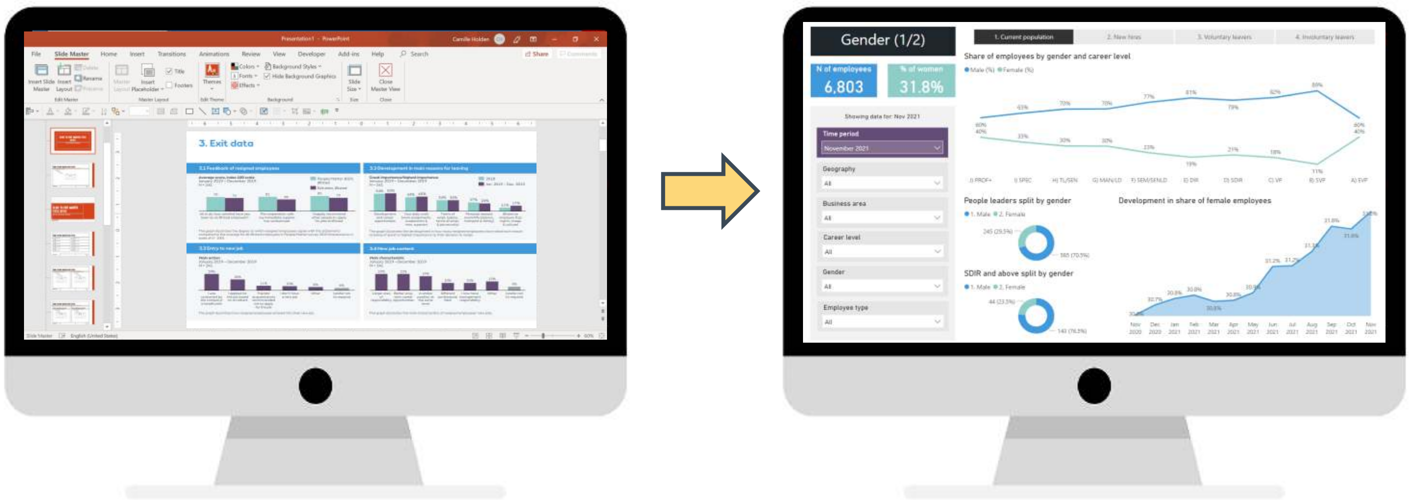
Reporting & People Analytics

The story of Ørsted's automation journey



Ørsted

People Analytics
8 December 2021

Agenda

- **Introduction** 5 min
  - Brief company presentation
  - Ørsted's HR landscape
  - Ørsted's People Analytics team
- **Current reporting in Power BI** 10 min
  - Data sources and data collection
  - People Analytics' data workflow
  - What we do reporting on and how
  - Live demo
- **Our automation journey: timeline & impact created** 5 min
- **Wrapping up: reflections & tips** 5 min

- **Presented by Kiril Boyanov**
  - MSc. in International economic consulting (AU)
  - Been with Ørsted since March 2020
  - Previous experience with working in academia (both within research & administration)
  - Passionate about all things data

