

Vestas' Must-Win Battles

Performance Management and Analytics part of the solution...

Vestas
Must-Win
Battles



Must-Win Battle Talent & Leadership || Our commitments



Commitments → Focus areas → Activities



Become employer of choice, so that we can attract, develop, and retain the best talent

eNPS

- People
- Reputation
- Regions
- Improve Ex



Increase women in leadership positions, so that we unlock the full potential of diverse Leadership

% women in leadership positions

- Attraction
- Recruitment
- Retention



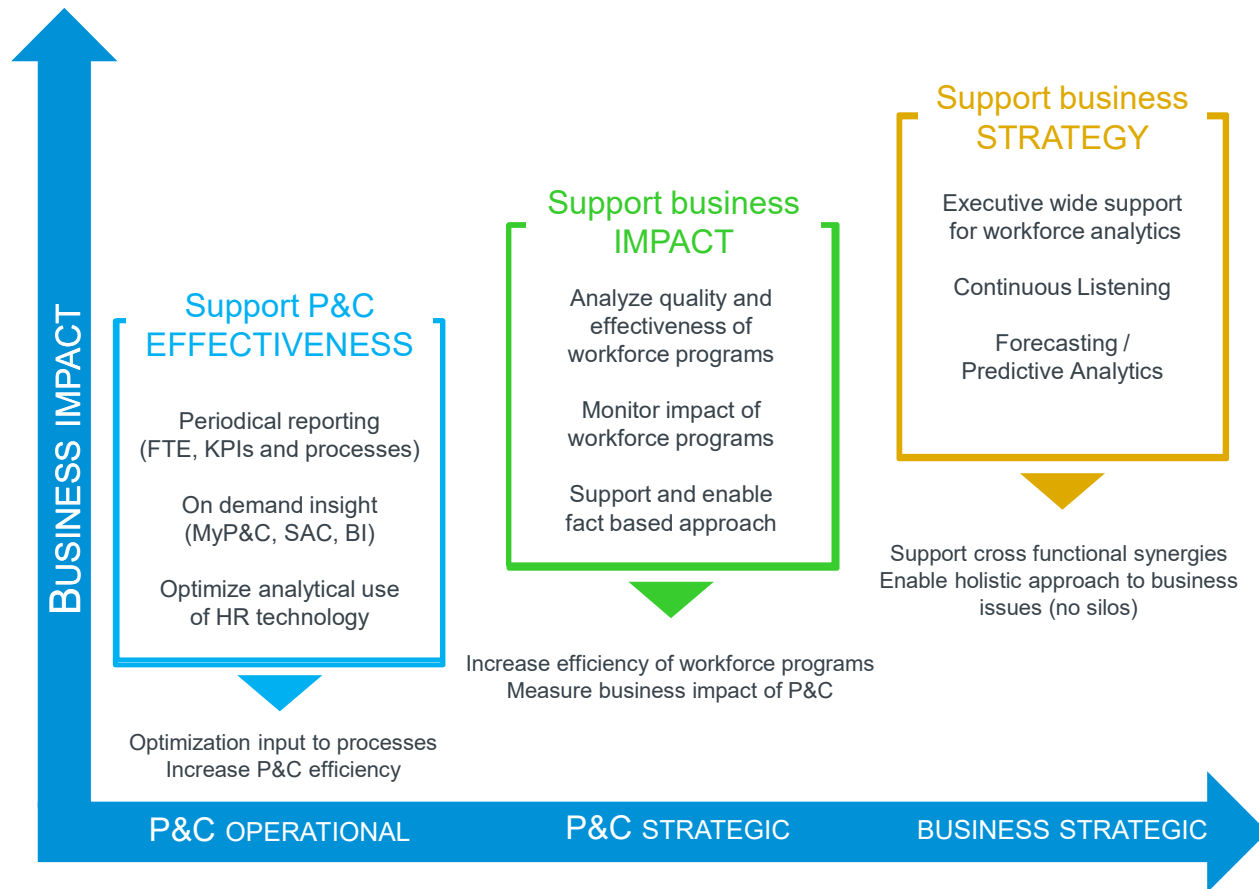
Ensure a strong internal bench of successors, so that we can future proof the business and grow

