



Appendix II: Stakeholder Engagement Plan

NYSERDA OREC RFP 22-1

Vestas NY Blades Facility

Version 1.0

Prepared pursuant to NYSERDA OREC RFP 22-1

with

New York State Energy Research and Development Authority

Albany, NY

Prepared by

Vestas Blades America, Inc and Affiliates

1417 NW Everett St, Portland, OR 97209



December 16, 2022

Record of Revision		
Revision Date	Description of changes	Revision on pages
12/16/2022	Original Issue	

Communication Officers, Contact Information, Links		
Name / Title	Role	Contact Information
Michelle Bardini, Marketing & Communications Specialist	Marketing & Communications Lead for Offshore Wind	MHLBR@Vestas.com +1 (503) 260-6754

Links to Project Information: NA at this time

Table of Contents

Appendix II: Stakeholder Engagement Plan	1
List of Figures	3
List of Tables	3
1. Stakeholder Engagement Plan Summary	4
2. Stakeholder Identification and Stakeholder List	5
3. Stakeholder Engagement Goals	10
4. Stakeholder Engagement Activities, Consultations and Partnerships	14
5. Tracking Progress and Communications	18

List of Figures

Figure 1: Zip Codes with One or More Disadvantaged Communities in a 15 Minute Commute Radius.....	8
Figure 2: Zip Codes with One or More Disadvantaged Communities in a 30 Minute Commute Radius.....	9
Figure 3: Proximity to Disadvantaged Communities that meet interim criteria as outlined by NYSERDA.....	9
Figure 4: Illustrative initial outreach schedule.....	17

List of Tables

Table 1: Initial Stakeholder Organizations Identified.....	7
Table 2: Communication officers/positions, responsibilities, and contact information	10
Table 3: Key Stakeholder Topics and Initial Information Prioritized	12
Table 4: Example Engagement Activities	16
Table 5: Potential tracking methods for engagement activities	19

1. Stakeholder Engagement Plan Summary

1.1 Overall philosophy and principles

“Vestas is Leading a Responsible and Inclusive Energy Transition”

“Leading a responsible and inclusive energy transition” is the social mission for Vestas no matter where we are present in the world. As the reach and scale of renewable energy increases, so does the urgency to ensure this scale is supported by sustainable social practices.

Our social framework aims at earning the “Social License to Operate” (SLO), which is the ongoing social approval of our activities by the communities we work in. This approach builds a healthy foundation of community acceptance, approval, and trust in our operations throughout its lifetime. We earn the SLO in a community by identifying, engaging and aligning on how Vestas contributes to stakeholder and community engagement.

Key principles that Vestas will follow in this process are:

- 1) **Pursue a holistic approach** that integrates stakeholder engagement into all aspects of the facilities planning, development, and operations
- 2) **Conduct bespoke, targeted outreach** that responds to and meets the specific needs of the communities around the Facility
- 3) **Practice a proactive approach** that uncovers hidden challenges and engages difficult-to-reach groups and individuals
- 4) **Emphasize partnership and authentic collaboration** with and across a wide range of community members and relevant organizations
- 5) **Build on and join existing partnerships and programs** where possible, to maximize community-wide impact and minimize duplicative or competitive initiatives
- 6) **Maximize opportunities for all members of the community** in ways that ensure equitable outcomes, especially for marginalized communities

Vestas has proposed a Stakeholder Plan but expects to further refine this plan in concert with our customers who will integrate our perspective and ideas into their own expertise and local plans supporting offshore wind projects in NY.

1.2 Overall approach to incorporating data and stakeholder feedback

Since the start of 2021, Vestas has conducted outreach to more than 15 entities through its pre-development work, which includes conversations with state and local agencies, and critical stakeholders in the region. In doing so, Vestas seeks to gain an initial understanding of the critical issues of local communities or relevant interest groups that can inform the development of a stakeholder engagement plan with its customers and the local community. Vestas has also conducted research and assessments connected to archaeology, environment, workforce, local suppliers, and economic development. Through this process, Vestas has uncovered 11 categories of stakeholder groups, with at least 30 organizations slated for ongoing outreach and engagement.

The information we have gathered provides a solid foundation for understanding the needs and challenges of the community and where Vestas can be most supportive and must be most engaged. Vestas will pursue an extensive set of engagement activities to meet the principles outlined in the first section.

