

# RECRUITING AND HR DEVELOPMENT AS ONE OF THE KEY DRIVERS FOR FUTURE SUCCESS IN THE RENEWABLE ENERGY SECTOR

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# Welcome!

## Overview of this presentation

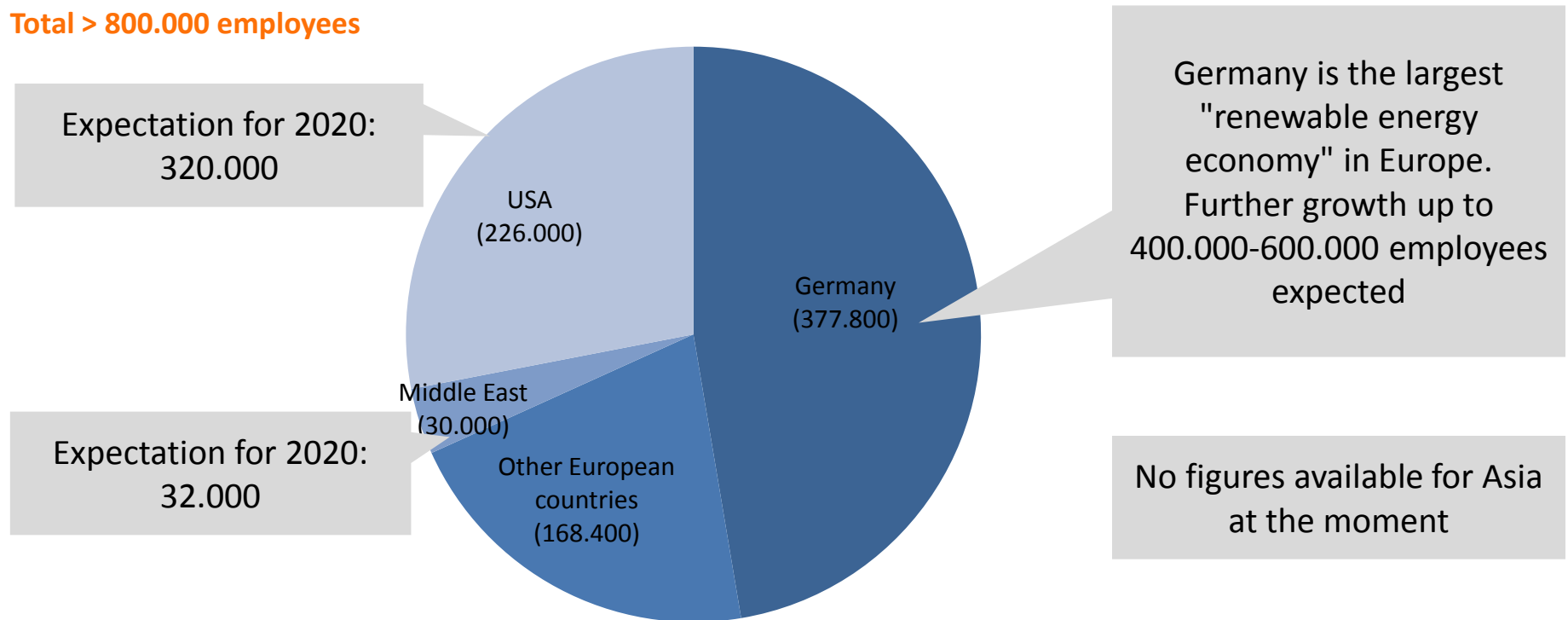
- Introduction
- A few numbers: employment in the renewable energy and wind business
- Employer attractiveness and HR marketing
- Different channels to access qualified executives and specialists
- Interim services as an alternative
- Recommendations for candidates / career advice
- About ALINGHO Renewable Energy Experts

- **Recruiting** ("headhunting") and **interim services**
  - Exclusive specialization in **renewable energies, environmental technologies** and sustainability
  - **All levels** from experts/ specialists to executives/ managers
  - **All functions** from sales to engineering
  - **Offices** in Munich and Berlin
- 
- A photograph of two children holding hands in a field, with a wind turbine in the background. The image is overlaid with a semi-transparent blue filter. The children are in the foreground, seen from behind, holding hands. The wind turbine is in the middle ground, and the sky is filled with clouds. The overall scene is peaceful and represents renewable energy.

