



# NYSERDA OREC RFP 22-1

## Supply Chain Investment Plan

SCIP Facility:

**Vestas Blades Factory**

Proposer:

Bay State Wind, LLC

Funding Recipient:

Vestas Blades America, Inc and Affiliates

1417 NW Everett St,  
Portland, OR 97209

January 26, 2023



January 26, 2023

The New York State Energy Research and Development Authority  
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RE: Request for Designation and Exception from Disclosure  
ORECRFP22-1, SCIP Facility's Funding Recipient: Vestas Blades America, Inc. and Affiliates

Vestas Blades America, Inc. and Affiliates (collectively, "Vestas"), ORECRFP22-1 SCIP Facility Funding Recipient, requests NYSERDA designate portions of Vestas' Supply Chain Investment Plan ("SCIP"), inclusive of attachments and appendices, as trade secret, confidential, or otherwise excepted from disclosure under NY Public Officers Law 87. Vestas submits this request at the time of submission of its commercial information pursuant to 21 NYCRR 501.6, identifying the records constituting trade secrets and the reasons why disclosure of the records would cause substantial injury to Vestas' economic and competitive position.

Relevant trade secret information and the reasons why disclosure would cause substantial injury to Vestas' economic and competitive position are summarized below. A redacted public information copy of the SCIP and accompanying attachments and appendices redacting such trade secret information is enclosed as required by ORECRFP22-1.

With respect to all requests to designate, the information (i) is not publicly known, employees and others involved in Vestas' business know the information in the record on a "need to know" basis only with a confidentiality and non-disclosure agreement in place, consistent with Vestas' internal policy, (ii) is treated as confidential by Vestas, unavailable to others, unavailable to potential and current customers without firm nondisclosure agreement in place, (iii) access is limited to employees with a demonstrable need to know and under terms of employee confidentiality agreement and company policy, (iv) is not provided to customers without firm nondisclosure and confidentiality agreements in place with appropriate confidentiality markings placed on such records, and (v) could not be acquired or duplicated without significant effort.

The following summary establishes the reasons why disclosure of the records would cause substantial injury to Vestas' economic and competitive position.

1. **The Table of Contents, Abbreviations, Definitions, Confidentiality & Disclaimers, and Executive Summary.** These sections contain commercially sensitive information identifying business and protective corporate organizational structures, manufacturing capacity, production facility ramp-up timeline, product capabilities, critical scheduling and completion information relating to current and pending projects, confidential design and construction

goals, anticipated categories of impact and achievement unique to the proposed facility and beneficial to the customer and community. Patent and trademark protection exists for portions of the information. Information is of high value to Vestas, resulting from significant expenditure of funds and time to develop and reflecting results distinguishing Vestas from its competitors. Disclosure of the confidential information in these sections would compromise entity efforts to reduce risks and minimize asset exposure, adversely affect Vestas' competitive position, and serve as unfair economic and competitive advantage to competitors.

2. **C.2.C.1, Funding Recipient Identification & Development Team Experience.** These sections contain critical scheduling and completion information relating to current and pending projects, development of competitive wind turbines, and commercially sensitive information referencing Vestas' manufacturing and production footprint and breadth of capacity. This information is subject to contractual confidentiality and nondisclosure. In addition, the combination of confidential and publicly known information in the context presented affords a competitive advantage to Vestas. The information is of high value, Vestas having expended significant funds and effort in developing the records. Such records result from hours of professional expertise and significant expenditures to evaluate relevant local and global capabilities and partner relationships essential to competitive positioning in the local and global marketplace. The record helps to distinguish Vestas from competitors, and disclosure would place Vestas at competitive disadvantage and could disrupt normal market conditions in the area. The information, if disclosed, would adversely affect Vestas' competitive advantage and hinder a fair and competitive marketplace, providing competitors with an unfair economic and competitive advantage.
3. **C.2.C.2, SCIP Facility Description and Site Control.** These sections contain information identifying and describing a proposed facility site, including but not limited to vicinity maps reflecting relevant New York Agricultural districts sites, a Facility Conceptual Model, National Wetlands Inventory Map, State Regulated Freshwater Wetlands with Check Zones, Documented Submerged Aquatic Vegetation Significant Coastal Fish & Wildlife Habitats and Areas of State-wide Significance, Local Waterfront Revitalization Programs, Environmental Remediation Areas, and New York area reports and community data relevant to the proposed facility site, its attributes, and advantages. The information identifies anticipated and planned Vestas expenditures and lifespan of the facility and is subject to contractual confidentiality agreements. The combination of confidential and publicly known information in the context presented affords a competitive advantage to Vestas. Portions of the information may become publicly available as required by law upon closing of relevant transactions and applicable permitting. Vestas expends significant funds and effort to evaluate site options, obtain relevant studies and information affecting the feasibility of the purchase for its intended use, and engaging in real estate transaction processes with the property owner(s). Acquiring the information would be difficult because the real estate options, transactions, engaged parties, consideration, use of facility, necessary improvements, and other relevant information is not public knowledge and is protected by the terms and conditions of nondisclosure and confidentiality agreements. Disclosure of the information could artificially inflate the true market value of the property, adversely affect the pending transaction, disrupt normal market conditions in the area, and disrupt the fair competition interests

behind the New York FOI Law. Disclosure would also place Vestas at economic and competitive disadvantage.

4. **C.2.C.3, Proposed SCIP Facility Activity.** These sections contain commercially sensitive information identifying estimated Vestas expenditures and lifespan of the facility, including identification of the unique approach to organization and labor force needs which contribute to Vestas' competitive advantage. The pattern, process, and approach distinguish Vestas from its competitors and would be of value to competitors if disclosed, adversely affecting Vestas' competitive advantage and hindering a fair and competitive marketplace. Commercially sensitive information includes goals for specific energy savings or efficiency standards, confidential facility production and storage capacities, design configurations for maximum manufacturing and production capabilities, storage capacity, supply and production efficiencies, expansion opportunities, and resulting market advantages. Disclosure would compromise security of these matters, as well as product design elements, specifications, and materials and provide an unfair economic or competitive advantage to competitors. Copyright and intellectual property protections exist for portions of the record. The record reflects significant value to Vestas, such record resulting from hours of professional expertise and significant expenditures to evaluate the identified opportunities and their feasibility, as well as the likelihood that such efforts can result in credits and benefits to the customer and the citizens of New York. Portions of the record may become public upon filing for applicable permits. The information helps to distinguish Vestas from its competitors and would be of value to competitors if disclosed, adversely affecting Vestas' competitive advantage and hindering a fair and competitive marketplace.
5. **C.2.C.4, Proposed SCIP Facility Investment and accompanying Attachment 1 and Appendix I.** These sections contain commercially sensitive information identifying confidential design and construction goals for planned physical upgrades, environmental mitigation processes, design configurations for maximum manufacturing and production capabilities, manufacturing capability upon full facility ramp-up, storage capacity, supply and production efficiencies, and expansion investment opportunities for the facility. Anticipated categories of impact and achievement unique to the proposed facility and beneficial to the customer and community are also addressed. The record reflects significant value to Vestas, such record resulting from hours of professional expertise and significant expenditures to evaluate the identified opportunities and their feasibility, as well as the likelihood that such efforts can result in credits and benefits to the customer and the citizens of New York. The information helps to distinguish Vestas from its competitors and would be of value to competitors if disclosed, adversely affecting Vestas' competitive advantage and hindering a fair and competitive marketplace.
6. **C.2.C.5, Green Infrastructure & Responsible Development.** These sections contain commercially sensitive information and confidential design and construction goals, anticipated categories of environmental impacts and opportunities unique to the proposed facility and beneficial to the customer and community. The record reflects significant value to Vestas, such record resulting from hours of professional expertise and significant expenditures to evaluate the identified opportunities and their feasibility, as well as the likelihood that such efforts can result in credits and benefits to the customer and the citizens of New York. The plans, goals and efforts to achieve such goals, distinguish Vestas from its

competitors and would be of value to competitors if disclosed, adversely affecting Vestas' economic and competitive advantage. If disclosed, the information would provide an unfair economic or competitive advantage to competitors and hinder a fair and competitive marketplace.

7. **C.2.C.6, Community and Stakeholder Engagement & Support and accompanying Appendix II.** These Sections include confidential information relating to Vestas' planning, process, and operational strategy for community engagement and outreach. The confidential information includes the identity of outreach organizations, stakeholder engagement strategy identifying community members and critical organizations, strategy for leveraging of relationships, community presence, and anticipated categories and measures of impact and achievement unique to the proposed facility. The record reflects significant value to Vestas, such record resulting from hours of professional expertise and significant expenditures to evaluate the identified opportunities and their feasibility, relationship building, and the likelihood that such efforts can result in credits and benefits to the customer and the citizens of New York. The information helps to distinguish Vestas from its competitors and would be of value to competitors if disclosed, adversely affecting Vestas' competitive advantage and hindering a fair and competitive marketplace. If disclosed, the information would provide an unfair economic or competitive advantage to competitors.
8. **C.2.C.7, Financing Plan and Funding Sources and Proposed Changes to SCIP Facility Funding Agreement.** These sections contain commercially sensitive information identifying upfront and sustained financial investment in the facility, related infrastructure and production capacity, sources of funding, credit and debt facilities, investment and financing vehicles and strategy, prioritization and application of funds, and detailed transaction and approval mechanisms. The record reflects significant value to Vestas, such record resulting from hours of professional expertise and significant expenditures to evaluate the identified opportunities and their feasibility, as well as the likelihood that such efforts can result in credits and benefits to the customer and the citizens of New York. The information helps to distinguish Vestas from its competitors and would be of value to competitors if disclosed, adversely affecting Vestas' competitive advantage and hindering a fair and competitive marketplace. Disclosure would provide an unfair economic and competitive advantage to competitors.
9. **C.2.C.8, Supplier Engagement.** These sections contain information subject to confidentiality and nondisclosure agreements between Vestas and seller and between Vestas and its engaged consultants. The combination of confidential and publicly known information in the context presented affords a competitive advantage to Vestas. The information is of high value to Vestas, having expended significant funds and effort in developing the records, such record resulting from hours of professional expertise and significant capital and operational expenditures to evaluate relevant local and global capabilities and partner relationships essential to the competitive position of Vestas in the local and global marketplace. The information, if disclosed, would adversely affect Vestas' competitive advantage and hinder a fair and competitive marketplace, providing competitors with an unfair economic and competitive advantage.
10. **C.2.C.9, Insurance and accompanying Attachment 2.** This section contains information about Vestas' comprehensive insurance and risk mitigation program. The information is of significant value to Vestas, such record resulting from hours of professional expertise and

significant expenditures to evaluate and identify insurance coverage partners and programs to provide maximum coverage for a broad portfolio of insurable risks. The information represents substantial efforts and decades of experiential learning to select insurance carrier partners, establish limits, deductibles/self-insured retentions and reasonable pricing, and layer policy coverages to provide the broadest protections available for Vestas and its project stakeholders. The information helps to distinguish Vestas from its competitors and would be of value to competitors if disclosed, adversely affecting Vestas' economic and competitive advantage and hindering a fair and competitive marketplace.

11. **C.2.C.10, Economic Benefits and accompanying Attachment 3 and SCIP Data Form.** The sections contain information relating to labor force hiring process for professional and non-professional roles, hiring qualifications, including experience, education, and special skills sought of Vestas' workforce. If disclosed, the information would compromise competitive position reflected by disclosure of Vestas' competitive operational recruitment and hiring processes and qualification thresholds, which would place it in at an unfair competitive advantage in the relevant labor markets. Current market indicators reflecting an increasingly competitive labor market for wind energy professionals and labor further increase the value of this information. The information reflects significant value to Vestas, such records resulting from hours of professional expertise and significant expenditures to develop internal and external labor force data, needs analyses, and hiring projections, and implementation plans. The information helps to distinguish Vestas from its competitors and would be of value to competitors if disclosed, adversely affecting Vestas' competitive advantage and hindering a fair and competitive marketplace.
12. **C.2.D SEQRA and Appendices I and II.** These sections contain Vestas' unique approach to SEQRA and Environmental Mitigation efforts, including but not limited to incorporating data and stakeholder feedback, communication and marketing plans, stakeholder identification, supporting research, environmental impact risks and mitigation phase analysis, stakeholder engagement plan, and planned partnerships. The combination of confidential and publicly known information in the context presented affords a competitive advantage to Vestas. Vestas expends significant money and effort in developing the record. The information helps to distinguish Vestas from its competitors and would be of value to competitors if disclosed, adversely affecting Vestas' competitive advantage and hindering a fair and competitive marketplace.

Sincerely yours,

*/s/ Andrea G. Woods*

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## Abbreviations

AMPC	Advanced Manufacturing Production Credit
BOCES	Boards of Cooperative Educational Services
BOM	Bill of Materials
ATB	Articulated Tug Barge
CDLE	Colorado Department of Labor and Employment
CDTA	The Capital District Transportation Authority
CEG	Center for Economic Growth
CLO	Community Liaison Officer
CSR	Corporate Social Responsibility
DAC	Disadvantaged Communities
DE&I	Diversity, Equity, and Inclusion
DTA	Drive Time Average
EIS	Environmental Impact Statement
EJ	Environmental Justice
EMP	Environmental Mitigation Plan
EPC	Engineering, Procurement and Construction
EPD	Environmental Product Declaration
ESA	Environmental Site Assessment
E-TWG	Environmental Technical Working Group (E-TWG)
FEMA	Federal Emergency Management Agency
FTE	Full Time Equivalent
GBBP	Gold Bond Building Products, LLC
GDP	Gross Domestic Product
GED	General Education Development (Certification)
GHG	Greenhouse Gas
HSE	Health, Safety, Environment
IDA	Industrial Development Agency
ISM	International Safety Management
KPI	Key Performance Indicators
LCA	Life Cycle Analysis
LEED	Leadership in Energy and Environmental Design
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer, and/or Questioning
MAPP	Multi-Craft Apprenticeship Preparation Program
MEP	Manufacturing Extension Partnership
MRO	Maintenance, Repair, & Operations
MWBE	Minority- and Women-owned Business Enterprise
NAICS	North American Industry Classification System
NDA	Non-Disclosure Agreement
NOWI	National Offshore Wind Institute

NYSDEC	New York State Department of Environmental Conservation
NYSDOS	New York State Department of State
NYSHPO	New York State Historic Preservation Office
NYSOGS	New York State Office of General Services
OEM	Original Equipment Manufacturer
PCB	Polychlorinated Biphenyls
PLA	Project Labor Agreement
SAV	Submerged Aquatic Vegetation
SBTi	Science Based Targets initiative
SCIPDF	SCIP Data Form
SDVOB	Service-disabled Veteran-owned Business
SEQR	New York State Environmental Quality Review
SEQRA	New York State Environmental Quality Review Act
SF	Square Feet
SLO	Social License to Operate
SWE	Society of Women Engineers
USACE	US Army Corps of Engineers
USGBC	US Green Building Council
VOC	Volatile Organic Compounds
WRISE	Women of Renewable Industries and Sustainable Energy
WTG	Wind Turbine Generators

**Definitions**

Affiliates	[Redacted]
Facility	The proposed Vestas NY Blades manufacturing facility
FTE-Years	1 FTE-year is equivalent to 2,080-hour units of labor.
Indirect NY Benefits	Impacts on revenue, jobs and GDP accruing from NY companies supplying products and services to Vestas in connection with the

	construction and O&M of the Vestas factory
Induced Benefits	Impacts on revenue, jobs and GDP accruing when the employees of Vestas and its NY suppliers spend their salaries on private consumption in sectors such as food service and retail trade.
NY3	ORECRFP22-1
Person	<p>“Person” means any individual, corporation, company, partnership, limited partnership,</p> <p>joint venture, syndicate, sole proprietorship, association, joint stock company, trust, trustee,</p> <p>executor, administrator or other legal personal representative, limited liability company,</p> <p>unincorporated organization, Governmental Authority, or any other form of entity or organization.</p>
Proposal	Reference to this SCIP Proposal

### Confidentiality & Disclaimers

**Confidentiality:** This Proposal, and all accompanying Appendices and Attachments are strictly confidential and subject to Vestas’ Non-Disclosure Agreement (NDA) with the Proposer. For the sake of clarity, neither this Proposal nor any information herein may be submitted to NYSERDA until Vestas has agreed on identification and labelling of Vestas confidential or proprietary information and a written request to exempt from disclosure as described in Section 8.1 of ORECRFP22-1. A public-information version is contemporaneously provided to NYSERDA with submission of this proposal.

**Subject to Change:** This proposal is based off of NYSERDA’s Request for Proposals ORECRFP22-1, as last revised on November 4, 2022. Vestas is entitled to make changes to this Proposal and the SCIPDF, and Proposers shall not submit this SCIP to NYSERDA as is without first checking with Vestas if there are any changes. This Proposal is not a legally binding offer.

**Volume Assumptions & Economic Benefits:** All economic benefits (Jobs, New York State expenditures) described in this Proposal and in the SCIP Data Form (SCIPDF) reflect the total economic benefits associated with the NY Blades Factory, regardless of the size of any one Proposer’s project bid into ORECRFP22-1. The total estimated economic benefits are based on the NY Blades Facility operating as depicted in Section C.2.C.3, [REDACTED]

**NYSERDA Funding:** At the time of this Proposal submission, Vestas does not know how much funding might be awarded by NYSERDA to Vestas, the Funding Recipient. As such, the total expenditures and

economic benefits of the NY Blades Facility are represented throughout this Proposal and the SCIPDF. Vestas has not made assumptions about how much NYSERDA funding we could receive, and as such has not discounted the expenditures or jobs represented.

Executive Summary

Vestas is proud to put forward the following Proposal in New York and congratulates Governor Hochul, NYSERDA, and all parties involved in establishing New York as a center of the offshore wind industry.

The Proposed Vestas Blades Facility is expected to create and sustain [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED] for New York State to continue leading the way in developing the nation’s leading offshore wind manufacturing hub, known for its role in leading a responsible and inclusive energy transition. [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED] The Facility would be the nation’s first full offshore wind blade manufacturing facility, filling a critical gap in the domestic offshore wind supply chain and advancing New York towards its goals of in-state manufacturing for offshore wind.

Vestas looks forward to further discussions with NYSERDA, our customers, and local stakeholders on this Proposal.



## C.2.C.1 Funding Recipient Identification & Development Team Experience

### Description of Involved Organizations & Relevant Experience

SCIP Facility’s Funding Recipient: Vestas Blades America, Inc. and Affiliates

The NY Blades SCIP is proposed as a Vestas Blades America, Inc. and Affiliates facility. [REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

The following paragraphs detail the experience Vestas has ramping similarly sized facilities around the world. We also highlight the team members, titles, and experience levels to demonstrate the significant investment already made by Vestas in the development of this project.

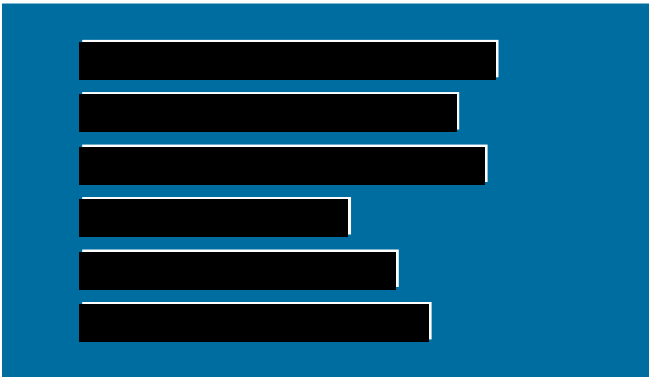
*Vestas Brings 50+ Years of Experience in  
Technology Development & Manufacturing*

Vestas is experienced in developing, owning, and operating factories, as well as working with third parties to operate factories per our specifications for quality and safety. Vestas is the largest global OEM with an extensive manufacturing footprint: [REDACTED]

[REDACTED]  
[REDACTED]

[REDACTED] Vestas, as the NYSEDA Funding Recipient, will utilize its expansive historical experience to execute the SCIP Facility proposed.

Manufacturing a successful product goes beyond technical innovation; it hinges on the individuals dedicated to ensuring the sustainability and economic viability of the supply chain. As domestic manufacturing plays a larger role in Vestas’ customer’s product requirements, Vestas has adapted to the shifting market by creating a full-time Local Content team. Building a factory to meet local requirements is fairly routine for Vestas; the challenges come with ensuring ongoing demand. The Vestas team does not take this subject lightly and places ongoing demand in extreme importance when building a business case. While the economic piece is essential to Vestas’ business, we understand the human cost that closing a factory has on communities, local workers, and their families, and we hold ourselves accountable to keep factories running. We also recognize that attracting the workforce we hope to employ will depend on building confidence in local communities that the factory is a long-run investment. Continuity also allows for depreciation of the Facility over a longer period, leading to lower prices for customers, while building and stabilizing the local economy. Vestas’ 50+ years in the industry building strong supply chains provide us with the experience and preparation necessary [REDACTED]



[REDACTED] to meet forecasted demand for the growing offshore industry both in New York State and the greater United States.

