

SKILLED AND MOTIVATED EMPLOYEES



Delivering reliable energy and advancing the transformation of our energy systems towards more renewable energy requires skilled and motivated people. Energy companies have to constantly invest in attracting the right people and in developing their skills to succeed in an industry that is changing rapidly.

PROGRAMME

Energy is vital for societies to thrive and develop. DONG Energy’s vision is to lead the energy transformation. To succeed, we need committed and highly skilled employees. This is not something that we can take for granted. It takes a dedicated and persistent effort to attract and retain the best people. In DONG Energy, we work systematically with:

- Getting the right people on board.
- Managing our employees’ performance.
- Developing our employees’ skills and supporting their career.

GOVERNANCE

DONG Energy has a corporate human resource department, People & Development (P&D) which supports the entire business. P&D develops and implements strategies and policies which support the realization of DONG Energy’s business plans by attracting, developing and retaining competent, motivated and committed employees.

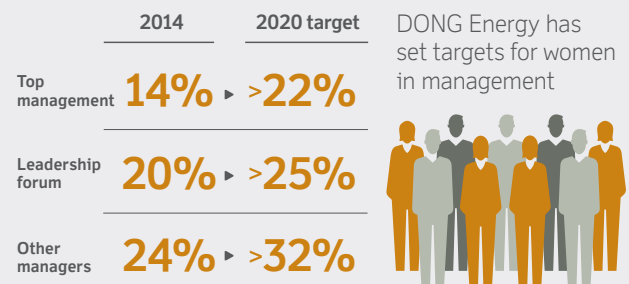
People matters are of key strategic importance to DONG Energy. P&D reports directly to Group Management, and the head of P&D participates in Group Management’s meetings every other week.

A strong employee collaboration is supported by the Group’s Cooperation Committee. Its purpose is to develop the cooperation in DONG Energy through a good and constructive dialogue between management and employees.

PROMOTING DIVERSITY

DONG Energy believes that diversity builds an attractive workplace that creates value for employees, owners, customers and society. We make an effort to recruit broadly and retain a diverse group of employees. Skills will, however, always be the deciding factor when recruiting and promoting employees in DONG Energy.

We have a specific focus on promoting women in management and have set targets for the gender distribution at our different management levels.



In accordance with our diversity policy, DONG Energy does not tolerate any form of discrimination. We emphasise equal opportunities for employment, education, promotion etc. irrespective of gender, race, skin colour, religion or belief, political point of view, sexual orientation, age, disability, nationality, social or ethnic origin.

RECRUITING THE RIGHT PEOPLE

DONG Energy needs the right people to deliver on our ambitious strategy. To attract the best candidates for open positions and to be fully transparent on career opportunities, vacant positions are posted internally and when relevant also externally. In the recruiting process, we interview candidates and often also make use of tests to facilitate the best possible match between the candidate and the position to be filled.

supported by our bi-annual Performance & Development Dialogue (PDD) between each employee and their immediate manager. The purpose is to define objectives, evaluate performance and provide feedback and to discuss general wellbeing, career planning and competence development.

In 2014, 93% of the employees who had been employed for at least 12 months self-reported that they had had a PDD during the year.

DONG Energy Academy is focused on specialist, talent and leadership development, and offers a variety of courses and development programmes tailored to our employees' needs:

- *Leadership development:* DONG Energy offers programmes to strengthen leadership capabilities of managers at different levels.
- *Talent development:* Our in house talent programmes prepare talents at different levels of the organisation to accelerate to the next level of their career.
- *Specialist and project management development:* DONG Energy has specific training programmes for specialists and project managers to support them in developing their potential and maximizing effectiveness in their professional roles.



People Review

To support our people development process, all managers and several specialists are evaluated through a structured annual people review to assess the performance and potential within the organisation.

The People Review is conducted by the management team, to which the individual employee or manager reports. For the manager who brings forward the review of his/her employees to the broader management team, the process provides valuable feedback on the employees' performance, which supports them in their future development.

People Matter Survey

Every year, our internal People Matter Survey takes stock of employee satisfaction, motivation and loyalty. The survey includes questions regarding performance management, safety, daily work, development, cooperation and the immediate manager. Based on the final report, the manager and his or her team must complete a follow-up process to evaluate the results and make an action plan focusing on how to continuously develop the working environment.

MANAGEMENT OF REORGANISATIONS

In the event of large reorganisations, which can result in major redundancies, our Cooperation Committee always takes part in a consulting process to ensure:

- That the number of redundancies is as low as possible. To that end, we make use of internal relocations, voluntary resignation agreements, hiring freeze and natural resignation.
- That the consequences for employees made redundant are mitigated. We actively work with outplacement services, supplementary training, internal redeployment and a minimum of 3 months' notice.

MANAGING PERFORMANCE

It is important for DONG Energy that our employees thrive and develop in their work; that they enjoy coming to work; and that when they return home in the evening, they are satisfied with their contribution. We, therefore, pay close attention to supporting our employees' performance and development.

Our approach is based on a structured annual performance process. In the fall, business objectives for the following year are defined, based on our 2020 strategic targets. The business objectives are then broken down into specific objectives for each area and individual, and form the basis for performance agreements for managers and employees.

Setting clear objectives and appraising results is an important part of managing performance. However, it is just as important to handle poor performance responsibly. DONG Energy treats all employees with respect and trust, and we proactively address it if an employee does not meet our expectations.

Performance and Development Dialogue

The continuous focus on developing our employees and providing timely feedback is

DEVELOPING SKILLS AND CAREERS

While our structured processes are a key enabler of developing people to perform and thrive, the major part of competence development is based on the day to day work experience along our three career paths.

Three career paths

In DONG Energy, we have three main career paths; general management, project management and specialist, each with a career model with generic position profiles. This allows us to have a shared framework for developing people, and it creates transparency on the employees' future development trajectory.

Trainings

DONG Energy employs a wide range of specialists with highly technical skills, in many cases, among the best in the industry. Therefore, the technical training of our specialists is of high importance. It is most often organized on an individual basis to meet the needs of each individual.

UPHOLDING GOOD LABOUR RELATIONS

DONG Energy mainly operates in North-western Europe, where issues such as collective bargaining, freedom of association, child labour, forced and compulsory labour are comprehensively regulated by legislation. We always operate in compliance with all applicable legislation.

Through DONG Energy's works councils, management and employee representatives discuss internal policies and strategic issues such as the present and future situation of the Group and overall working and staff conditions.

In 2014, 1416 of our employees were covered by collective bargaining agreements.