Succession Bench Strength

- Talent pipeline
- Talent Mobility
- Development

P&C Analytics | Scope, products and services

Single source of truth on People & Culture topics



PRODUCTS



Analytics for Executives



Surveys and Continuous Listening



On demand reporting solutions

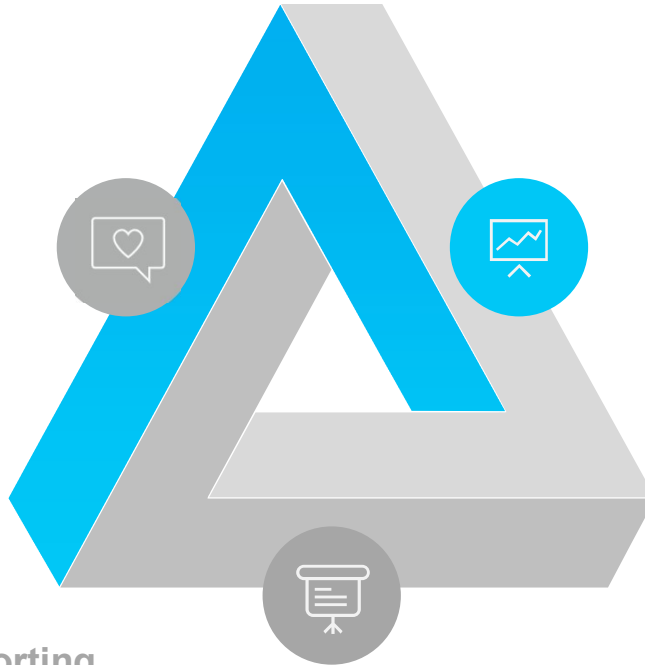


Reporting

P&C Analytics | Products and Services elements

Continuous Listening

- Global scale engagement surveys
 - Heartbeat surveys
- Employee journey / Ex
 - Well-being
- Safety perception
- Compliance surveys
- Must win battle follow-ups
- Survey content consulting



Reporting

- Quarterly Executive Fact Decks
- Quarterly Strategy Execution Update
- Monthly P&C metrics, quality assurance and performance
- Support On Demand Solutions (BI, SAC, SF etc.)

Analytics

Decision support & Business cases

Analytical projects. Translate findings into actionable insights

Multi source analysis and/or advanced methods

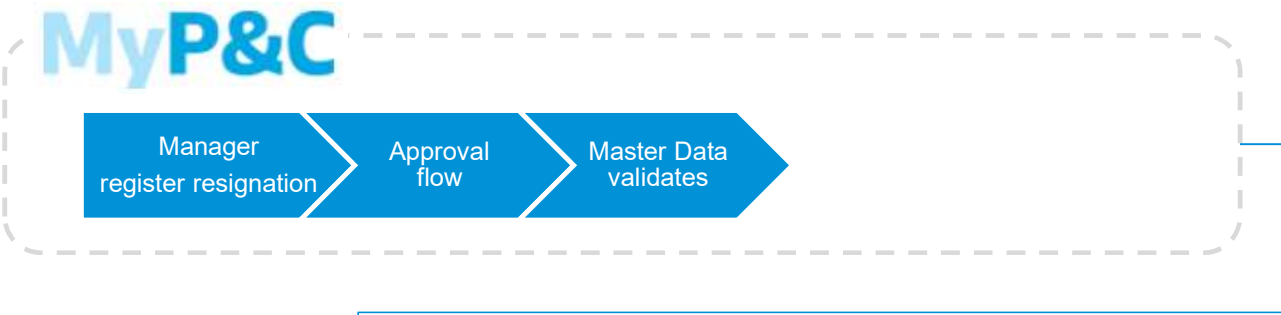
Automation / enable replication using technology

