESG reporting is crucial to enable better collaborations and inspire others, and that is why we are doing it together. The collaboration between Sunrock and IZEN on joint sustainability projects can leverage the strengths of both entities. Sharing best practices and innovative solutions will drive greater efficiency and impact in our ESG initiatives. By focusing on these areas, Sunrock and IZEN can not only enhance ESG performance but also drive long-term value for IZEN (VINCI Energies) and stakeholders.

On Migrant Workers

Cooperation on promoting the working conditions of migrant workers, particularly in the context of installers and other skilled labourers, is essential for ensuring fair treatment, safety, and transparency. As identified in the audit, we need to remain attentive at this. It requires a multifaceted approach involving international cooperation, robust legal frameworks, corporate responsibility, transparency, and support from all of us. By working together, stakeholders can create a fairer and more just environment for migrant workers globally.

Benny Vandevenne

COO Renewable Energies, IZEN energy systems

On Sustainable Supply Chain Management

Supply chain partners adhering to environmentally friendly practices are critical to making impact. Together we can establish stricter sustainability criteria for suppliers and regularly audit their compliance to ensure alignment with our environmental values.





05

People & Culture

Solar power to the people

We believe in a clean energy future. We also believe that human energy is the best there is. Committed to trust and transparency, we forge long-lasting relationships with partners on the path towards a brighter, greener tomorrow. This trust, this longevity, is made possible by our dedicated team. All specialists in their own fields and personalities in their own right. Therefore, we put great effort into treating them right. We see them, we hear them. We value them. We encourage and empower them. We are them.

Values

We bring together excellent people and enable them to thrive. What kind of people? What do we have in common? First and foremost, a shared sense of responsibility to contribute actively to the realization of a sustainable energy system. Furthermore, we select our (future) colleagues based on our four values. These values define our way of working together and getting along. They ensure Sunrock remains an inspiring, inclusive and safe space to work and grow.

1. We do good

We care about people and about our planet. We are a diverse team of equals, taking responsibility in every small and big way we can.

2. We're entrepreneurial

We are game changers and always find a way to make it happen. And if we don't? Then we learn from our mistakes.

3. We love winning

And 'we' is the most important word in that sentence. Winning at Sunrock is about lifting each other up to reach new heights.

4. We enjoy the ride

We celebrate every milestone and every occasion. Come to think of it, we celebrate whenever we get the chance.

2023: Benefit from shared success

Financially, we had a remarkable year in 2022. Thanks to all Sunrockers. Therefore, we were able to kick-off '23 with some additional benefits. Depending on their contract and office location, co-workers receive a bonus and can count on the following benefits:

- unlimited time off and holidays (output is what matters)
- daily catered lunch
- personal trainer at your service
- pension-plan and participation in new bonus system
- fully covered public transport expenses
- bike plan



Work smart, play hard

We grew from local start-up to international scale-up. How to preserve that feeling of belonging? Of knowing each other? Of social safety? That takes time and effort, but everything grows where the attention goes. Here's an impression of the group-festivities we organized in '23:

- We opened our new Amsterdam office as well as a new one in Düsseldorf. We celebrated these milestones together with the entire team.
- For those (and for those that just want to support them or ride a sleigh) we visited the snow as a team. And even had our own ski-song for the occasion. Sounds like team-spirit!
- Just before the summer break at the end of June, we took part in our own spectacular 'Olympic games' at the Netherlands seaside. We cannot help it, we love to win.
- Sunrock Germany grew big in 2023. New faces. New clients. Time for a team bonding off site! We rocked it.
- From year 1, we have been celebrating the arrival of Sinterklaas, a typical Dutch tradition. Sinterklaas is the one day at the office that revolves around the children of our big Sunrock family. They all get gifts, also the French and German kids, who are clueless about the whole story.
- The Netherlands celebrated Christmas by having breakfast together with a special edition of the Pubquiz. The German en French team had lovely Christmas dinners together. Everyone was there.

Employee survey

We took it to the test. And guess what? The '23 Sunrock people engagement survey scored 79%.

This means 79% of Sunrockers:

- would recommend Sunrock as a great place to work
- feel motivated to go beyond what's expected
- are proud to work for Sunrock
- rarely think about looking for a job at another company
- see themselves still working at Sunrock in two years time

Pilot: Well-being

Along with this 79% happiness score, there were also issues raised in the survey. Mainly this one: a lot of Sunrockers experience work pressure. For example: they lack focus or feel overwhelmed with the amount of meetings and processes. Professionalizing the organization has sometimes taken its (personal) toll.

In 2022, 64% of the employees indicated in the engagement survey that they often felt overworked and only 63% gave a positive response when asked about their overall wellbeing. Sunrock's People Welfare group felt it was important to take action.

Therefore in 2023, 25 (random) employees participated in a pilot. They were invited to an external platform designed to help people take care of their mental health. This third party platform offers a range of services and products that help employees improve their wellbeing. From coaching to yoga to sports. For 3 months, the trial group was offered a budget to sign up for activities.

After the trial, we evaluated. The participants agreed that there was a great variety of activities available and the platform was easy to use. However, over 52% of them indicated this platform did not provide enough added value to the current benefits of Sunrock.

So, as the 2023 survey did show employees experience work related stress, we decided to put them in the driving seat on the actions to be taken to help reduce and mitigate this.

'23 Highlight: THE SUN

In December 2023, the memorable first edition of Sunrock's company yearbook was published. Magazine The Sun was made by and for Sunrockers. Fun to read as well as fun to make. Full of interviews, insights and sightseeing tips around our new offices.



