

Culture Playbook

Our culture of innovation and
high performance



Preface

This culture playbook, inspired by what we learned from others such as Netflix, was developed by a cross-functional team at Enphase. The purpose of this playbook is to provide our current and future employees with an easy-to-read document stating our purpose, our core values, examples of how we work together, and how we get results within the company.

When we first considered this playbook, we traveled to all key Enphase sites around the world and worked with small groups to capture our collective thinking. We analyzed our company culture using employee surveys to identify the areas that we wanted to further develop. We also organized and attended key culture “unfreezing” sessions, first with our Executive Staff and senior leadership, and then with all employees in North America, India, New Zealand/Australia, and Europe. As our culture plays a vital role in how we operate, unfreezing sessions continue to be offered globally even today.

We captured the learnings and worked with our culture transformation team to create this playbook. This will be the sixth year using the playbook. We evaluate and update it each year to most accurately reflect the journey we are on together and continue growing as a company. We hope you find this helpful. As always, your feedback is valued and appreciated.



Badri Kothandaraman
President and CEO



Our purpose

Advancing a sustainable
future for all

What is culture?

Workplace culture is the environment that we create together. It plays a powerful role in determining our work satisfaction, relationships, and progression.

It is the mix of our organization's leadership, values, traditions, beliefs, interactions, behaviors, and attitudes that contribute to the emotional and relational environment of our workplace.

These factors are generally unspoken and unwritten rules that help to form bonds between our colleagues.



Six pillars of our culture

Pillars that are aligned to our purpose and values.

1. Our core values
2. High performance
3. Recruiting and retaining the best
4. Openness and transparency
5. Accountability and execution
6. Learning organization



Pillar 1: Our core values

Our company values will show up in how we work together, how we perform, and how we all get rewarded.

Our core values

At Enphase, we promote and reinforce these five core values:

Customer First

Integrity

Innovation

Teamwork

Quality



Our core values

Customer First

We exist for our customers.

We listen to our customers and measure our success based on their feedback.

We take action to deliver the best customer experience.



Our core values

Integrity

We tell the truth at all times, without making excuses.

We do what's best for the company.

We take ownership of our behaviors and results.



Our core values

Innovation

We value innovation and recognize that it is the cornerstone of our existence.

We encourage risk taking and challenge the status quo to find solutions.

We actively promote innovation through curiosity and continuous learning.



Our core values

Teamwork

We appreciate and respect different behavioral styles and perspectives.

We collaborate globally to achieve more together than we can on our own.

We actively work to break down silos.



Our core values

Quality

We place safety and quality above everything else.

We measure everything that matters and drive continuous improvement.

We make the highest quality products.



Our core values

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Customer First

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Our core values

We are each responsible for upholding our values and acting in a manner consistent with them.

Values are reinforced in hiring and in everyday interactions.



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Pillar 2: High performance

“Start by doing what’s necessary, then what’s possible, and suddenly you are doing the impossible.”

Attributed to Saint Francis of Assisi

High performance



We set the standard.



We stretch ourselves to achieve exceptional results.



We are relentless in pursuit of excellence.



High performance

We set the standard.

We see innovation like the Enphase Energy System capable of setting the direction for the entire industry. Our technology can now seamlessly generate usable power from solar even when the grid goes down. Enphase invented something that others did not think was possible.



We stretch ourselves to achieve exceptional results.

When new federal requirements raised the bar for U.S.-sourced materials, our global manufacturing team moved quickly to adapt. We reworked our supply chain and manufacturing processes to ensure our solar and battery products meet domestic content standards in the U.S. now and in the future. Enphase solar and battery products with domestic content meet the new criteria and help enable customers to capture significant tax credit value.



High performance

We are relentless in pursuit of excellence.

Quality and customer service are top priorities for Enphase. Thousands of installers sell and install Enphase products in homes and small businesses across the planet. We have customer care centers around the world that offer 24/7 support. Enphase strives to keep call times under one minute, and eventually no wait at all. We want to simply answer the phone when it rings. We are quickly creating a seamless, best-in-class commissioning process. We will never be satisfied with average.



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Pillar 3: Recruiting and retaining the best

“Train people well enough so they can leave, treat them well enough so they don’t want to.”

Richard Branson | CEO | Virgin Group

Recruiting and retaining the best



We hire only the best.



We reward and retain the best.



We promote our people who get results.



Recruiting and retaining the best

We hire only the best.

At Enphase, we only hire the best, including top-ranking new college graduates from the world's leading universities. Our recruits are not only high performers, but also tenacious learners, always eager to acquire new skills and contribute in innovative ways to our cutting-edge technology projects. We believe that our new college graduates are future Enphase leaders; therefore, a high potential for growth is required.



Recruiting and retaining the best

We reward and retain the best.

We target top-of-market compensation and benefits for our high-performing employees. We have a rigorous merit focal process with peer manager feedback. Every employee is reviewed across the company within their job grade.