CONTINUOUS LISTENING

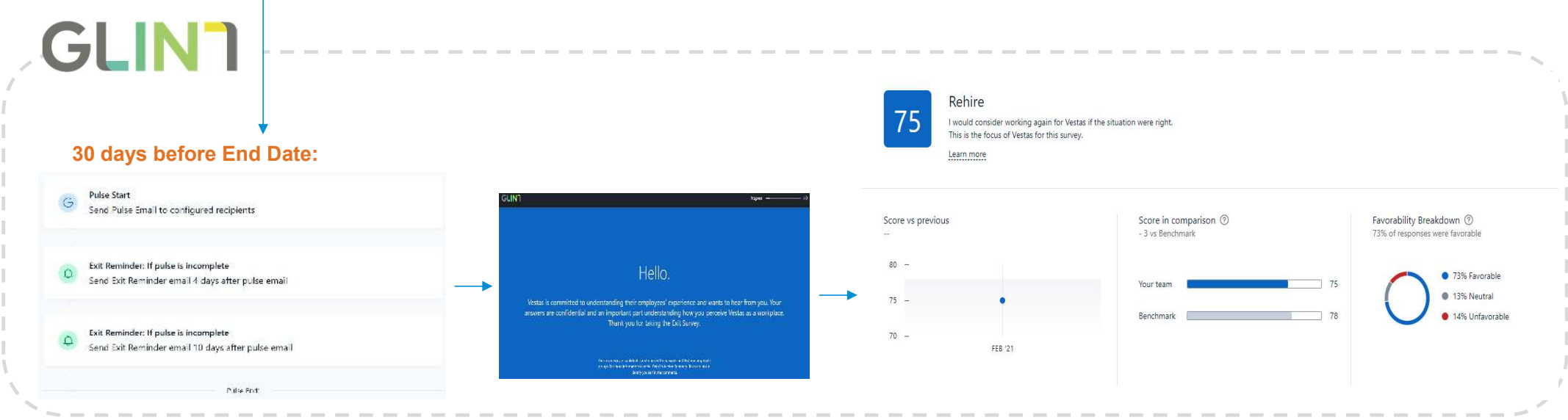


Automation | Legacy process leaned

Nothing manual, 1 integration, system agnostic



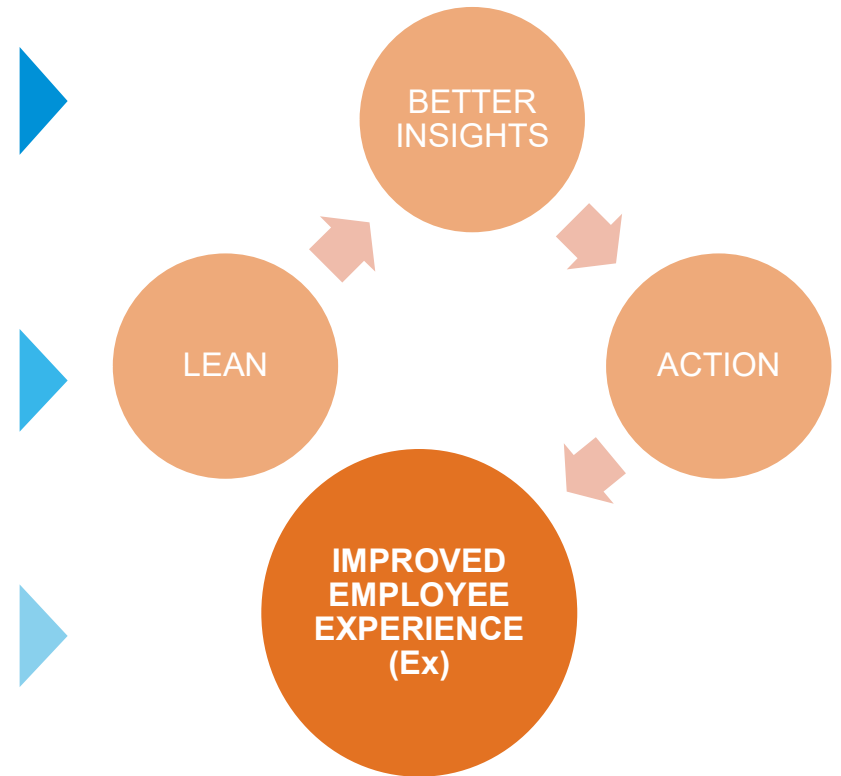
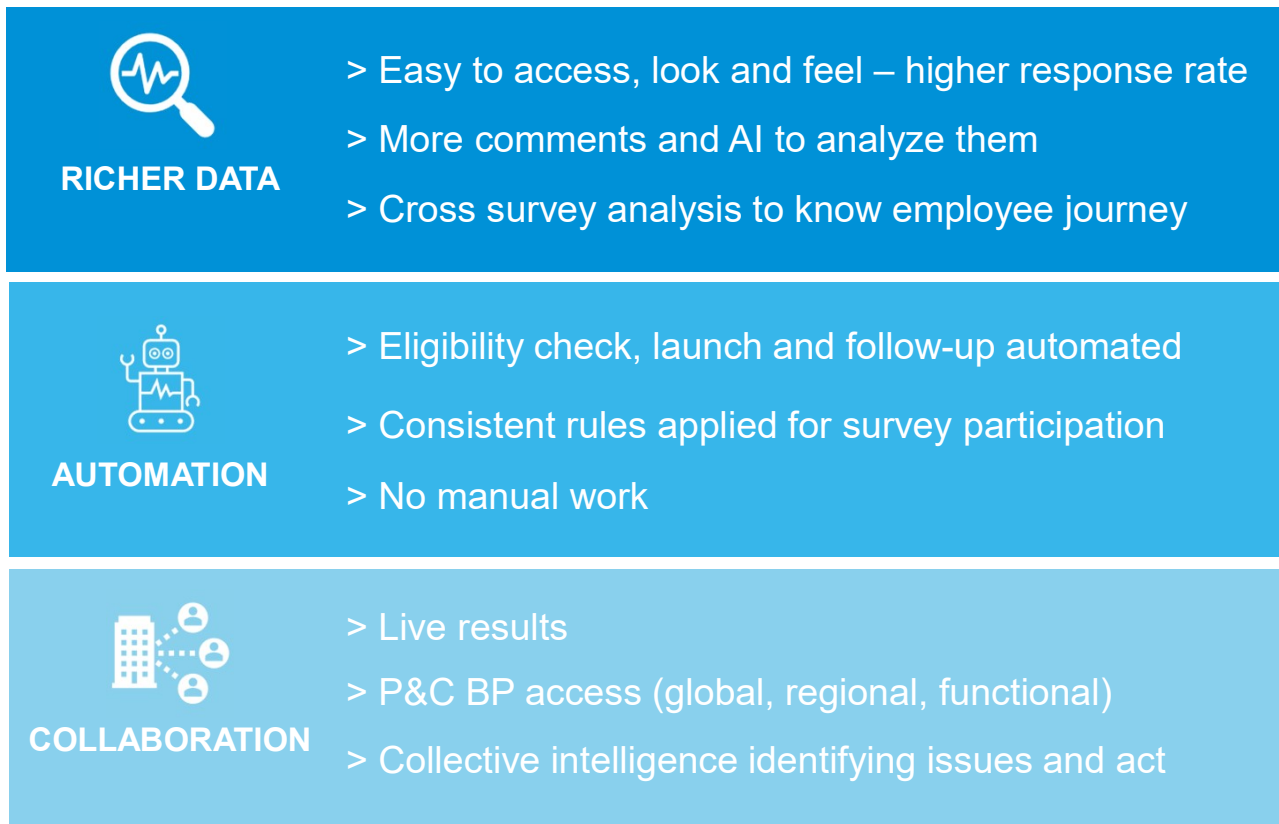
Daily Master data push:
Name, email, **End date**...



Classification: Public



Continuous Listening | Benefits



R
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Gender balance wins past 12 months (Q3 '20 vs Q3 '21)