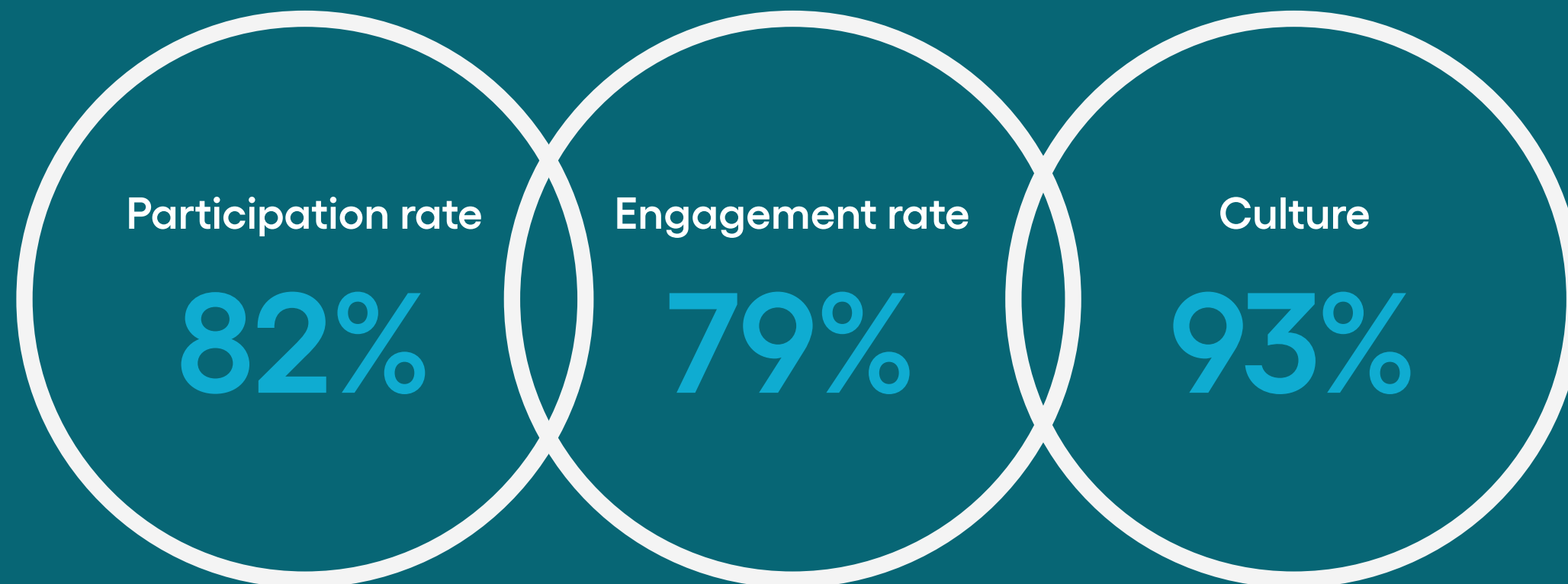
Taskforce: Less pressure

To make people better and better, we decided to co-create. Together we derived 5 focus areas based on the survey together. Each of those domains were picked up by a taskforce group of 3 - 5 colleagues.

The 5 taskforce groups revolve around:

1. Service & quality focus
2. Meeting rhythms
3. Well-being
4. System & resources
5. Feedback & accountability

Their findings and solutions are scheduled throughout 2024!

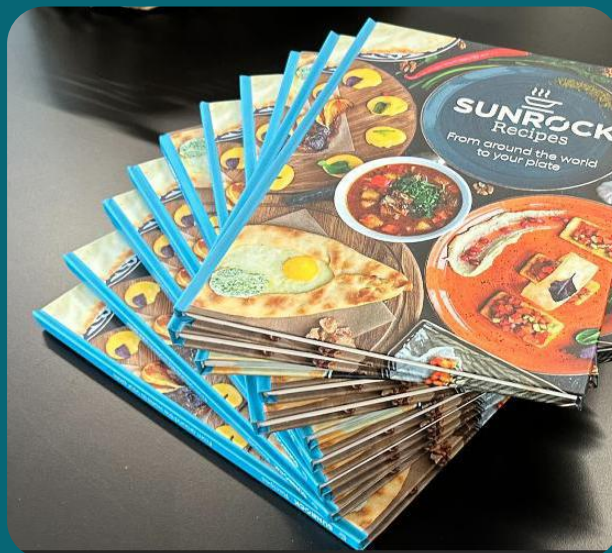


Inclusion, equity and diversity (IE&D) in action

Achieving an inclusive culture is part of our People strategy. It is truly up to us to take action, to not take what we have achieved so far for granted. IE&D means making plans, making time and making an effort.

In 2022, Sunrock signed the Diversity Charter through which we committed to increase diversity across (at least) gender, ethnic background and age.

In 2023 the People and Culture team paid extra attention to the events of Sunrock. To make sure they included everyone and represented the diversity of our colleagues. Moreover, we undertook some special activities to promote IE&D as shared in the next section.



‘23 Highlight: Different tastes

We wanted to celebrate Diversity day 2023 in a way that would include everyone. The winning idea was the Sunrock cookbook. Full of recipes by Sunrockers with a story about the origin, personal meaning and of course instructions and ingredients. This way it became a platform for colleagues to learn about each other's background, culture and context in a fun and tasteful way.

‘23 Highlight: Workshop bias

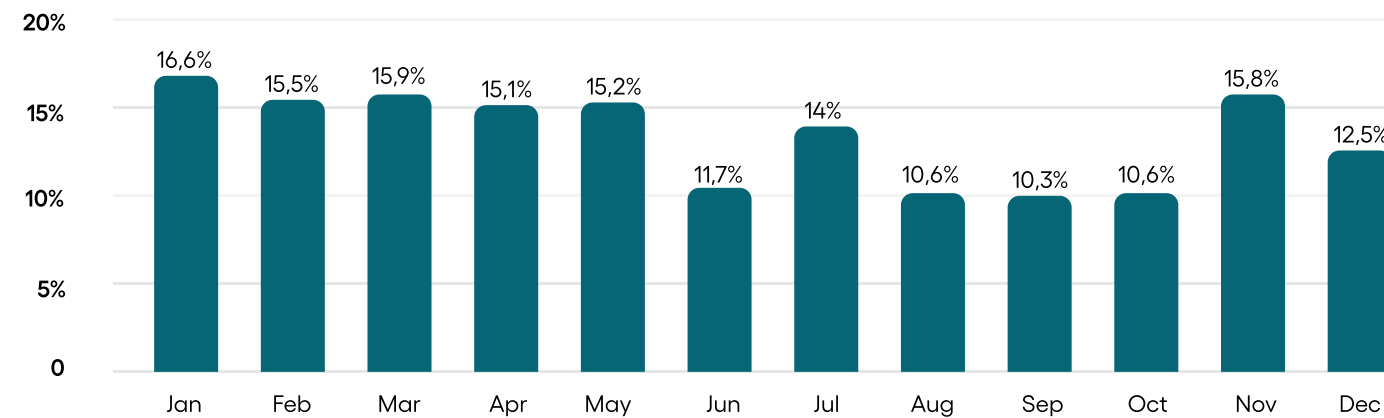
Sunrock organized a company-wide workshop to raise awareness about unconscious bias and to provide tools and tips for addressing such biases. This took place with the help of an external professional and made room for a perpetrator as well as a victim perspective.

Financial equality

During the 2023 annual salary review, we placed special emphasis on addressing potential salary imbalances among employees in similar roles. This focus during the review process enabled us to have discussions and take steps to rectify any unexplained salary gaps that were identified.

Gender pay gap analytics for 2023: Calculated by subtracting the average salary of women from the average salary of men, and then dividing the result by the average salary of men. The identified gap shown below is at a high level and is not specific to roles.

Pay gap in 2023



Inclusive recruitment

To ensure that Sunrock’s workforce includes underrepresented groups, our recruitment team took specific actions to disseminate our vacancies through recruitment platforms for people with diverse backgrounds. Additionally, they particularly reviewed the language of our vacancies. We wanted to remove any potential bias that may be present in the choice of words. These efforts paid off with an increase in gender and ethnic diversity in colleagues (see statistics at chapter We are Sunrock).

2023 Training and skill development

Sunrock firmly believes in the importance of a learning environment and a growth mindset to allow people to thrive. We follow an annual development cycle, defining training and workshop opportunities based on the personal development goals of all employees, regardless of tenure, age, or seniority.

Throughout 2023, Sunrock offered a wide range of workshops and training sessions. From specific skills such as negotiation, product-owner training, presentations and conversations, to personal coaching for individuals. Additionally, in-house training sessions took place to facilitate knowledge transfer among employees.