# Status quo: Over 800.000 employees

## NUMBER OF EMPLOYEES IN THE RENEWABLE ENERGY INDUSTRY (ESTIMATE 2011/2012)

Total > 800.000 employees



Sources (also valid for following slides)

UNEP, ILO, IOE & ITUC. (2008): Green jobs: towards decent work.

MITC & IDEA: SPAIN'S NATIONAL RENEWABLE ENERGY ACTION PLAN 2011-2020

Europe Renewable Energy Council: ENERGY SECTOR JOBS TO 2030: A GLOBAL ANALYSIS

IRENA: Renewable Energy Jobs: Status, Prospects & Policies

BMU 2011 Studie im Auftrag des Bundesministeriums für Umwelt, Naturschutz und Reaktorsicherheit Kurz- und langfristige Auswirkungen des Ausbaus der erneuerbaren Energien auf den deutschen Arbeitsmarkt

BWE 2009 [http://www.unendlich-viel-energie.de/de/detailansicht/article/44/windenergie-liefert-im-jahr-2020-ein-viertel-des-deutschen-strombedarfs.html?no\\_cache=1](http://www.unendlich-viel-energie.de/de/detailansicht/article/44/windenergie-liefert-im-jahr-2020-ein-viertel-des-deutschen-strombedarfs.html?no_cache=1)

BMU 2009 Erneuerbar beschäftigt! Kurz- und langfristige Wirkungen des Ausbaus erneuerbarer Energien auf den deutschen Arbeitsmarkt

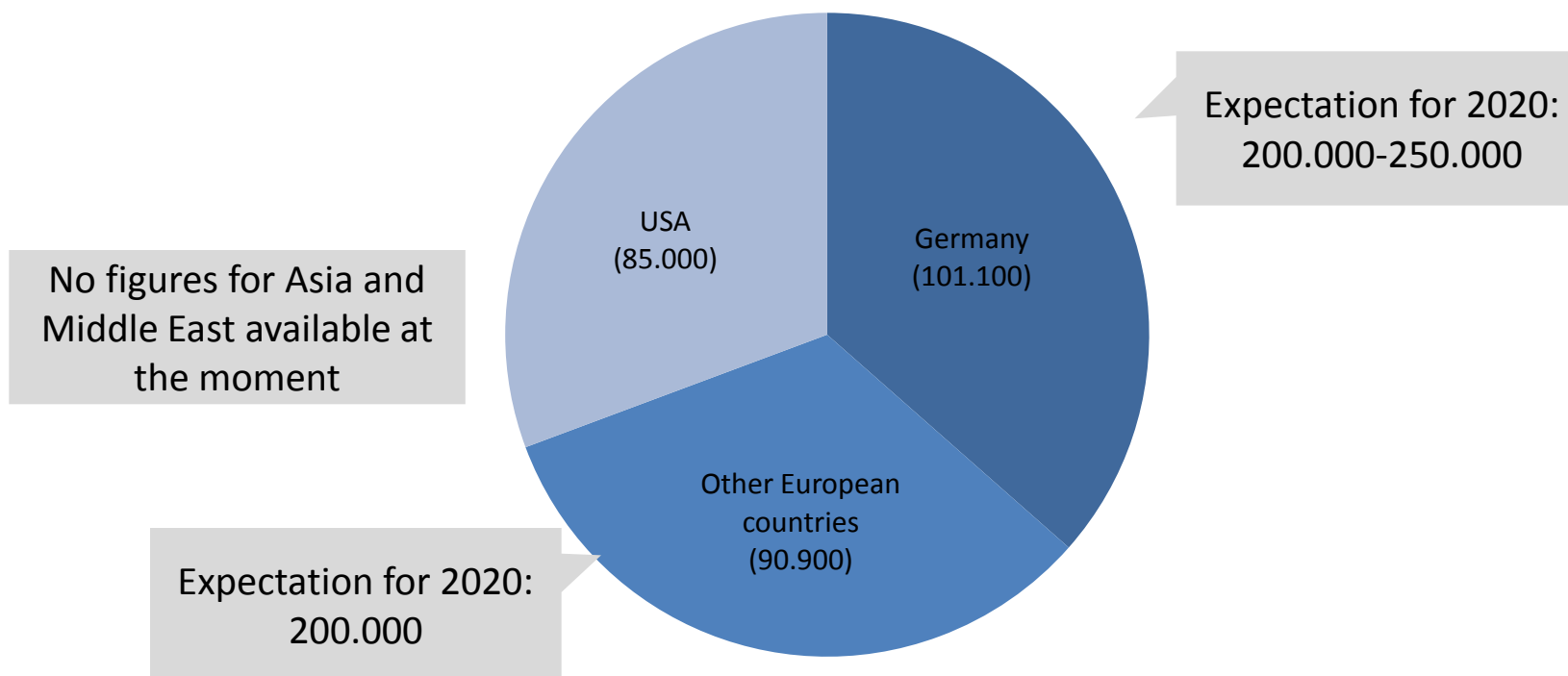
BMU 2012 Bruttobeschäftigung durch erneuerbare Energien in Deutschland im Jahr 2011