While no two markets are the same, Vestas' experience building similar-scale factories around the world equips us with the know-how and cultural awareness to succeed in the New York market. To provide context, we outline below two international markets where we successfully carved out and created factories to serve local customers and communities: **Taiwan & Brazil**. In the two markets, we examined costing localizations, political climate, and continued demand to ensure supply chain success and longevity.

**Taiwan:** In 2017, The Taiwanese government announced a 5.5 GW by 2025 target and a mandatory local content regime which presented significant challenges as requirements were not standard across projects, and the costs of domestic production exceeded that of imports. Vestas evaluated the business case from all angles to ensure an effective solution; we worked with our existing seasoned suppliers and partnered with local suppliers to enable their investments and successful ramp up to support our projects. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] As we approach the New York market, we

bring industry-leading suppliers and experience partnering with local suppliers to bring prosperous and lasting economic impact.

**Brazil:** Brazil has historically had firm local content rules governed by the Brazilian National Development Bank (BNDES). The initial challenge that the Brazilian market presented was ensuring sufficient demand past the current list of orders. In 2019 when government support increased to enable further development of the local supply chain, Vestas focused first on evaluating future demand to properly size the proposed supply chain and ensure the longevity of the assets. [REDACTED]

[REDACTED]

[REDACTED]

In Vestas' history building local content supply chains, we have faced numerous challenges which strengthen our understanding of compliance and sustainability. Our globally anchored team has and will continue utilizing our prior experience to ensure our proposed NY Blade Facility complies with NY's vision and remains a prominent employer in New York State for years to come.

Vestas' Offshore Technology Track Record

In addition to manufacturing and local content expertise, Vestas also brings our proven global track record in the offshore wind realm, from engineering design, prototyping, testing and verification through to installation, commissioning and service. Since Tunø Knob in 1995, the industry's oldest commercial offshore installation still in operation, Vestas has been pushing the frontiers of offshore wind technology and now draws upon this knowledge in all our new product developments.

*Vestas has installed over 8 GW and more than 1,600 offshore turbines across 46 projects, covering markets in the UK, Netherlands, Belgium, Sweden, Denmark, Germany, Japan, and Taiwan.*

With more than 25 years of experience, Vestas has installed over 8 GW of offshore wind, equating to more than 1,600 offshore turbines across 46 projects in the UK, Netherlands, Belgium, Sweden, Denmark, Germany, Japan, and Taiwan. This enables us to minimize the risks and uncertainties associated with deploying new technologies and give maximum certainty to project developers and energy users.

[Redacted text block]

*Vestas has an excellent record of new turbine certification and has never missed a milestone in previous offshore turbine certification.*

[Redacted text block]



V164-8.0 MW\*      V164-9.5 MW\*\*      V164-10 MW      V174-9.5 MW

	Committed	Delivered	Committed	Delivered	Committed	Delivered	Committed	Delivered
PROTOTYPE CERTIFICATE	Q4 2013	Q4 2013	Q1 2017	Q1 2017	N/A^		Q4 2019	Q4 2019
PROVISIONAL CERTIFICATE	Q4 2014	Q4 2014	Q4 2017	Q4 2017	Q3 2020	Q3 2020	Q3 2020	Q3 2020
RNA COMPONENT CERTIFICATE	Q1 2015	Q1 2015	Q2 2018	Q2 2018	Q4 2020	Q4 2020	Q4 2020	Q4 2020
DELIVERABLES ALL ON TIME:	✓		✓		✓		✓	

Table 1: Vestas track record of new offshore turbine certification

\*In Q1 2016 the WTG was certified with power mode up to 8.4 MW  
 \*\*In Q4 2019 the WTG was certified with power mode up to 10 MW.  
 ^The V164-10 MW™ did not necessitate a new prototype certificate

[REDACTED]

[REDACTED]

[REDACTED]

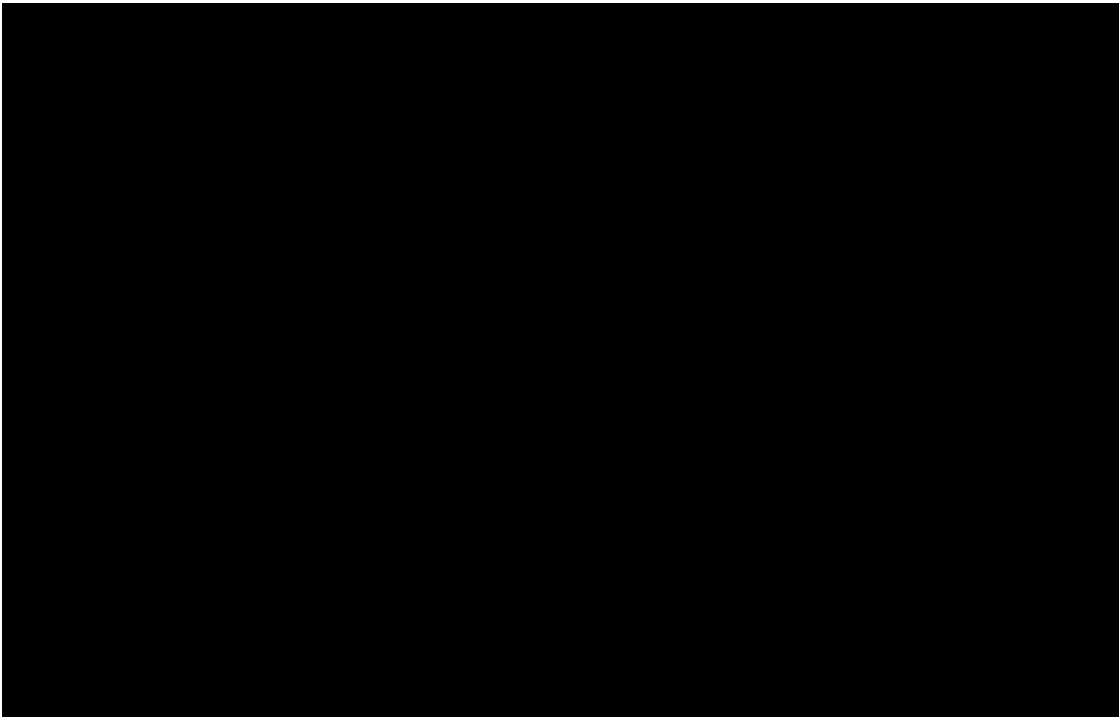
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[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
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**External Entities Involved in the Development of the SCIP thus Far**

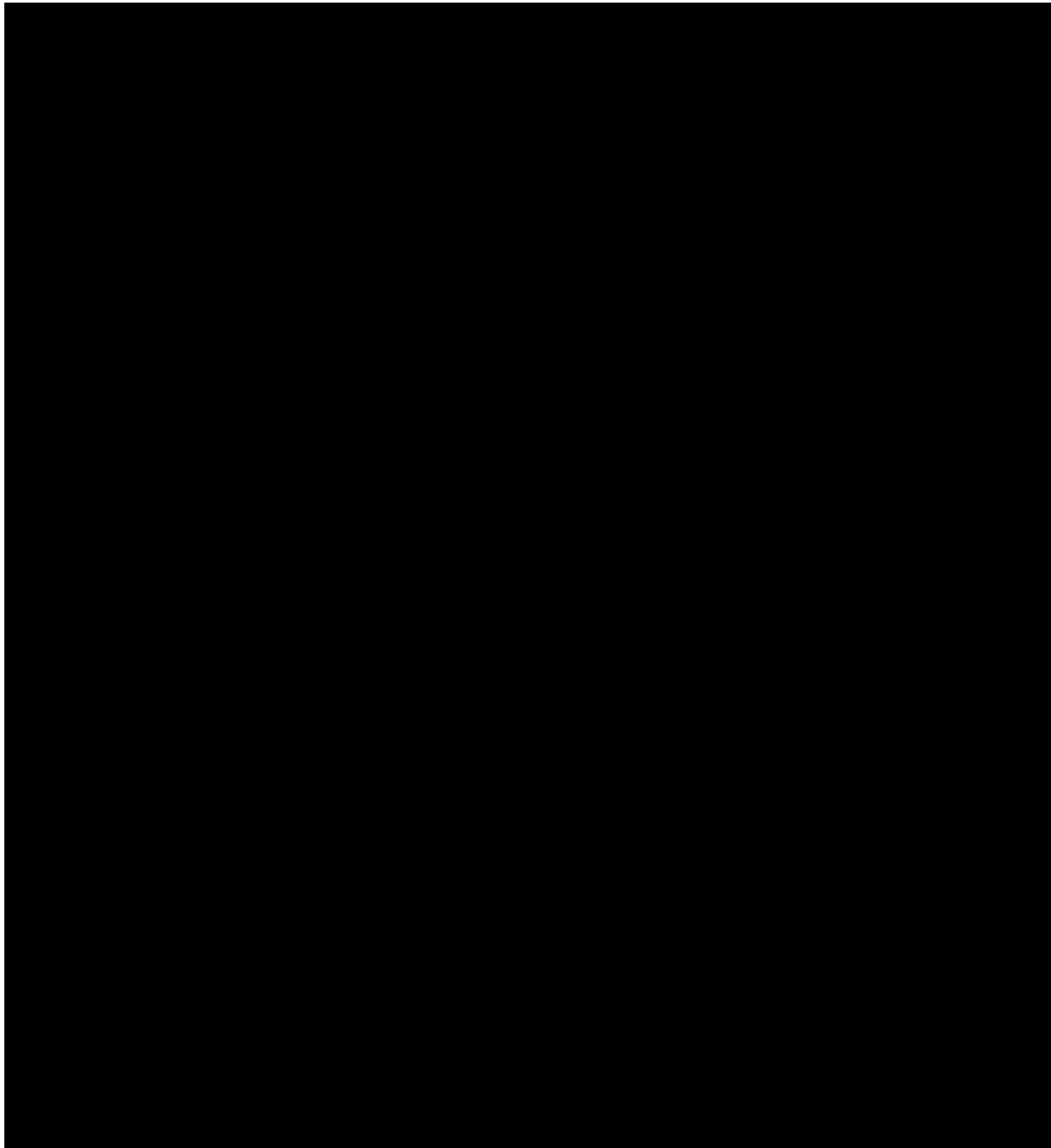
In addition, Vestas has worked with many external entities thus far on the development of the SCIP, including consultants, external legal counsel, engineering & design firms, etc. Some of the external entities involved in the development of the SCIP thus far are listed below:

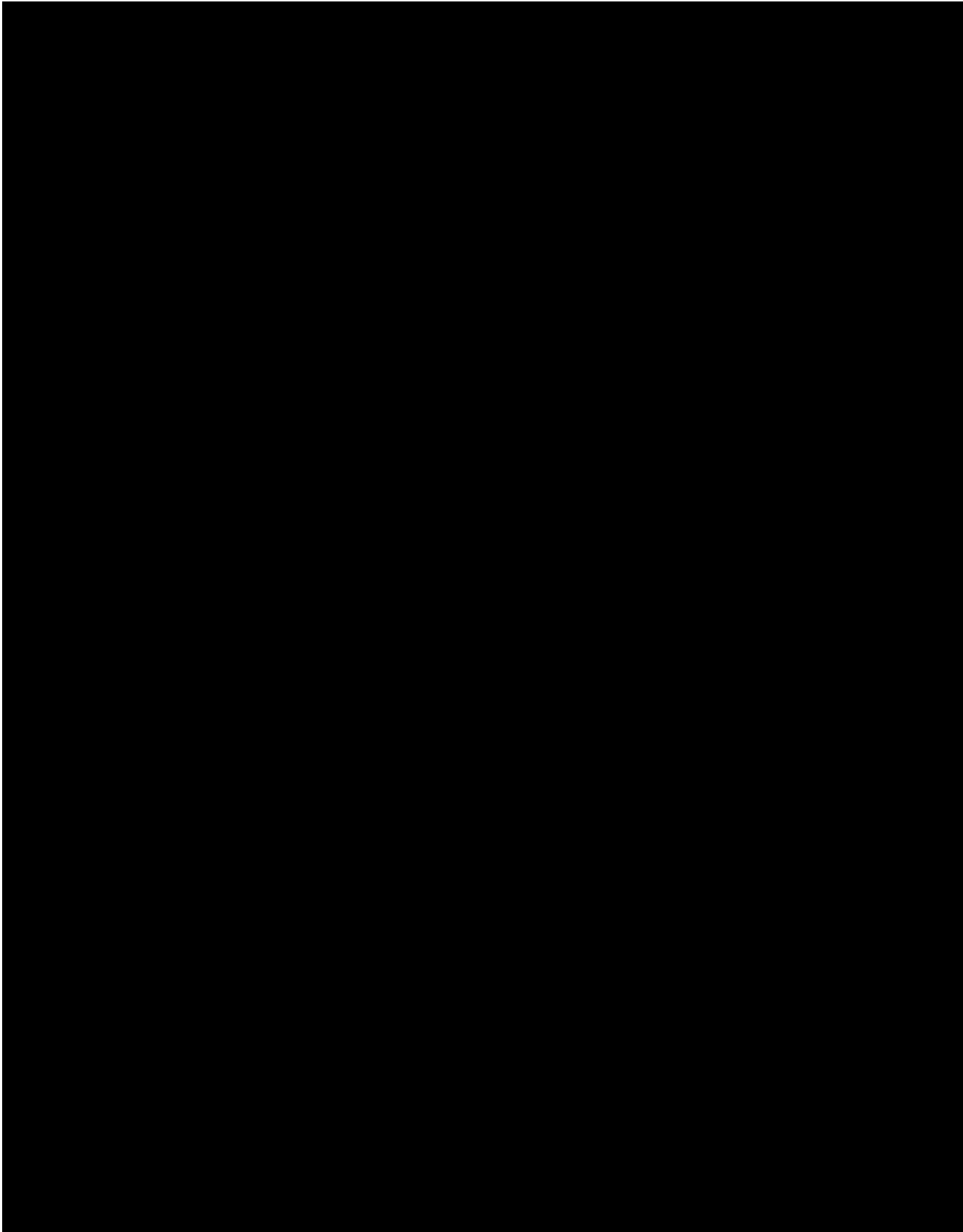
- **BW Research Partnership, Inc. (BW Research)** is a full-service applied research firm that is committed to supporting clients with economic & workforce research, customer & community analyses, as well as strategic planning and evaluation services.

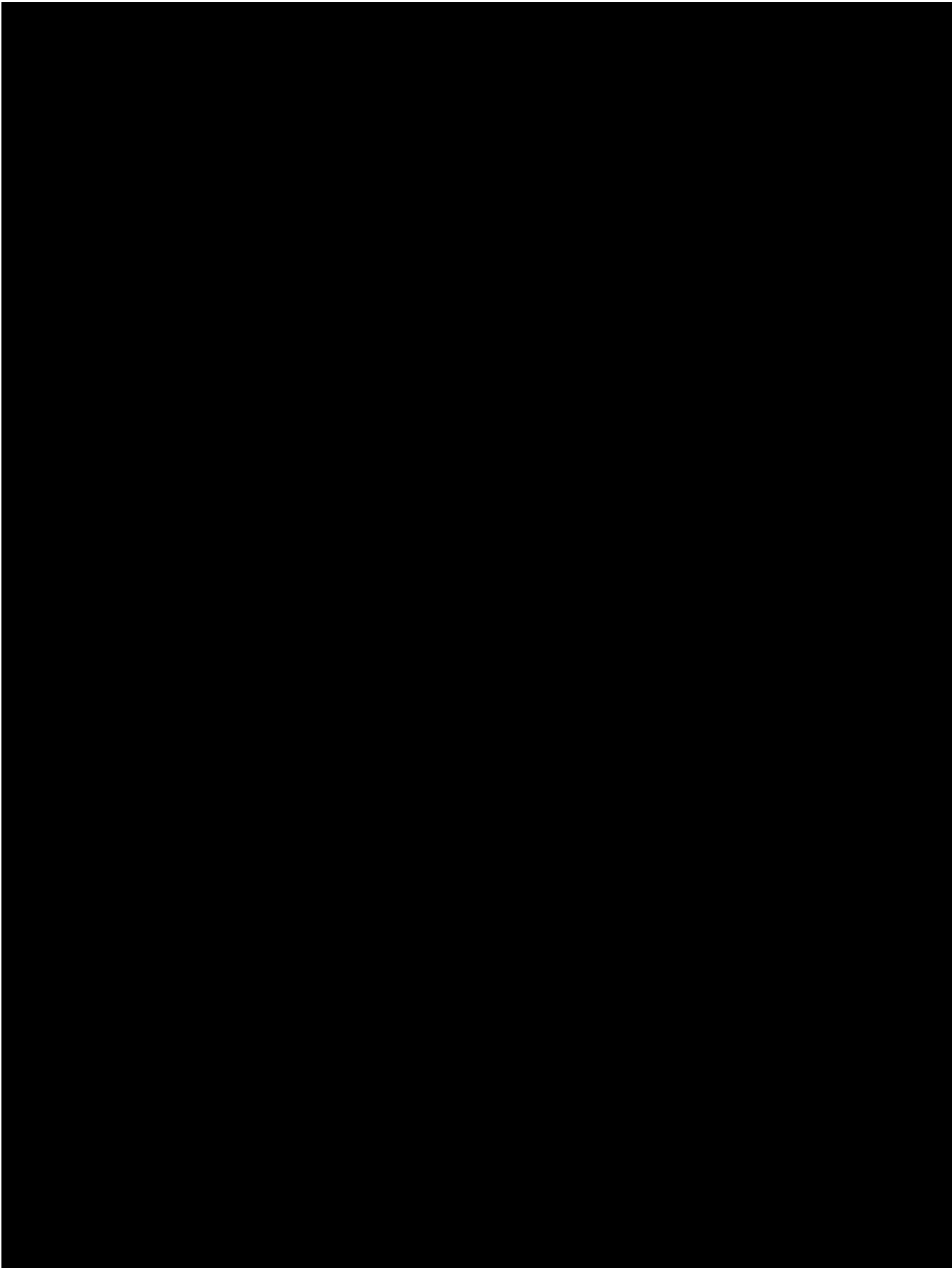
- **QBIS Consulting** is a specialised research consultancy solely dedicated to socio-economic impact studies of corporate business and investment activities.
- **North County Ecological Services, Inc.** is an environmental consulting firm whose primary commitments – their emphasis lies on accurately assessing and monitoring environmental impacts and providing clients with sound, cost effective results.
- **Hanson Van Vleet, PLLC** provides a wide range of geological, hydrogeological, and hydrologic services for municipal, state, and commercial clients. Since 2004, Hanson Van Vleet has been providing New York State’s Capital Region, and beyond, with extensive groundwater supply resource exploration and development, well field rehabilitation and design, and aquifer testing and evaluation.
- **Curtin Archaeological Consulting, Inc.** provides archaeological and cultural resource management services throughout New York State.

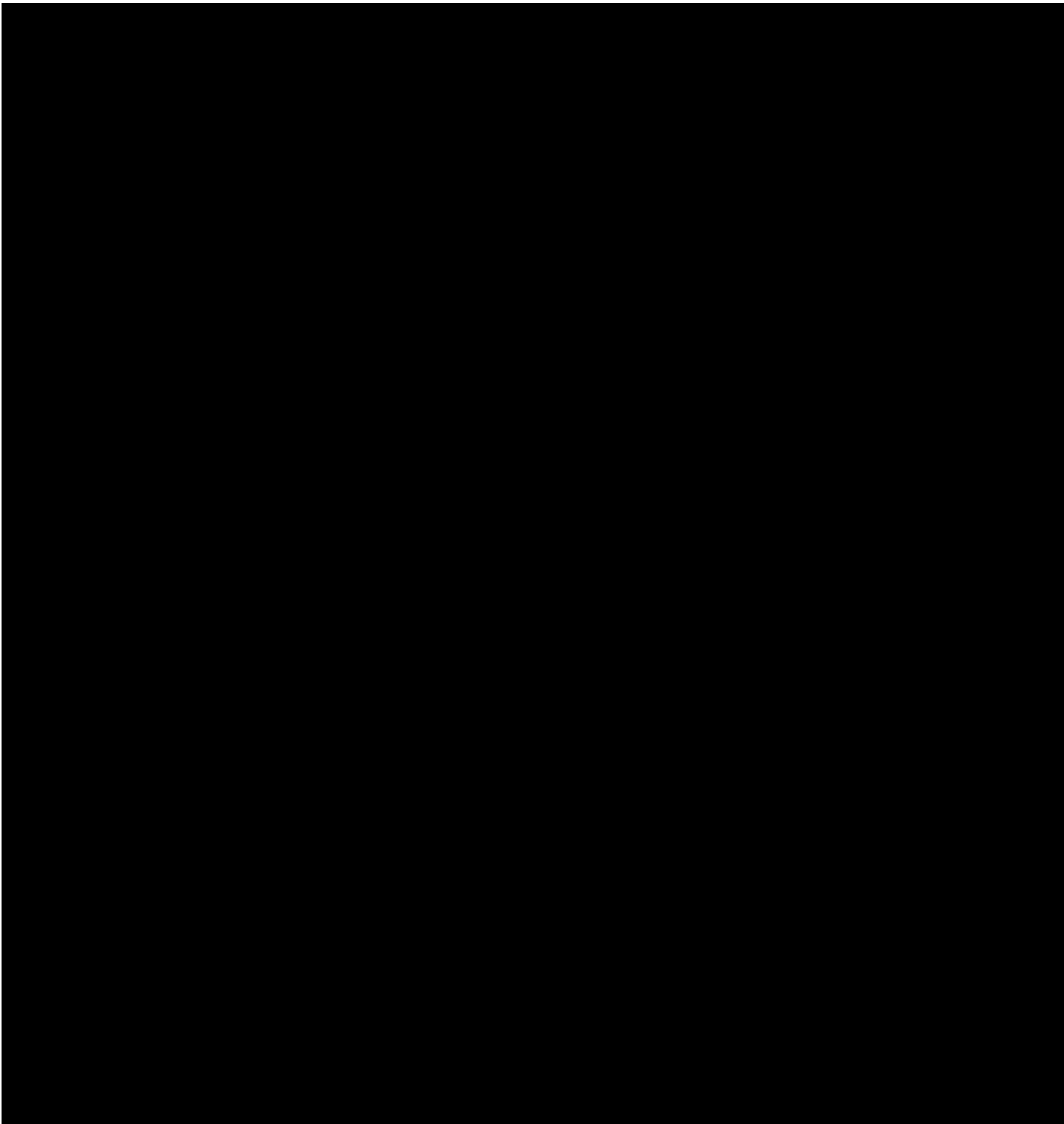
External entities that will be responsible for various execution phases of the SCIP will be selected upon project award and will be communicated upon request.