Also in 2023, Sunrock launched the 'School of Leadership,' a program aimed at nurturing and motivating leaders within the company. Particularly focusing on those who uphold Sunrock's leadership principles amidst a rapidly changing environment, the initiative emphasizes personal development through the application of Sunrock's leadership principles. Colleagues from different departments and levels within the company participated.

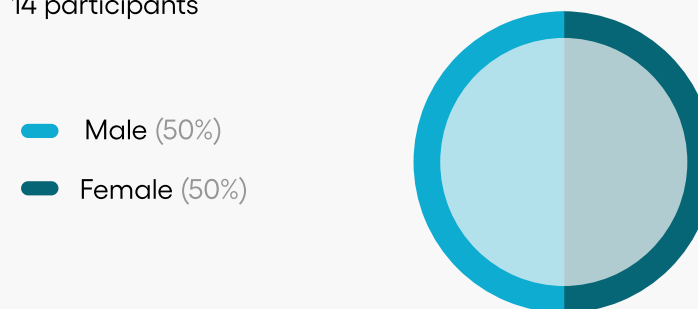
Furthermore, Sunrock provides weekly Dutch language courses for international colleagues based in The Netherlands. Participation in these courses was free and optional for employees, with several levels of proficiency offered to cater to varying language abilities.

Participants of the Sunrock school of leadership program in 2023/2024



Gender diversity in Dutch language course offered by Sunrock for non-Dutch speaking employees

14 participants



A group of Sunrock's internationals participating in Dutch lessons at the office

Wellbeing, Health & Safety



Sunrock project managers working on the cases

The growth of Sunrock as a company has led to new challenges, requiring set ups to meet the specific needs of the country teams. In 2023, we worked on the solid foundation for health & safety in our offices as well as project sites.

One of the major improvements we made was the implementation of a new registration system. The forms in user platform The Rock allow us to keep better track of new incidents. At the international event of the Dutch and German Operations teams, we took the opportunity to learn together. Project managers worked in small teams on a case, based on a real event. We evaluated the approach to the incident, the internal incident registration and communication. After the exercise there was room for discussion. It was a great example of sharing experiences and learning between the international teams.

2023 HSE registration

We classify HSE registrations as observations, near misses, incidents or major incidents.

Observations serve as encouragement for everyone to be alert on situations or behaviours that stand out because they're either safe or unsafe. They help avoid potentially dangerous situations.

Near misses are situations in which something happened, but there were no negative impacts. These usually startle people into action and are important to take note of to improve the situation.

Incidents are events that do have a negative impact on either people, environment and/or material.

Major incidents describe situations in which people are hurt and need medical attention (excl. first aid), when the environment is somehow damaged or when there is material damage that leads to costs over 5K.



15 major incidents were reported



1 person required medical attention after an accident on location



0 incidents resulted in environmental damage



14 incidents resulted in damages over EUR 5,000



All of the major incidents took place at project sites

“In 2023, we were challenged by external factors such as storms and cable thefts. We are not able to prevent all incidents but, we do work hard on the aspects that we can influence.

The incidents we encountered served as a reminder that we still have work to do to secure a safe working environment for our employees and partners. It is a topic for which we need to work closely with our contractors and make use of their expertise and inputs. The safety of us all is our top priority and together we will take action to create a safer work environment.”



Jessica Jonker
Quality, Health, Safety and Environment
Manager

Volunteering and donating

55 Charities worldwide benefited from Sunrock/COFRA Donations in 2023

95,577 EUR
Donations raised by Sunrockers for charity, including grants and matching by COFRA Foundation

365,5 volunteer hours recorded by Sunrockers in 2023

'23 Highlight: Sopowerful

Sopowerful develops solar projects in Malawi, Tanzania and Lebanon. Countries that encounter difficult grid struggles. For example, the instability of the grid causing blackouts. Sopowerful has developed solar installations on multiple schools and hospitals in the aforementioned countries and helped them get a more stable source of energy.

In 2023, Sunrock teamed up with Sopowerful to support the development of a PV installation at the Mlambe hospital in Malawi. This hospital is in the southern region of Malawi and treats over 47.000 patients a year. The development of the project will increase the operating hours and decrease the amount of patients that need to be transferred to other facilities due to unreliable power supply.

Sopowerful involves the community to create a feeling of ownership. Together with local contractors and (technical) teams of the beneficiary they create a good solution specific to the needs of the location.





Not only do they take care to work with local contractors on the set up but, they also organize best practice days with their contractors to share knowledge. Sunrock contributes to these sessions.

In 2023 the contractors of BNG have started the construction of the PV installation at the Mlambe hospital and they are expected to finish the construction in Spring 2024.



Scan the QR code to watch the video





'23 Highlight: The Pollinators

In recent years, biodiversity has been diminishing. The decline of pollinators like bees and butterflies is one of the greatest problems we face together. In '23, Sunrock took action and decided to support the Pollinators in their efforts to reverse the tide. The Pollinators organize activities to increase biodiversity and create more habitable space for pollinators. In 2023 we participated in 'Feed the bees'. All Sunrockers received flower seeds to be planted in gardens, for raising awareness and - obviously - boosting local biodiversity!



In autumn '23, we again got our hands dirty, volunteering for a food forest in Amsterdam. Together with the Pollinators, de Natuurkamer and food forest Slotterplas we prepared the park for the winter season. Over 60 Sunrockers worked through heavy rains to create fences, trim trees, plant vegetation and even put on wading suits to carry out water works.



05

Governance

Part of a bigger mission

Sunrock, a fully owned subsidiary of COFRA Holding, benefits from the heritage of a family-owned business spanning six generations. It is COFRA's mission to amaze customers and be a force for good, both in what we do and how we do it. COFRA's businesses are united by a common ethos and striving to bring about a more just society and sustainable world. They seek to create true worth – lasting value and a positive impact – in their respective industries.



Striving for better

Sunrock's parent company COFRA Holding is involved and aligned in every ESG step of the way. A word with Jheroen Muste, Executive Chair of COFRA's Clean Energy Group, on shared purpose and staying at the forefront of developments.

Jheroen: "COFRA's mission is to amaze our customers and be a force for good, both in what we do and how we do it. This has been the purpose of the family owners for the past 180 years, and traces back to how the founding brothers Clemens and August Brenninkmeijer thought about building their business. It has always been about positive impact, about taking responsibility. Building a strong business, in a society-driven way. It means thoroughly thinking through both what you do and how you do it. Demonstrating leadership through action, in making things better step by step. To stay aware of the problems, and continue to look at what is not yet good enough.

COFRA's strategy is to play a role in five of the major transitions taking place in society today. The energy transition is one of these groundbreaking movements that lie at the base of a better world. Following the acquisition of Sunrock in 2020, the Clean Energy Group within COFRA was founded last year. Through this business set-up, COFRA aims to support the capacity for growth and professionalization that the business needs and deserves. It provides Sunrock with the necessary space for business building. We are the rock of Sunrock, one could say ;) What we would love to see is how Sunrock can be the "star player" to lead and show the way in the industry. Are we able to contribute to unblocking the system and overcoming (apparent) showstoppers, like grid-congestion? Can Sunrock take the lead in developing smart storage and trading solutions in the C&I space?