BMU 2013 Forschungsvorhaben des Bundesministeriums für Umwelt, Naturschutz und Reaktorsicherheit Bruttobeschäftigung durch erneuerbare Energien in Deutschland im Jahr 2012

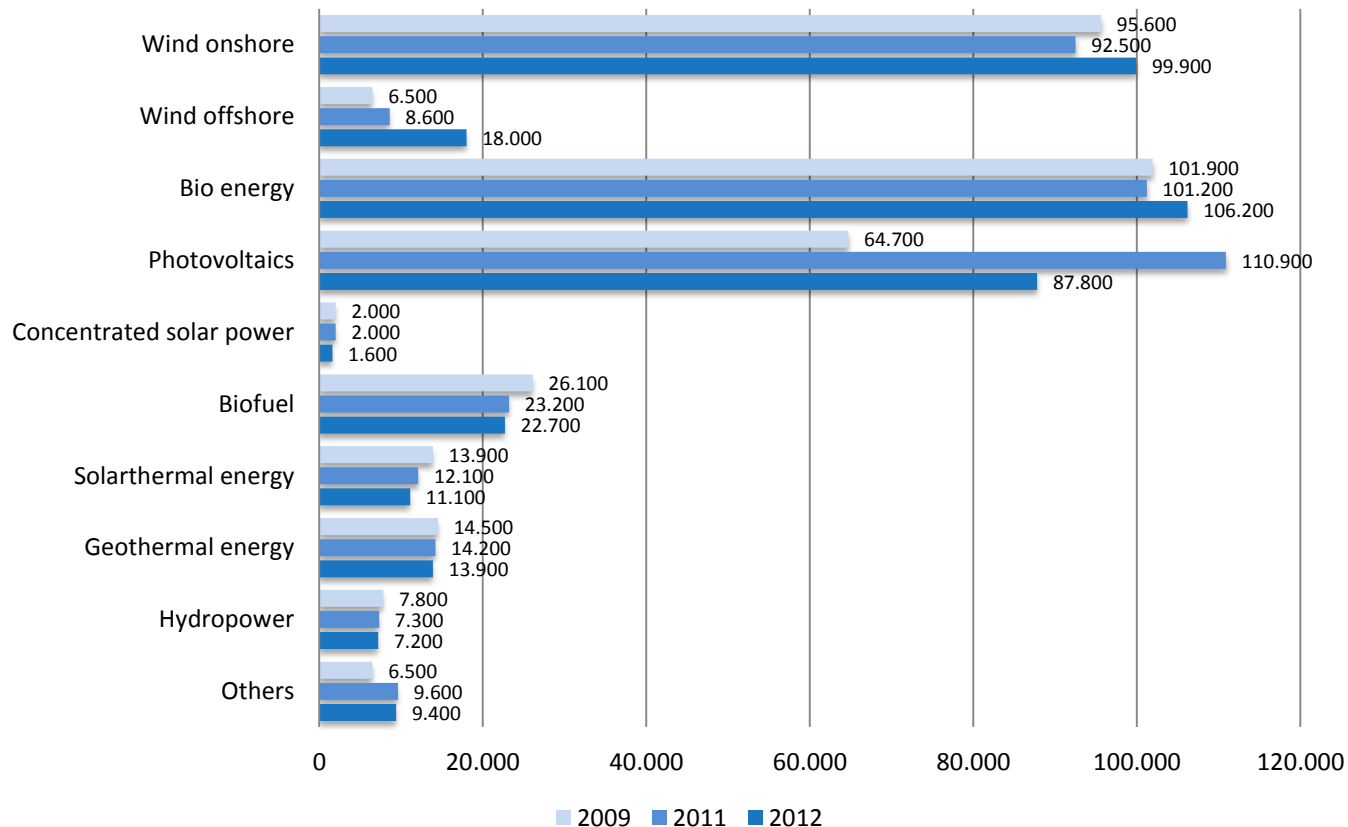
# ...thereof nearly 300.000 in wind

## ESTIMATED NUMBER OF EMPLOYEES IN THE WIND ENERGY SECTOR (2010/2011)

Total approx. 277.000 employees



## ESTIMATED NUMBER OF EMPLOYEES IN THE RENEWABLE ENERGY SECTOR (2009-2012)



**Total employee growth slowing down**

**2012: 377.800 -1%**  
**2011: 381.600 +4%**  
**2010: 367.400 +8%**  
**2009: 339.500**

**But sector development very different (ex. 2012-2011)**

**Wind energy +17%**  
**Bio energy +5%**  
**Solar -20%**

# Increasing demand for human resources – and changing requirements

## CHANGES IN RENEWABLE ENERGY COMPANIES

- **"From childhood to adult life"** – need for professional structures and processes
- **"Growth abroad"** – international expansion is vital for most companies (especially German companies)
- **"From manufacturing to service"** – engineering, distribution, project development, financing and service activities are more and more in focus



**Changing  
requirements  
towards  
employees!**

# Employer attractiveness and HR marketing...

**Situation: in the eyes of potential candidates, the renewable energy sector is not all positive!**

Therefore, as an **industry**, there is need for action:

- Coordinate as best as possible all public relations activities (of companies in the industry) concerning the attractiveness of the industry as an employer
- Develop own campaigns to promote the industry's attractiveness as an employer
- Create a common understanding of HR requirements, career paths etc.

And **individual companies** should also be more active:

- Develop an individual brand concept for the company – a holistic concept which specifies clearly the positioning and branding towards employees
- Identify and promote the strengths of the own company with respect to employment and the working environment (e.g. company culture, product performance, quality approach, customer or service orientation)
- Use a mix of instruments to communicate these topics to potential candidates: ad campaigns, PR activities, participation in career events etc.



