

Local & Global

Taking our D&I journey to the next level

What are we looking to achieve?

Our D&I Aspiration

We want to

- attract and retain top talent
- engage our community
- strengthen innovation
- have better business results

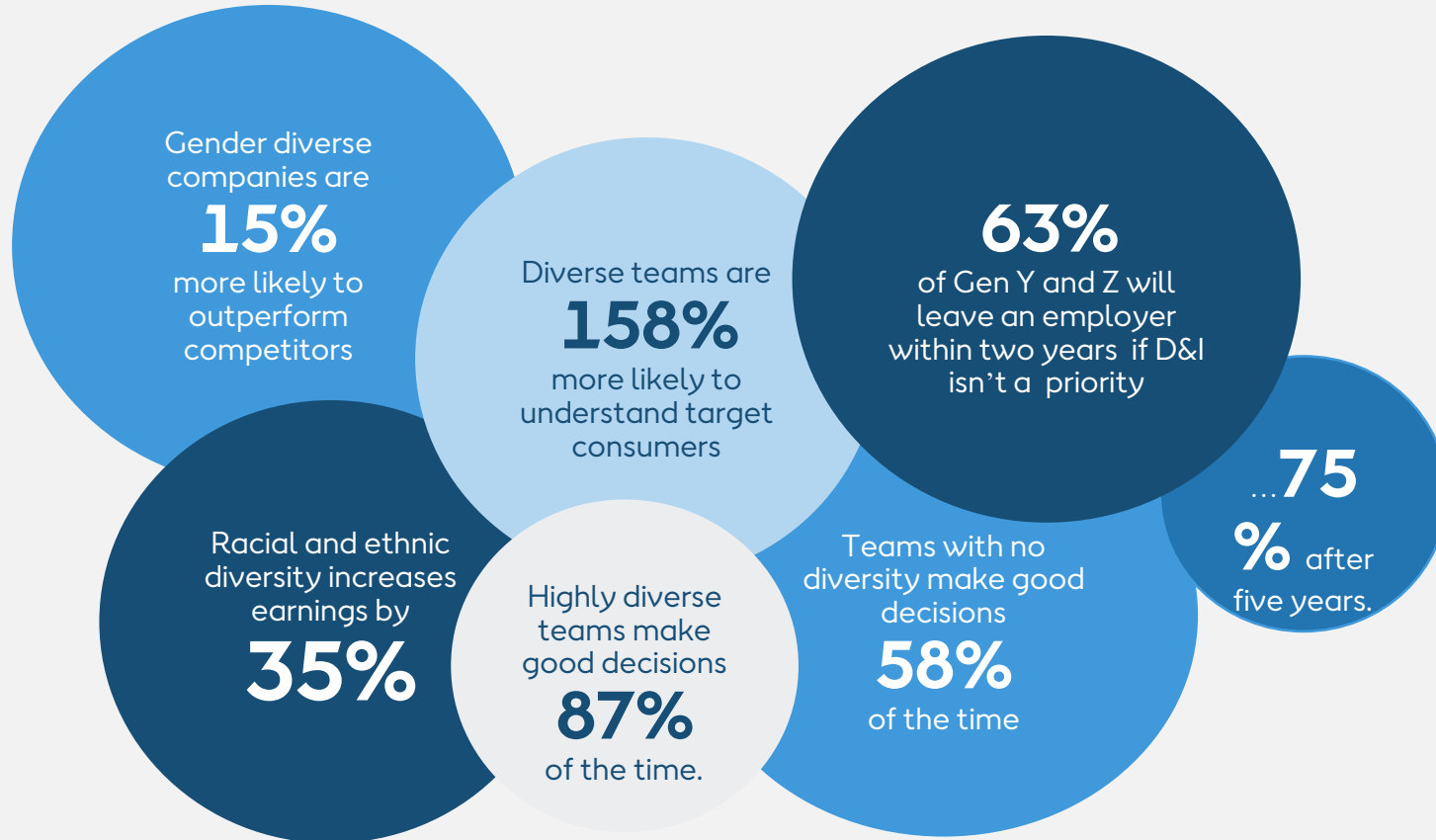
by becoming leaders of diversity & inclusion

Targets

In Ørsted UK, we have committed to increase gender diversity in the workforce from 16% across the sector to 33% by 2030 with an aspiration of 40%.

We will define our ambition for other demographics and the rest of Ørsted by Q1 2020

Data underlines the value of diversity & inclusion for business



What will it take to move the needle on this?

Six principles for successful diversity & inclusion initiatives

1

Diversity initiatives should be **backed by top management** in order to create maximum impact

2

You can't talk diversity without talking inclusion.
Diversity is the mix. Inclusion is making the best of the mix.

3

Using **data to gain insights** on key challenges and opportunities makes it easy to focus on the areas with the greatest potential, and **keeps the dialogue fact focused.**

4

Creating **broad involvement and working bottom-up** drives ownership, and fosters a movement of ambassadors that effectively drive change.

5

Taking a **co-creative approach** to developing solutions and **using prototyping as a means of testing ideas** drives engagement, ownership and ultimately sustainability.

6

To build D&I culture you need to **work on all layers of the organization at the same time** – top management, managers and employees. There are no quick fixes.



TEST

We are setting the expectation that every manager promotes our D&I agenda

You can strengthen the diversity & inclusion in your team by

Showing your support

Build your knowledge

Learn more about the case for D&I

Be a champion

Discuss the case for D&I with your team and encourage them to act

Building culture

Give everyone a voice

Actively encourage different perspectives, make it safe to speak up

Create a respectful environment

Encourage an appropriate team atmosphere

Embedding in processes

Recruit to succeed

Have a diverse shortlist and diverse interviewers

Review your talent pipeline

Do you have the diversity you need to ensure optimal performance?

DK initiatives driven from within our business and focus on community engagement



**Ørsted STEM
Troops**

**Participant
in Engineer
the Future**

**Student
Project
Programme**

**WomenHack
CPH**

In just a little more than a year Ørsted UK has...

Taken the following action

Build D&I infrastructure

- a **Diversity & Inclusion Steering Committee** headed by UK CEO Matthew Wright
#backedbytopmanagement
- **Established five networks** driven bottom-up by employees: Women in Ørsted, LGTB+, Disability Awareness, Black- and Ethnic Minority and Mental Health *#broadinvolvement #cocreation*

Raised awareness

- Distributing a **D&I survey** assessing D&I awareness and maturity *#dataforinsights*
- Initiated a **D&I Communications campaign**
#broadinvolvement
- Planned a line of **D&I educational events** and webinars *#broadinvolvement*

Fostered engagement

- By training 21 Ørsted employees to be **D&I champions** *#broadinvolvement #alllayers*
- Developed a **D&I boardgame** “Equally Yours Learning Map” and engaged 150 managers around it *#broadinvolvement #dataforinsights*
-

...and created the following outcomes

Company wide

- Increased **paid paternity leave** from two to six weeks (above market norm)
- **PRIDE** in London 2019
- Corporate partnership with **Stonewall**

Group specific

Started a **women's mentoring programme**
One-day deep-dive **leadership programme** for 30 selected women
Multiple events organized by network champions
Disability level 2 accreditation

Next steps to define global D&I strategy by Q1 2020

1. 1:1 interviews with executives
2. Focus groups with key talent in global locations
3. Gather and analyse data
4. Promote, engage, test around D&I at internal Powered by Talent day: 400 global managers
5. Set goals: assume 2030 horizon
6. Refine focus areas for global D&I strategy
7. Ongoing engagement, implementation and tracking