As for ESG, we believe that being part of our group means that Sunrock has a responsibility to face and act on the facts. Solar is a 'good' proposition in and of itself, but as this report also shows, there are challenges in the process of developing sustainable energy solutions. What is great to see is that Sunrock has the drive to challenge the status quo, and to make tangible steps, by taking action and developing practices that are inspiring the entire industry. This approach fits well with COFRA's vision and strategy. Together we are able to push fossil fuels out!"



Jheroen Muste
Executive Chair, COFRA Clean Energy Group

Corporate governance

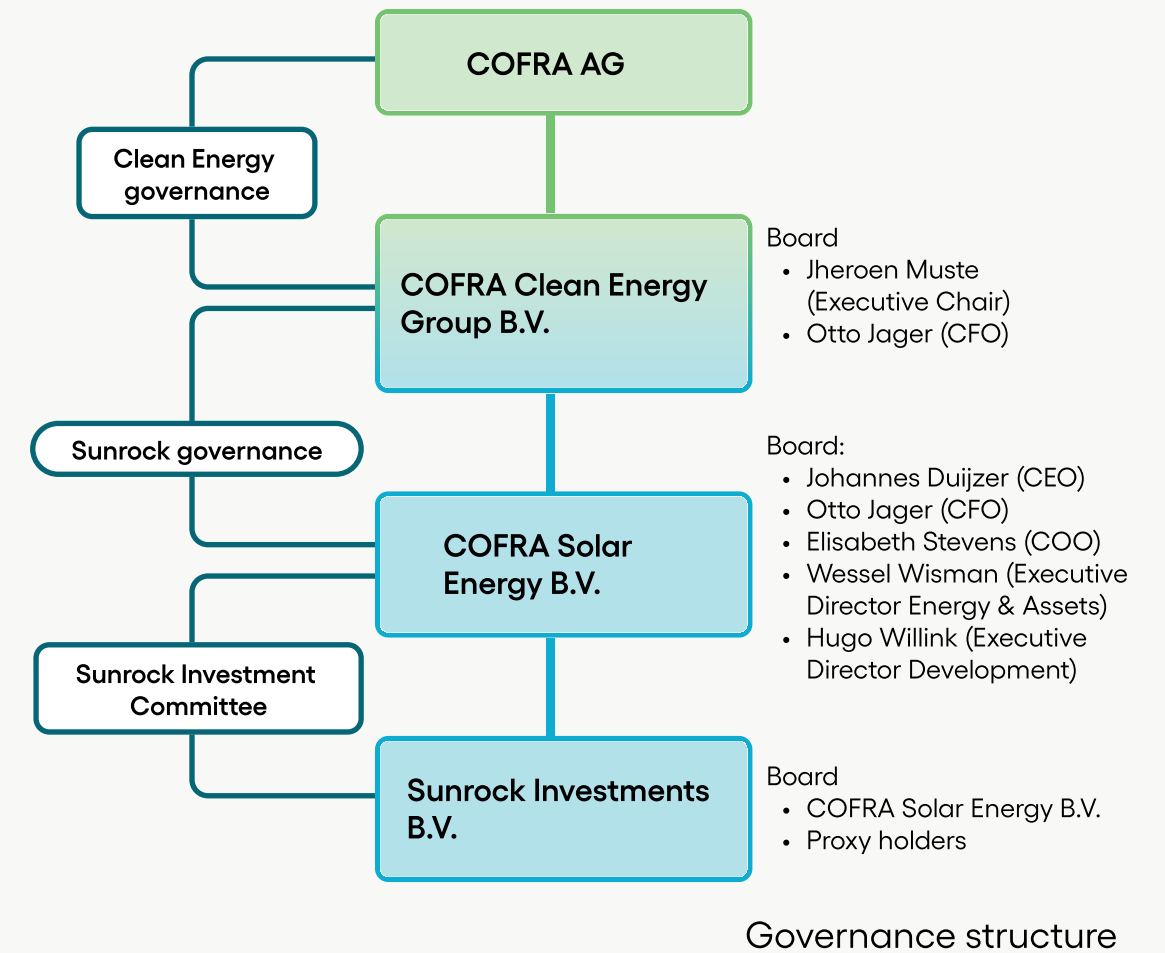
Sunrock’s corporate governance structure comprises the Board and the General Meeting of Shareholders. Our internal Investment Committee and external auditor are part of this structure.

The Board of Sunrock consists of five statutory directors all of which are jointly authorised to represent the company. The Board is responsible for sustainable long-term value creation by the company. The ESG manager provides a quarterly update to the executive on relevant developments, progress and opportunities relating to the different ESG topics.

Sunrock is controlled by COFRA. Sunrock complies with internal guidelines and procedures to ensure that COFRA is involved in crucial decisions.

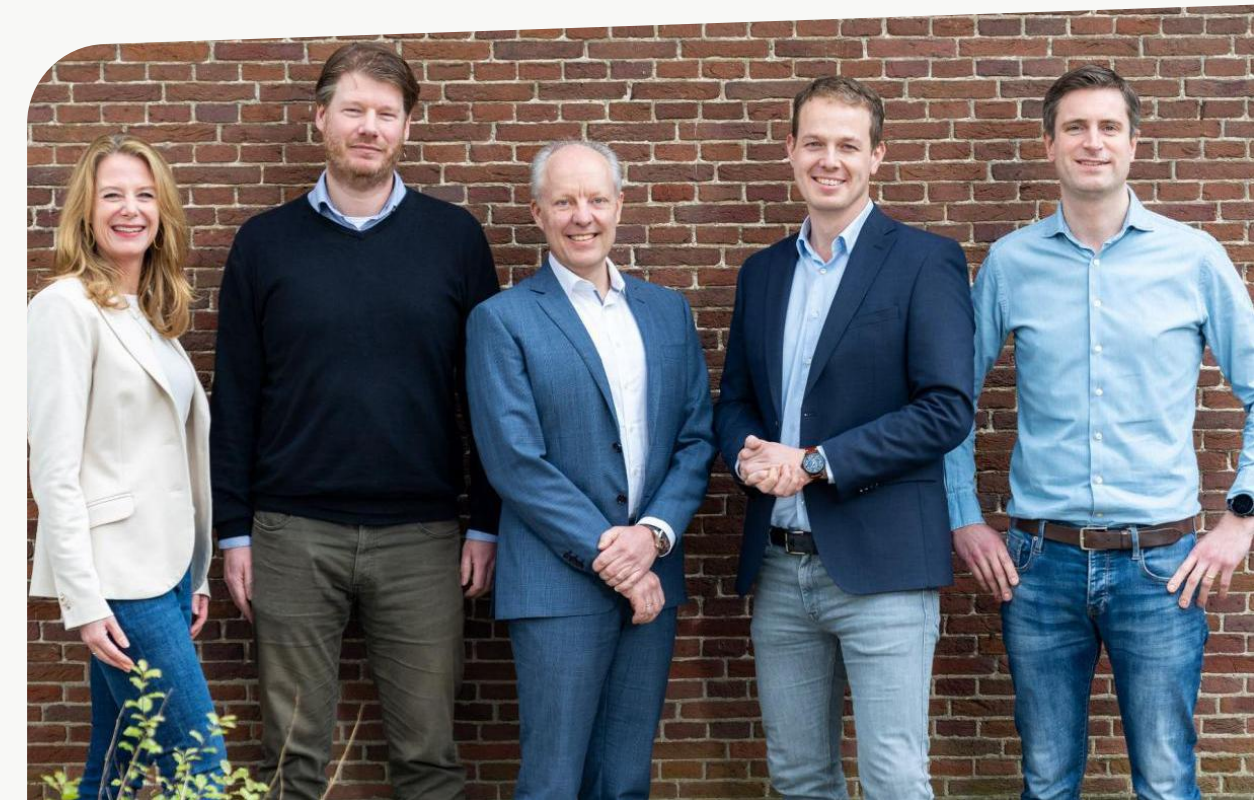
Internally, Sunrock’s Investment Committee assesses compliance with our investment guidelines. They bring an integrated view on opportunities and risks associated with investments, including sustainability.