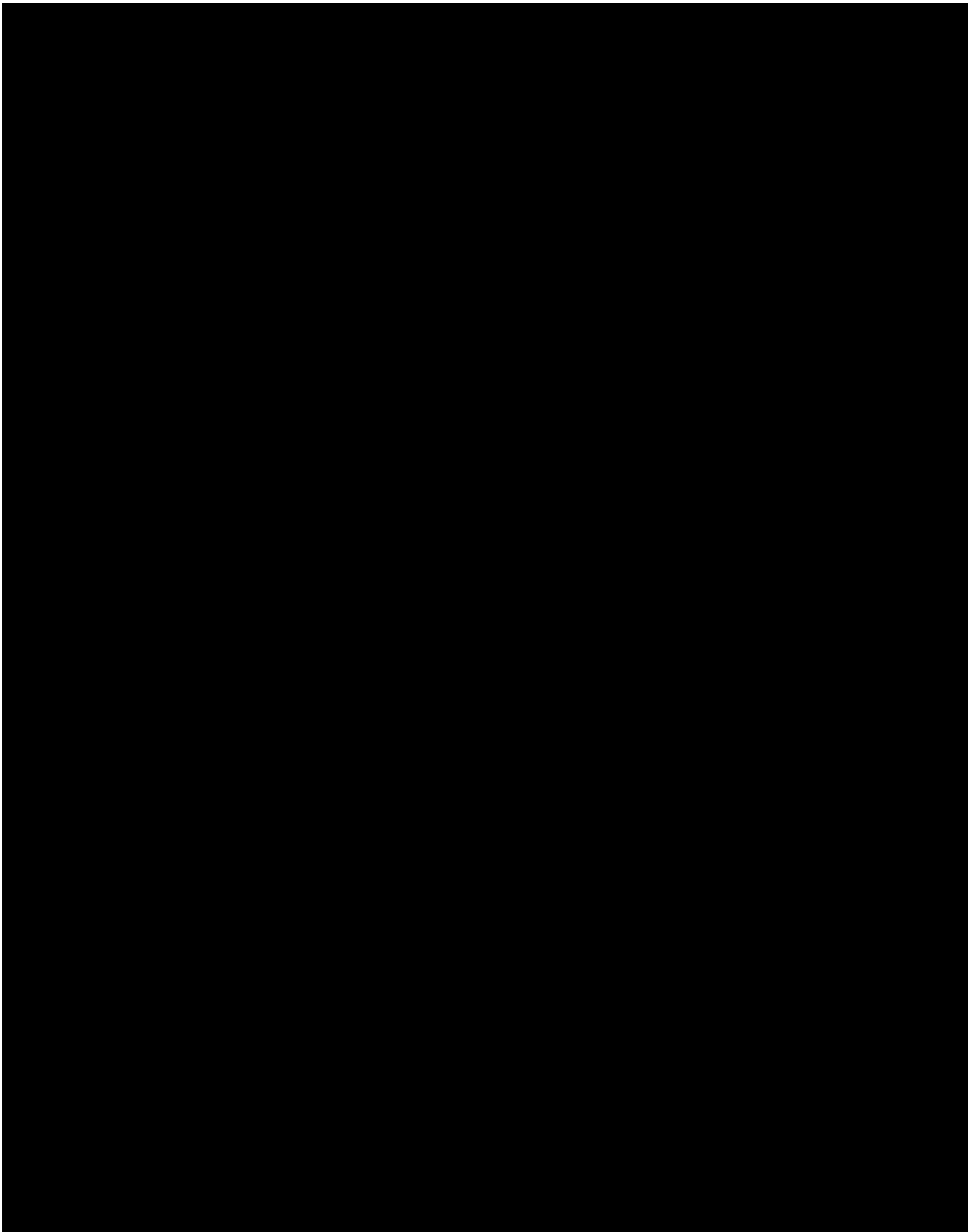
C.2.C.2 SCIP Facility Description and Site Control

