

# Equity, Diversity and Inclusion

Ørsted



# Agenda

- 1 Ørsted's strategic focus on EDI
- 2 EDI in a global, regional and local setup
- 3 Working with EDI through the lens of intersectionality - Examples of situations and complications in creating an equitable and inclusive global workplace



## Janni Edstoft Kristensen

### Position

EDI Lead, Europe

### Location

Denmark



# 1 Ørsted's strategic focus on EDI

## Insights

# 8457

Employees working all over the world working in 3 regions and **15** different countries.

# 93

Nationalities



# 33/67

Percent in gender split among all employees.  
Ambition:  
40:60 in 2030

# 40

Average age

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



## Vision

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



## 2030 aspiration

Become the world's leading green energy major



One of the world's largest green electricity producers

**Global no.1**  
in offshore  
wind

**Significant player**  
in onshore  
renewables

**A global leader**  
in P2X



One of the world's largest and most value-creating **deployers of capital** into the green transformation



The world's **leading talent platform** in renewable energy



A globally recognised **sustainability leader**



A core contributor and **catalyst for change** towards a world running entirely on green energy

# Overview of Ørsted's Strategy

1

## Our 2030 aspiration

Becoming the world's leading green energy major



**Global no. 1**  
in offshore



**Significant player**  
in onshore renewables



**A global leader**  
in P2X

2

## Where we choose to play

Our growth platform



3

## Our must-win battles

5 must-win battles to deliver on our strategic aspiration

We need to:

1. Develop competitive differentiation across offshore and onshore
2. Ensure competitiveness through execution excellence
3. Foster a fully globalised, inclusive, and effective organisation and culture with best-in-class, diverse talent
4. Build a transformational and value-creating renewable hydrogen and green fuels business
5. Continuously future-proof our business model and position for value-creating growth

4

## Our core capabilities

5 core capabilities we need at world-class level

We need:

1. Deep customer insight and innovative solutions
2. Comprehensive ability to address sustainability challenges
3. Quality execution through the lifecycle and continuous improvement culture
4. Courage to make fast and bold strategic moves
5. Innovative capital management

## Must win battle No.3:



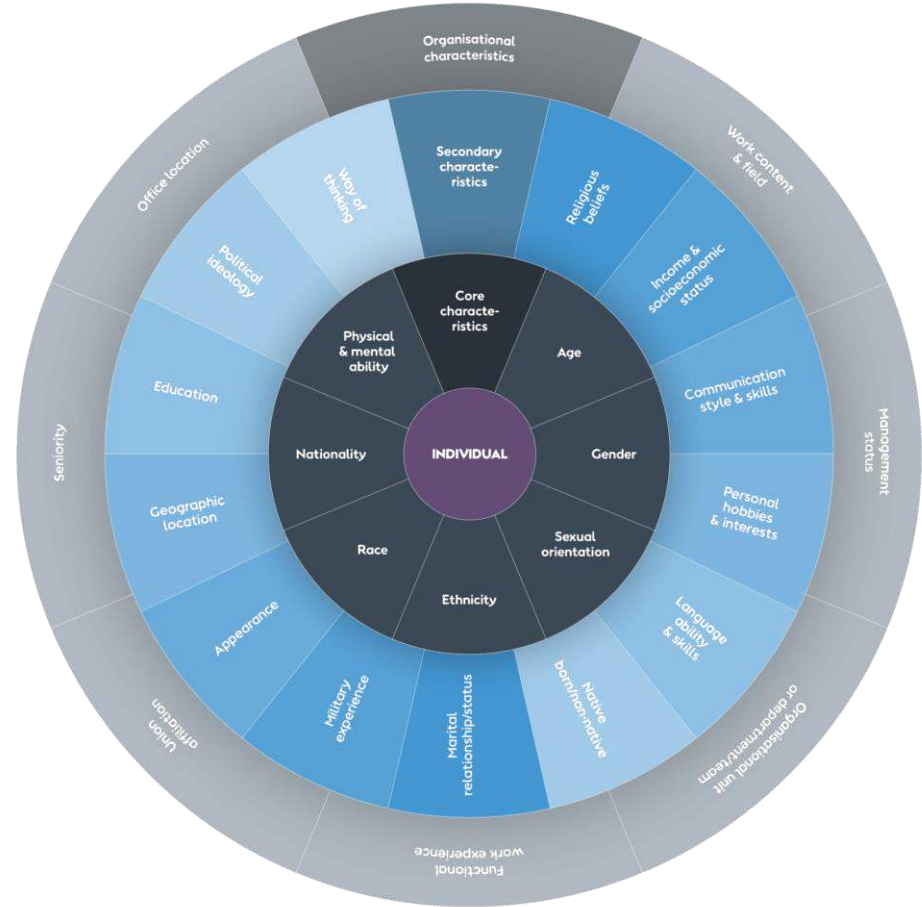
*Foster a fully globalised, inclusive, and effective organisation and culture with best-in-class, diverse talent*

