

Competition - Diversity Awareness



- » Team up in the mindset of diversity & inclusion (2 and 2)
- » Be ready with kahoot.it on one of your mobiles
- » 8 questions – and every time you are given four options to answer, except questions no. 8
- » On your mobile – chose the answer you believe to be correct
- » Points for correct & fast answer

What insight from this ‘Competition’ resonated the most with you? Why?



THE POWER
TO DELIVER

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DIVERSITY AND INCLUSION

WHY DO WE NEED TO TALK ABOUT THAT?

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Why do we need to talk about D&I?

Business Growth

Diverse teams think of new ways of capturing business. Different perspectives in teams foster **agility**: they help **find solutions faster**, tackle challenges the best way possible. When **markets evolve quickly**, diverse teams are in the better position to **adapt and grow**.

Financial Performance

Executive **gender diverse** teams can increase financial performance by **21%***; Executive **ethnically diverse** companies can increase financial performance by **33%***.

Innovation

Diversity of thought is proven to **bring 20%** more innovation** in a company. At LM, diversity therefore grows our entrepreneurial spirit!

One Team

LM is a diverse team where **diversity of thought** prevails and drives business impact.



Decision Making

Inclusive behaviors of leaders translate into a **20%** increase in **quality of decision making** among teams members.

Risk reduction

Diverse teams **spot risks**, reduce these by **30%****, they smoothen the implementation of decisions by **getting buy in**.

Team Performance

A more inclusive leadership is proven to increase by **70%**** employees' **experience of fairness, respect, value, belonging**, and fosters inspiration. It increases team performance by **17%** and Team collaboration by **29%**.

Culture Activation

Diversity & Inclusion **activates and fosters** our LM culture.

* McKinsey. Delivering through diversity. 2018

** Deloitte 2018. The Diversity and Inclusion revolution.

We have a strong foundation.
How can we further turn up
performance to be a future
industry winner?

To answer that question, we tried something we never tried before

We gave Diversity & Inclusion strategic priority – and the journey accelerated in ‘19...

We organized ourselves – and we added ambition !

- 1 Engagement**
Strategic Owner creates awareness and defines end stage
- 2 Empowerment**
Local D&I Lead and ‘Fighting Team’ run daily activities
- 3 Execution**
Clear metrics... no excuses

We asked local D&I leads and teams to ...