# ...and how to get there

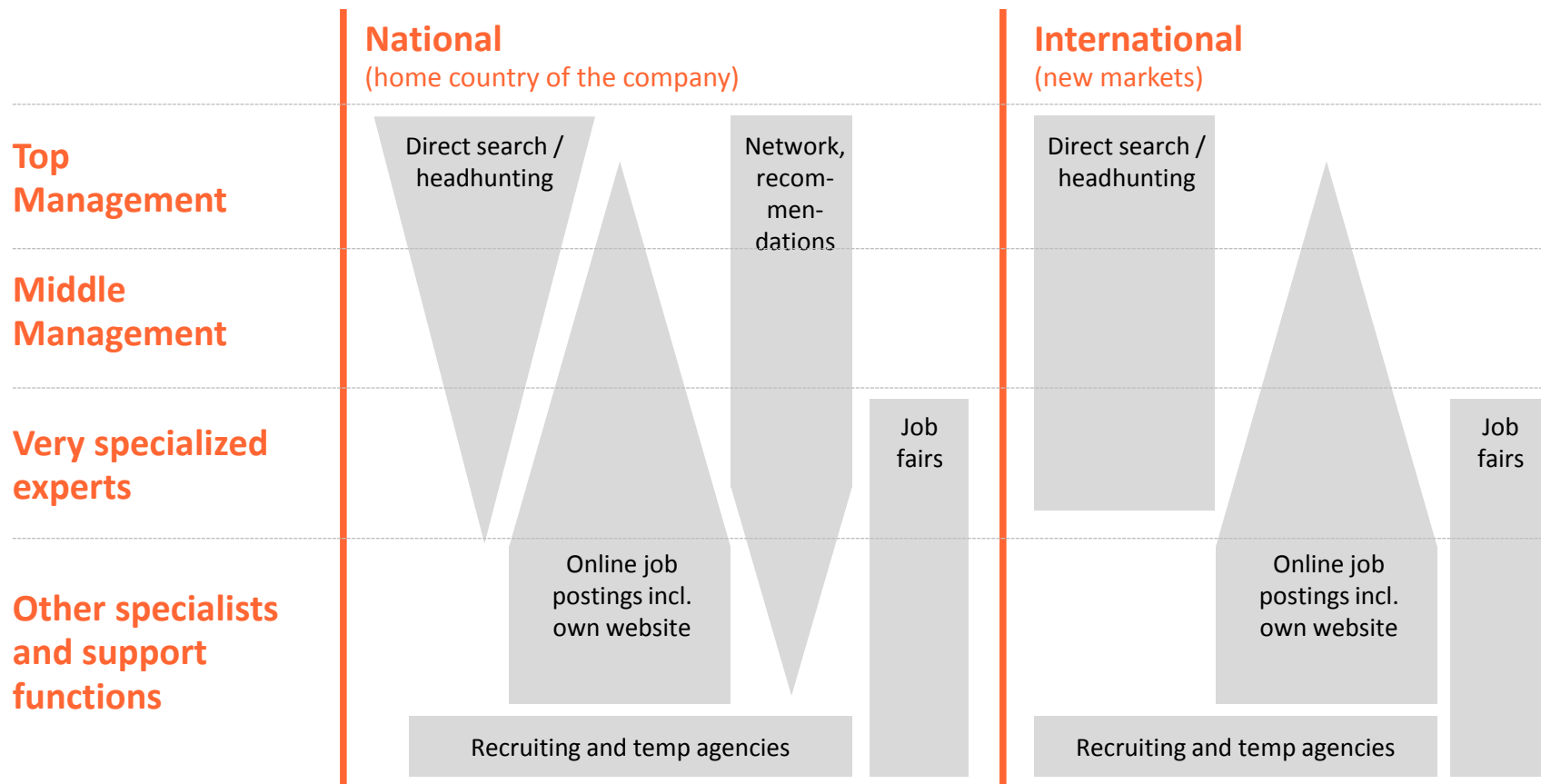
## Key questions that need to be answered by renewable energy companies that want to increase their HR attractiveness:

- What is our strategic positioning as a company?
- What is our mission statement regarding own and future employees? Where and how do we make a difference?
- What are our principles of cooperation? Our values regarding human resources?
- What makes us attractive for future employees? What do we need to change to become even more attractive?
- What is our plan for the next 3-5 years?