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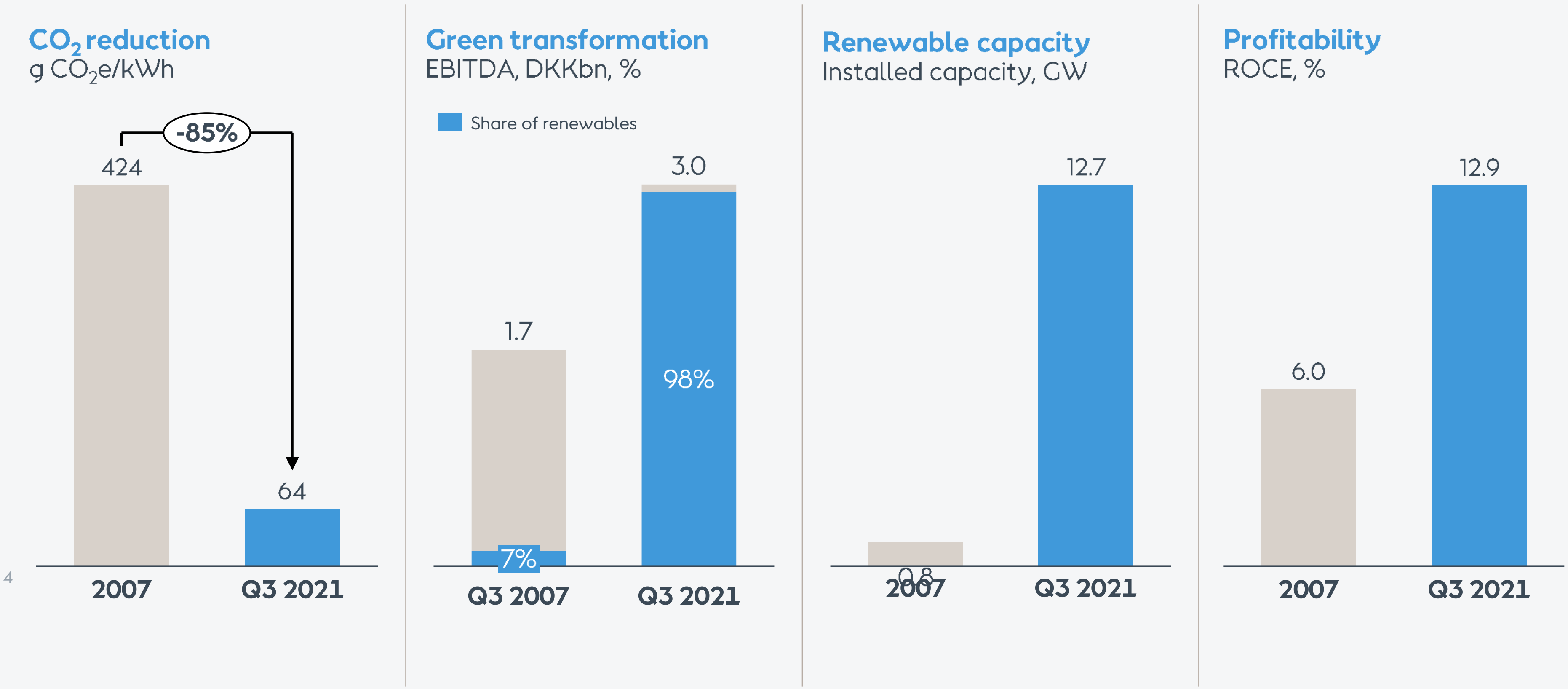
Our vision

Let's create a world that runs entirely on green energy

Ørsted

We have succeeded in profoundly transforming Ørsted



Source: Ørsted Interim Financial report Q3 2021

We aim to maintain a leading sustainability ambition

2025 Carbon neutral business

2040 Carbon neutral footprint

SCIENCE BASED TARGETS

2030 No later than 2030, all projects commissioned must have net positive biodiversity impact

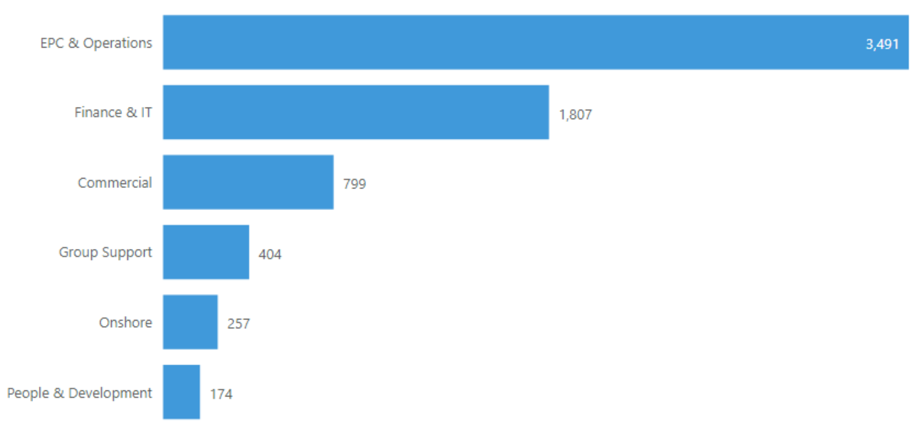
Today Ban on landfilling of wind turbine blades

Ørsted's HR landscape

The boxes below summarize some of Ørsted's most important HR metrics as of November 2021:

- **6,801** FTEs currently
- **+9.2%** FTE growth, % YTD
- **6** Business areas
- **13** Total countries
- **79** Total nationalities
- **40.5** Average age
- **6.0** Average tenure
- **31.8%** Share of women
- **13.2** Avg empl in team
- **3.3** Avg nation in team

Number of FTEs split by business area



Number of FTEs split by country/region

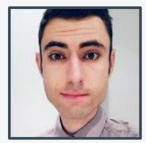
Ørsted's People Analytics team

THE HISTORY

- Some of what we do dates back to 2013, though the team was formally established only in 2020
- There was continuous focus on collaborating across the various HR functions and building a portfolio of products
- In 2020, we added new competences to the team and we started automating and moving our reporting to Power BI
- In 2021, we completed the automation of our reports and began shifting our focus to doing new things