Dream

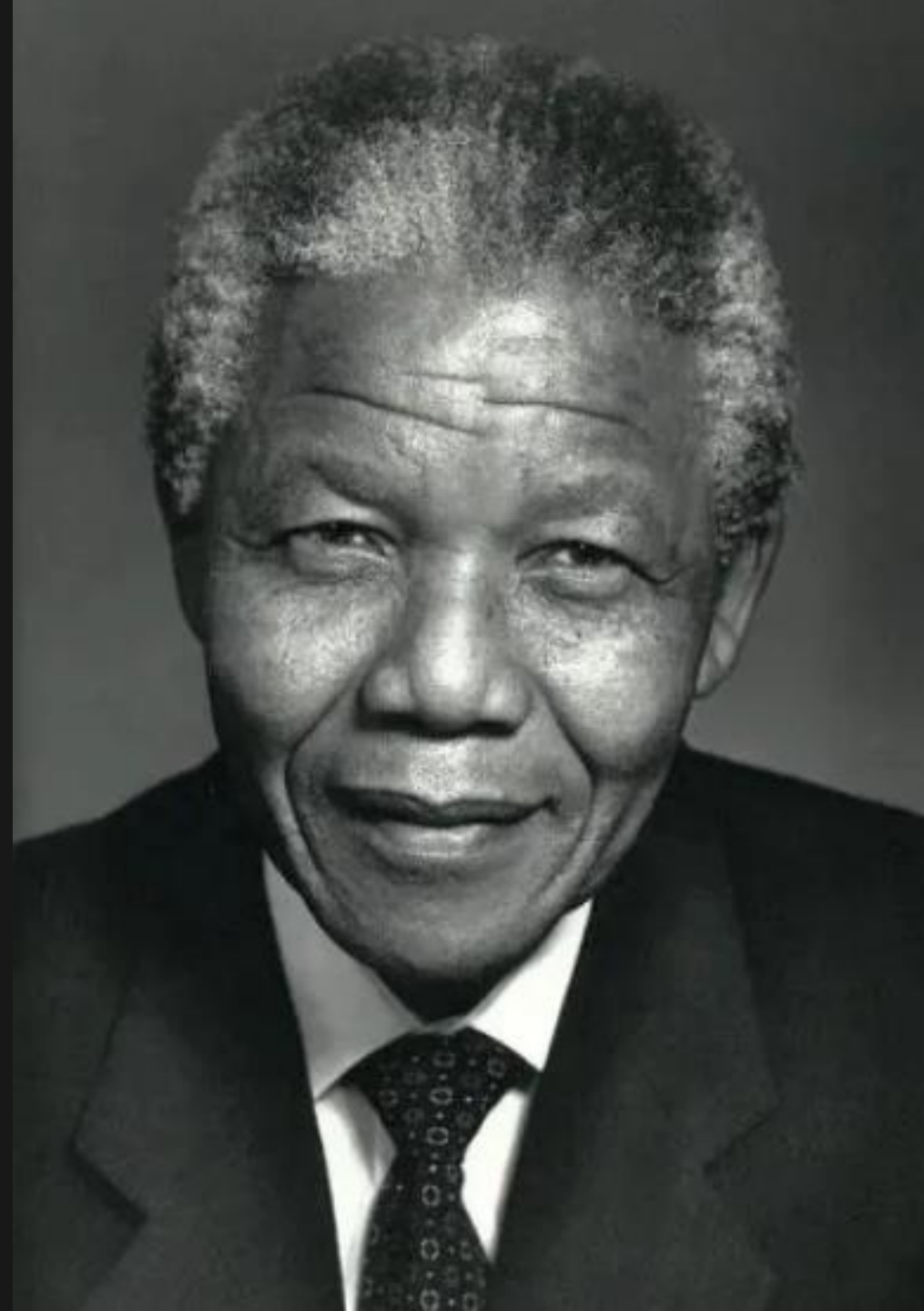


&

Decide

“Action without vision
is only passing time,
vision without action is
merely day dreaming, but
vision with action can
change the world.”

~ Nelson Mandela





Together, we create a desirable place to work - with equal opportunities for all

CULTURE

We shape culture by:

- One Global **D&I Vision**
- **Training** for leaders and employees e.g. Harassment Free Workplace, Leading Inclusively...
- **Awareness** campaigns and diversity events, e.g. kahoot, round tables
- Bi-weekly **best practice sharing**
- Internal & external **communication & stories**

OPERATIONALIZE

D&I is embedded in our Talent Management processes

- **Attract** – gender neutral job adds, one female in every slate and interviewing panels...
- **Retain** – study engagement surveys, understand exits...
- **Compensate** fairly
- **Develop** – D&I people review, mentor program...

MEASURE

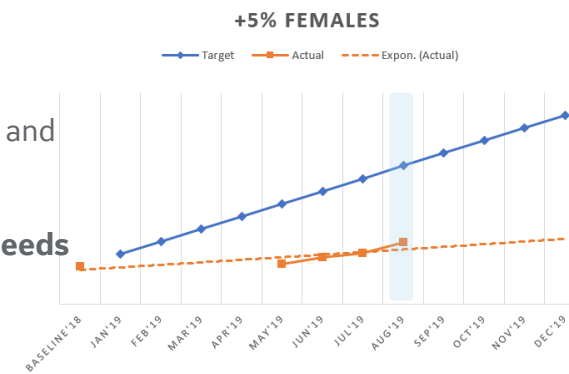
We make progress by:

- **Keeping ourselves informed** – analyze data and select leading & lagging KPIs
- **Setting goals:**
 - increase # of females '19
 - 50% female trainees
 - one female in every slate
 - visualize KPIs
 - all leaders trained in '19
- **Reward** best-in-class initiatives

EMPOWER

Local leads and teams take initiatives that:

- **supports** our D&I vision and overall roadmap
- **drive** KPIs
- choose and drive **local needs and initiative**



D&I Roadmap 2019 – and much more to do

Writing history



TOGETHER