Vestas recognizes that building trust in [REDACTED] and surrounding communities is critical to the success of the blade factory and that authentic stakeholder engagement is the first step in building that trust. Vestas has done this engagement at other blades factories around the world. Vestas intends to include a Community Liaison Officer (CLO) in the project to support the implementation of the Stakeholder Plan and to lead and facilitate the social dialogue between the Project, our Customers, the Communities, Policymakers and other identified stakeholders.

The CLO would be supported by the Global Compliance & CSR Team, the Public Affairs department, and the People and Culture team that is responsible for human resources. Alongside the community liaison, Vestas will collaborate with and support partners and consultants with local credibility in the area that can be supportive.

Vestas will include a Community Liaison Officer in the project to support the implementation of the Stakeholder Plan and to lead and facilitate the social dialogue between the Project, our Customers, the Communities, Policymakers and other identified stakeholders.

1.3 Existing guidance and best practices that will be followed

Vestas is committed to respecting human rights by enhancing positive impacts in local communities, as an integral part of how we do business. To operationalize our commitment, Vestas uses the concept “Social License to Operate” (SLO). Building on this concept, Vestas has developed its own social framework, informed by good international industry practice, to create the social license to operate connected to the construction and operation of wind parks (see Attachment 5). Vestas also seeks to follow International Standards related to Stakeholder Engagement in the form of IFC Environmental and Social Management System and Equator principles.

At Vestas, we act with integrity in everything we do. This means making the right decisions when faced with difficult situations and ensuring that our actions match our values of Accountability, Collaboration, Simplicity and Passion.

The best practices that Vestas will follow include:

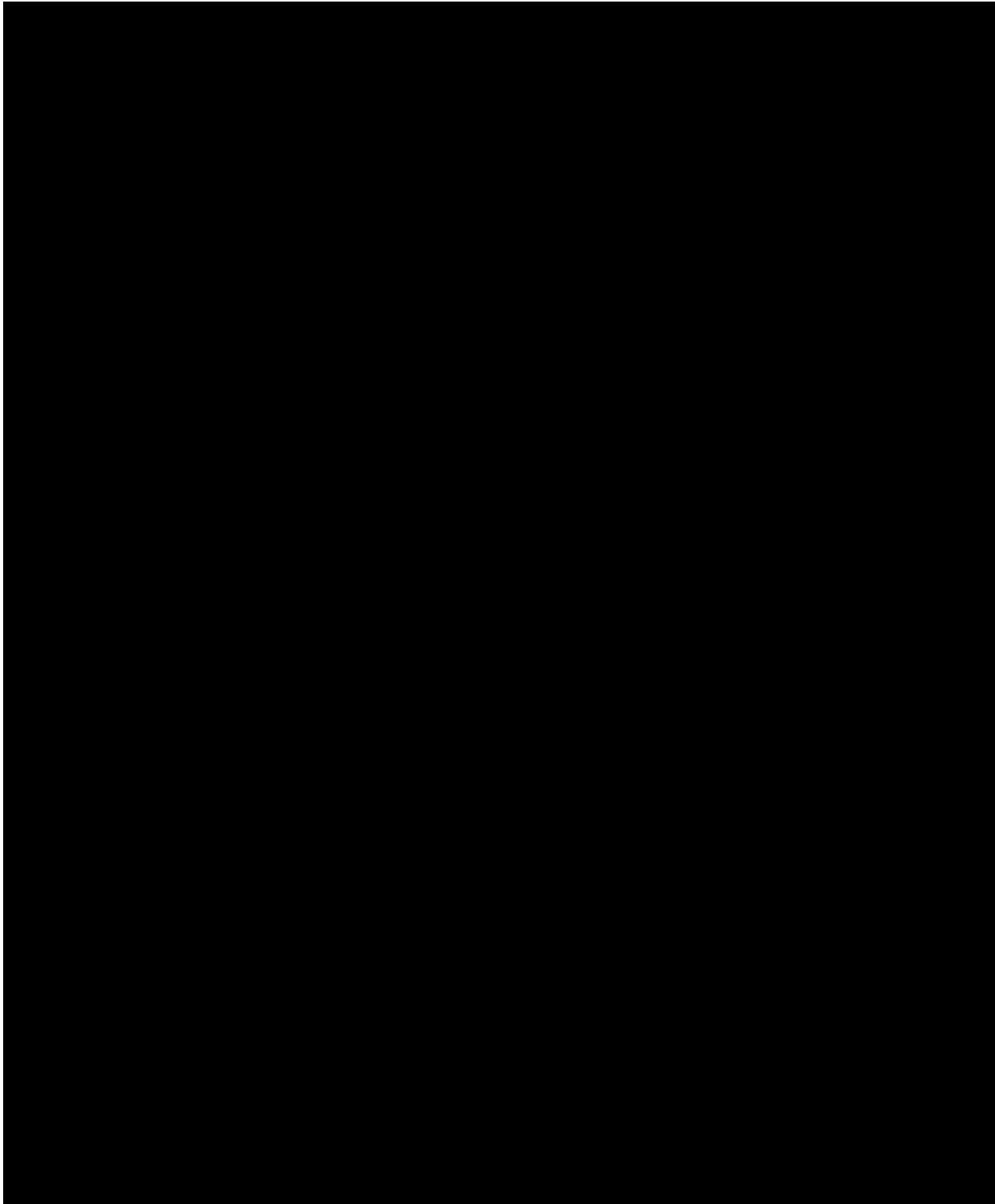
- **A clearly defined and robust engagement process** across all aspects of the project, including effective outreach amongst stakeholders, DAC’s, suppliers, candidates, and the broader community
- **Clear communication and transparency**, including early and frequent information sharing
- **Intent to learn** and understand a range of unique perspectives
- **Strong collaboration** with our customers, the State of New York, and other key industry partners
- **A dedicated and aligned project team** that develops and implements community engagement strategies, tracks elements of the campaigns, and solicits diverse input across the community and various stakeholder groups.