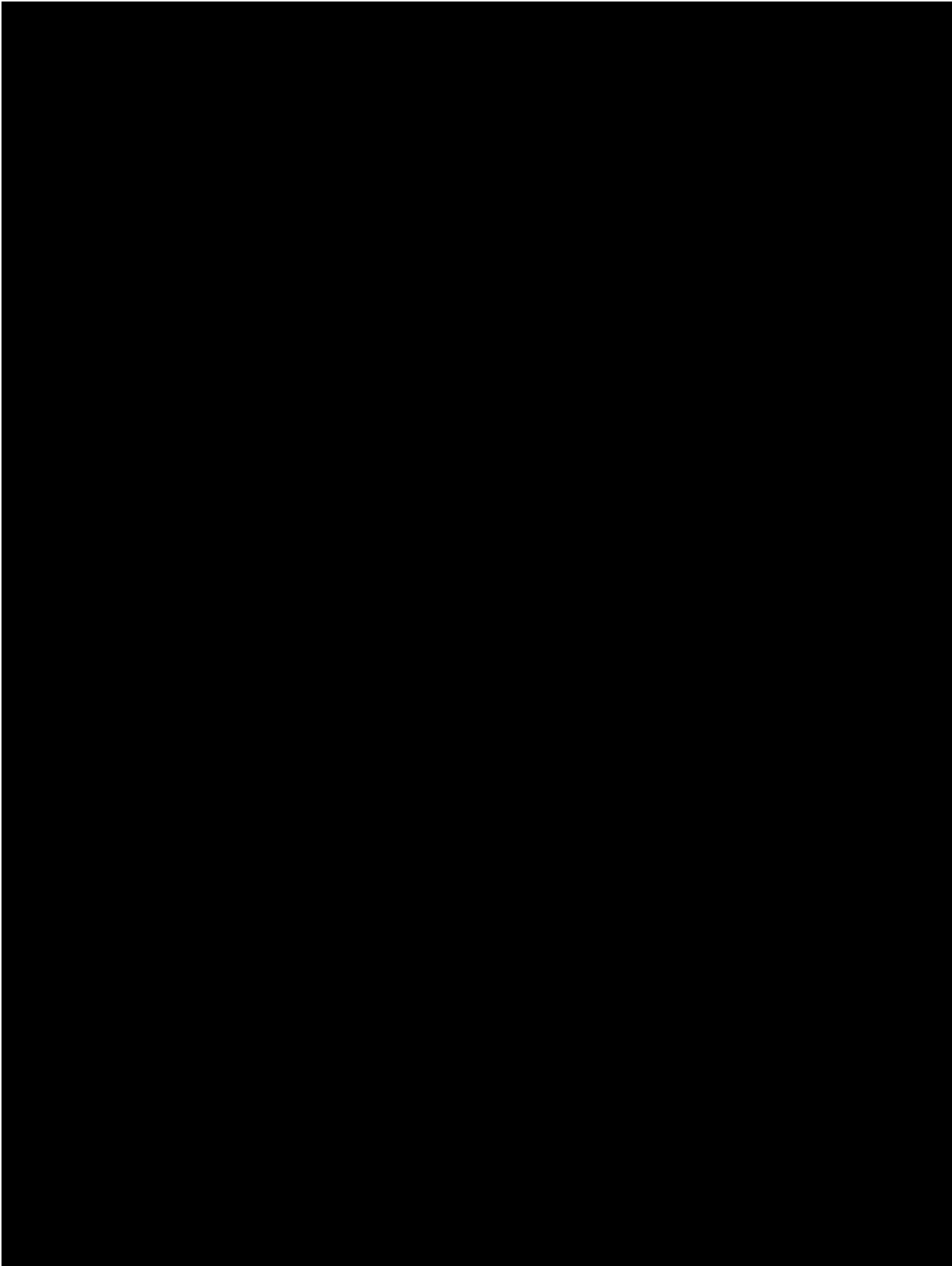




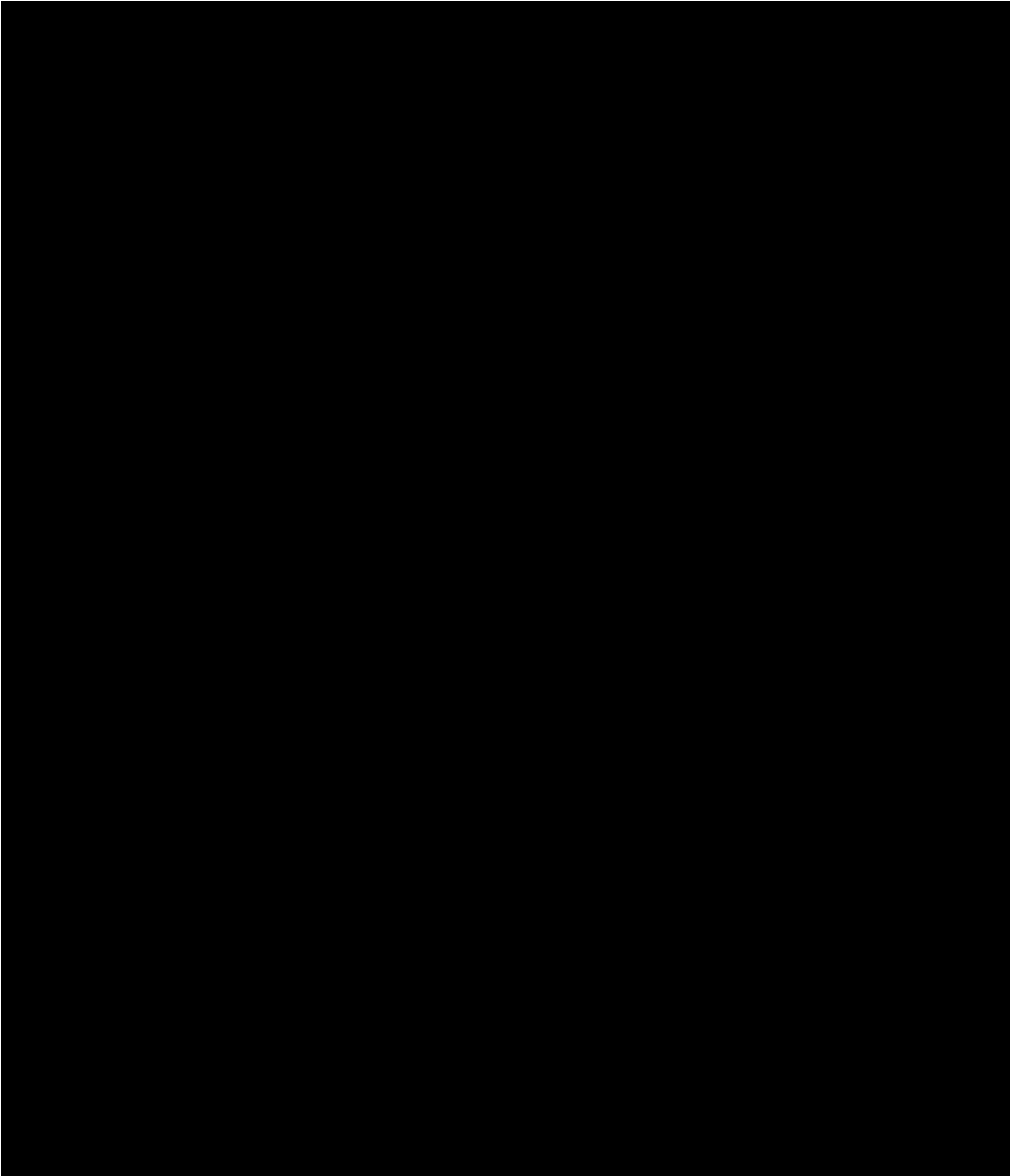


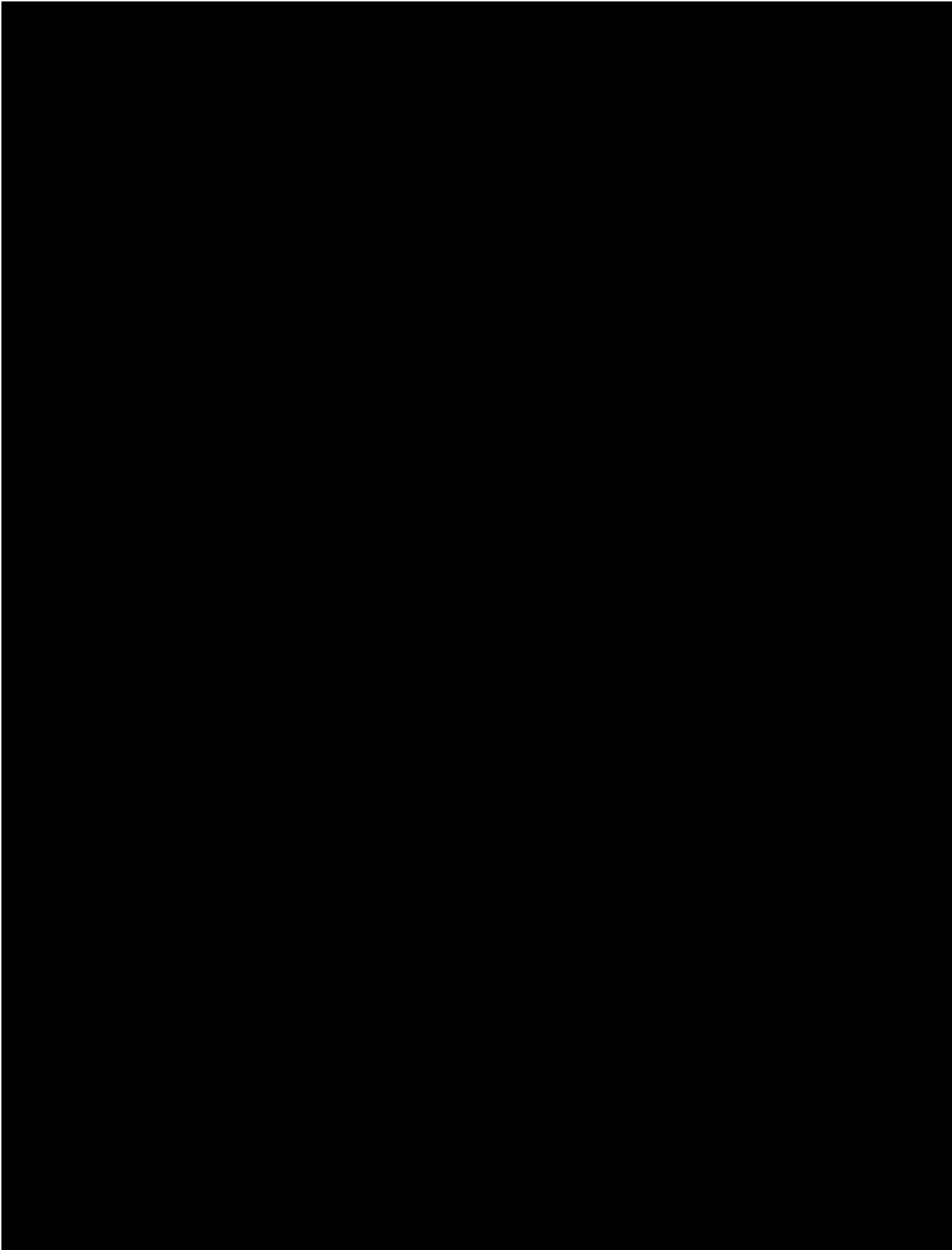


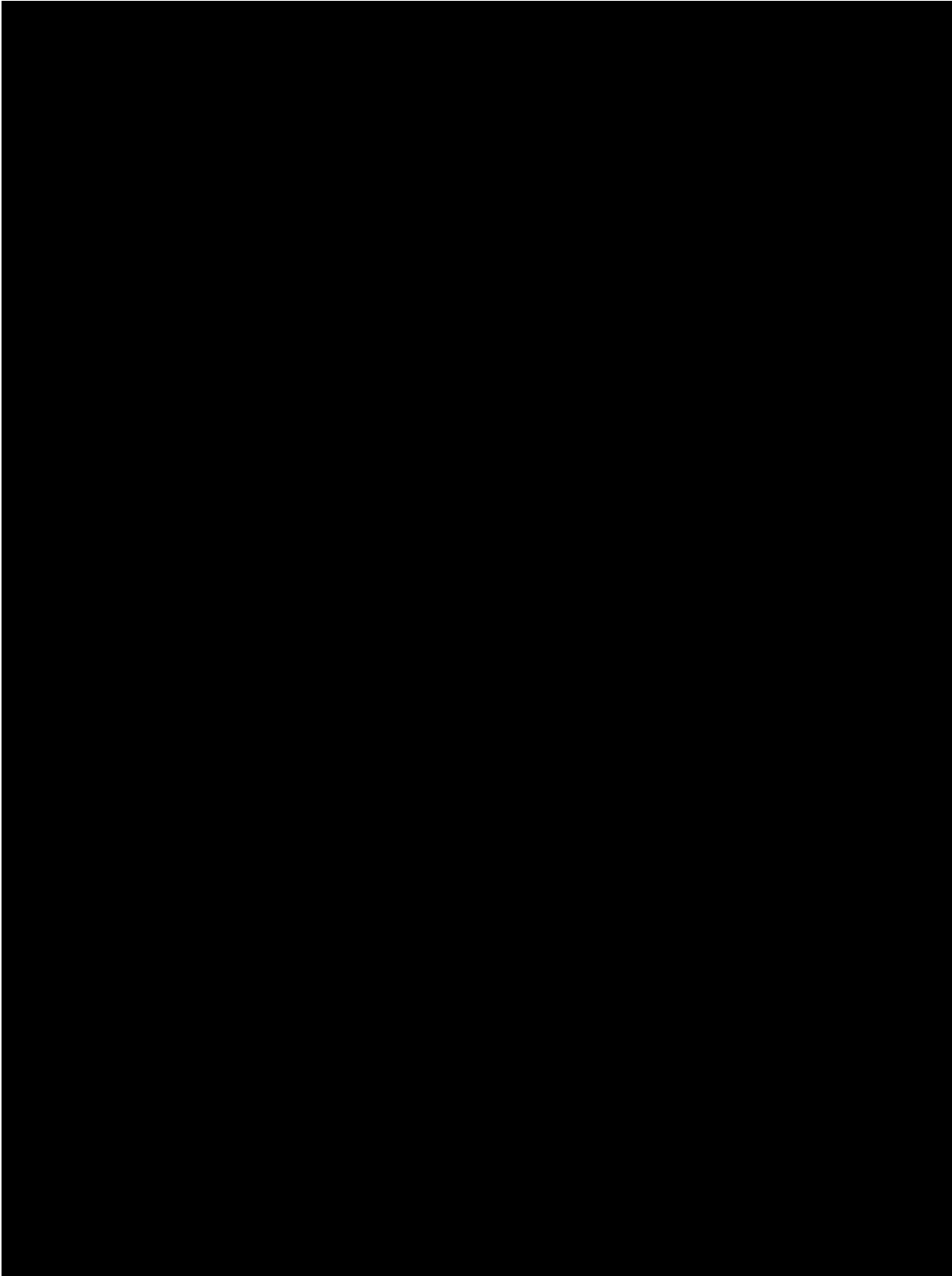


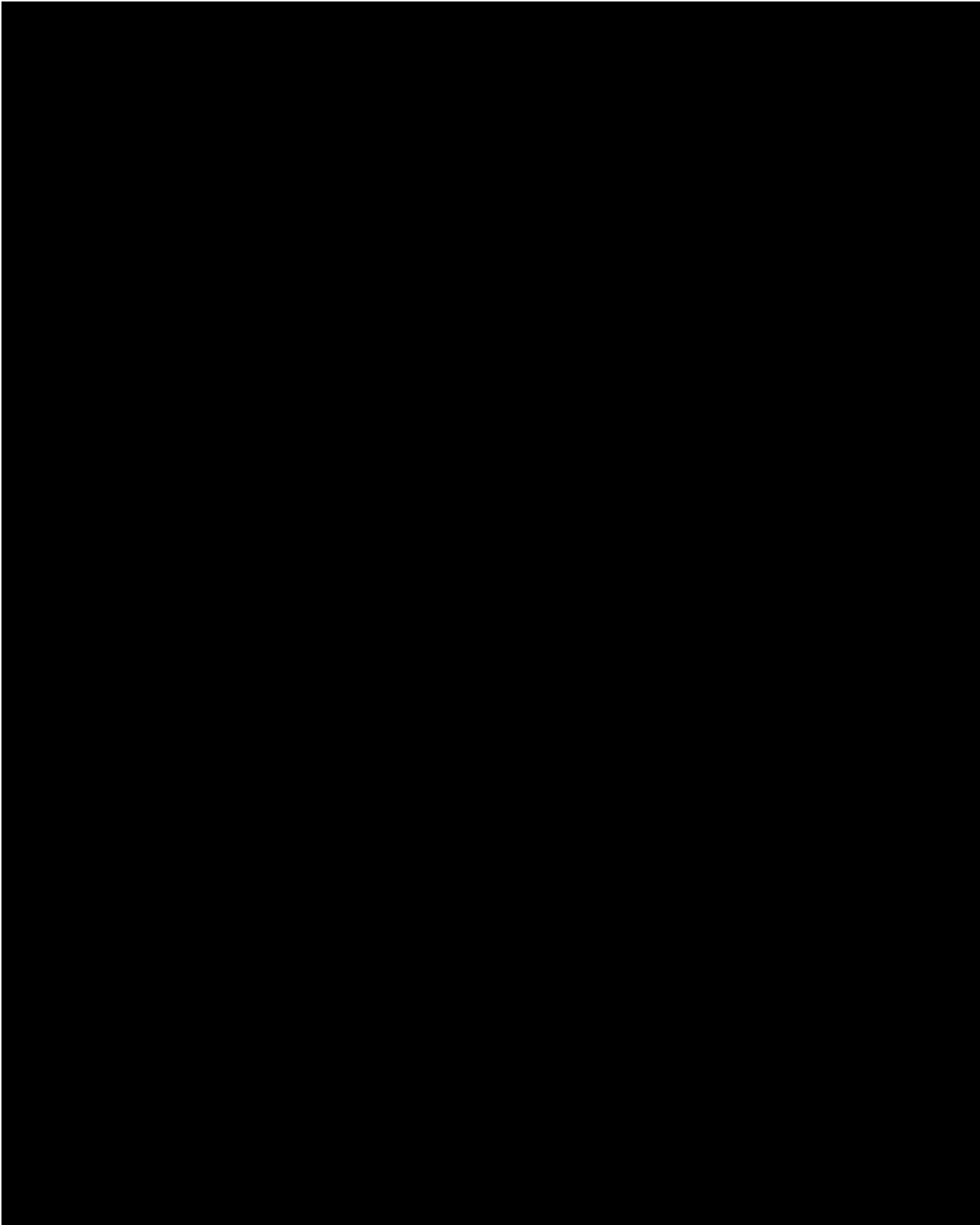


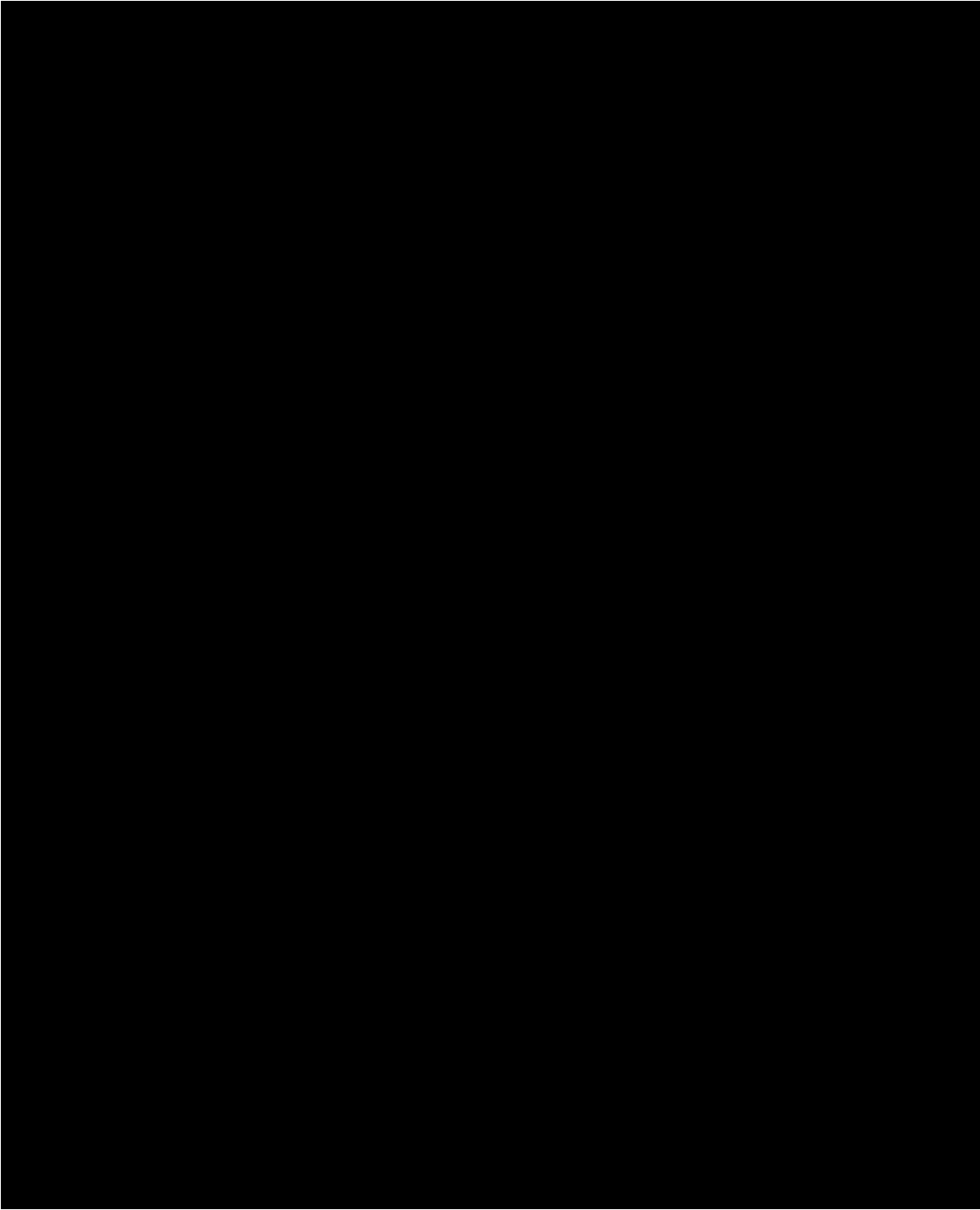


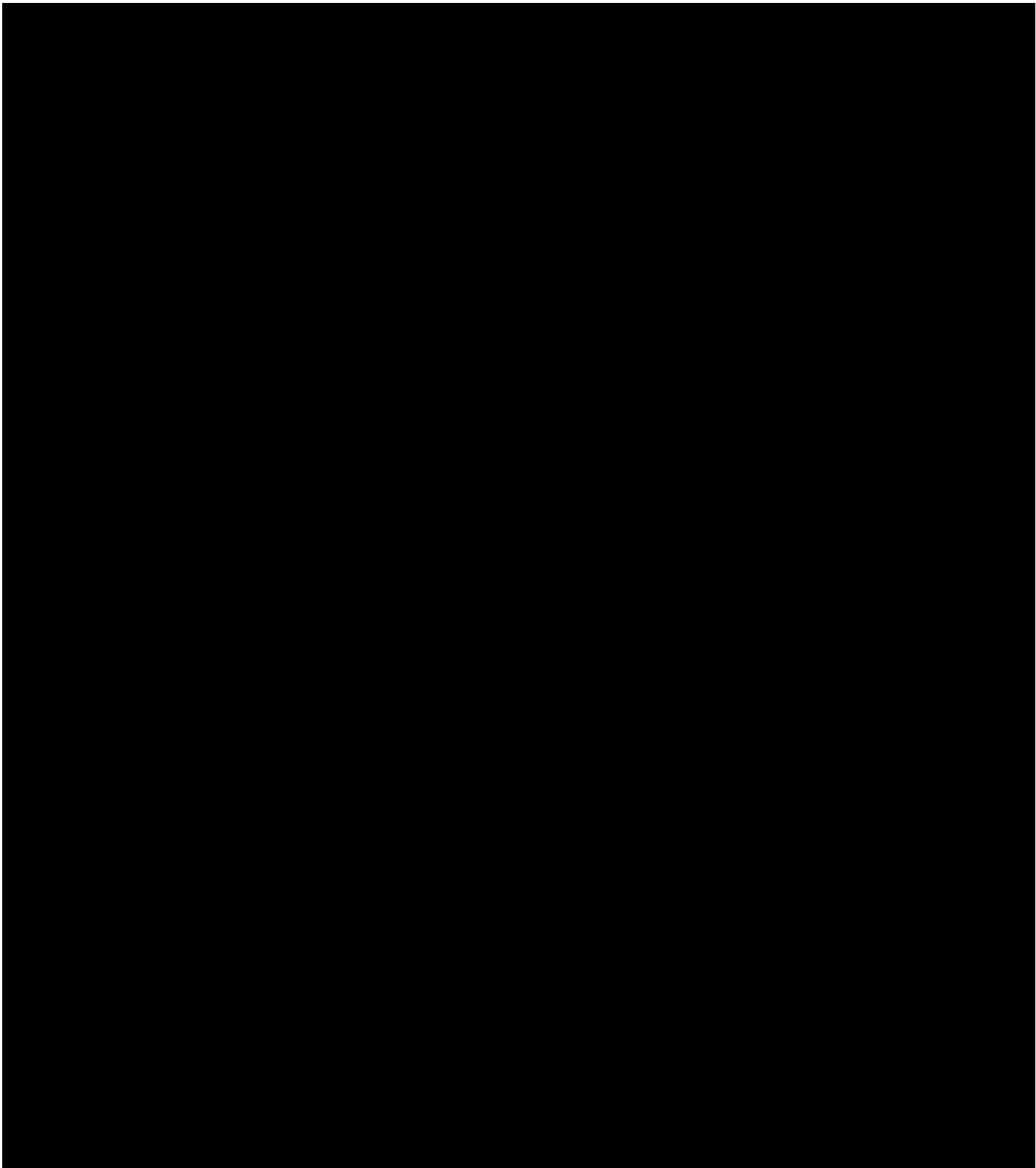


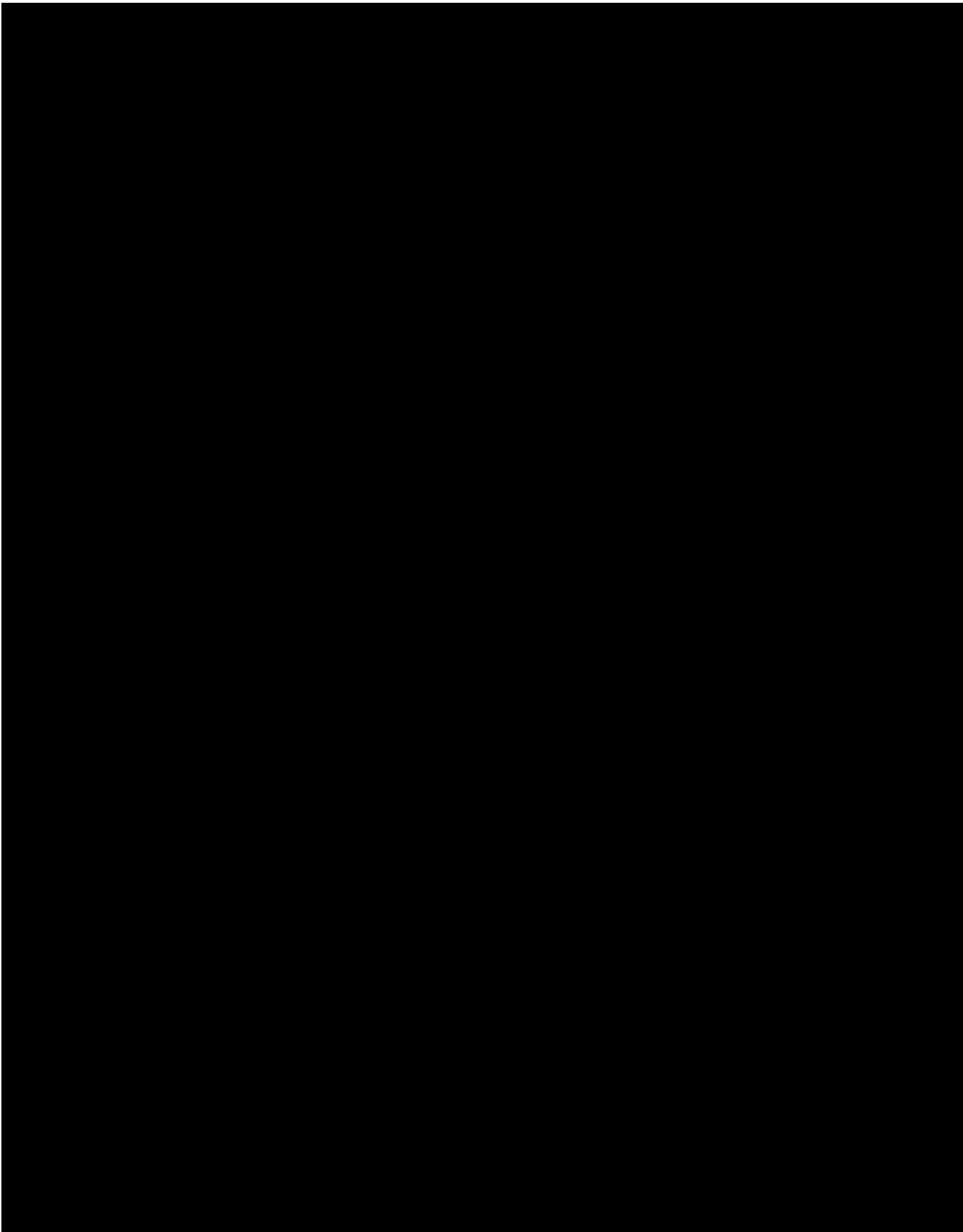


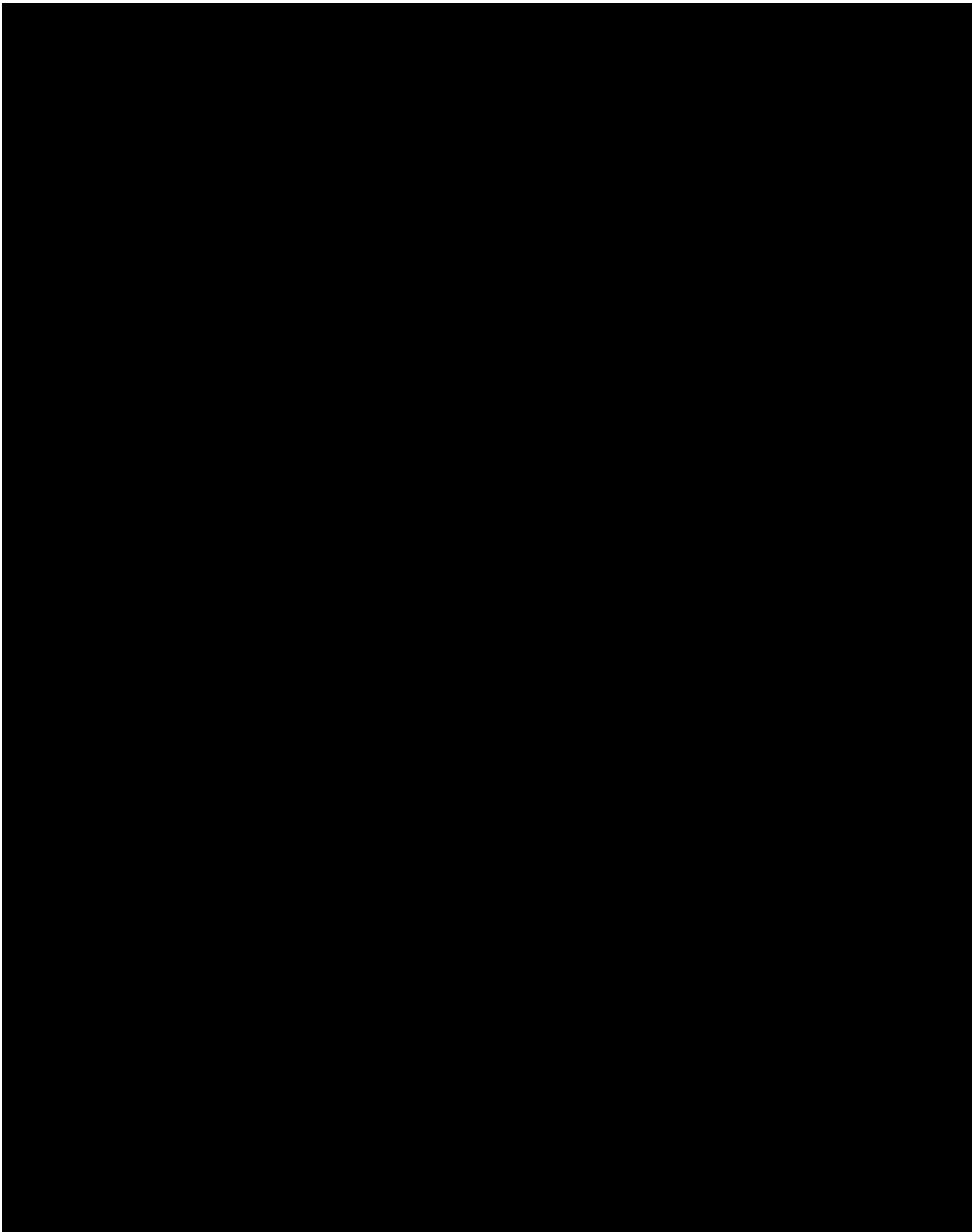




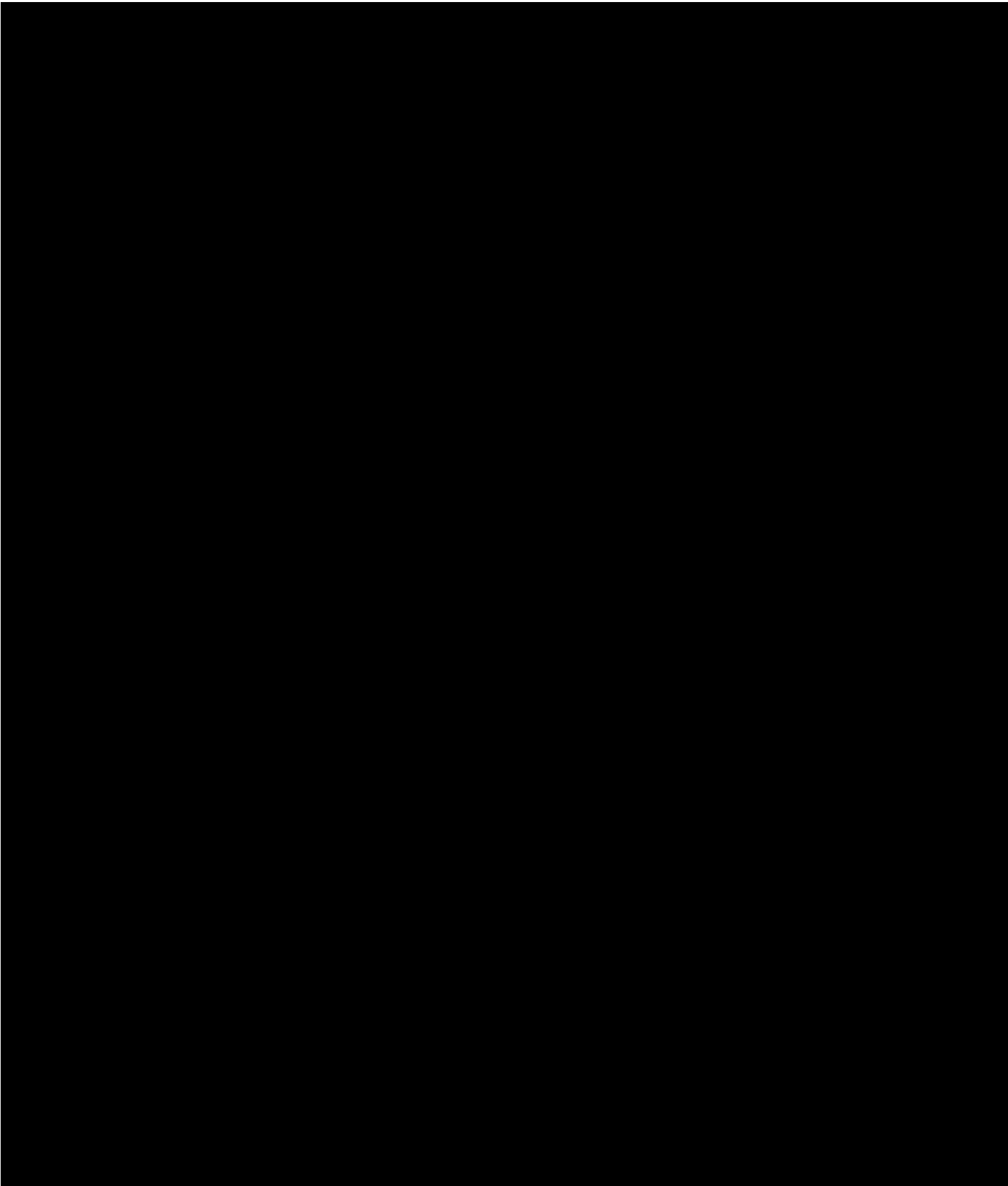


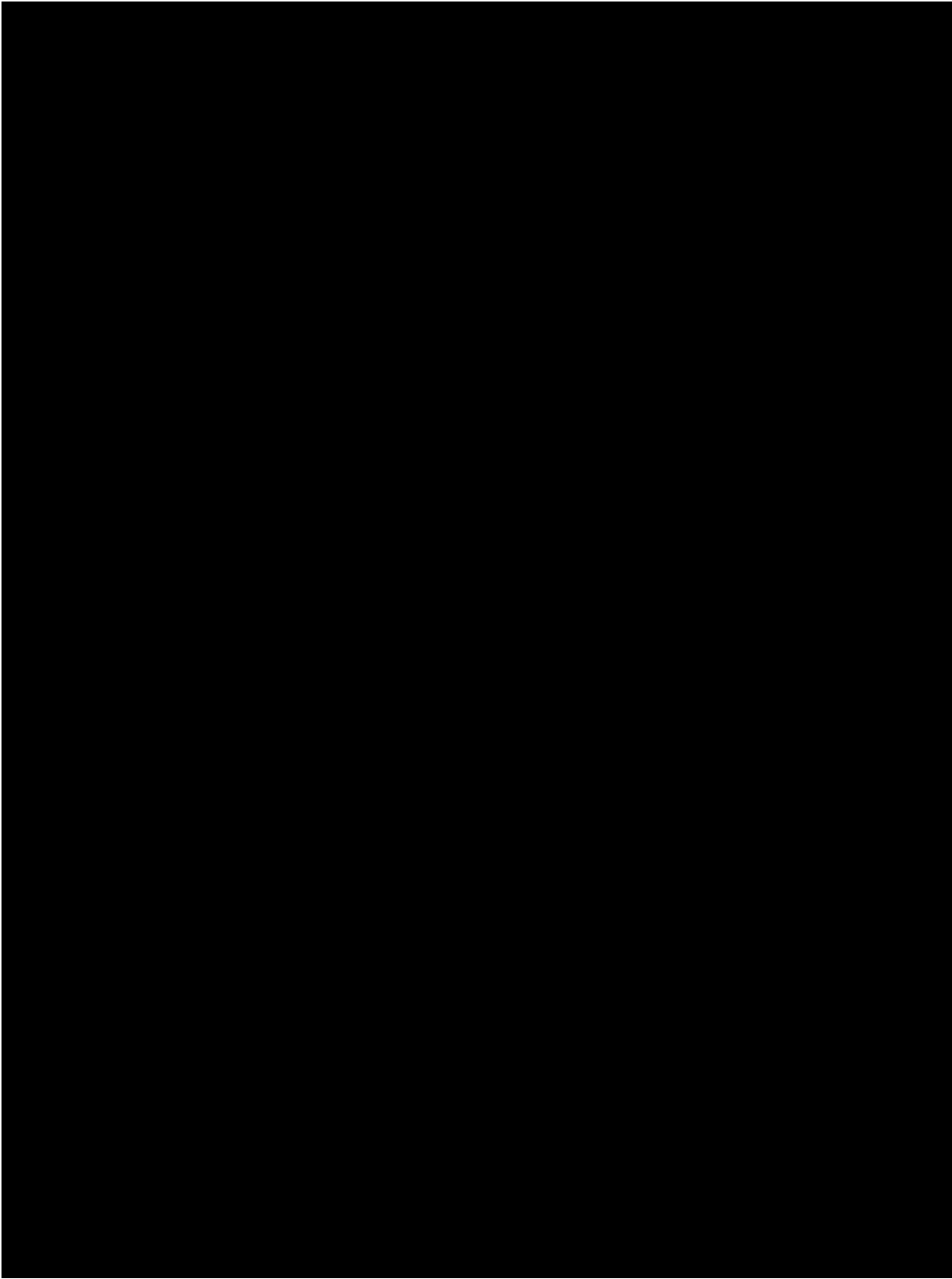


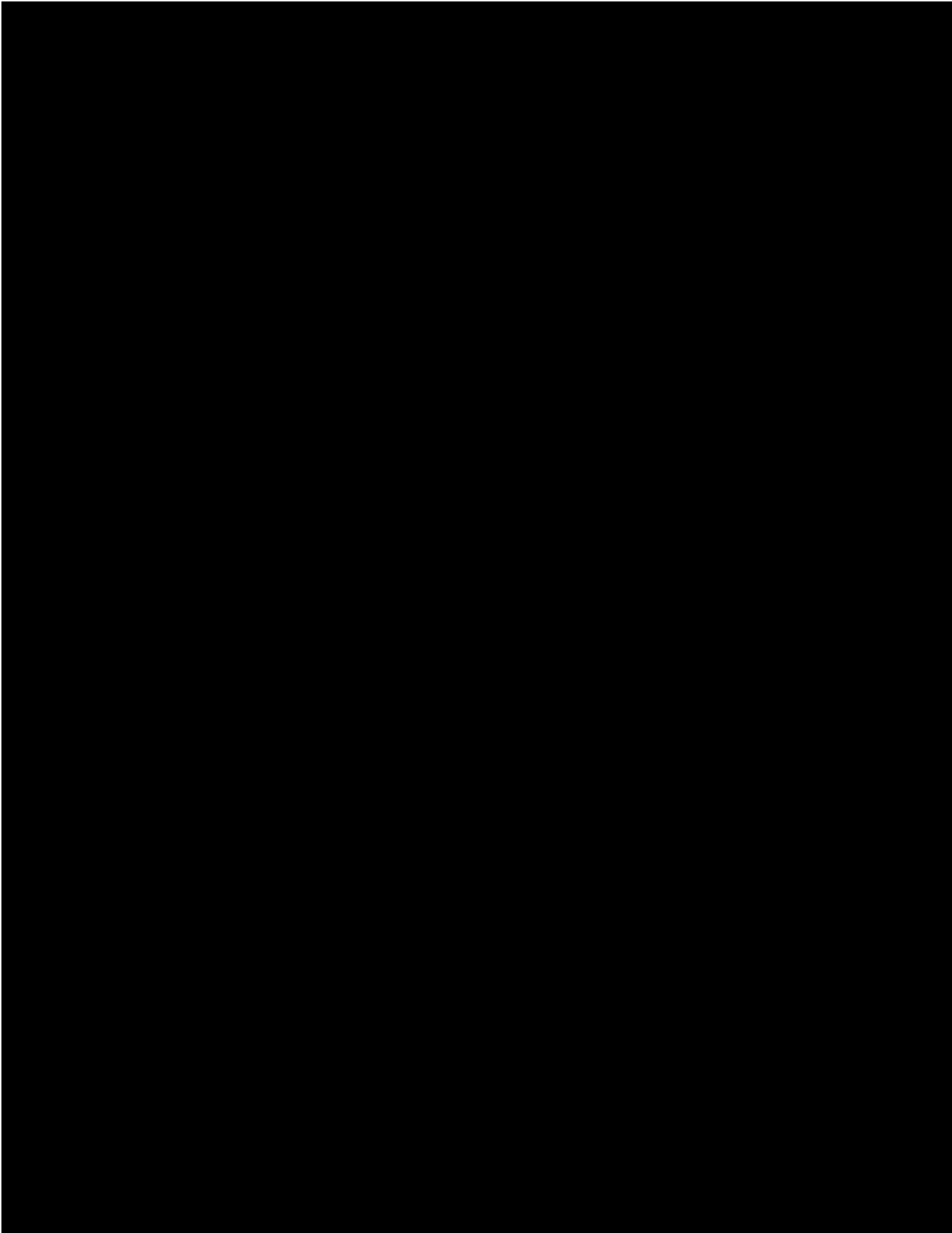


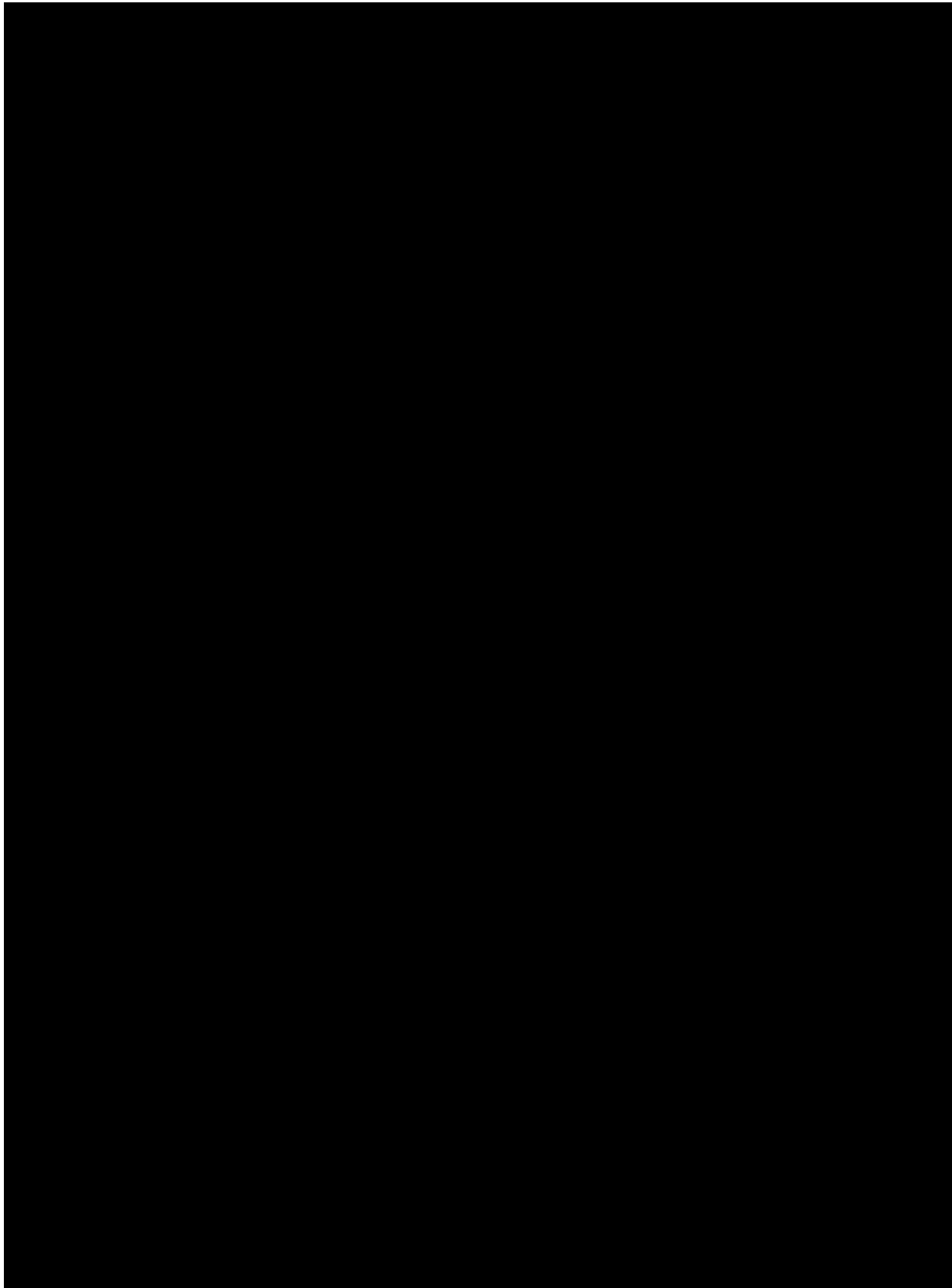


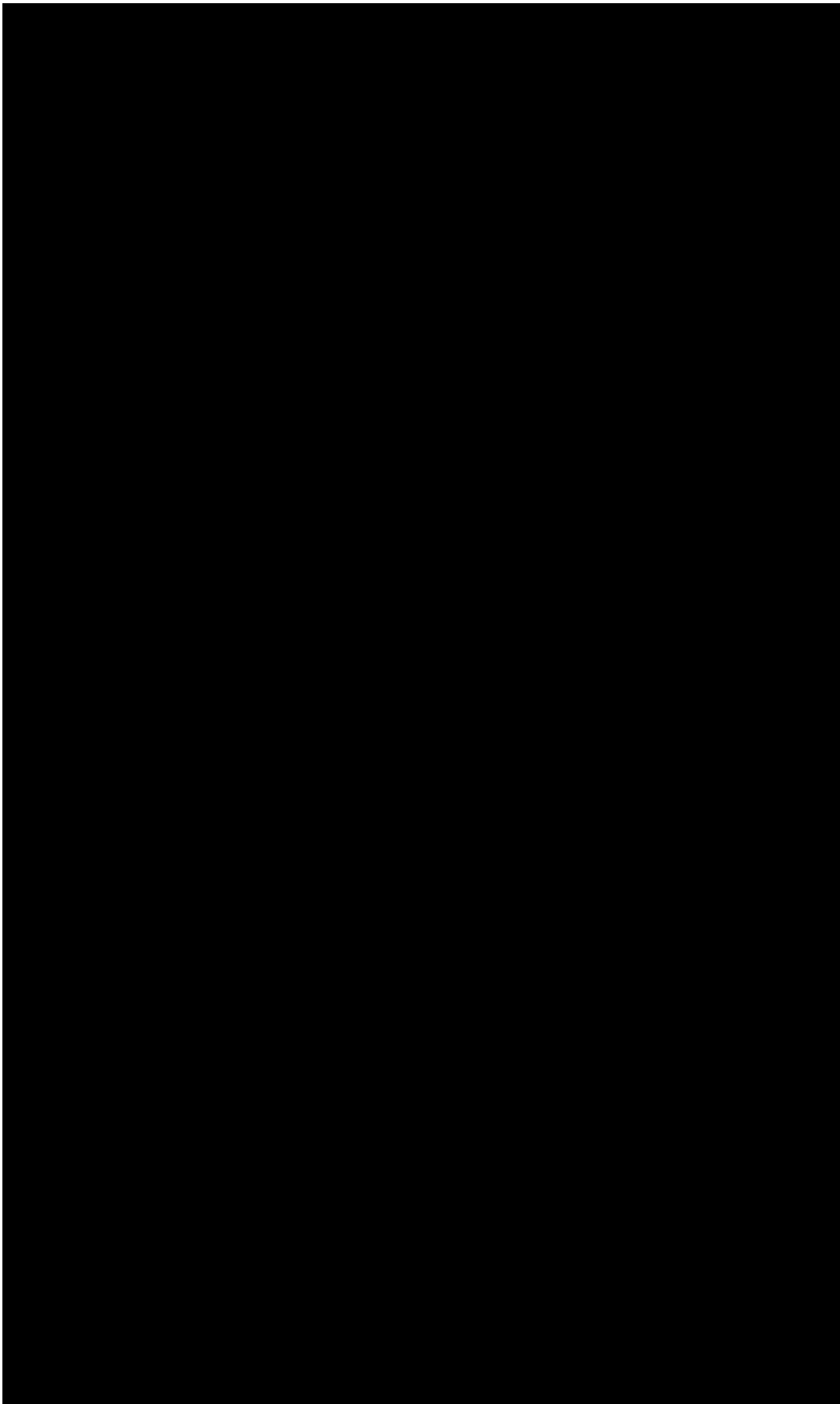


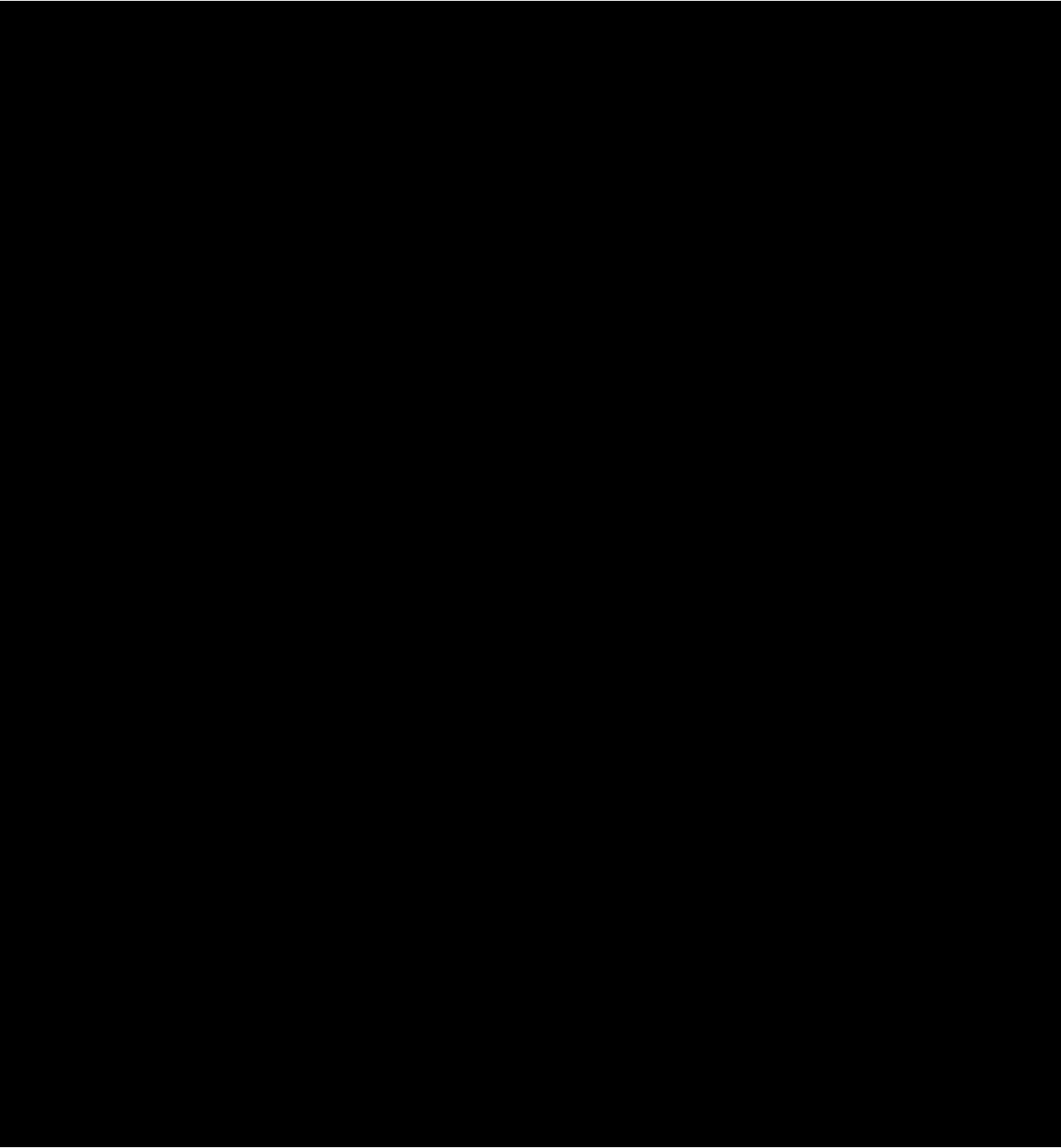




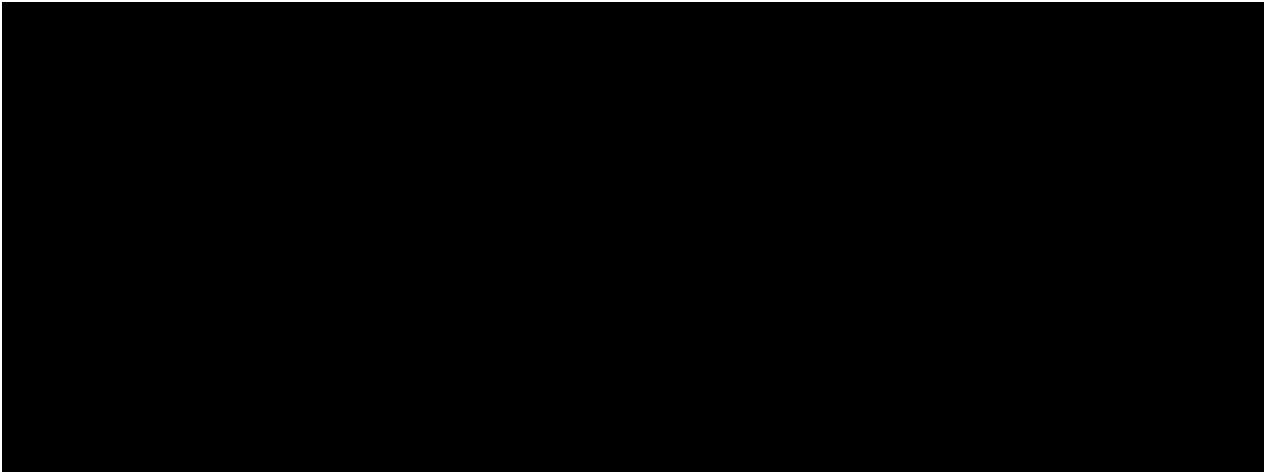








Current Ownership / Control of the SCIP Facility



**C.2.C.3 – Proposed SCIP Facility Activity**

Introduction

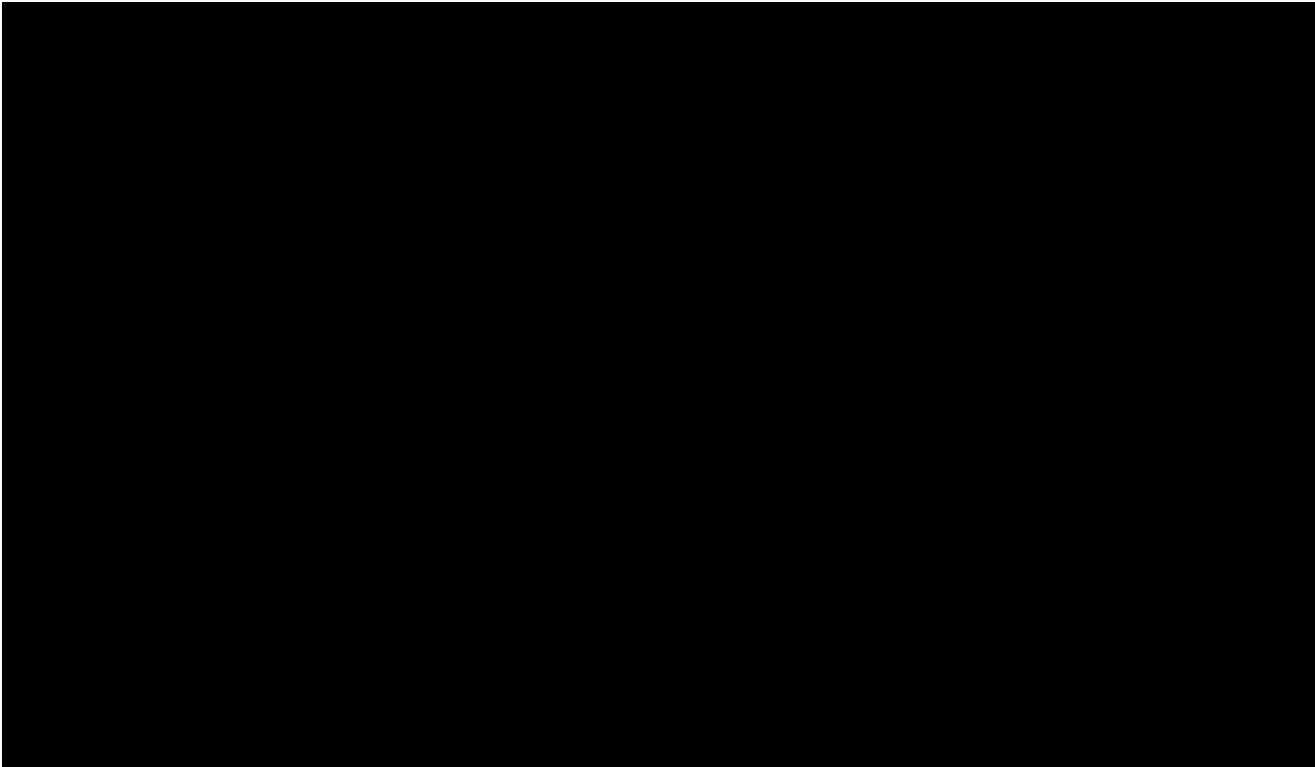
Vestas is pleased to put forward a proposal for blade manufacturing at the Facility, which will include the entirety of the blade production processes from layup through casting and final finishing and quality control processes. [Redacted]

[Redacted]



Blade Factory Operations Plan

The operations plan for the Facility builds upon Vestas’ 50+ years of experience in manufacturing. Figure 31 depicts the organizational structure of the Facility and the division of labor which we employ across our blade manufacturing facilities today. Although divided into verticals representing different operational tasks, Facility workers are cross trained to complete different roles across the factory floor. Additional information on Vestas’ training program can be found in section C.2.C.10 “Workforce Criteria and Training”.



[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]



[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

**Ability of the Facility to serve the Global Offshore Wind Industry**

**Expected end-users of the SCIP Facility:** Offshore wind Developers who purchase offshore wind turbines from Vestas.

**Role in the offshore wind supply chain:** Vestas’ proposed Facility is a critical element that will further NY’s progress towards its goal of in-state manufacturing for NY offshore wind projects. ***If awarded, the Facility will be the nation’s first-ever full offshore wind blade manufacturing facility*** (the proposed Siemens Gamesa blade facility in Virginia is blade finishing only), filling a critical gap in the domestic offshore wind supply chain. The Facility will also contribute to the nation’s ability to meet the Biden Administration’s national offshore wind energy target to install 30 GW by 2030 by mitigating potential bottlenecks in the global supply chain. [Redacted]

*Vestas’ proposed Facility is a critical element that will further NY’s progress towards its goal of in-state manufacturing for NY offshore wind projects*

[Redacted]

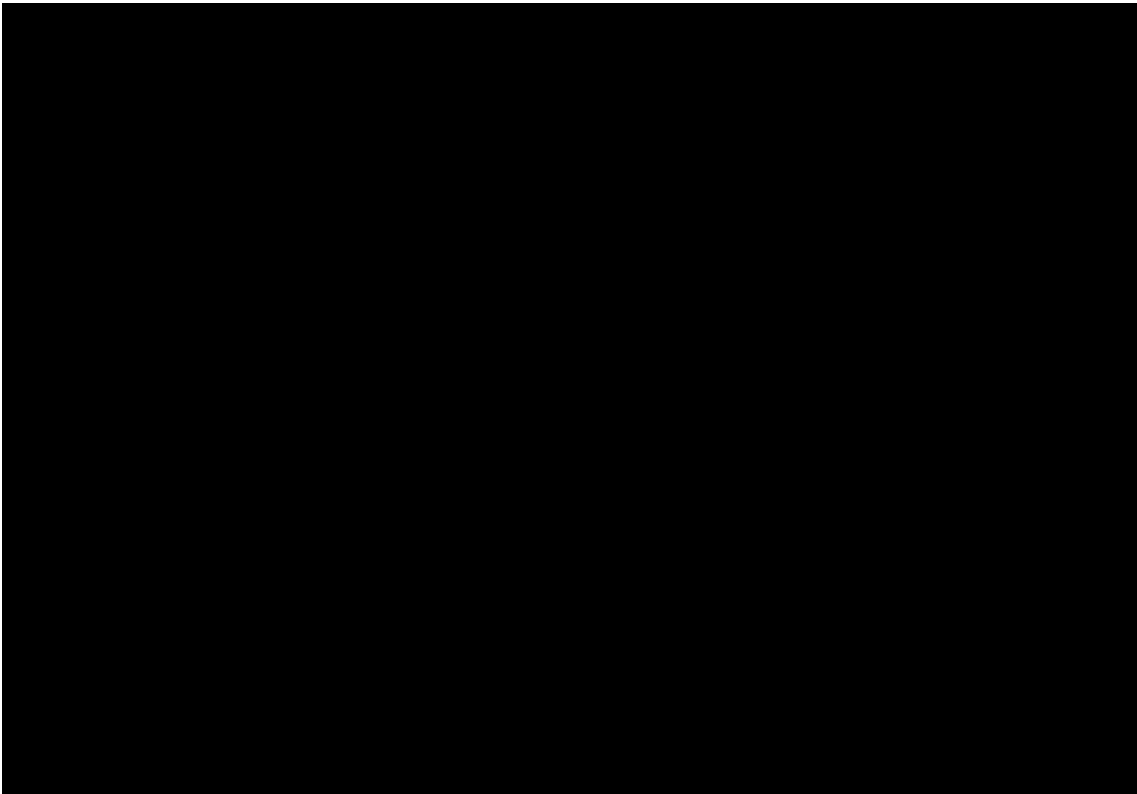
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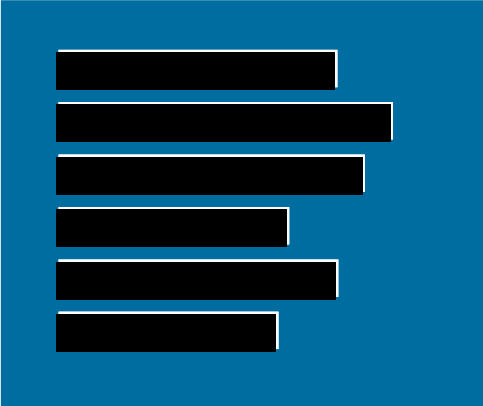
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**Vessels:** The primary vessels expected to utilize the Facility during operations are US flagged Tugs and Barges used for transporting completed blades from the Facility to project sites. [Redacted]

[Redacted]

Typical vessels would include:

- Deck Barges up to 400’ Length x 100’ Beam
- 2 Towing tugs per barge, typically a 4000-6000 hp Lead Tug and a 2000 hp Tail/Assist tug
- 1-2 local ship assist tugs from Port of Albany for docking operations

Other vessel traffic that is less typical will include:

- Tugs and Barges used in Construction of the Facility
- Heavy Lift Breakbulk Cargo ships of about 500’ Length to export Blades beyond US East Coast
- Barge or Cargo vessel for 1 time delivery of Blade Moulds during construction
- Purpose Built Self-Propelled Deck Carriers or Articulated Tug Barge (ATB) vessels to replace standard tugs and barges for transportation of completed blades

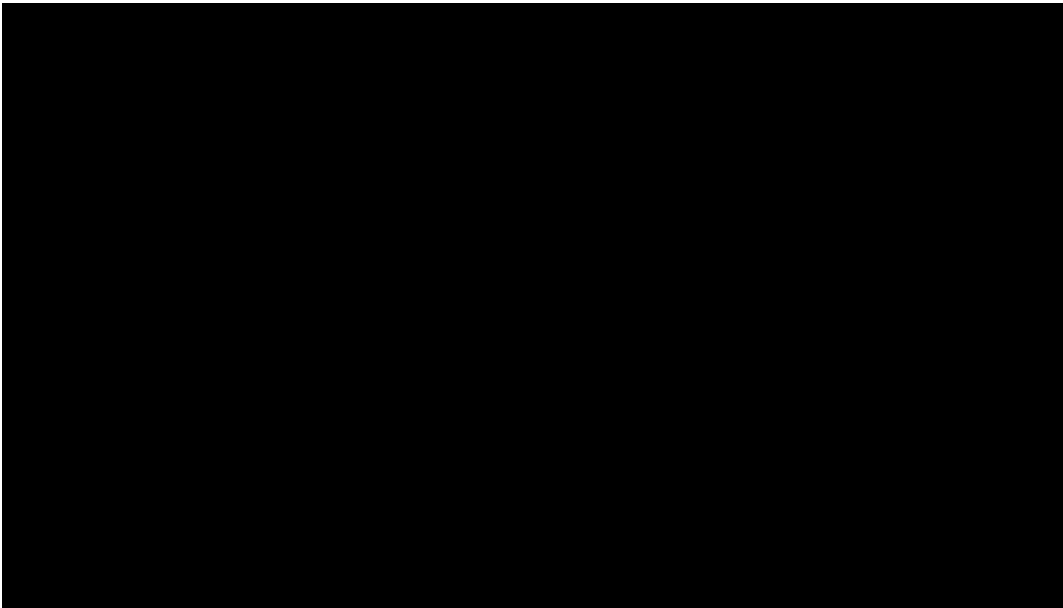
### C.2.C.4 – Proposed SCIP Facility Investment

#### Planned Physical Upgrades

Vestas has global design standards and operational requirements that enable local teams to understand what will be required for the Facility prior to performing final design. In addition, our global footprint teams have spent time with Vestas blade manufacturing experts to develop a building envelope that best suits the operational needs of a blade facility. The results of these global efforts are shown in the conceptual model of Figure 9. [Redacted]

[Redacted] This includes areas for blade production as well as administrative, warehousing maintenance, and other related support activities.

[Redacted]



[Redacted]

[Redacted]

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

[REDACTED]

Permitting Plan

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

[REDACTED]  
[REDACTED]  
[REDACTED] Vestas will be looking for opportunities to do advance construction work where authorized such as the water and sewer main extensions if approved by the relevant jurisdictions.