# EDI definitions

**Equity:** Dealing with fairness and justice. Equity ensures everyone has access to the same opportunities. Equity is distinct from equality in that it doesn't provide the same resources and opportunities to everyone. With equity, an organization will recognize that each employee has varying access to resources and privileges.

**Diversity:** Some differences are things we are born with. Other differences are things we can (choose to) change over time. Some of our differences can overlap to make one's ability to progress in their career and to move through life more difficult.

**Inclusion:** In an inclusive culture, we feel valued for our unique identity and that we belong to the wider group. We acknowledge our differences, not hide from them. Everyone has a voice and a sense of belonging.





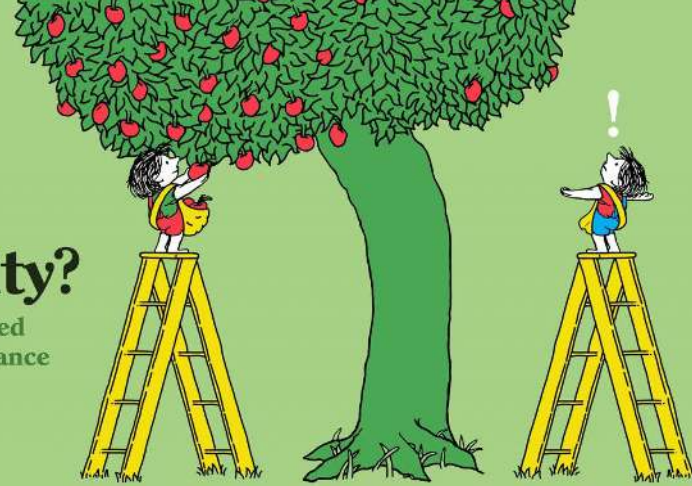
# Inequality

Unequal access to opportunities



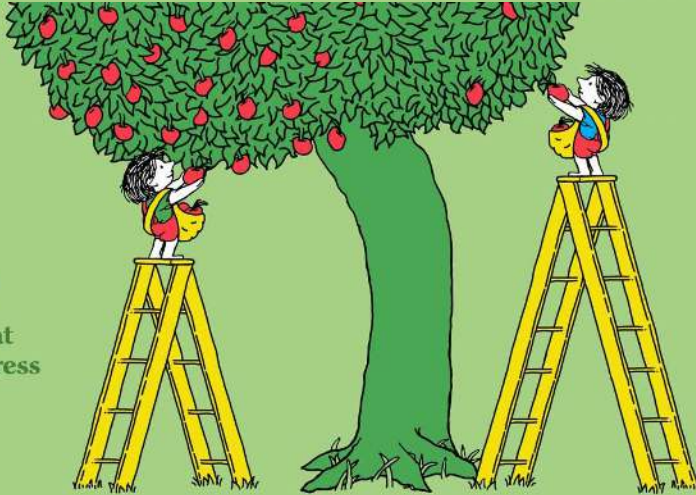
# Equality?