Above target due to improved recruitment, talent utilization, engagement and retention



Better representation

- + women in corporate leadership positions
- Higher share of women hired
- More women on short list (% vs %)
- Q3 is the first quarter above target – forecast looks good



Talent utilisation

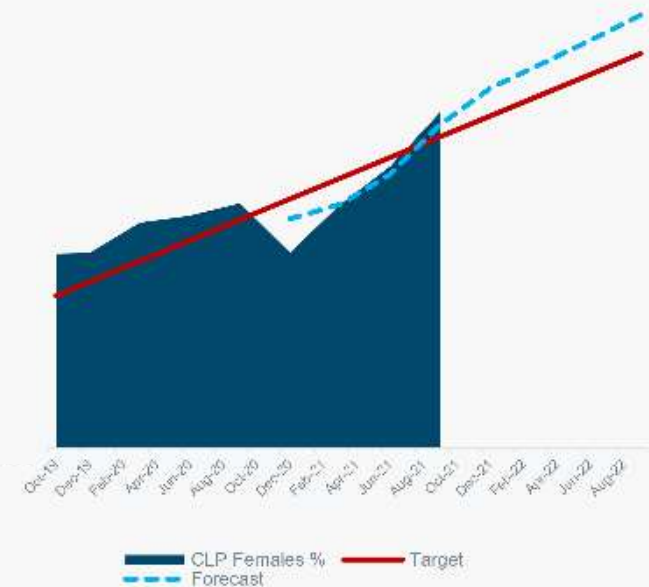
- Share of women with advancement potential promoted to CLP more than doubled
- Female ready now successors up to
- RTP representation up to
- RISE representation up to