## There is a broad range of instruments that can be used to improve employer attractiveness:

- Dedicated online and offline ad campaigns
- Participation in job fairs – e.g. Recruiting Day Renewable Energies
- In-house job events, e.g. "open house"
- PR activities, e.g. develop a network to journalists and industry magazines that cover HR and recruiting topics

## OVERVIEW OF DIFFERENT CHANNELS TO ACCESS QUALIFIED EXECUTIVES AND SPECIALISTS



**Method of choice for top- and middle management positions. Increasingly, headhunting is used to get access to very specialized experts, such as experienced engineers or project managers.**

**The advantages of this method are**

- **Broader access** – especially to candidates that would not react to other methods (e.g. job postings)
- **Confidentiality:** Direct search is much more pinpointed and addresses only candidates that are close to the desired profile. A direct search project can be steered relatively well by the client, because the target companies and the search process is precisely defined
- **Recruiting and administrative support:** the headhunting company will do the pre-selection of all candidates. The client saves all the administrative work of handling incoming applications
- **Consulting to the client and the candidate:** the headhunting company will keep in close contact with both parties involved (client and candidates) in order to facilitate the process and to provide support in particular matters, such as the work contract

*>> list of recommended headhunters available on request*

## Still the most widely used method to attract new colleagues!

- Most open positions (not only in the renewable energy business, but also in other industries) are posted on online portals and on corporate websites. **The importance of print job postings is declining in most countries.**
- **The big advantage of online job portals is the possibility for job seekers to actively search for a job using different criteria.** On the other hand, the visibility of online job postings is relatively low (except for temporary postings of ads on the starting page of job portals). Online job postings will therefore only reach those candidates that are actively searching for a new job. **Candidates that are not actively seeking but would be open for an attractive position cannot be reached by online postings.**
- In our view, the **importance of job postings on the own websites of companies is increasing.** People from within the industry tend to follow the job sections of companies that they are interested in. In this context, job newsletters or twitter channels offered by companies are very important.

*>> list of recommended job websites available on request*

## Network and recommendations

- Becoming more and more important
- Companies can support the use of networks, e.g. by implementing bonus schemes
- Increasing use of social media (Facebook, LinkedIn etc.)

## Job fairs

- Broad choice of job fairs available (e.g. Recruiting Day Renewable Energies)
- Good selection and preparation important
- Good tool to get a feeling for a foreign job market

# Interim services as an alternative

## The benefits of interim services

- Flexible use of human resources
- Access to highly specialized know-how that is either not available as a permanent position (because of lack of appropriate candidates) or that is not required by the company on a permanent basis
- Interim experts are usually faster available – because candidates for permanent positions have long notice periods

## Examples for assignments for interim experts

Site management or project management for solar parks, HSE management for offshore wind farms, project developments in wind and solar.

## How it works

Usually, the request for interim experts is free of charge for the company searching for support. The interim expert or the service provider will offer an hourly or daily rate which includes all extras (incl. the fee of the expert, a service fee for the provider and usually all travel and accommodation expenses of the expert at the main location of the client). Additional business trips (beyond the main location of the client) will be charged separately

# Recommendations for candidates

## Career advice

### Renewable energies are still an attractive industry sector

Despite the downturn in some sectors (e.g. solar), there is still rising demand for specialists and executives in other sectors (e.g. wind energy, bio energy, energy efficiency, smart grids, storage technologies)

### Key functions and specialization

Engineering and tech jobs are an "evergreen", of course. But also sales, supply chain, purchasing and project management are in strong demand.

Job profiles and careers are more and more specialized in a particular function, sector or other area.