Evenly distributed tools and assistance



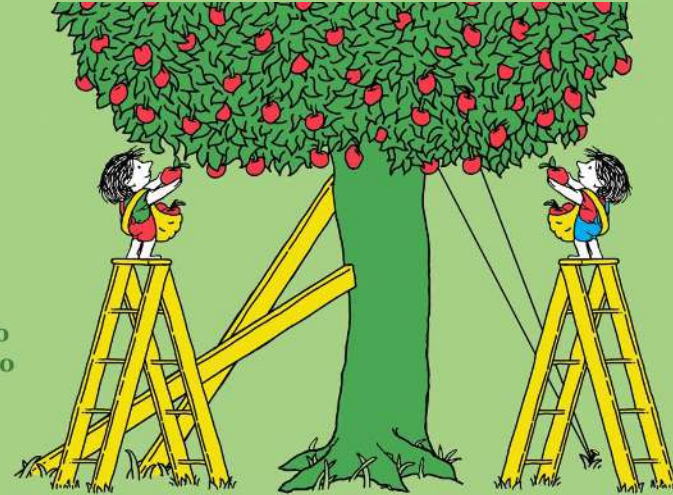
# Equity

Custom tools that identify and address inequality



# Justice

Fixing the system to offer equal access to both tools and opportunities





## Exclusion hurts everyone

Studies have shown that physical pain and social rejections share neurocognitive substrates.

This means that the feeling of being excluded provoked the same sort of reaction in the brain that physical pain might cause



Source: Naomi Eisen Berger et al. (2006)

# 61%

## Of employees change who they are to fit in at work

83% of LGBTQ+ individuals

79% of Black individuals

66% of women

... cover aspects of their identities when they  
come to work.

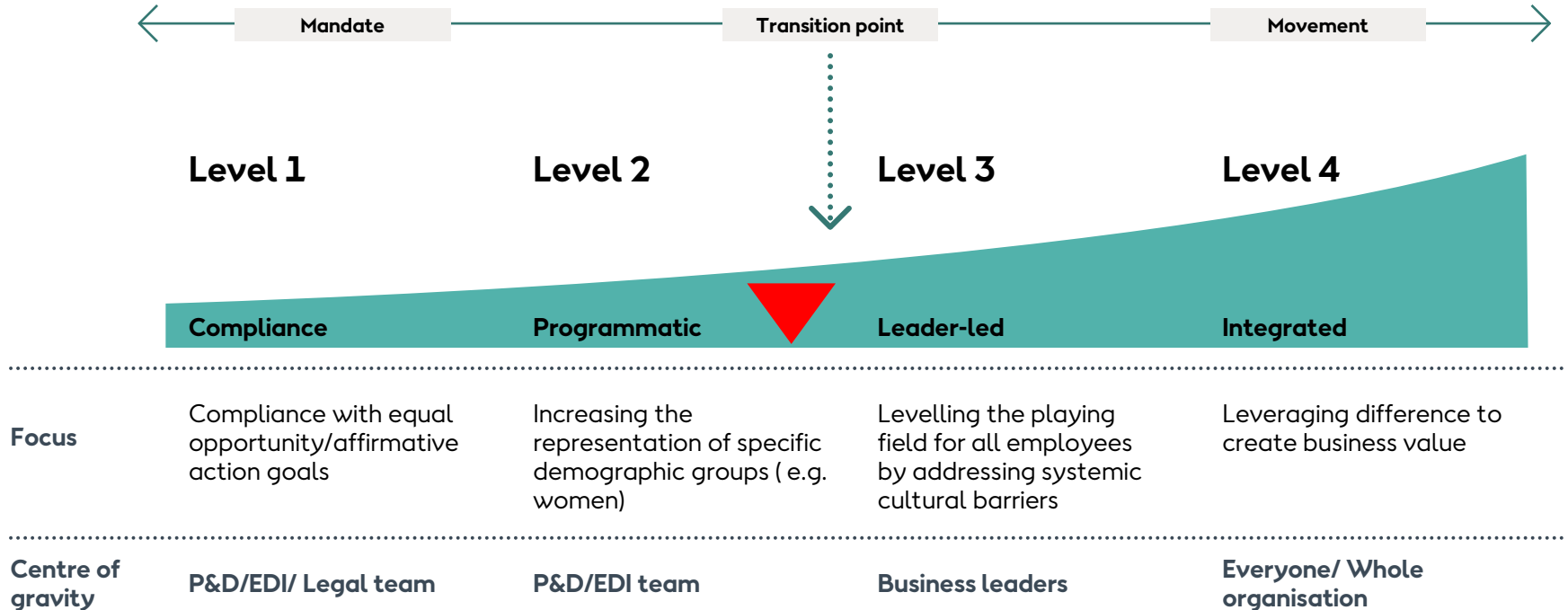
Source: Deloitte 2013



# 2

## EDI in a global, regional and local setup

# The EDI maturity model



Leadership...  
Leadership...  
Leadership...