[REDACTED]  
[REDACTED]  
[REDACTED] Advanced coordination with USACE and other involved agencies will be required.

[REDACTED]  
[REDACTED]  
[REDACTED]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted] Another key issue will be working through the wetlands on site in a way that preserves the land area required to conduct blade manufacturing operations. Vestas believes there are opportunities to address the wetlands in a responsible manner.



Vestas' Environmental Mitigation Plan

*Introduction*

Vestas is a global leader in Sustainability and as such is prepared to lead in the way we approach environmental mitigation for the Facility. Our focus will first be on avoiding impacts to the extent feasible. Based on the preliminary investigations conducted to date, very few environmental resources have been identified as conflicting with the proposed footprint and operation. Where conflict does exist, Vestas' experience in manufacturing facility development and our partnerships in the industry assure that we will be able to explore the limits of our functional design in order to identify avoidance opportunities.

Of course, with a project of any similar magnitude there will be some impacts that need mitigation or offset. Vestas commits to approaching such issues in accordance with our shared values and global policies, which often exceed local regulation.

*Vestas is a global leader in Sustainability and as such is prepared to lead in the way we approach environmental mitigation for the Facility.*

[Redacted]

[Redacted]

[Redacted]

The SEQR process is a well-established process for stakeholder identification and communication. Further information on our comprehensive plans for stakeholder engagement can be found in our Stakeholder Engagement Plan.

Vestas has some of the world's leading experts in environmental issues and stands ready to support with our expertise on working groups as required. Identification of the appropriate resources and contacts for these initiatives is planned post-award and in collaboration with offshore wind developers.

*Environmental Monitoring and Research*

Vestas supports the collective mission of furthering the body of scientific knowledge to understand how development affects ecosystems and wildlife. As the Facility is being developed on land using established principles and practices, significant gains in this body of knowledge are not anticipated as they might be in offshore wind development related activities. Still, if an opportunity arises to further this field Vestas stands ready to support the work. Reliance upon

environmental consultants and State agencies responsible for reviewing the proposed development will inform to what extent Vestas becomes involved in this field.

The primary wildlife habitat impacts to be evaluated are anticipated to be Atlantic Sturgeon, Shortnose Sturgeon, Bald Eagles, and Long-eared Bat. Industry accepted practices for habitat identification and impact avoidance or mitigation will be employed once the development reaches that stage. At this point, seasonal work windows are believed to provide sufficient protection to those ecosystems, but further validation is required.

#### *Supporting Other Environmental Research*

Vestas does not anticipate that Facility development will be of particular interest to the scientific community, but if there is interest Vestas is certainly open to collaboration. Vestas will also work with developers to identify the extent to which, if any, contribution is expected from manufacturers.

#### *Marine Mammals and Sea Turtles*

Neither marine mammals nor sea turtles are expected to be impacted by the facility development. This assertion will be validated during the course of a full environmental review post-award.

#### *Birds and Bats*

Mortality of birds and bats due to direct impact is not anticipated. The primary effect to be mitigated will be habitat displacement related to any removal of trees along the shoreline where potential bat and bald eagle habitat could occur. Site investigations prior to displacing these habitats will be conducted, and appropriate mitigation measures will be taken based on the findings. If at all possible, impacts will be avoided.

#### *Fish, Invertebrates, and their Habitats*

Atlantic Sturgeon and Shortnose Sturgeon have potential habitat in the area, so seasonal work window restrictions are expected to ensure construction impacts are avoided during sensitive times of spawning.

#### *Additional Considerations*

In addition to the work already discussed, it is anticipated that a visual and auditory assessment will be conducted to evaluate the impact of facility operations to the surrounding area. Efforts will be made to minimize the proposed impacts where feasible with the goal of fitting as seamlessly as possible into the surrounding area.