2. Stakeholder Identification and Stakeholder List

[Redacted text block]

[Large redacted text block]

[Redacted text line]



Vestas believes recruitment from disadvantaged communities is a priority and recognizes the importance of maintaining a visible presence in those communities to be successful. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

As described earlier in Section 1.2 of the Stakeholder Engagement Plan, Vestas plans to collaborate with Proposers for how to best meet the important need of liaising with the communities that surround this facility and the offshore wind projects it will supply. Vestas intends to hire a dedicated Community Liaison Officer (CLO) to implement the Stakeholder Plan, similar to approaches it has taken in other countries. The CLO would be supported by the Global Compliance & CSR Team, the Public Affairs department, and the People and Culture team that is responsible for human resources. Alongside the community liaison, Vestas will collaborate with and support partners and consultants with local credibility in the area that can be supportive.

2.2. Communication officers/positions, responsibilities, and contact information

Name/Title	Role/Responsibilities	Contact Information
Michelle Bardini, Marketing & Communications Specialist	Marketing & Communications Lead for Offshore Wind	MHLBR@Vestas.com

Table 2: Communication officers/positions, responsibilities, and contact information

Additional positions will be included following NYSEDA’s award for ORECRFP22-1.

3. Stakeholder Engagement Goals

3.1. Defining Goals and Desired Outcomes

Vestas is committed to supporting the local communities in which we work and live, as well as the communities impacted by the projects of which our turbines power. Vestas looks forward to further collaboration with our customers to establish goals, conduct outreach and build relationships, and implement stakeholder strategies with an eye for long-term success and sustainability. Table 3 is based on Vestas’ initial engagement with local stakeholders and would be integrated into our customers’ strategic planning efforts for stakeholder engagement.

[Redacted]	[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]	[Redacted]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]

Table 3: Key Stakeholder Topics and Initial Information Prioritized

Vestas has developed an initial set of commitments and community-centered goals. Each of these would be further customized in consultation and collaboration with partners and customers.

- **Workforce Impact**

[Redacted]

- [Redacted] This research demonstrates that recruiting from disadvantaged communities will be an asset to Vestas in securing the workforce needed for the Facility. Vestas believes it offers strong wage and benefits package and a clear career pathway for recruits through its extensive, comprehensive, cross-role training approach. It will leverage these advantages, along with the commitments defined below, to meet this local hiring target.

Goal: Invest in training at local training and education facilities.

- The regional education ecosystem from K-12, vocational-technical schools, community colleges and four-year institutions in the [REDACTED] is considered highly effective. Recognizing this, Vestas will look to leverage existing strengths in the region, by providing partnership and expertise to local training and education facilities.