Inclusive leaders drive organizational growth



Business need:  
Create **growth**



To have growth  
we need to **differentiate**



To differentiate  
we need to **innovate**



To innovate  
we need **diversity**



To activate the diversity  
we need **inclusion**

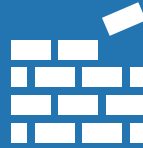


To manage all this  
we need **inclusive leadership**

# Ørsted's EDI focus areas



**Accelerating gender  
diversity & beyond**



**Strengthening  
local competencies**



**Establishing  
accountability &  
transparency**



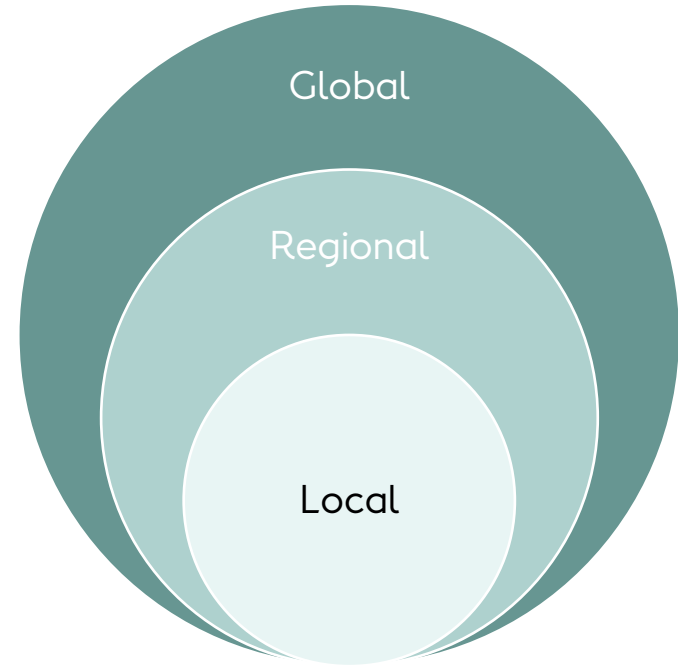
# EDI in a global organisation

Driving EDI in a global and **multinational organization brings some complexity.**

In a matrix setup, both managers and teams work across regions, countries and cities.

It means operating across locations with **varying cultural norms, social issues, leadership teams, EDI maturity levels and legislative differences.**

Not only do different cultures and groups define, interpret, and prioritize EDI differently, but the influence on EDI also occurs across multiple levels; from a global level and all the way down to varying individual expectations and many levels in-between.



# EDI in a matrix organisation





# 3

## Working with EDI through the lens of intersectionality

- Examples of situations and complications in creating an equitable and inclusive global workplace

- a) Diversity data
- b) Employee activism

# DATA: Global aspirations affecting local initiatives

Regulators, investors and Ørsted's BoD are also increasingly focused on ensuring we improve diversity and can demonstrate an inclusive culture.

## Example - World Benchmark Alliance;

- A global benchmark tool on for example EDI, covering all of our competitors, who are in a better ranking than us, collecting and showing ethnicity data in WBA.
- Prioritization with BoD to improve our ranking from a 16<sup>th</sup> to a top 3, and for this they require we need to collect data on (i) Gender, (ii) Ethnicity, and (iii) "a third diversity indicator, e.g. disability".
- Our investors are also asking for us to improve our performance with this ranking

This poses a difficulty and dialogues in regard to regional and local legislation matters on collecting, processing and distributing these data.



# DATA: The benefits

- We need to have a robust set of diversity data, for a variety of reasons; to **understand the employee experience, for oversight purposes, for investors, to attract future talent, to satisfy regulatory requirements** – and most importantly – to help improve the working experience for everyone across Ørsted
- Diversity data allows us to give prospective talent the **transparency** they want about what it's like to work at Ørsted.
- Monitoring the diversity of the workforce over time is crucial to understand not only who is in the organisation now, but also what groups of people and **diverse perspectives we might be missing out on**.
- Diversity data creates **a detailed window into the make-up of a business**. It can signal where initiatives are succeeding (retention of women in senior positions for example) or where efforts might need to be focused for better future outcomes.
- Collecting data also provides a **benchmark against which EDI programme effectiveness** can be measured to chart the cultural development of our organisation.