#### *Project Decommissioning*

Decommissioning is not anticipated at this time because there is no end date of operation estimated for the manufacturing facility. If decommissioning becomes necessary Vestas will follow all applicable regulations and environmental best practice in conducting the decommissioning operations.

## C.2.C.5 Green Infrastructure & Responsible Development

### Vestas' Commitment to Sustainability & Organizational Goals

**Sustainability** in everything we do



Carbon neutral company by 2030 – without using carbon offsets



Producing zero-waste wind turbines by 2040



Safest, most inclusive & socially-responsible company in the energy industry



Leading the transition towards a world powered by sustainable energy

Vestas incorporates Sustainability in Everything We Do as part of our Sustainability Strategy. Our four key sustainability goals are to (1) achieve **carbon neutrality** by 2030 without carbon offsets; (2) produce **zero-waste** turbines by 2040; (3) become the **safest, most inclusive, and socially responsible** company in the energy industry; and (4) **lead** the transition towards a world powered by sustainable energy.

Vestas is the first energy manufacturer of renewable energy that commits to climate targets in line with the Paris Agreement through SBTi validation. **We commit to reduce scope 1 and 2 GHG emissions 100% by 2030** from a 2019 base year of measurement and **scope 3 GHG emissions 45% per MWh delivered to the market by 2030** from a 2019 base year.

Vestas has the distinct honor of being ranked the most sustainable company in the world in 2022 in the 18<sup>th</sup> annual Global 100 ranking published by Corporate Knights. The ranking is a testament to both our existing achievements and our ongoing progress in ensuring Sustainability in Everything We Do.

*Vestas was ranked the Most Sustainable Company in the World in 2022 in the 18<sup>th</sup> annual Global 100 by Corporate Knights.*

Serving the role as industry leader and demonstrating adaptive re-use, Vestas is at the forefront of developing blade recycling practices with partners across the value chain. Vestas currently recycles up to 100,000 pounds of blade material in the US each day.

Directly linked with Vestas' sustainability strategy, Vestas has received multiple credit facilities with sustainability-linked performance targets. These targets measure Vestas' ability to reduce its own carbon footprint and enhance workplace safety while subsequently adding ambitious targets to improve the carbon footprint across its supply chain. With these facilities we have also financially committed to our sustainability strategy.

*Vestas currently recycles up to 100,000 pounds of blade material in the US each day.*

Sustainability and Responsible Development of the SCIP Facility

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C.2.C.6 Community and Stakeholder Engagement & Support

Stakeholder Engagement 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.

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 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.

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

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.

- 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 (Appendix II) 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.

Stakeholder Identification and Stakeholder List

*Overall approach to incorporating data and stakeholder feedback*

*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.*

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.

*Overview and stakeholder identification objectives*

[Redacted]

[Redacted]

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



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Vestas has also conducted initial assessments and research analyses that are covered in greater detail in the rest of the document:

- Phase 1A archaeological review to determine any archaeological resources (see Section C.2.C.2 “SCIP Facility Description and Site Control”)
- QBIS meta-mapping to explore total economic impacts, including direct, indirect, and induced benefits of the facility. (see Section C.2.C.10 “Economic Benefits”)
- A workforce gap analysis for the area as well as mapping potential workforce recruiting opportunities (see Section C.2.C.10 “Economic Benefits”)
- Local supplier and facilities mapping. (see C.2.C.8 “Supplier Engagement”)

This initial outreach has been used to garner an early working list of critical stakeholder categories to engage with our customers as this facility goes forward. Initial organizations are included, with the expectation that many others will surface as Vestas continues its stakeholder engagement strategy. Moving forward, Vestas will work closely with its customers to continue to actively engage community members and critical entities, by leveraging relationships established, and more directly developing an on-the-ground presence with Vestas staff that can surface important organizations and individuals missed in this first screening.