Goal: Invest in K-12 awareness-raising

- Addressing the tight local labor market, which is expected to constrict further with additional manufacturing investment in the region, entails an expansion of the overall labor pool, and reducing the outflow of high school graduates from the region. Vestas will invest in developing an awareness raising program for offshore wind manufacturing, as well as the larger benefits of working in the offshore wind industry. In middle schools around the country today Vestas celebrates provides educational programming on wind energy, available jobs and skill sets needed. Vestas will look to build upon this program, targeting it to specific opportunities in the region.

- **Diverse Suppliers**

Goal: Contract with local suppliers supportive of New York state targets

- Vestas is evaluating opportunities to localize additional sub-components to further support the growth of the offshore wind supply chain in NY, especially among MWBEs and SDVOBs. [REDACTED]

[REDACTED]

[REDACTED] Vestas is working to establish goals for contracting with MWBEs and SDVOB suppliers as well as suppliers from disadvantaged communities for both factory construction and operations. See Vestas' Blades SCIP Proposal section C.2.C.8. "Supplier Engagement" for more detailed information.



Initial environmental questions regarding the Facility center around potential ecological impacts of wetlands, trees along the shoreline, and submerged aquatic vegetation. Vestas does not believe these issues are connected to specific environmental justice (EJ) communities but will need to monitor to ensure sustainable and responsible approach to development. In addition to the activities outlined in the Environmental Mitigation Plan, Vestas will emphasize broader efforts around workforce and economic development as part of local engagement with DAC and EJ communities.

[REDACTED]

4. Stakeholder Engagement Activities, Consultations and Partnerships

4.1. Planned Activities and Outreach

Community engagement in relation to the proposed Facility and the offshore projects it supplies will build upon Vestas' experience designing and implementing robust public engagement and marketing campaigns. We recognize the critical importance of understanding community perspectives and incorporating local interests into our projects and manufacturing efforts.

Vestas is open to pursuing an extensive set of engagement activities, based on areas of interest for collaboration with customers and needs of the community, to meet the principles outlined in the first section of this stakeholder engagement strategy. After notice of the award, Vestas will pivot to building on emerging local relationships and converting them into concrete partnerships.

Examples of outreach activities that Vestas could support, engage in, or lead on are shared below:

1. Regular communications sharing updates and announcements
2. Information sharing webinars and presentations, including twice annual open-door community events
3. In person meetings with key local leaders and elected officials
4. Focus groups and individual interviews to understand stakeholder interests and concerns
5. Public meetings held locally with virtual options
6. Door-to-door outreach and on-location tours of communities
7. Establishing expert and lived experience advisory and working groups
8. Organizing and participating in workforce events and job fairs for workers
9. Participating in supplier fairs available to all suppliers
10. Visiting schools at the K-12, vo-tech and community college levels

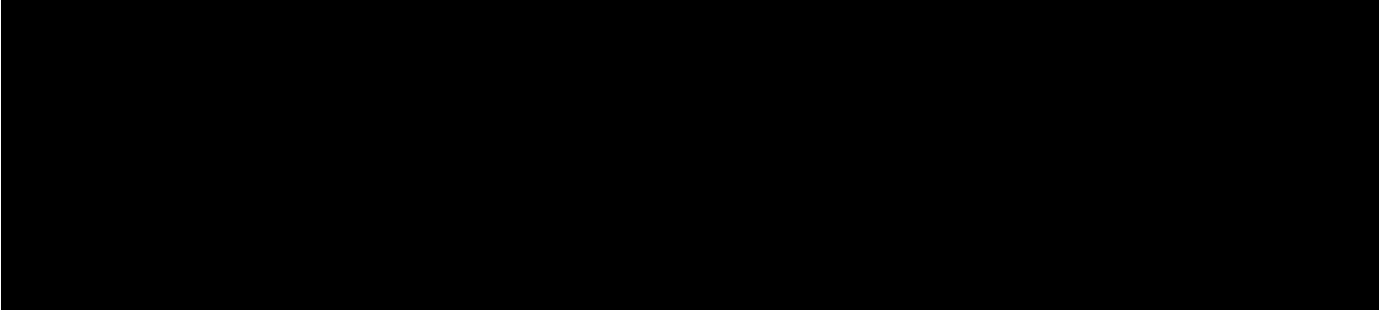
Below are example outreach ideas that could be activated with existing stakeholder connections and could be integrated into our customers' stakeholder engagement strategies:

- Conduct outreach to local elected officials and community members and provide opportunities to gather stakeholder input in the permitting, design, and construction phases of the Facility and surrounding environment.
- Engage with organized labor to negotiate a project labor agreement in compliance with the requirements of Appendix J of the SCIP Facility Funding Agreement.
- Partner with economic development agencies, local business institutions, NYSERDA and other stakeholders involved in supplier sourcing to understand the feasibility of sourcing locally and publicly communicate opportunities.
- Coordinate closely with training agencies, high schools, technical schools and two- and four-year colleges, alongside workforce boards, and local community groups to recruit, train and onboard factory employees, participate in hiring events, communicate hiring needs into the community and proactively build relationships with qualified, diverse candidates and community-based organizations.
- Host regular meetings with key stakeholder groups as well as larger community meetings to

Table 4: Example Engagement Activities

Not all members of disadvantaged communities have the option and availability to access traditional platforms of outreach and engagement. Vestas seeks to work in coordination with its customers to ensure access to any Vestas-connected or Vestas-led outreach and engagement activities. Some activities to support DAC’s participation can include: providing stipends to cover cost of transportation, translation services, and childcare solutions as well as scheduling meetings and outreach efforts outside of standard working hours. Vestas will pursue a range of options, building on the best practices from local groups in the area, and when possible, investing in the use of existing resources, platforms and capabilities that have proved successful in reaching the hard-to-reach, so as to avoid duplication. By implementing this inclusive engagement tactics, we can better reach these communities and ensure the Facility supports their diverse needs and interests.

[Redacted text block]



Throughout project development, Vestas will provide regular follow-up communications to all engaged stakeholders and continue to engage in relationship-building through direct, on-the-ground outreach. In addition, Vestas intends to work with customers, partners and the state to support, facilitate, and participate in attendance at, ongoing meetings, convenings and learning sessions that are both virtual and in-person to continue engagement of members of Disadvantaged Communities.

Initial stakeholder conversations highlighted several best practices and opportunities for growth, as well as context from recent manufacturing entrants to the market. [Redacted]

[Redacted]
[Redacted]
[Redacted]
[Redacted]

[Redacted] Improving trust with those communities that these new jobs will be accessible and open to them will be critical to Vestas in developing localized talent pools. Best practices vary from neighborhood to neighborhood, but engaging local, trusted groups, offering accessible information sessions that show the career pathway and training opportunities, and funding training programs directly are good foundational first steps. Another key activity for longer-term success is ensuring a stronger connection between getting people to participate in training programs and securing them employment after.



4.2. Planned Partnerships

Initial stakeholder discussions have surfaced many ideas with groups across stakeholder categories. Vestas is ready to work closely with its customers and community representatives to form partnerships. Example partnerships for Vestas could look like:

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

After notice of the award, Vestas will pivot to building on emerging local relationships and converting them into concrete partnerships.

5. Tracking Progress and Communications

5.1. Tracking Stakeholder Engagement

Vestas is prepared to work closely with its customers to coordinate on and support engagement activities and track relationship progress with stakeholders and outreach efforts. In Section 4 of the Stakeholder Engagement Plan, Vestas describes example outreach and engagement activities across initial organizations identified, as well as an illustrative initial outreach schedule. After notice of the award, Vestas will turn its focus to building upon local relationships formed thus far to establishing concrete partnerships and launching engagement activities in collaboration with its customers and the State of New York. Vestas will release details on planned engagement activities as well as methods for tracking relationships and activities following NYSERDA’s award of Vestas’ SCIP proposal.

5.2. Tracking Stakeholder Marketing Efforts

Vestas has a regional Marketing and Communications team that is supported by a global Marketing and Communications team – this organization will support public awareness campaigns, alongside our customers, regarding the Facility and will work closely with the CLO to ensure communications are sensitive to local stakeholder priorities and reinforce the CLO’s messaging via engagement activities.

The below table outlines some potential tracking methods for each engagement activity listed above in section 4.1. Community engagement activities, marketing campaigns, and tracking efforts will be detailed following NYSERDA’s award of Vestas’ SCIP in collaboration with our customers.

ENGAGEMENT ACTIVITY	POTENTIAL TRACKING METHODS
Regular communications sharing project updates and announcements	<ul style="list-style-type: none"> • Develop stakeholder and community engagement digital tracker that documents and details all communications and engagement efforts listed below. • Document information sharing efforts, including communication channels used, timing, objectives, information shared, reach, and outcomes or input received.