# DATA: The real experience hidden behind one-dimensional data

Studies and research shows that we need to dig deeper in data and work with the intersection in characteristics to address and foster real change in EDI

- LGBTQ+ women and women with disabilities are more likely to experience demeaning and “othering” microaggressions. Compared to women overall, they are more likely to have colleagues comment on their appearance or tell them that they “look mad” or “should smile more”.
- Latinas and Black women feel less psychologically safe and are less likely than other women to say their manager shows interest in their career development.
- Latinas and Asian women are more likely to have colleagues comment on their culture or nationality, for example, by asking them where they are “really from”
- Homosexual men earn less than heterosexual counterparts
- Homosexual women earn more than heterosexual counterparts
- The employment gap between persons with and without disabilities amounts to 23 pp. About 49 % of women with disabilities are employed in comparison to 53 % of men with disabilities

2023 report on income differences between homosexual & heterosexual persons in Denmark [Lønforskkel og seksualitet \(dm.dk\)](#)

2023 Gender Equality Report from the EU Commission [here](#)

2022 McKinsey & Company and Lean In's "Women in the Workplace" report [here](#)



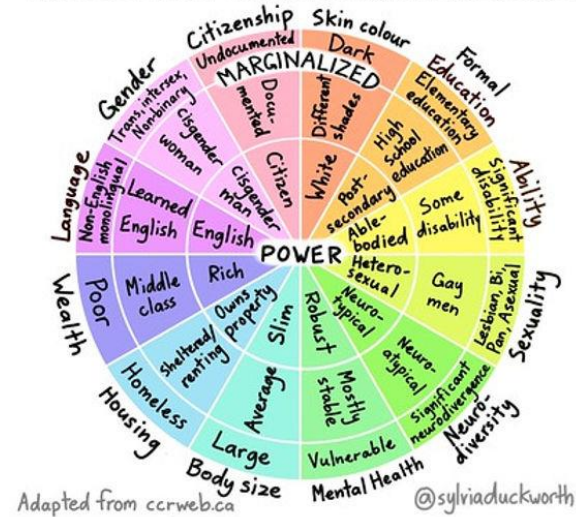
# DATA: Intersectionality

Intersectionality, coined by legal scholar Kimberlé Crenshaw, refers to how **different aspects of an individual's identity (such as race, gender, class, sexuality, disability, and more) intersect and interact**, shaping unique experiences of discrimination and privilege.

It recognises that individuals cannot be reduced to a single identity category, as they face overlapping systems of oppression.

Intersectionality is *not* about adding one aspect of identity to another. It is about how people with overlapping identities experience **systems of power**.

## WHEEL OF POWER/PRIVILEGE



*'Intersectionality is a lens through which you can see where power comes and collides, where it locks and intersects. It is the acknowledgement that everyone has their own unique experiences of discrimination and privilege.'*

Kimberlé Crenshaw

Johns Hopkins diversity wheel

# Ørsted North America, who are you?

Here are 10 reasons why completing your information in UKG makes a difference



## 1. We've got the questions, you've got the answers...

People are not one dimensional and we want to get to know more about you so we have a more complete picture of our workforce. We want our employees to have the opportunity to voluntarily disclose any disability, U.S. military service, caregiver responsibilities, race and ethnicity, and LGBTQ+ identity.

## 2. We'll keep it under lock and key

The data you give us will be held in UKG in your individual record, separate from your personnel file. It's stored securely and only a very limited number of people in P&D have access to self-ID connected to names of employees and those individuals. Your team members, peers and managers won't be able to view your information.

## 3. It's about everyone

Once you have answered these questions in UKG it becomes more about the Ørsted collective. Once we see higher completion rates, we can gain insight into the diversity within Ørsted North America.