CATEGORIES		
Local economic development organizations		
Workforce development organizations, with an additional focus on disadvantaged communities		
Organized labor*		
Small business support organizations (organizations with a mission of assisting MWBEs and SDVOBs)		
Environmental organizations		
Environmental justice organizations		
First Nations		
Community Benefit Organizations		
Service providers for veterans		
Service providers for youth		
Academic institutions		

Table 5: Initial Stakeholder Organizations Identified

[Redacted text]

*Disadvantaged Communities*

As further described in Section C.2.C.2, the Facility is located proximate to several disadvantaged communities and environmental justice communities. 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]

**Stakeholder Engagement Goals**

*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 6 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]

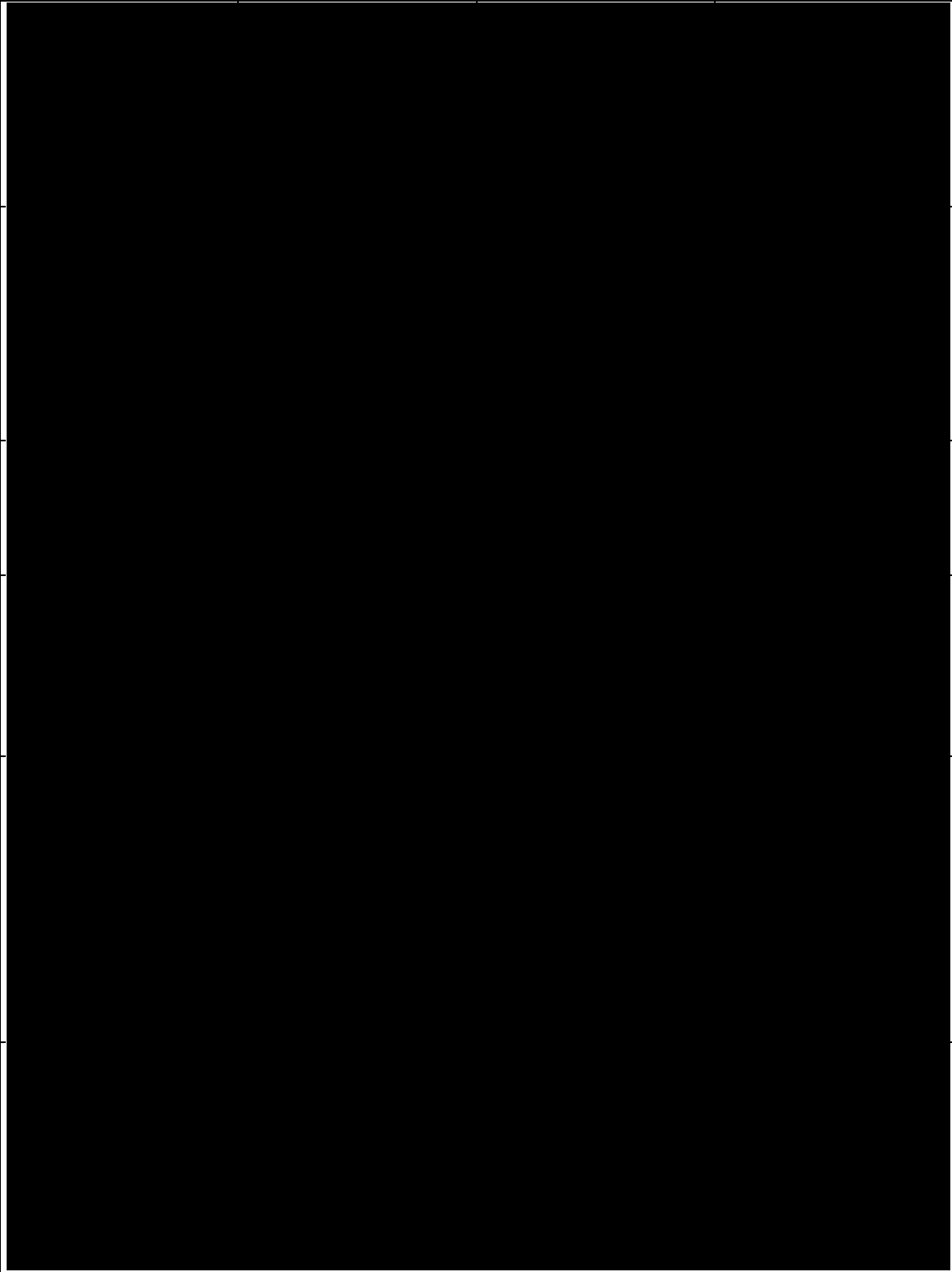


Table 6: Key Stakeholder Topics and Initial Information Prioritized

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.

[Redacted]

- o Through this goal, [Redacted] Vestas has commissioned workforce analysis demonstrating the tightness of the overall labor market for the education and skill levels Vestas will recruit for in proximity to the Facility. [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.

[Redacted]

- The regional education ecosystem from K-12, vocational-technical schools, community colleges and four-year institutions in [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.

[REDACTED]

- 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.

[REDACTED]

- 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]  
[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 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]  
[REDACTED]

[REDACTED]

**Stakeholder Engagement Activities, Consultations and Partnerships**

*Community Liaison Officer*

Vestas plans to collaborate with Proposers (developers) 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.

***Vestas intends to hire a dedicated Community Liaison Officer (CLO) to implement the Stakeholder Plan.***

*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 based on 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 issues 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:

- Outreach to local elected officials and community members and opportunities for stakeholder input in the permitting, design and construction phases of the Facility and surrounding environment.
- Engaging with organized labor to negotiate a project labor agreement in compliance with the requirements of Appendix J of the SCIP Facility Funding Agreement
- Partnering 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.
- Working 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 provide project updates and solicit input.

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

Table 7: 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 may 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.

Based on the timeline described above, Vestas has produced the following illustrative initial outreach schedule.

[REDACTED]

[REDACTED]

[REDACTED]

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.



*Potential 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]

- [Redacted]
- [Redacted]

Tracking Progress and Communication

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.

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.

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.

### Example of Community Engagement Overview from Vestas Colorado Factory

In addition to stakeholder engagement activities listed above, Vestas will support the NY Facility by enabling meaningful opportunities for employees to give back to their communities. Some examples of community engagement from our Colorado facilities include:

**High School Apprenticeship Program:** Vestas' blades factory in Windsor, Colorado works with numerous local schools to provide career development opportunities for students. The program seeks to educate students on renewable energy and inspire the next generation of the wind industry. Employees provide interactive presentations, workshops, and hands-on activities. For example, employees worked with students from Mountain View Elementary to build their own wind turbines using only materials they found around their homes. The program has been commended at the state and local level and has received recognition from the Colorado Department of Labor and Employment, the Governor's Summer Job Hunt program, and local school districts.

**World Clean Up Day and Earth Day:** Each year, Vestas' Colorado factories display our core value of sustainability by participating in World Clean-up Day. This year, Vestas manufacturing employees volunteered at several clean-up events to reduce waste in their local community. Employees picked-up trash and performed landscaping at Benedict Park in Brighton, Colorado and along a public bike path in Windsor, Colorado. They also supported Brigit's



Bounty Community Resource clean-up efforts in Frederick, Colorado. These activities not only support our local community by also encourage our employees to have a more considerate waste and recycling culture, leading towards a safe and clean environment for all.

**Weld Food Bank:** Vestas' factory employees volunteer at the Weld Food Bank, a non-profit which alleviates hunger and poverty by providing food and services to people in need in Weld County, Colorado. Additionally, our blades and nacelles factories are currently hosting a month-long Thanksgiving food drive and will be donating non-perishable foods to the food bank.

## Confidential Material Redacted



### **Marshall Fire FEMA Disaster Recovery Center Set-up:**

Early this year, Colorado experienced devastating wildfires where thousands of Northern Colorado residents were forced to evacuate. Vestas supported Marshall Fire victims by volunteering at the Federal Emergency Management Agency (FEMA) Disaster Recovery Center. Employees helped to establish a one-stop-shop for victims of the fire and families in need by setting up the resource center and packing, unloading, and delivering donations. Extra donations were later donated to the local homeless shelter.

### **Fulton Trail Adoption:**

Vestas nacelles factory adopted the Fulton Trail in Brighton, Colorado and agreed to service the trail every other week, alongside the city. Activities include litter

pick-up, trail and landscaping maintenance and repair, as well as weed and graffiti removal.

**Community Donations and Fundraising:** Throughout the year, Vestas' Colorado factories organize various fundraising efforts and provide donations to several local organizations. For example, in September, Vestas' factories donated 200 meals to a local homeless shelter and also donated excess scrap wood to Habitat for Humanity. Employees also raised funds for United Ways, an organization advancing health, education, and financial stability for communities, and achieved their goal of raising \$25,000 to support their mission.

## C.2.C.7 Financing Plan and Funding Sources

[Redacted text block containing multiple lines of blacked-out content]

<sup>1</sup> The investment amount associated with land rights has not been included in total investment required per the confidentiality agreement with the land owner.

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

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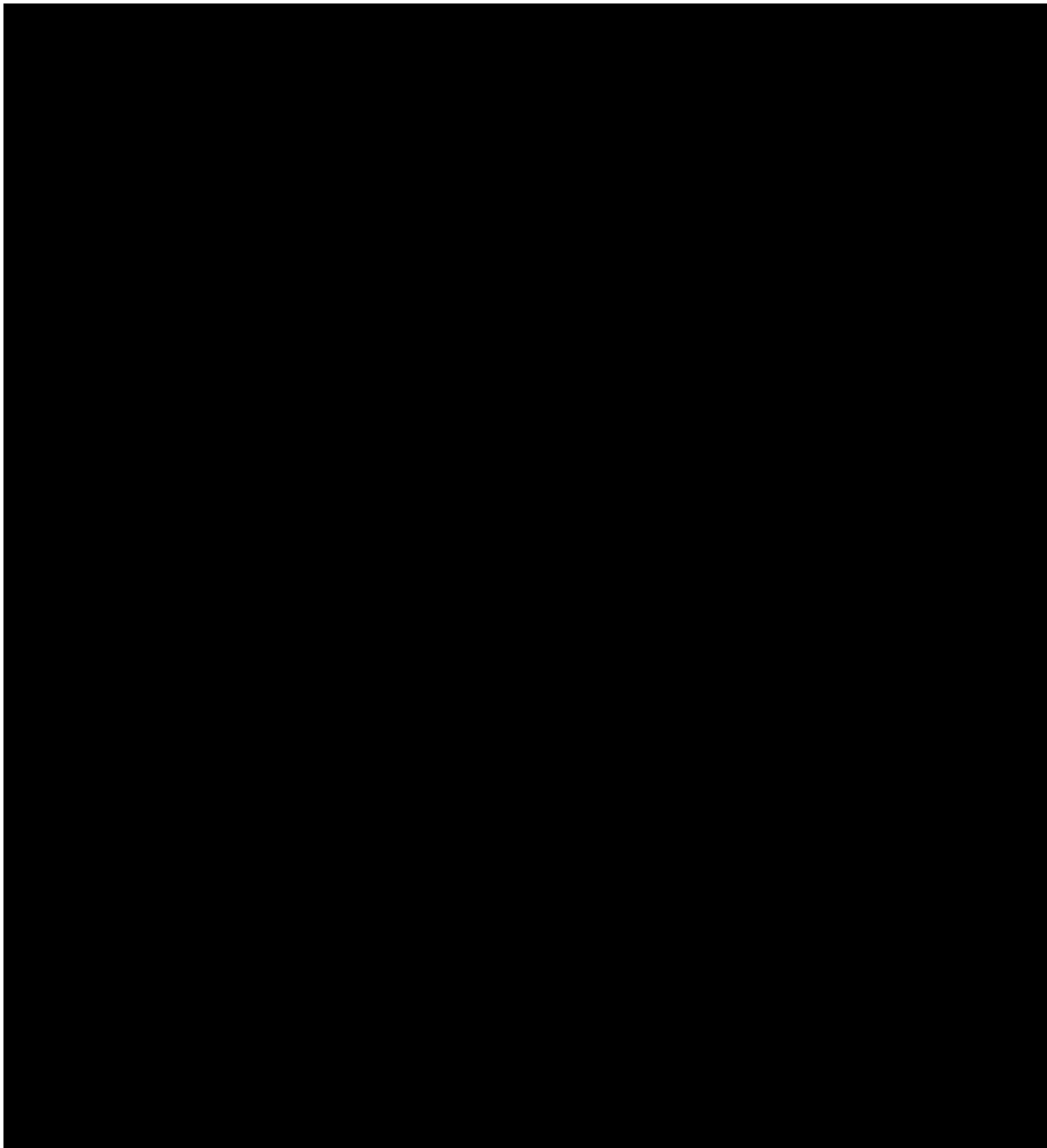
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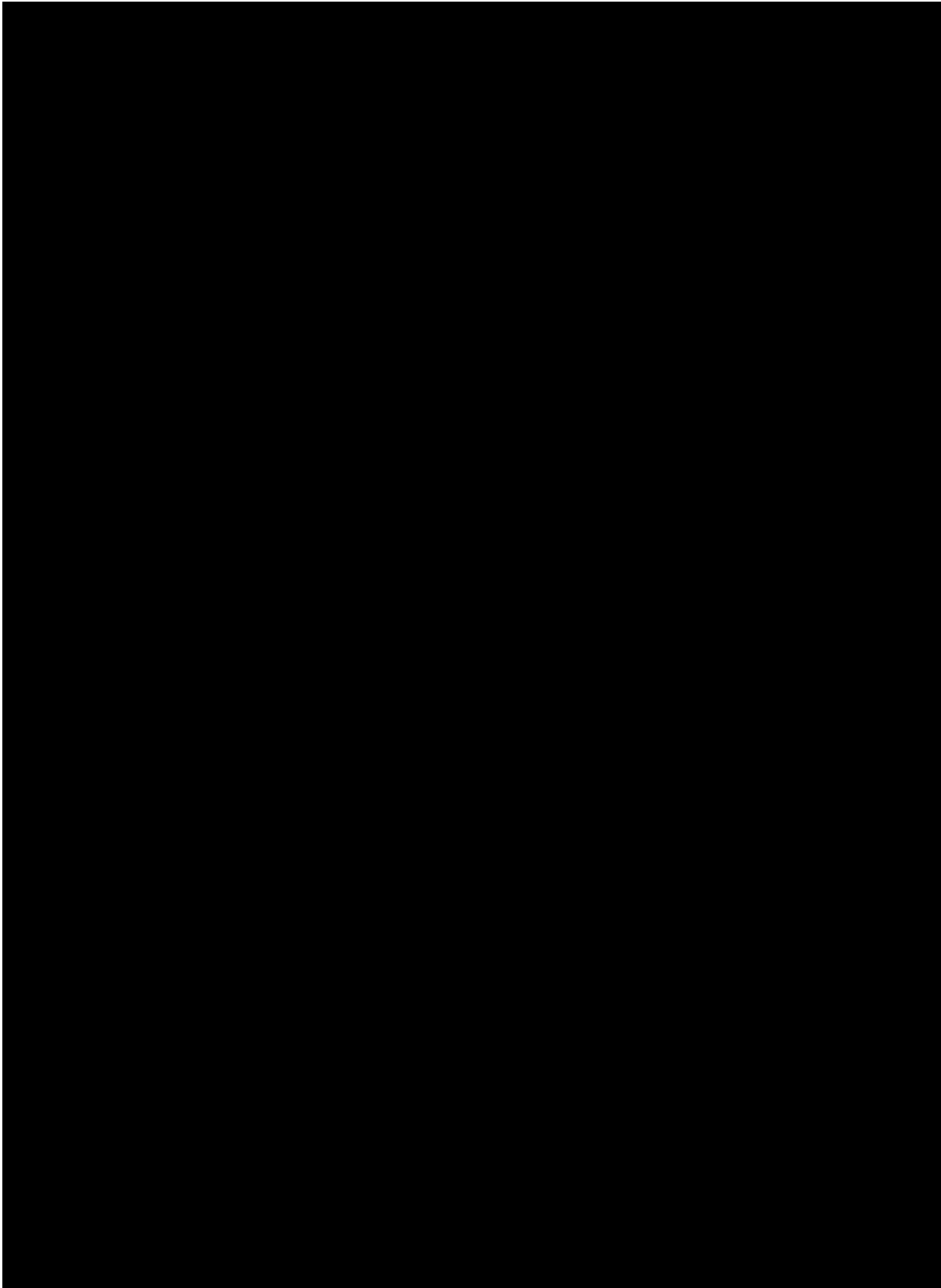
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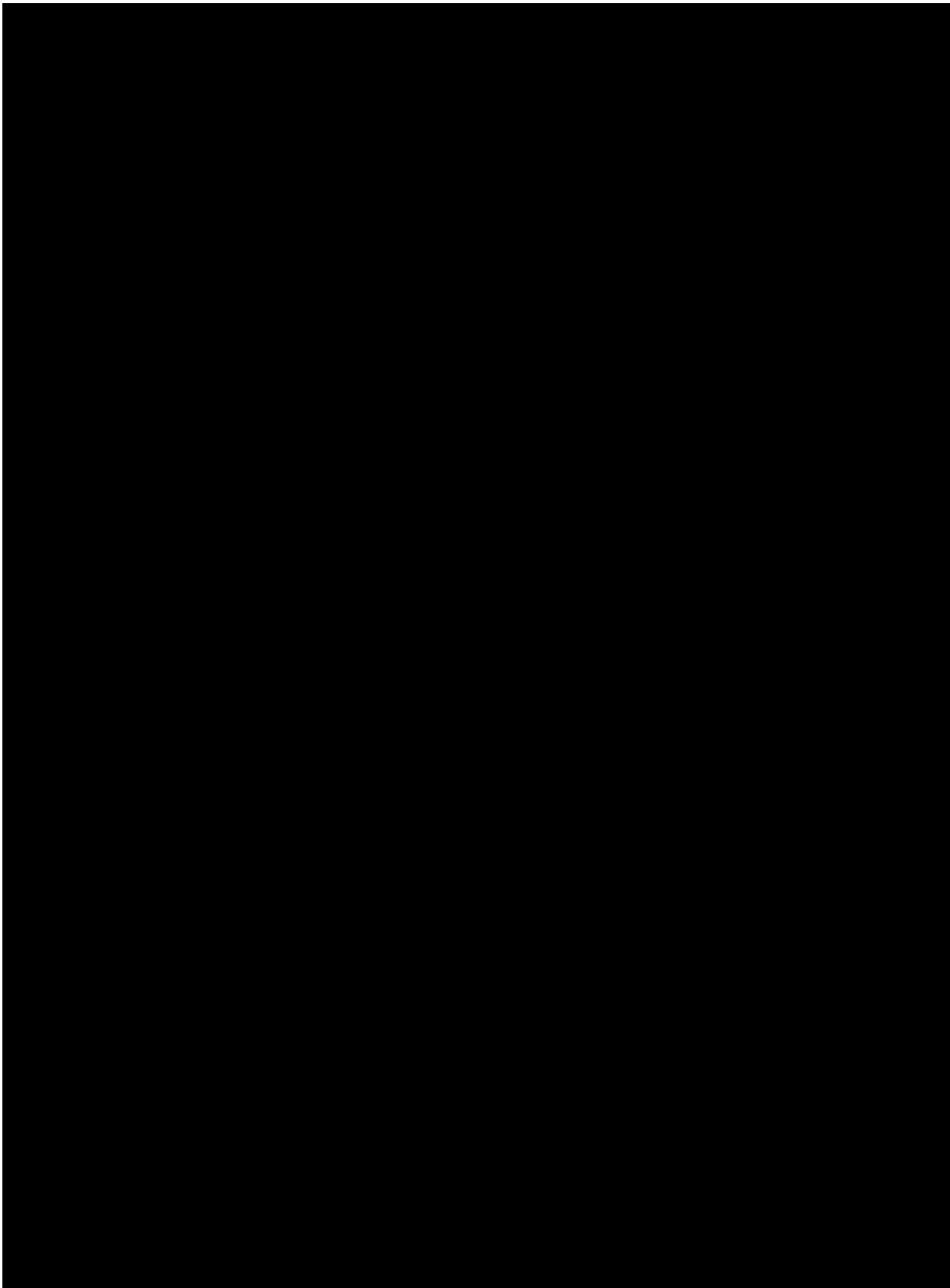
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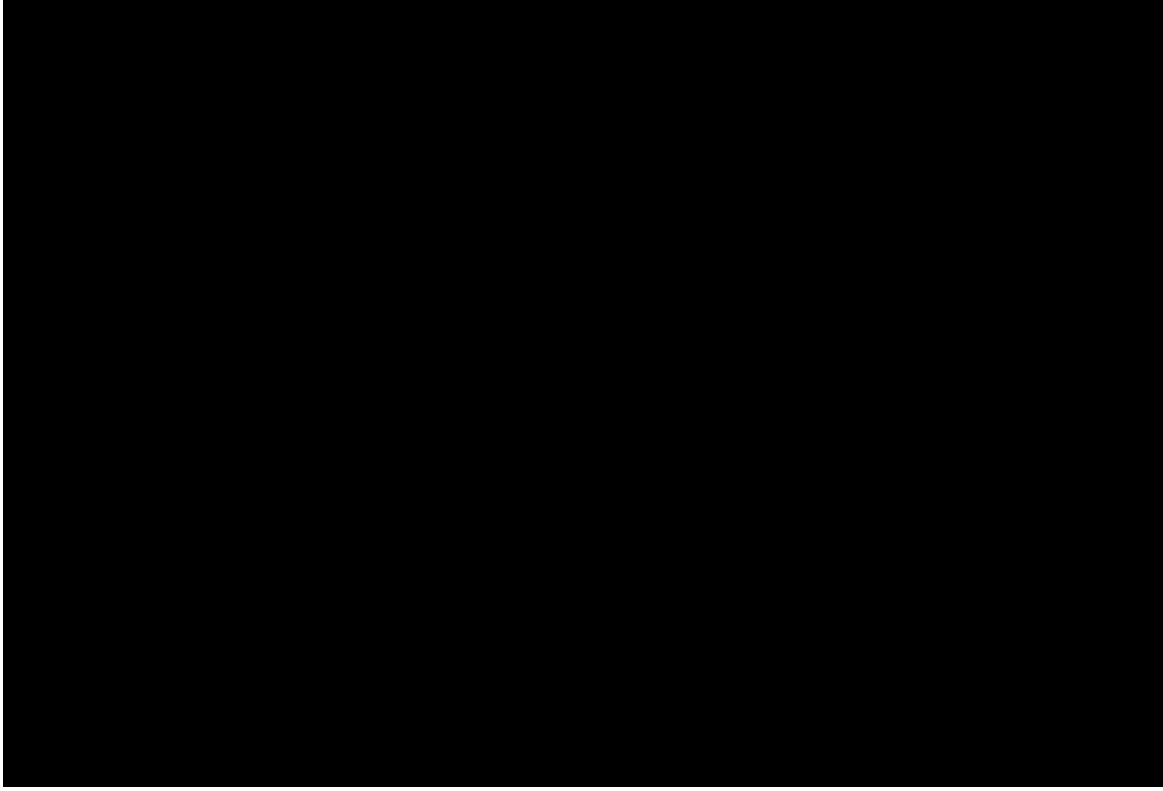
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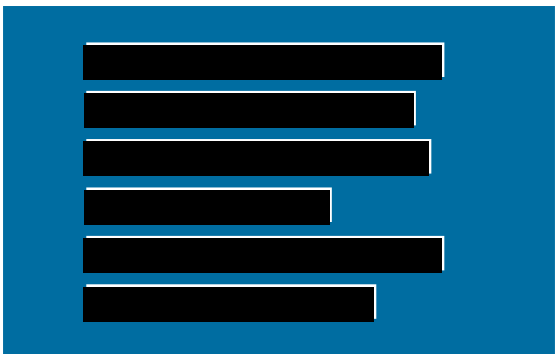




## C.2.C.8 Supplier Engagement

### Introduction

In addition to the [REDACTED] direct jobs creation potential in the factory, there will be substantial benefits that result to the supply chain including increased revenue as well as job creation and retention. Vestas has a long history of establishing sustainable, local partnerships and supply chains to serve regional markets, [REDACTED]



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

Beyond these expenditures and the benefits detailed in Section C.2.C.10, we see advantages to further localization of the supply chain in NY to support the Blade Facility and look forward to working with NYSERDA on this effort.