THE PRESENT

- The team currently consists of a few people with different focus areas:



Kiril

Emma

Katrin

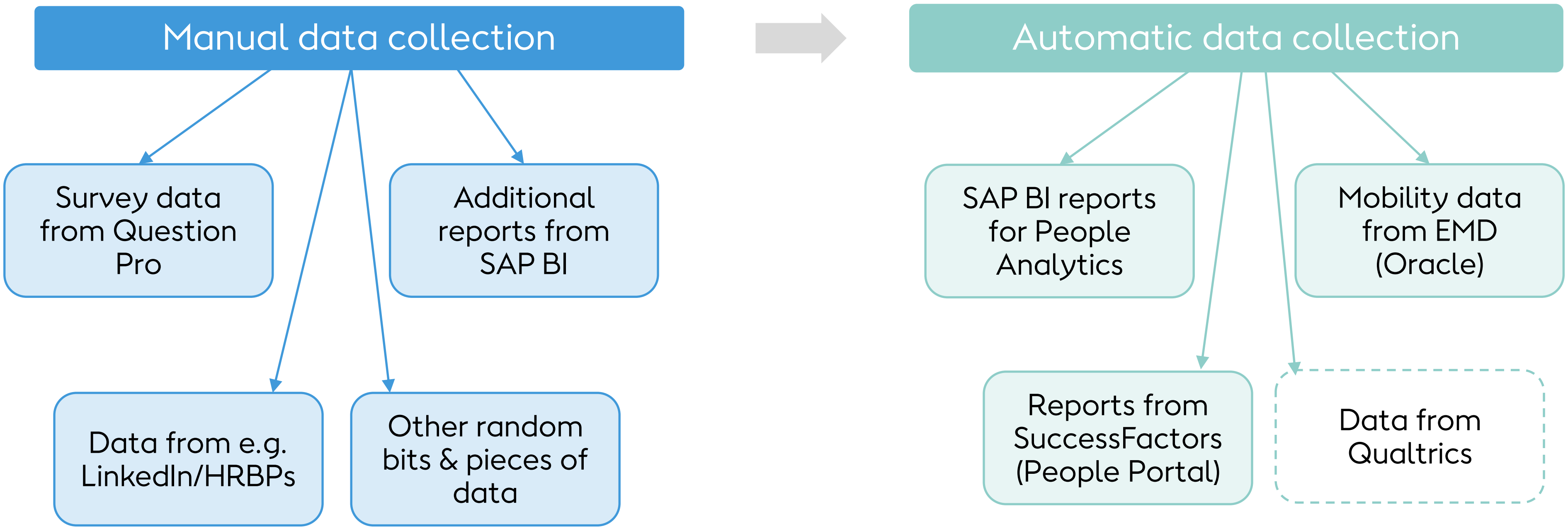
- We continue to maintain and update a wide range of Power BI reports like e.g. People Quarterly, Voluntary Turnover, Diversity Dashboards etc.
- We're working in other, more strategic and less operational areas, such as employee experience (EX), diversity and equal pay