## 4. Be part of the discovered

It's quite natural, to feel protective of your personal data as we haven't asked for all this information from you before. We also know that sometimes people don't feel comfortable sharing parts of their identity. But for us to know more about our workforce means we can decide where change is needed, where we are doing great things and where we can do better.

## 5. Data = change + accountability

With data comes big responsibilities and huge possibilities. This valuable data will help us track the efficacy of our recruitment & retention efforts, tailor initiatives to meet the needs of our diverse population and ensure equitable access to opportunities for everyone within Ørsted NA. We'll treat your information with respect, limit access to it, and only use it for gaining insight into how we can provide support and care for all our people.

## 6. The collective voice is powerful

Volunteering this information about your identity provides a more accurate picture of our workforce diversity with respect to people whose differences may be visible and invisible. The data, which may be shared with others only in an aggregated form to prevent the identification of individuals, can provide insights into the experiences of different populations within Ørsted NA.

## 7. What if I don't want to share?

That's okay, it's your choice and we respect that. But please go into UKG and click the "prefer not to say" option in the fields you have not completed. If you change your mind in the future, you can update your data in UKG. We'll be sending out regular reminders to those who haven't completed those fields, so telling us you don't want to complete this at this time will stop the reminders.

## 8. It's simple. It's quick. It's easy.

All you need to do is log into UKG on your own. Here you can navigate to your Private Information section to complete your information. If you are on the Ørsted network, you can easily access the site [here](#) without signing in. If you are off the Ørsted network and using your personal computer, please use this [link](#).

## 9. You might learn something new

Once we've started seeing completion rates increase, we'll be able to share some interesting insights from the data we've gathered. It'll help us all to learn more about the people around us and where to concentrate our DEI efforts, so that we can better support our employees.

## 10. We're here to listen

We've given a lot of thought to the questions we're asking and why, but we recognize there still might be questions. If you have any questions, please reach out to Felsa Nobles, [Fellin@orsted.com](mailto:Fellin@orsted.com) to let us know.

## What's next?

Head over to [UKG](#) and complete your data by **May 22**. We'll be sharing updates over the next couple months on what we're learning about our people as a collective. We'd love to include your responses in our report – on an aggregate, anonymous basis, of course.

Our goal is to become a more diverse, equitable and inclusive organization – learning about our people is the first step.

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## Self-identification campaign in Ørsted Americas in 2022

- A collection of data on race, ethnicity, caregiver status, gender identity, and sexual orientation to help create more inclusive environments for underrepresented communities
- Provided us with insights showcasing the pain points and structures of inequity, glass ceilings and glass doors for People of Color (PoC)
- At Ørsted, we could see, that even though we were promoting more women into senior positions in US, we primarily promoting white women!
- An audit and gap-analysis of this employee related data by race/ethnicity formed the basis of a Race & Ethnicity ambition launched in 2023 in Americas as part of **Accelerating gender diversity & beyond.**

# DATA: In a European context

In 2023, we are aiming to do a similar **SelfID campaign in UK**.

In 2024, we will be looking in to the same for **Central Europe**.

Focus on;

- *Societal currents*
- *EDI maturity levels and change readiness*
- *Regional and local regulatory differences*
- *...etc.*




# Employee activism: Employee Ressource Groups

## Ørsted IN – a global hub for our inclusion networks

The global Ørsted IN hub connects our inclusion networks and creates a place for them to **come together to support an inclusive culture at Ørsted**. The inclusion networks represent different groups across our organisation, e.g., within race and ethnicity, gender, LGBTQ+, age and disability.



Ørsted IN and the inclusion networks are for **anyone who identifies with one of the groups, and it's for anyone who supports the equality and inclusion of that group**. Allies are encouraged to join networks to show their support and to expand their knowledge about inclusion of diversity.

Talking about and taking action on diversity and inclusion can feel uncomfortable and perhaps a little daunting for many of us. **Ørsted IN is a psychologically safe community for members to network, share ideas, seek advice, and learn about inclusion of diversity.**



Everyone is welcome in the inclusion networks – are you IN?

Join here:

More than **20** network chapters across the globe

## Everyone is welcome in the inclusion networks – are you IN?

### Join Gender IN

We work to make Ørsted a more inclusive workplace for all genders and we strive to promote and build awareness of the value that gender equity brings to Ørsted.