Within Sunrock, teams have been established to train, advise and support the organisation in matters of health, safety and environment and quality management (in line with ISO9001 and ISO14001).



Sunrock Board

Photo from left to right: Elisabeth Stevens (COO), Wessel Wisman (Exec. Dir. Energy & Assets), Otto Jager (CFO), Johannes Duijzer (CEO) and Hugo Willink (Exec. Dir. Development)



Operational governance

Sunrock is structured into these **3 business units**, each with specific focus and responsibilities.

Development Business

Sunrock Development realizes large scale solar rooftop installations, battery energy storage systems and energy management systems. The clean energy that we produce is made available to users of the building, thereby sustaining their business operations. Energy that is not directly consumed is stored in on-site battery systems or fed to the public grid and our energy management systems optimize local energy consumption and distribution. This unit is dedicated to the realization of more assets across Europe. It is primarily focused on identifying, planning, and executing new projects and initiatives to expand Sunrock's asset portfolio.

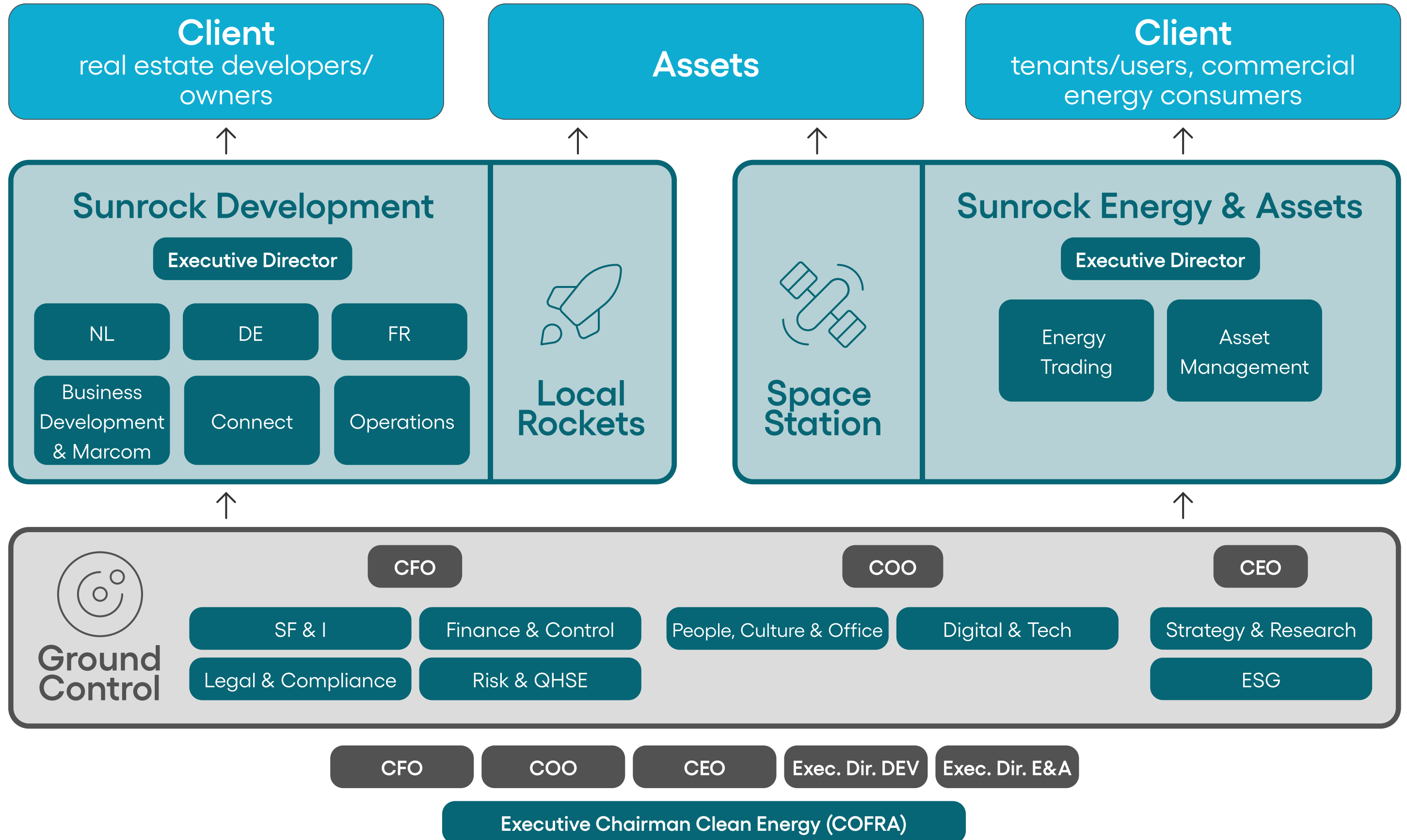
Energy & Assets Business

This division is responsible for monetizing solar energy production and maintenance of operational assets. It oversees the commercial aspects and ensures the efficient and profitable operation of Sunrock's assets. Energy & Assets optimizes the technical and financial performance, maximizes revenues through energy trading and sells generated energy to the market.

Ground Control

As the 'central brain of Sunrock', this unit encompasses all staff functions, supporting the key business lines with processes, tools and guidelines. Additionally, it is tasked with ensuring financial and governance compliance within the organization. The intelligent unit shares lessons learned and synergies across the company. They are responsible for innovation, anticipating future disruptions and exploring ideas to drive change and innovation. Ground control also guides the business in the right direction, supporting the business to navigate through stormy weather, and work smart and efficiently.

Organisation



Integrity and Compliance

We cherish our culture of transparency, integrity and ethical behavior. To guard this, Sunrock established the necessary policies and procedures. These ensure compliance with legal and regulatory requirements, as well as internal guidelines and best practices.

Compliance is an ongoing process that requires monitoring and improvement. To ensure that we remain relevant and effective in addressing current and emerging risks, Sunrock regularly reviews and updates its compliance processes.