Engagement and retention

- Engagement of women in corporate leadership positions improved and is on par with male peers
- Women in CLP have more favorable view on Psychological safety, Acceptance, Growth and Career vs Q1 '21
- In Q3 '21 female attrition is % lower compared to men. In Q3 '20 female attrition was % higher vs men

Corporate Leadership Position Representation Forecast



Executive Fact Decks

6 Topics to foster consistent prioritization and appetite for Analytics

Executive Summary & Action Recommendations

Insights



Turnover

Voluntary turnover is increasing QoQ and 12-month turnover is **X%** above the benchmark of X%. Segment 1 (**X%**) and Segment 2(**X%**) turnover is high.



Recruitment

Recruitment overall is up **X%** YoY and is driven by turnover. More employees left than entered Vestas over the past year (excluding employees onboarded from OFS).



FTE

Financial FTE and the proportion of high-cost employees have increased YoY (**X%**) after the OFS acquisition. Both are being effectively corrected, showing a downward trend YTD. White-collar employees are increasing.



Payroll Compliance

Payroll compliance is **X%** above target at **X%** in Q2 2021.

Actions



Turnover

1. Focus on **retaining high performers**.
2. Ensure **onboarding processes are followed** by managers
3. Identify **new starter retention** opportunities from the new onboarding survey.
4. Follow the impact of **XXX retention** strategies.
5. Ensure **XXX** and **XXX** are on par with market segments as employee exit survey indicates that some employee turnover is related to these topics.
6. Review **recruitment and selection** in countries with high new-starter turnover.
7. Increase **XX** effectiveness and **XX** with **Segment X**. Leaders and colleagues to foster **connections** with X employees.



Recruitment

8. Monitor **increasing 3rd party entries**.
9. Increased open roles may predict increased **employee entries** in the coming quarters Monitor to ensure **alignment with budget and strategy**.

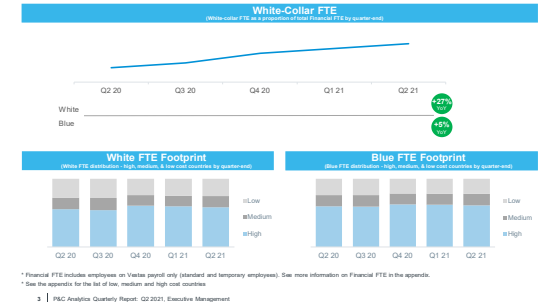


FTE

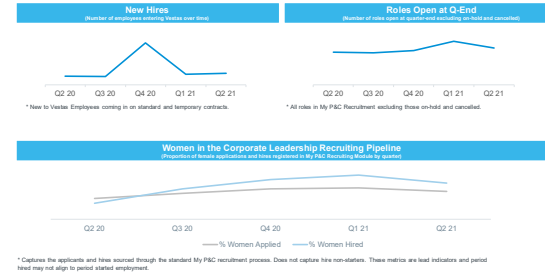
10. The cost-profile in addition to the overall **increase in white-collar employees to be monitored** for alignment to revenue generation strategy
11. Follow **X employee integration** to ensure alignment.