THE FUTURE

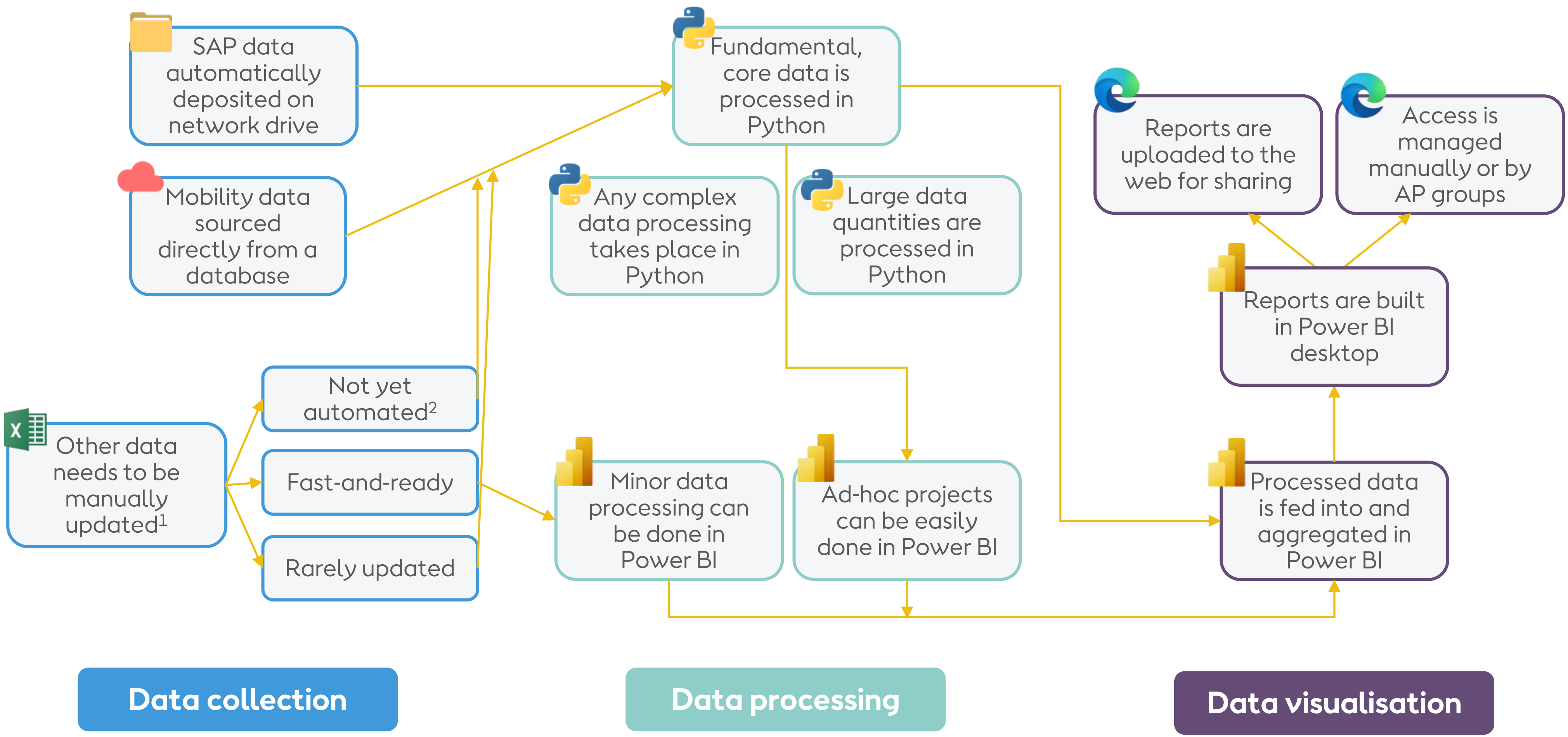
- Ultimately, we would like to shift our focus from doing reporting to doing "actual analytics", e.g. analyses that can help us understand and predict things
- We believe we have the right competences for it and that doing so will contribute more to P&D and Ørsted than regular reporting
- Soon, we will start working in an exciting new area: EX

Data sources & data collection

At Ørsted, we use several different systems in HR. We supply those with information we collect manually from other, typically external sources. All of this is summarized in the figure below:



People Analytics' data workflow



1 Including People Portal data, mapping tables as well as some tables that are used for very specific functions, e.g. the ones used in the ExCom report.
2 Depending on what makes sense, we could request/work on even further automation if our workflow needs to be incorporate new data sources.

What we do reporting on and how

Working with data & Power BI

- We prepare a series of Power BI reports aimed at our colleagues in P&D and senior leadership, including EC
  - We write comments on the data and the trends we can spot
  - We typically update the data in our reports either on a monthly or a quarterly basis
- Our Power BI reports are dynamic allow for slicing the data based on geography, business area and time
  - The online reports are always updated with the newest available data (no historical record is kept), though we also export PDF versions for posterity

Main areas of interest for reporting

- Full-time equivalents (FTEs) and headcount
- Growth rate of FTEs
- Turnover: monthly and 12 months' average
- Terminations: voluntary and involuntary
- New hires, job candidates and applications
- Gender balance: general and in management
- Other diversity metrics: age, nationality, etc.
- HiPos: number, background, retention, etc.

Live demo: Diversity Dashboards

5 min

DIVERSITY DASHBOARDS

About the diversity dashboards

This is a collection of several dashboards where each one puts the focus on a different indicator of diversity. Currently, it contains information on age, tenure, nationality and gender but we aim for expanding its content as more data becomes available in our systems. The dashboards are designed to show current status, although you can browse through data that covers the last 13 months (an update of the data is made available in the beginning of each month).

The dashboards are interactive and allow for slicing based on geography (2 levels), business area (3 levels) and several other factors (located in the left part of each page). You can furthermore choose from different employee groups (e.g. current population measured in terms of Total FTE, number of new hires and terminations).