We encourage employees to speak up about any potential violations of laws, regulations, or company policies. The company has a zero-tolerance policy towards retaliation against anyone who reports such violations in good faith. Various channels exist through which reports can be made (anonymously)

In 2023 we implemented our Speak Up portal, which is hosted by an external party. In consultation with the Works Council, Sunrock adopted a protocol for conducting investigations and, together with the individual involved, determining the appropriate course of follow-up action.

Beyond our own operations, Sunrock expects its suppliers, contractors, and other business **partners** to comply with all applicable laws and regulations, as well as Sunrock's ethical standards. We conduct due diligence on potential business partners to ensure they meet our standards.

Sunrock defined **clear tasks and responsibilities** for signaling laws and regulations, analyzing applicability, impact, and the required measures, taking ownership for implementing new laws and regulations and monitoring compliance.

We provide **employees** with resources, including training, an information library and relevant updates on the intranet. The Employee Code of Conduct contains expectations and guidance on professional integrity and business ethics. In situations of external contracting, the four eyes principle is applied.

Sunrock's **privacy policy** serves as a guideline. The policy is dynamic and may be supplemented or revised from time to time due to changes in the organization, business processes, information systems or the law.

A culture of Integrity and compliance is elementary in Sunrock's sustainable growth. Not only a legal and ethical obligation, but also a strategic imperative. By maintaining high standards of integrity and compliance, Sunrock is able to build and maintain trust with all stakeholders.

Works Council up and running

Trust, Approachability & Being Holistic. These are the values of Sunrock's Works Council (SWC). 2023 was its first fully operational year. A year of getting to know each other, embedding it within the organisation and structuring the collaboration with the People Team and board.

Sunrock wants to empower its employees to do what is good for themselves, and by doing so, to be the best version of themselves at Sunrock. SWC works openly, transparently and proactively on Sunrock thriving. The council takes it as their responsibility to make sure that Sunrock is a healthy organisation, with a long term future perspective and that it is acting in the interests of both Sunrock and its employees.

Meet the team

The Works Council consists of Bob Riemslag, Elliot Morgan, Lotte van der Molen Kuipers, Phuong Anh Nguyen and Tijmen van de Leemkolk.



2023 achievements



13 internal Sunrock Works Council meetings



7 meetings with Sunrock executive team



2 days of training for works council members

Deliverables

- 3 requests for consent
- 1 request for advice
- Sunrock Works Council Covenant
- Sunrock Works Council Rules of Procedure
- Sunrock Works Council Introduction movie

Behind the scenes

- Advice COO and HR

What's next?

Sunrock continues to grow rapidly, especially outside of the Netherlands. This means that there are more and more German and French employees. The council is currently exploring what is the best way to work together and represent the interests of all teams.

In 2023 SWC worked on many strategic decisions in close collaboration with the board. This mainly happened behind the scenes. Like the Engagement Survey results showed, the work and contribution of SWC is not always visible to all Sunrock employees. In 2024 visibility will therefore be one of our main focus points.

Since the foundation has been laid and SWC is now a fully functioning team, it is time to add more value to Sunrock by proactively putting ideas on the agenda for the People Team and the board. For this, the entire organisation is involved and called upon to share ideas for making Sunrock a better (work)place.

Topics in 2023

- Pilot unlimited holidays
- Change organisational structure into 3 pillars
- On-call shift Energy & Assets
- Lunch catering proposal
- KPI's and impact on bonus for 2024
- Engagement survey and setting up working groups

How did the Sunrock employees see us?

- Engagement score



Speaking up at Sunrock

Sunrock is committed to growth and continuous improvement, valuing transparency and ethical conduct in all aspects of our operations. To foster an environment where everyone feels safe and empowered to voice concerns, we have implemented comprehensive mechanisms for reporting and addressing misconduct.

Whether it is harassment, bullying, discrimination, or other forms of unfair behavior, we want to know. Our goal is to learn, resolve, and prevent any misconduct, ensuring a safe and respectful workplace for everyone. From employees to contractors and job candidates, anyone can report their concerns.

A safe haven for guidance

In 2022, we introduced dedicated **confidential counsellors** to support Sunrockers facing undesirable behavior or conflicts. Joost Haverkamp, our Internal Confidential Counsellor, reflects on his role:

“Organizational changes in 2023 led to insecurity among employees. Most cases involved communication issues between managers and staff. I provided support, and although not all cases were fully resolved, employees appreciated my involvement. People know they can find me for a listening ear.”

To further support our team, we plan to nominate an external confidential counsellor in 2024, providing an additional layer of support for those who prefer external guidance.



Joost Haverkamp
Project Manger & Confidential
Counsellor

Ensuring accountability

In 2023, we launched a **whistleblowing system** for stakeholders to report legal violations observed in work-related activities. This system allows anonymous reporting and is managed by our General Counsel and ESG Manager, who evaluate and verify reports, forming an investigation team if necessary.

We ensure timely communication with reporters about the investigation process, with the Sunrock Board providing written outcomes within two weeks of the investigation report. We uphold a zero-tolerance policy towards retaliation, protecting both the reporter and the accused from negative repercussions.

Resolving conflicts

For internal conflicts related to employment conditions, we offer **independent mediation services**. This ensures that employees have access to impartial resolution processes, fostering an amicable work environment.

There's always a way

Sunrock provides other reporting avenues as well. There is the COFRA speak-up channel, the [Renewable Energy Agreement complaints and dispute committee](#) and the OECD National Contact Point for Responsible Business Conduct

Your honest opinion

To maintain the effectiveness of our speak-up system, we conduct **quarterly evaluations** with all individuals involved. These meetings focus on sharing learnings, challenges, and opportunities for improvement. The outcomes are shared with Sunrock management and the Works Council for necessary follow-up.

Shout out to bravery

We consider speaking up as an act of bravery and an essential component of our ethical framework. Sunrock is dedicated to protecting and supporting those who report misconduct, ensuring our workplace remains a place of respect and integrity. As we grow, our commitment to improving every day remains unwavering, reinforcing our dedication to transparency and ethical conduct in all we do.

Data Security: taking responsibility

As fast as our industry changes, as important it is to keep up with upcoming risks and preventative measures regarding our online safety. By creating a culture of security awareness, we can minimize the risk of security incidents. We have implemented robust information safety measures and continuously enhance them to protect against breaches and losses.

Training

All Sunrockers undergo mandatory cybersecurity training. This training increases awareness levels and provides practical skills to stay cyber safe. Employees are trained to handle sensitive information carefully, and strict access controls make sure that only authorized personnel can access sensitive data.

The industry

We participate in the creation of strong information security standards for the industry through our seat in the Dutch solar industry association, Holland Solar. This collaboration enables us to stay up-to-date with the latest best practices and contribute to the development of the industry's security standards.

Independent audit

Sunrock undergoes an annual information security audit to assess IT security risks and compliance. This audit is conducted by an independent third-party auditor and helps identify areas for improvement. The outcomes of these audits are consolidated and put into actions for improvement.

Incidents and response

During 2023 no major security incidents and/or breaches occurred. For potential security incidents we have an effectively tested Crisis Management Team process in place.