### Join LGBTQ+ IN

We come together to make real and proactive progress on LGBTQ+ issues in the workplace. We aim for a diverse and inclusive workplace where everyone can bring their full selves to work.

### Join Disability IN

We aim to ensure that Ørsted is disability inclusive and has a working environment that's fair and understanding of colleagues with disabilities.

### Join Race & Culture IN

Our purpose is to support and promote an inclusive workplace culture of respect, equal opportunity, and harmony. We strive to tackle and manage issues of racism, discrimination, fear, and prejudice when it comes to race and ethnicity.

### Join 50+ IN

Our mission is to understand and influence bias and behaviours relating to the work life of colleagues aged 50+ years to make sure their experience and knowhow is valued and used.





# Employee activism: Facilitating safe space dialogues

Employees find it essential, and also expect, that their organisations take a stand on important social, political or environmental issues. Besides from this, employees might have a potential wish to express a personal opinion that does not necessarily correspond with the EDI agenda.

## Global bullying, discrimination, and harassment policy:

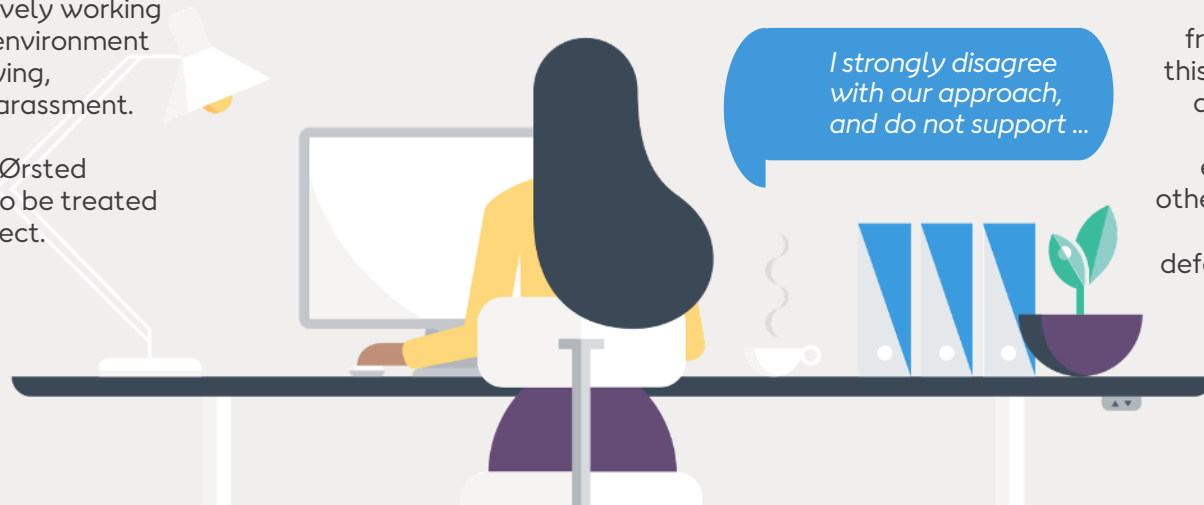
Ørsted is dedicated to ensuring a safe and inclusive working environment for all employees. Upholding Ørsted's guiding principles means actively working to create a working environment that is free from bullying, discrimination, and harassment. Such behaviours are unacceptable, as all Ørsted employees deserve to be treated with dignity and respect.

## Specific cases:

- *Shootings in connection to racial matters in US*
- *Abortion rights in US and in Poland*
- *Transgender rights in UK*
- *LGBTQ+ initiatives in Malaysia and Poland*

## Global social media policy:

Ørsted does not tolerate unacceptable behaviour on social media such as sexual harassment, bullying or any other similar conduct. Everyone is entitled to freedom of expression – this also applies to you as an employee in Ørsted. However, freedom of expression is subject to other legislation such as in respect of libel and defamation of character”.



# EDI resistance

People resist EDI because they experience at least one of three forms of threat:

- Status threat
- Merit threat
- Moral threat

Depending on the kinds of threat they experience, they then tend to engage in three kinds of resistance:

- Defending
- Denying
- Distancing

All change starts somewhere. Start the dialogues - create the safe spaces to facilitate them.



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Thank you!