<ul style="list-style-type: none"> Stakeholder and community meetings including: Information sharing webinars and presentations, including twice annual open-door community events Public meetings held locally with virtual options 	<ul style="list-style-type: none"> Document all meetings, webinars, and presentations in the digital tracker, including date/duration, the goals of the meeting, information presented, and the topics discussed. Capture the attendees and the stakeholder groups in attendance. Capture the input and feedback received during these events. Track public questions and provide responses. Develop high-level meeting summaries that outline purpose of the meeting, key information shared, and community & stakeholder input and feedback. Post public meeting summaries on the project website.
<ul style="list-style-type: none"> Focus groups and individual interviews to understand stakeholder interests and concerns 	<ul style="list-style-type: none"> Document all focus group meetings and interviews including the objectives and topics discussed. Capture the number of participants, the stakeholder groups engaged, and the feedback and input received. Develop a high-level meeting summary capturing key themes to inform engagement efforts.
<ul style="list-style-type: none"> In person meetings with key local leaders and elected officials 	<ul style="list-style-type: none"> Document all meetings, including the date, goals of the meetings, and the topics discussed.
<ul style="list-style-type: none"> Door-to-door outreach and on-location tours of communities 	<ul style="list-style-type: none"> Track outreach campaigns and efforts, including goals, campaign activities, number of community members reached, and outcomes.
<ul style="list-style-type: none"> Establishing expert and lived experience advisory and working groups 	<ul style="list-style-type: none"> Develop live repository of expert and lived experiences Document formation of working groups, including members, objectives, and meeting cadence. Develop summary of key themes from working group meetings and capture key activities.
<ul style="list-style-type: none"> Organizing and participating in workforce events and job fairs for workers Participating in supplier fairs available to all suppliers Visiting schools at the K-12, vo-tech and community college levels 	<ul style="list-style-type: none"> Document job and supplier fairs and school visits, the purpose, and information shared. Capture attendees, input received, and outcomes.

Table 5: Potential tracking methods for engagement activities

Across Vestas’ business areas, we execute numerous public awareness and community engagement campaigns that aim to position ourselves as community partners, build public education, share project updates and local opportunities, and garner local trust and engagement. Key activities from previous public acceptance campaigns include but are not limited to the following.

- Host community events that share information and updates about the project, impacts to

communities, and local opportunities

- Run social media, digital, ad, mail, media, and text campaigns
- Cultivate local partnerships to activate community support and foster local champions
- Perform on the ground outreach including door knocking, phone calls, and gather letters of support
- Participate in and sponsor local events

With over 6,000 Vestas employees in the US and 1,300 suppliers that support our US market, we also have a long history of executing campaigns that raise awareness for workforce opportunities and recruit diverse talent. Upon notice of award, we plan to work with New York and our customers to host events, such as career fairs and supplier days, to promote hiring opportunities and build a robust workforce. We will form concrete partnerships and leverage our stakeholders, partners, and local organizations to identify and reach a pipeline of local candidates.

Additionally, with our onshore factories located in Colorado, we have strong experience engaging the local community in Brighton and Windsor to share hiring opportunities and build our manufacturing workforce. This includes on the ground local outreach and recruitment efforts that leverages local partnerships to identify and train new candidates. For example, our Blades Factory in Windsor, Colorado works with local high schools to provide career development opportunities for students as part of our Apprenticeship Program with Greeley-Evans School District 6. The program is the first registered apprenticeship program in the State of Colorado between an industry partner and a local high school. The apprenticeship program is designed to help the students gain the trade of manufacturing and provides hands-on training and class work to train the next generation of the wind industry. Following notice of aware, we plan to leverage our experience connecting the local Colorado community to employment opportunities in our onshore business to support our public engagement efforts in New York.

As described earlier in the Stakeholder Engagement Plan, [REDACTED] Vestas will work closely with local partners and organizations to reach, recruit, and support local candidates with a focus on Disadvantaged Communities. Vestas plans to collaborate with workforce development organizations to develop partnerships and promote hiring opportunities with a specific focus on disadvantaged communities (see Section 4 for more information). As outlined in section 2.1.1, we seek to implement tailored engagement tactics to better reach DAC's and connect them to workforce opportunities.

In addition, Vestas understands that the [REDACTED] has strong support for its education ecosystem and will leverage this ecosystem to recruit locally as much as possible for all Facility roles, spanning production and warehouse roles to Engineering & Managerial roles.