Cloud

Our cloud content management system enables teams to securely share files and collaborate. This monitored space includes robust security features, such as threat detection, file classification and continuous logging and monitoring. Our data is well protected against unauthorized access and other security threats.



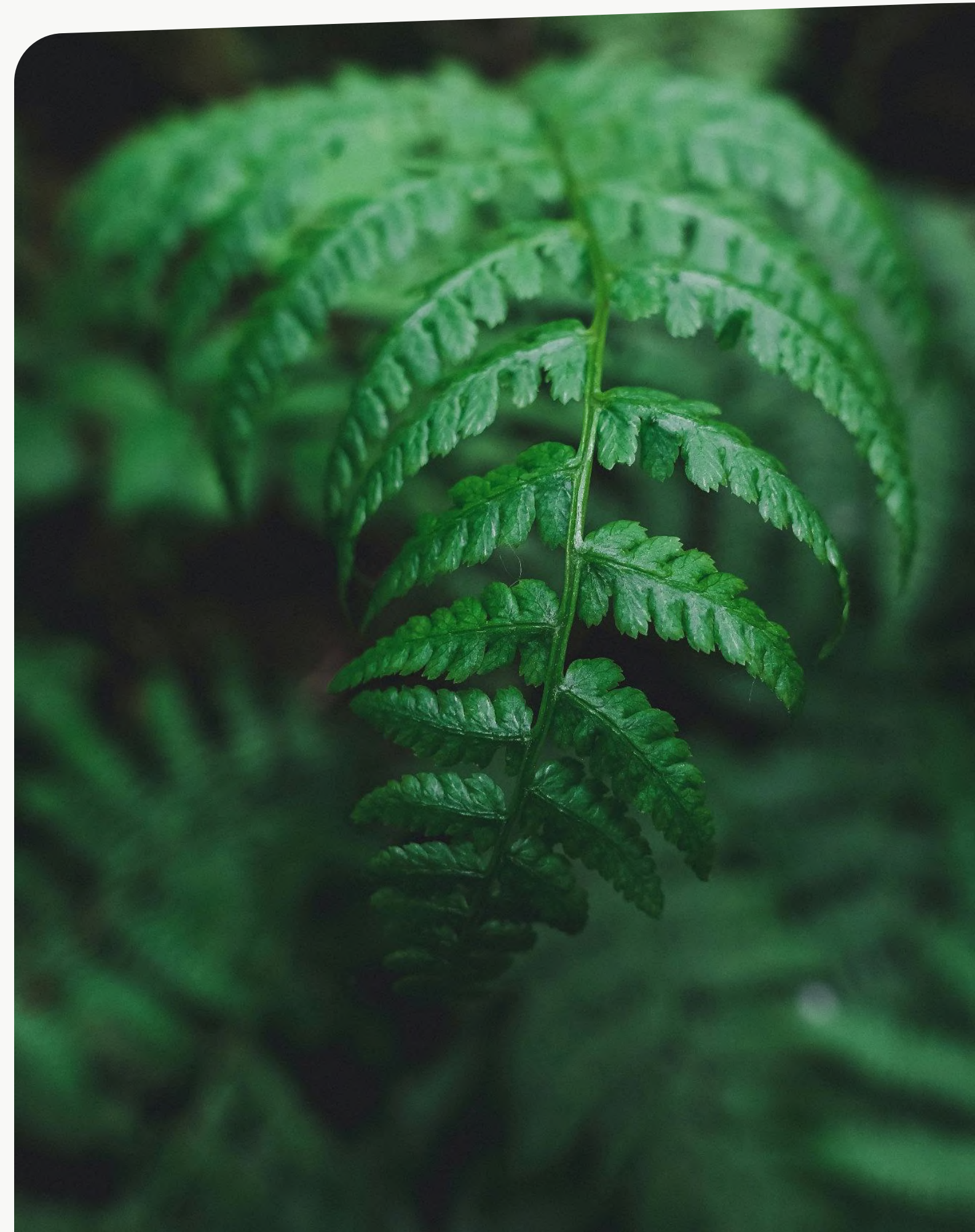
Quality Management and optimization

2023 was a great year for Quality Management. Sunrock was recertified for ISO 9001 & 14001 within the Netherlands as well as Germany, after successful completion of the audit by an accredited third-party ISO auditor.

Sunrock showed evidence of how goals are set, how we work towards them and how we evaluate our performance. The requirements of ISO 9001 help Sunrock to ensure compliance with legislation and regulations, meeting customer expectations, and continuously improving our internal organization. The environmental management system in accordance with the requirements of ISO 14001 is an integral part of our mission and vision.

Keep growing

Optimizing our processes requires strong cooperation between our employees. They continuously develop themselves through new insights, gained from projects as well as shared knowledge and experience. A combination of risk assessments, internal project evaluations, customer satisfaction reviews and internal audits ensures continuous improvements within our processes. The translation of these improvement ideas into actions requires efforts from all Sunrockers. It is the only way we can keep growing and developing ourselves.





ESG as
value
proposition
for clients

7

Sustainability has become a core priority for all participants in the real estate market. Real estate funds, asset managers, developers and occupiers: ESG concerns all our clients today and impact-related considerations are integrated into every phase of decision-making, from due diligence to asset management.

What's going on?

5 meta-trends

1. Market competitiveness

Occupiers place significant importance on the ESG aspects of their buildings. With CSRD, demand for buildings with superior ESG performance is expected to rise as tenants reduce their Scope 1, 2, and 3 emissions. There is a growing demand for greener buildings equipped with EV charging infrastructure and low-carbon heating and cooling systems. This demand is driven by regulatory pressures as well as an enhanced brand image plus attractiveness to the end customer.

2. Green capital

Investors and lenders optimize their portfolios by investing in high-performing assets that offer resilience against long-term regulatory, cost, and environmental risks, while delivering premium returns (or avoiding brown discounts). As regulatory pressure increases, the proportion of funding available for green investments grows.

3. ESG regulations

ESG regulations are increasing. The Sustainable Finance Disclosure Regulation (SFDR) mandates that fund managers disclose sustainability risks and goals for financial returns of investments (EU Taxonomy). Large companies must comply with the Corporate Sustainability Reporting Directive (CSRD), which requires reporting on both inward and outward ESG actions and impacts, through a double materiality assessment. Additionally, the EU's Energy Performance of Buildings Directive (EPBD) requires the energy performance and decarbonization of buildings.

4. Future-proof compliance

We mitigate foreseeable and unforeseeable compliance risks. Not only to minimize future regulatory compliance risks but also to ensure long term sustainability of real estate assets, by reducing dependence on scarce resources like water and fossil fuels.

5. Operational costs

Aligning assets with sustainability goals can reduce high operational costs. Energy-efficient buildings incur lower energy expenses, and access to local renewable energy decreases dependency on fluctuating energy prices.

Supporting our Clients' ESG Certification

The increasing importance of ESG has spurred demand for robust reporting and certification frameworks.

There are benchmarking tools such as the Global Real Estate Sustainability Benchmark (GRESB) to measure and rank the ESG performance of their portfolios.