### Practical experience is key!

Studies (either generalistic or specialized in renewable energies) are a good foundation for a future career. An advice for career changers: do not over-estimate the benefit of training courses. Companies usually appreciate only practical expertise when evaluating a CV. If you want to move into renewable energies from another field, try to make best use of your already existing skills (e.g. transfer of a purchasing specialist from an industrial company to a wind energy company).

# ALINGHO – Our offer to you



## THE LEADING EXECUTIVE SEARCH COMPANY SPECIALIZED IN RENEWABLE ENERGIES, SUSTAINABILITY AND ENVIRONMENTAL TECHNOLOGIES

### EXECUTIVE SEARCH / RECRUITING SERVICES

- Search, pre-selection and placement of **executives** and **specialists for permanent positions**
- Distinct **network of candidates in this field of expertise**
- Professional approach of candidates through **direct search**
- **Personal and long-term support** of companies and candidates
- Additional offer: **Recruiting Day Renewable Energies:** exclusive recruiting event for specialists (once a year)

### PLACEMENT OF EXPERTS / INTERIM SERVICES

**Placement of temporary experts and specialists:** project and site management, engineering or interim-management (handled through contracts of work or project agreements)



We have a profound knowledge  
of your industry



Renewable Energies



Sustainability



Environmental  
Technologies



**Onshore-Wind Energy, Offshore-Wind Energy, Photovoltaics, Solar Thermal Energy, Concentrated Solar Power, Bioenergy, Biofuel, Corporate Social Responsibility, CO<sub>2</sub>/Emissions-Trading, Mobility Concepts, E-Mobility, Energy Efficiency, Contracting, Smart Metering, Environmental Technologies**

# Our strengths

## FOCUS

**We have a profound knowledge of your industry:** for years, we have been exclusively engaged in the sectors **renewable energies, sustainability and environmental technologies**

As a result, we built up a **tight network** of companies and candidates

With this background knowledge we approach potential candidates in a **very competent, discreet and professional way**

**We know the labour market of these sectors**

## HIGH-QUALITY SERVICE

We offer a very **personal and individual service:** short lines of communication, prompt service

Candidates are subject to a **rigorous pre-selection process** before they are presented to you

Our working methods and our results are of **highest quality**

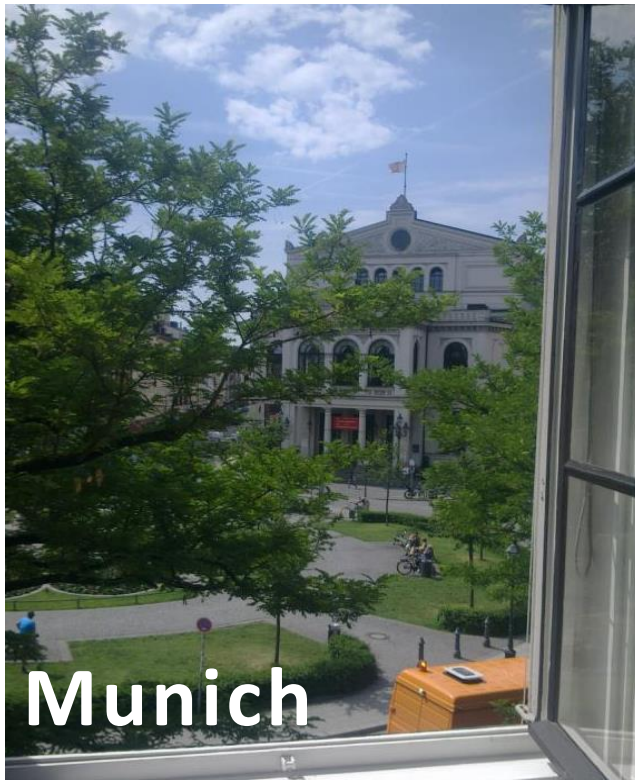
# Your contact: AXEL VON PERFALL



- **Presentation by e-mail ?**
- **Need advice regarding your next career move ?**
- **Searching for new colleagues for your company ?**

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