FTE

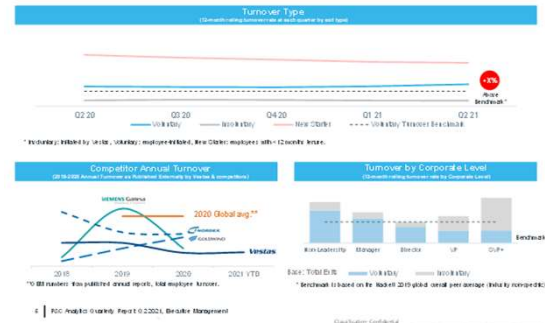
Workforce Profile & Cost



Recruitment



Turnover



Vestas

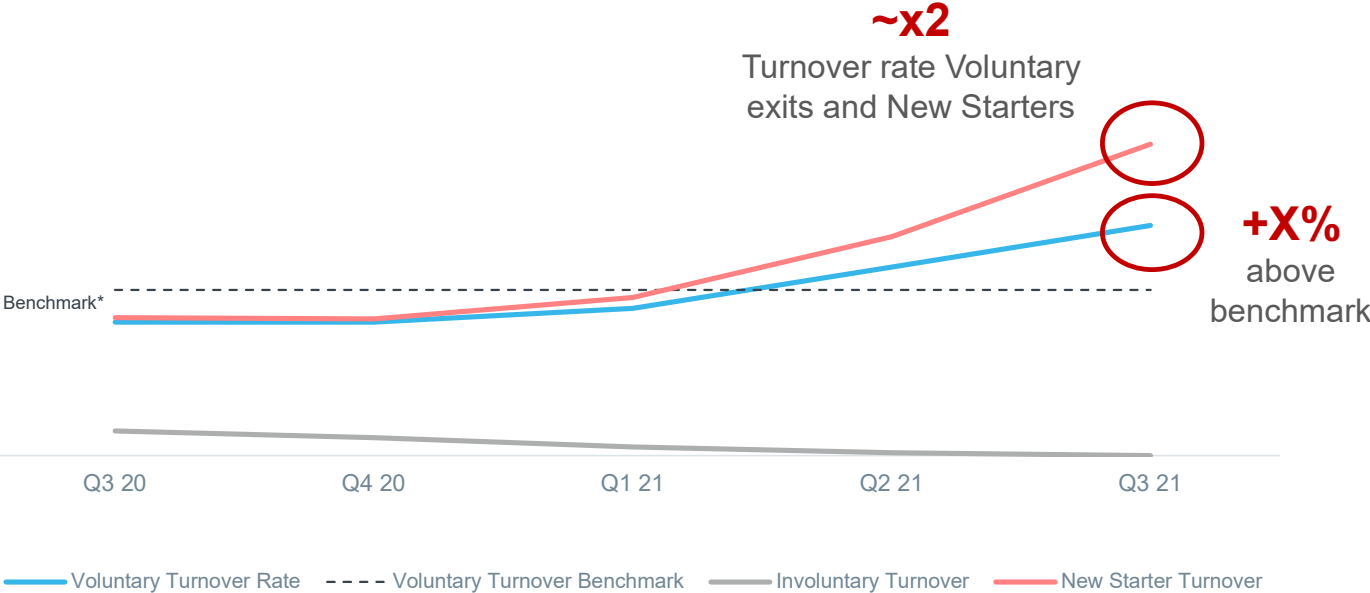
Wind. It means the world to us.™

Example of line of business
request for P&C Analytics



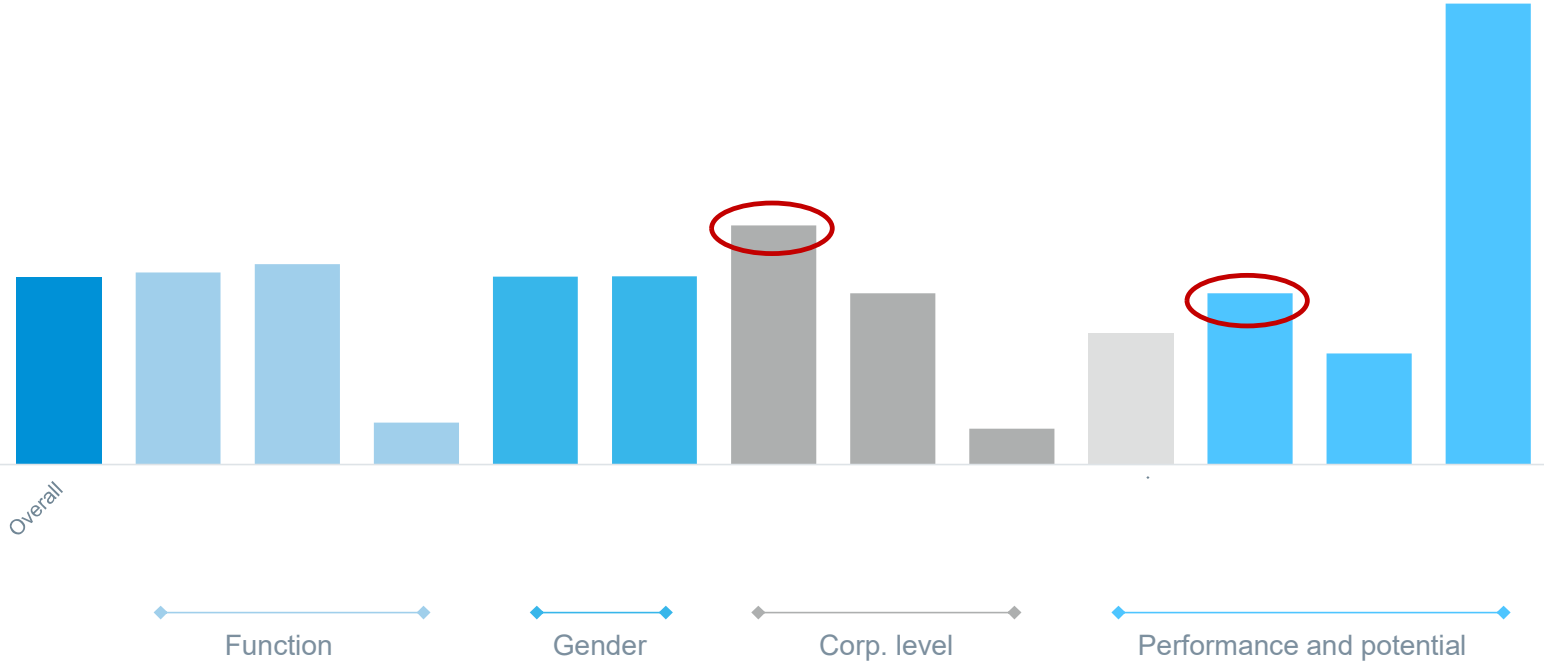
Turnover over Time

Turnover Rates (12-month rolling at q-end)



Voluntary Turnover by Segment

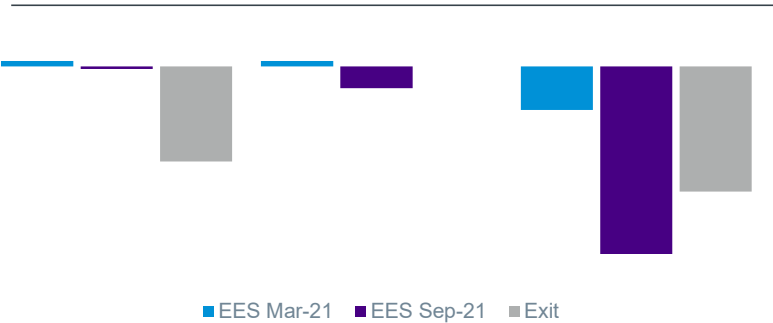
Turnover Rate by Segment
(12-month rolling turnover rate by segment of interest)



Employee Engagement & Exit Survey Results

eNPS Scores Over Time

(Split by Vestas, IT Talent, & Exiting IT Talent. Time points: March-21, Sep-21 and Exit Point)



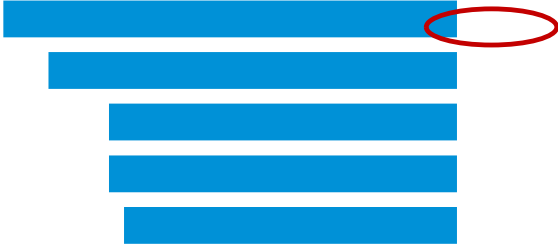
Top Reasons for Leaving

(Multiple Choice reasons for Leaving as indicated on [Exit Survey](#))



Employee Survey Pain Points

(Exiting IT Talent's worst scoring questions compared to the Vestas average)



XX% Of respondents were not actively looking for a job elsewhere

XX% Performed an internal job search

Diverse and Inclusive Teams have Healthy Voluntary Turnover

Gender Diversity



Gender Diversity (team average Oct-20-Sep-21): Median = no more than X% male or female, 3rd Quartile = no more than X% male or female, top Quartile between X% and X% male and female.
 Inclusion (Glint Acceptance Score Sep-21): Bottom Quartile = X, Median = X, 3rd Quartile = X
 n=339 Teams across Vestas. Corporate Leadership Roles Only. Percentages represent 12-month rolling voluntary turnover rates.