The Carbon Risk Real Estate Monitor (**CRREM**) provides pathways for decarbonization in line with the Paris Agreement, enabling the assessment of stranding risks for assets and associated costs. Thus helping portfolios adhere to Net-Zero pledges.

In addition to these portfolio-based assessment tools, there is a growing trend in adopting green building certifications such as **BREEAM, LEED, and DGNB**. These certifications set high sustainability standards for design, performance, and management, offering guidance for their implementation in both new developments and existing buildings. They also bring marketing opportunities for better brand positioning, showcasing their sustainability credentials, and enhancing building quality. Increasingly, properties are being designed and retrofitted to meet these high environmental and social standards.

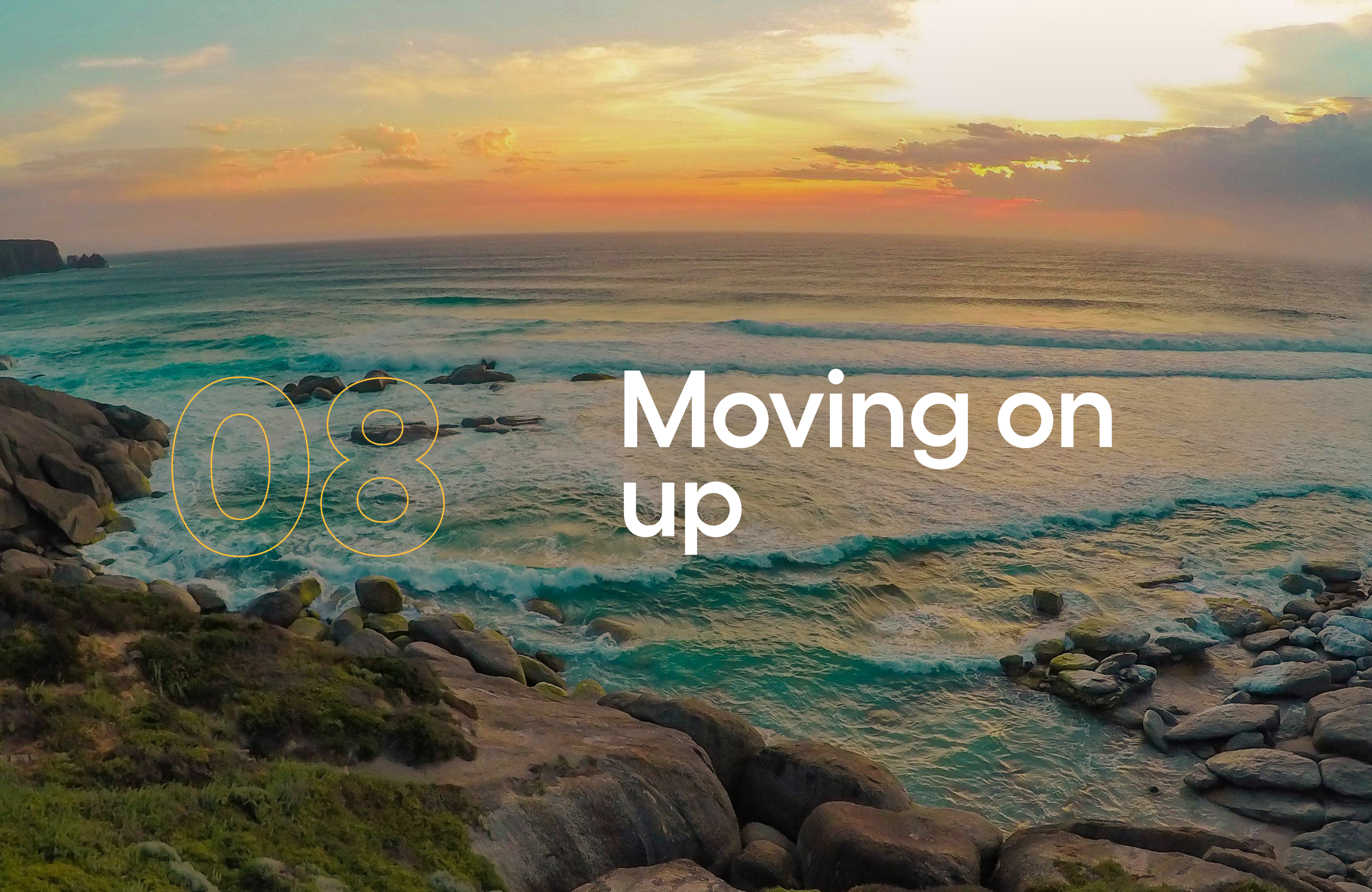
On a mission

Sunrock believes in a side-by-side system for reaching sustainability and ESG goals. We are in this together. With all our clients, partners and peers. Impact is a shared effort, always.

We provide access to local green energy through the installation of solar PV systems on rooftops. We handle all the necessary elements including feasibility studies, investment, construction, management, and maintenance. We develop smart solutions with energy storage and management systems that will prepare properties for electricity demands, sustainability goals and ESG credentials for investors, developers, and occupiers. What would that be, where would we be, without you?

'23 Highlight: Building a better tomorrow

'Energy-positive buildings' generate more energy than they consume and display strategic, smart energy solutions. Contributing to net zero operations and anticipating future energy growth. The Kanaaldijk distribution center houses 13,892 solar panels with a total capacity of 6.39 MWp, equating to the electricity needed to supply approximately 2,400 households annually. The sustainable energy generated is directly supplied to the tenants Albert Heijn, HEMA, and Ampère (part of bol.com) at a competitive rate, making their daily operations more sustainable. Sunrock developed, built, and now takes care of the operation of the PV system here, while Intospace® has full control over what happens to the power produced and to whom it is supplied.



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Moving on up

Moving on up

2023 has been quite the year. In '22, we implemented ESG throughout the organization. Now, it is fully embedded. It runs through our veins. The results are definitely there. But we aren't there. When we say 'Better and Better' we mean it. So, let's hear it for the new year!

Ambitious as we are, we are moving towards 2024 with the following objectives:

- reduce scope 3 emissions by 5%
- long term employee wellbeing program
- increase diversity
- 5MWp ESG+ pilot project
- increase transparency of supplier data to 150 companies
- develop industry standard for migrant workers
- visit suppliers in China
- engage with rights holders and stakeholders in value chain
- upcycle 30% of post FAC-PV
- volunteering day in all offices
- implement CSRD process
- become B Corp

The only possible way to achieve these goals is with the support of all people working at or with Sunrock. Our stakeholders and the industry as a whole. With all of our heads, hearts and hands we can make this happen

(and nothing can stop us.)

Reach out

This environment, social and governance (ESG) report covers the period of 1 January 2023 to 31 December 2023, and was published in July 2024. Additional information about our company and our approach to ESG can be found on our website www.sunrock.com/esg. Information on ESG related policies that were not included in this report can be found in the 2022 ESG report: <https://esg-sunrock.framer.website/02-betterandbetter>

For questions and suggestions, please reach out to our ESG Manager Manuella Appiah at esg@sunrock.com. We thank all our ESG working group members, teams within Sunrock and external partners who contributed to the development of this report.

Better and better

Sunrock 2023 ESG Report

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