The last page distinguishes itself from the others in that it shows predictions for the future instead of historical data. As the predictions are based on aggregate data, slicing is limited on that page. You can read more about the method used to make the predictions on the page itself.

The dashboards are made available by Ørsted People Analytics.

Timeline of our automation journey

Jan 2020
People Analytics team created

- First time there is explicit focus on people analytics at Ørsted
- All reporting still done manually in PPTX

Mar 2020
New skills added to the team

- Getting acquainted with HR data & systems
- Evaluating data requirements for automation

Apr 2020
First-ever Power BI report published

- Data sourced manually and processed in PBI
- Beginning talks of automated data exports from our source systems

Aug 2020
More Power BI reports automated

- Transition from Power Query to R/Python
- Ongoing discussions of priorities (internal and with stakeholders)

Dec 2020
First reporting portfolio expansion

- Data slicing capabilities evaluated & updated
- Development of new diversity dashboards in collaboration with other team

Apr 2021
Automation of legacy reports completed

- No more manual reporting
- Reorganisation of Ørsted and transition to using SAP org structure

Dec 2021
Second reporting portfolio expansion

- Data from SuccessFactors added to our workflow
- Discussion of reporting on recruitment & internal mobility

The impact our work has created

For Ørsted as a company

HR professionals as well as leaders from across Ørsted have for the first time got **access to very detailed HR data** in several important areas (e.g. FTEs, diversity status, turnover etc.). This has helped **empower** evidence-based **decision-making** in the organization.

The information is presented in a fairly user-friendly way, which has **improved self-service** and has resulted in people getting easier and faster access to the specific information they need.

We have made a lot of insights available, some of it to the entire organization, which has **sparked conversation** around some topics such as diversity and equity. In connection with this, Ørsted is in the process of **establishing specific targets** and linking them to bonuses for senior leaders – none of this would have happened without our development work.

For People Analytics as a team

Automation has **freed up a lot of time**, particularly in the case of some reports:

- We have used this extra time on **adding new features** to our reports, thereby delivering new insights;
- Some of the freed up time is used on **advanced analytics projects** and smaller pet-projects.

The People Analytics function has gathered more **exposure and recognition** across the business, which means we have got some more **leverage** now when dealing with some stakeholders.

We have positioned ourselves as **the experts in HR data** and people often **reach out** to us directly even though there is another team who is technically employed to deliver HR reports.

Reflections from our automation journey

The process of automating and expanding on our reporting portfolio hasn't always been easy even if it has greatly benefited our stakeholders. We've summarized our main learnings and have added some questions you should consider asking yourself before starting your own automation journey below:

Does automating X make sense in practice?

Return on investment can vary greatly from one project to another, so always evaluate the benefit of automating on a case-by-case basis.

Do your have the right infrastructure?

Sometimes, automation is more trouble than it's worth, particularly if it is not well-supported by existing infrastructure. Therefore, make sure you get the infrastructure part right before you embark on your automation journey.

Are you able to maintain your product?

In a dynamic organization, things will change and your tools will require regular maintenance, which in turn will require some resources. Learn to anticipate this and allocate your resources accordingly.

7 tips to help you succeed on your own automation journey

Ensure you have the right skills in your team

- **Knowledge of business intelligence**/coding/data processing & visualisation
- **One person is not enough** as it makes the team more vulnerable

Find the most efficient ways of interacting with your systems

- **Input systems**: see what it takes to get access to data and how much you need to work on it before being able to use it
- **Output systems**: how are you going to distribute your products to your audience

Make an informed decision about which tools to use

- **Business intelligence**/data visualization software is ubiquitous
- **Programming** can be useful (R or Python)
- **Different tools** are good at accomplishing different tasks

Start with a pilot project, collect feedback and expand

- See whether **the tools you've chosen live up** to the task before committing to using them
- **Use feedback** to make improvements and learn how to do things better and more user-friendly

Ensure you have enough buy-in from your key stakeholders

- **Data quality** may need some improvements
- You may **need licenses** for programs or **invest** in newer/better systems
- **Expectations** to what you can do may need to be adjusted based on the tools

Inform and engage your stakeholders with the new tools

- **Not enough** to just put some tools out there
- **Present new tools** to your stakeholders and answer any questions they may have
- **Learn from their feedback** and improve both tools and your presentation technique

Decide on whether you will deliver pure BI or add a "personal touch"

- **Align with HR leadership** and your target audience: what would they prefer?
- Making comments is not automatic: **it requires some time**. Do you have that time?
- This can help you **position** yourself as the **expert**

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