Additionally, we embrace the new way of working, providing hybrid and remote working environments for qualified employees, including comprehensive mental and physical healthcare benefits, and providing the technology to support a more modern work environment.



Recruiting and retaining the best

We promote our people who get results.

We have a promotion process that occurs when the individual has demonstrated exceptional performance over time, and they have the potential to accomplish so much more for our company in a new or expanded role. We support employees' professional growth by supporting career progression avenues like job rotation programs and continuing education.



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Pillar 4: Openness and transparency

“Truth never damages a cause that is just.”

Mahatma Gandhi _____

Openness and transparency



We are curious and encourage new ideas.



We recognize that people have different styles and encourage diverse perspectives.



We openly discuss issues and want to learn rapidly from our mistakes.



Openness and transparency

We are curious and encourage new ideas.

Historically, management didn't do a good job listening to our people. As a result, we implemented measures to collect employee feedback, including All Hands Q&A and HR Connect sessions to actively listen and understand their concerns. Additionally, our cultural unfreezing sessions expose us to new concepts such as the 'Mood Elevator' and 'Be Here Now' that allow us to actively listen and be more receptive.



Openness and transparency

We recognize that people have different styles and encourage diverse perspectives.

Each of us is different. Some of us want to control the details, some want to analyze problems in depth, some want to promote their vision and others want to support and be included. It takes a healthy mix of styles to get results. If we understand each other's styles, we can work better together.



Openness and transparency

We openly discuss issues and want to learn rapidly from our mistakes.

Our CEO and leadership team participates in weekly "Installer Roundtables" to listen and learn from our customers. For example, we used to build the products and then gather installer feedback toward the end of the process. More recently, in the development of the fourth generation Enphase Energy System, we solicited installer feedback much earlier in the product design process. This enables us to identify problems early and build products that meet or exceed customer expectations.



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Pillar 5: Accountability and execution

“Vision without execution
is hallucination.”

Thomas Edison _____

Accountability and execution



We acknowledge reality and get things done without making excuses.



We measure what matters and manage our performance through metrics.



Our metrics have clear targets that don't change on a whim, and we publish progress against these each quarter.

Accountability ladder



Accountability and execution

We acknowledge reality and get things done without making excuses.

Many homeowners found themselves without support when their original installers stopped responding or went out of business. We created Enphase Care to give these customers a reliable way to protect their solar investments. Through Enphase Care, we now offer direct service, performance checks, and extended warranties—so every Enphase system owner can get timely help and lasting peace of mind.



Accountability and execution

We measure what matters and manage our performance through metrics.

At Enphase, we dashboard everything. For example, the Ease of Doing Business dashboard measures wait times, call volumes, Net Promoter Score (NPS), etc. Human resources has a dashboard which measures spans, layers, turnover, etc.



Accountability and execution

Our metrics have clear targets that don't change on a whim, and we publish progress against these each quarter.

In the beginning of each year, we set an annual operating plan (AOP) with quarterly targets that we publish to the entire company. We stay disciplined to not change these AOP targets during the year. This requires diligence in planning up front. This forces us to say what we will do and actually do what we say.



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Learning organization

“An organization's ability to learn and translate that learning into action rapidly, is the ultimate competitive advantage.”

Jack Welch

Pillar 6: Learning organization



We encourage innovation.



We develop employees through two-way coaching and feedback.



We learn from our mistakes using a structured problem-solving approach known as 8-D.



We document and share knowledge freely.



We encourage innovation.

Every week our Chief Technology Officer hosts a collaborative meeting with the top functional leaders at the company to review and discuss innovation projects. These are the projects that will keep our company evolving ahead of the competition, drive outstanding quality, and enable us to provide our customers with an industry-leading experience.

Enphase also hosts Ennovate, the company's annual "hack-a-thon" program. The program is designed to showcase new and innovative ideas in a competitive format, with winners receiving cash prizes and company recognition.



We develop employees through two-way coaching and feedback.

It's a fundamental rule of management that to lead and develop others you need to practice frequent and open communication. Enphase's CEO encourages employees and managers to conduct one-on-one meetings consistently. These conversations can become great opportunities to have open dialog about strategic topics such as career development and job satisfaction.



We learn from our mistakes using a structured problem-solving approach known as 8-D.

8-D, or the Eight Disciplines of problem solving, is a structured method we use to understand issues deeply, fix them effectively, and prevent them from happening again. Doing it well requires real collaboration. Teams must understand each other's needs and constraints, not just hand work off. Earlier this year, for example, our engineering and factory test teams uncovered several pain points during the firmware hand-off process. Instead of working around them, they spent several weeks meeting regularly, aligning expectations, and adjusting their workflows. That shared effort helped eliminate the root causes and strengthened the process for future products.

8-D

We document and share knowledge freely.

We have many internal systems to grow our knowledge base in the company including the Memo System, Goals System, Document Management System, Information Repository, Ticket System, and more. These systems preserve institutional knowledge. When we want to try out new ideas, we can leverage this knowledge for future innovation.



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Our culture is a work in progress.
Every year we try to refine our
culture further as we learn more.



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