As a first step to demonstrate our commitment to expanding opportunities for local, diverse, and veteran-owned businesses, Vestas conducted research to identify local suppliers that we could work

[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED] These efforts are further described below in the “Opportunities for NY Sourcing” section.

### Opportunities for NY Sourcing

Factory Development & Construction: [REDACTED]

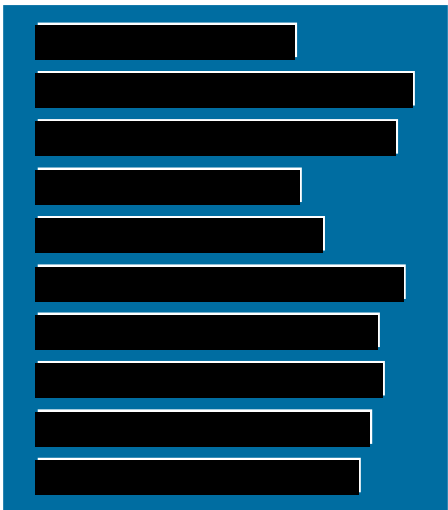
[REDACTED]  
[REDACTED]

As further described in Section C.2.C.10 “Opportunities for MWBEs & SDVOBs”, Vestas is working to form concrete goals for contracting with MWBEs and SDVOBs, including for the development and construction scope. Vestas will communicate our intent with regards to contracting with MWBE & SDVOB suppliers, and request information on MWBE & SDVOB status and availability in RFPs issued for the construction scope. Vestas will consider MWBE & SDVOB status as one of the primary considerations when selecting firms for the



scoped work.

We will also engage with organized labor to negotiate a Project Labor Agreement (PLA) in compliance with the requirements of Appendix J of the SCIP Facility Funding Agreement. We are working to prepare our plan for the negotiation of the PLA and will present it to NYSERDA in accordance with the requirements.

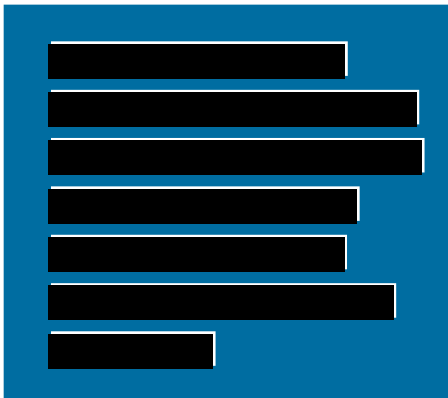


Within this research, firms with MWBE Certifications were identified. This research represents Vestas' first step in diligencing potential local suppliers, which will inform the formation of concrete goals for contracting with MWBEs and SDVOBs.



**Sub-Component Localization Opportunities**

Drawing from both Vestas' global blade manufacturing experience and experience producing the 115.5-meter blades for the V236-15.0 MW™ prototype, Vestas has identified sub-components with opportunity for future localization in NY (Table 10). These opportunities reflect future possibilities, and should not be considered commitments made by Vestas at this time.



**Potential Cost Reductions:** Localization of the sub-components listed could reduce lead times of inbound materials and potentially create modest cost savings associated with reduction of inventories at the Facility. Vestas is supportive of NYSERDA's proposed "Phase II" and "Phase III" Supply Chain RFPs to create further opportunities to localize the offshore wind supply chain. Critically, the funding made available by NYSERDA through these RFPs

will help to limit rate-payer impacts of further localization, which without subsidies will exceed global supply chain costs. Vestas will work with NYSERDA to provide recommendations for the execution of these RFPs and looks forward to engaging further on this topic.

[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 10: Sub-Component Localization Commodity Catalogue

**Considerations for Localization Opportunities:** Vestas is experienced developing local partnerships Vestas NY Blades SCIP | 86

and supply chains to support our Facilities and wind projects. Among the items listed in Table 10, opportunities to develop existing NY suppliers as well as create hybrid partnerships between NY and non-NY entities exist. Vestas prefers to locate suppliers in existing facilities that require minimal modification or expansion to provide the product or service needed. Existing suppliers with underutilized space or capacity provide great opportunities to cost-effectively develop a new supplier while minimizing capital expenditure. Given the proximity of the Facility to DACs, opportunities for supply chain localization in DACs is feasible.

[Redacted]

**Identified Potential NY Suppliers**

**Introduction**

Vestas is committed to expanding opportunities for local, diverse, and veteran-owned businesses and demonstrated this commitment by:

- ✓ [Redacted]
- [Redacted]

Vestas seeks to maximize opportunities for procurement with local suppliers, with a focus on MWBEs and SDVOBs as well as suppliers from Disadvantaged Communities; we will build upon this research, leveraging our existing and proposed partnerships with local stakeholders to identify and educate potential suppliers of the opportunities created by the Facility.

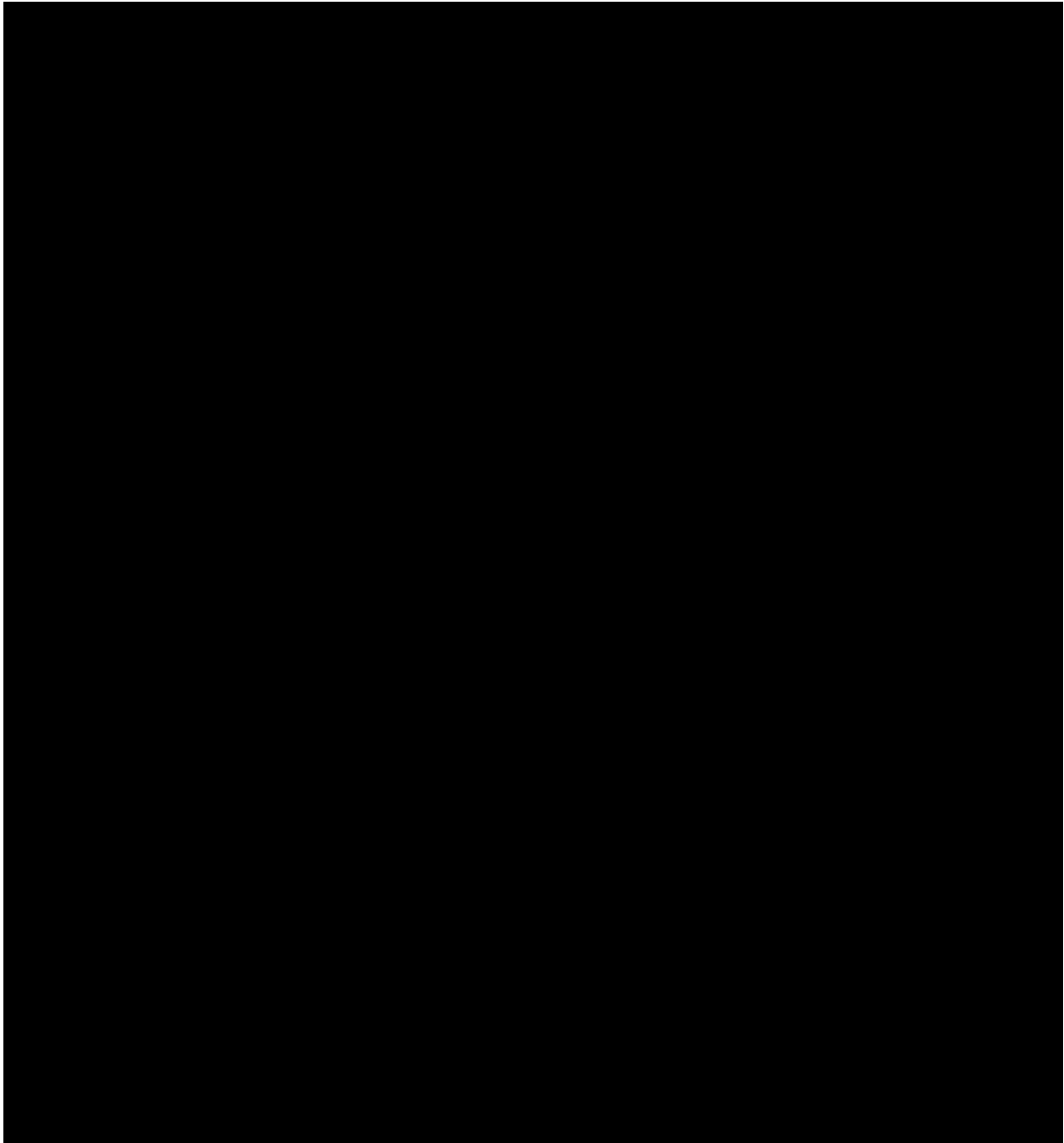
**Potential NY Suppliers for Localization & Supplier Opportunities**

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

The team identified 31 firms within the 15-minute commute radius, about half (43%) of these firms Vestas NY Blades SCIP | 87

are in ZIP Codes tagged as Disadvantaged Communities (DACs). Over half (52%) of these 31 firms are in manufacturing industries.

There were 39 relevant firms identified in the 30-minute commute radius, and one-third (32%) of them are in ZIP Codes with DACs. A large portion of these firms were in manufacturing or wholesale trade industries (Figure 40).





[Redacted text block]

Depending on need, this exercise could be scaled to other regions through the Statewide or National MEP network.

[Redacted text block]

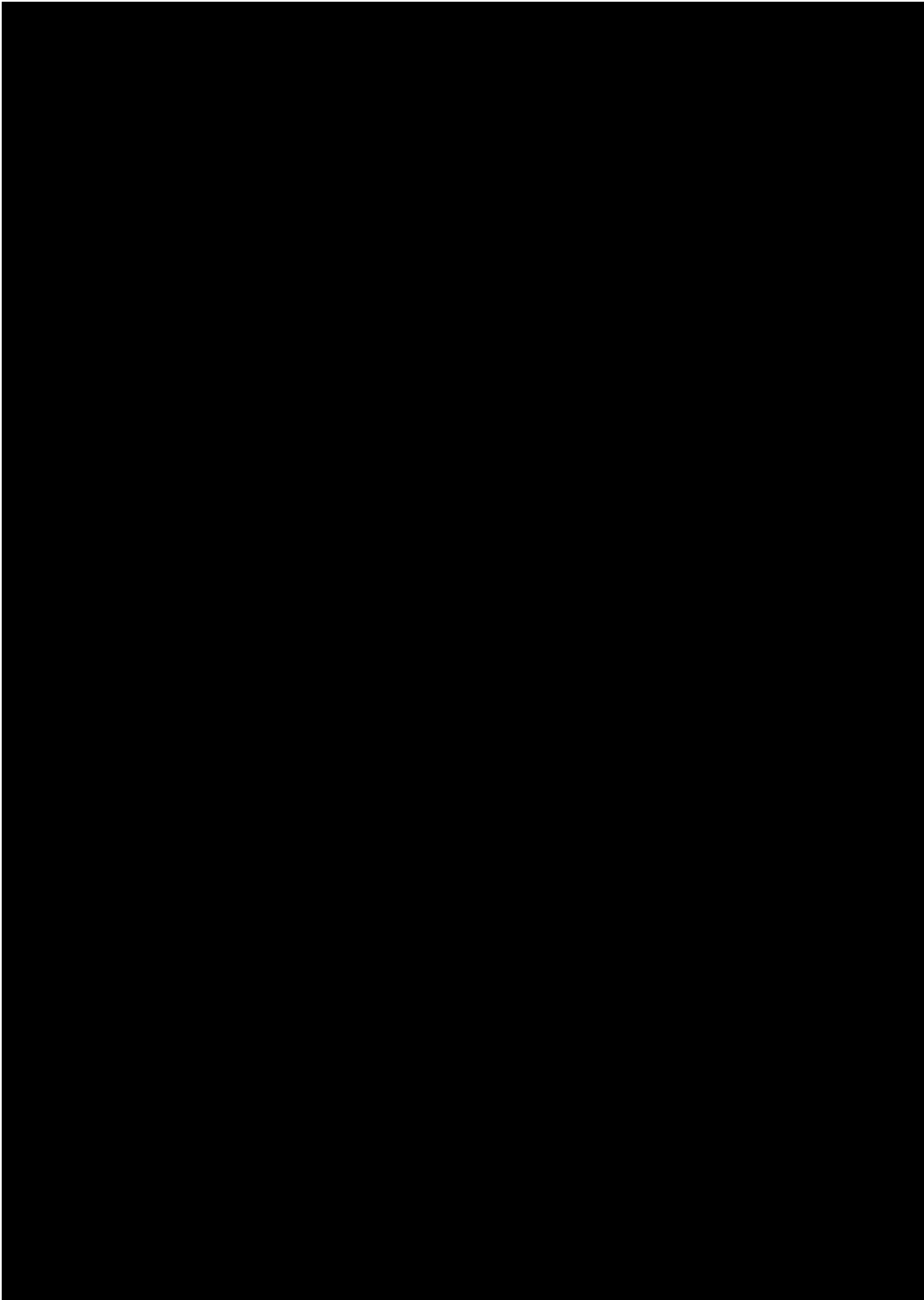
MRO & Real-Estate & Facilities Management

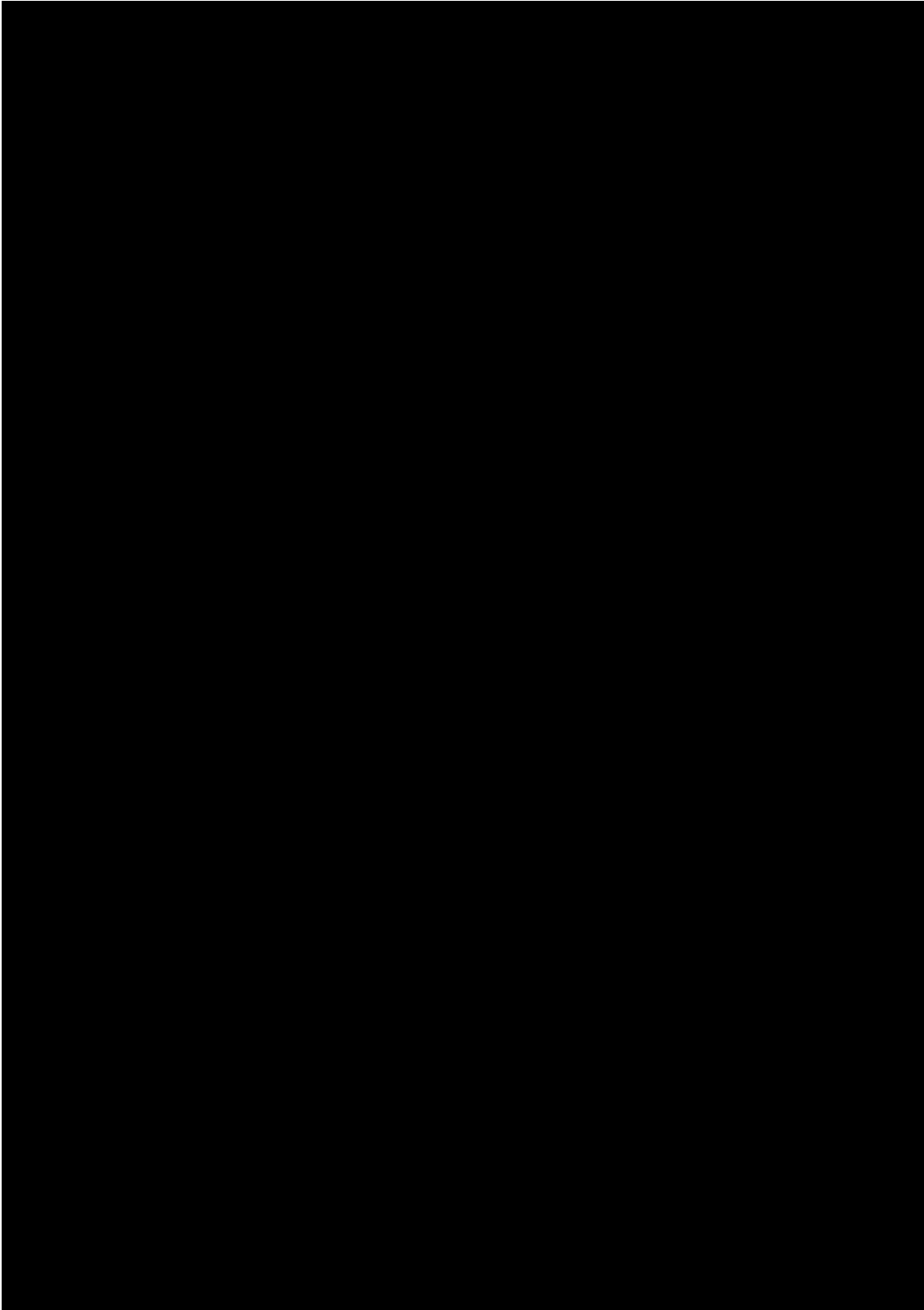
[Redacted text block on blue background]

In addition to BOM localization opportunities, there are significant opportunities to source MRO and Real-Estate and Facilities Management services locally in NY. Another supplier list was created based on the proposed facility’s needs, including:

- Janitorial Services
- Hazardous Waste Treatment and Disposal
- Landscaping Services and Products
- Recycling Services
- Security Services
- Non-hazardous Waste Treatment and Disposal







## Supplier Qualification Process & Timeline

Vestas follows a comprehensive procurement framework which clearly outlines our competitive tendering process in alignment with industry best practices and ISM (Institute of Supply Management) guidelines. The process is documented and displayed via a flow-chart database from the strategic level to the tactical task level. Vestas follows specific steps as outlined by our process including vendor identification (sourcing), vendor qualification (vetting), strategic and then lastly operational purchasing. This process, summarized below, ensures there are multiple bids from competitive, financially healthy and quality suppliers.

**Sourcing & Qualification:** Vestas follows a formal process globally to qualify and approve all new suppliers, known as The Vestas Responsible Supply Chain Management process. The duration of the qualification and depth of the assessment process is determined by Module Teams based on the products supplied and the risks to the business, considering component / service risk, potential supplier segmentation, design and technical capabilities, annual estimated spend, and other factors (market leader, strategic priorities, innovation, etc.).

The first step of the qualification process is determining whether potential supplier meets the standard requirements of our Business Partner Code of Conduct, ensuring that our Partners uphold minimum requirements outlined by Vestas. We then evaluate the supplier through the following subsequent steps: Sanction and Business Ethics Screening, Supplier Assessment, Production Part Qualification, Capacity Assessments, Supplier Relationship Management, and Sustainability Audits. Once a supplier is approved, Vestas continues to engage with suppliers and monitor for quality and compliance.

Each commodity is periodically (at least quarterly) reviewed within each region to ensure there are adequately approved and vetted suppliers. If more suppliers are needed, the existing suppliers do not meet Vestas' needs, or a new supplier with additional capabilities or benefits becomes available, either the Vestas Global Category Manager or the Regional Sourcing Manager will initiate the Vendor creation process.

**Timeline for NY Supply Chain Development:** The timeline required for local supply chain partners to work through Vestas' approval processes to become an approved supplier can vary significantly depending on the product. As shown in Table 10, Vestas' Supplier Qualification Timeline from start of

production to approval of the product ranges significantly by the product or service. Additionally, the extent of modifications or upgrades needed to an existing suppliers' facility influences the timeline. Vestas believes there is adequate time to enable a robust NY supply chain to develop in support of the blade factory. A schematic timeline is shown in Figure 43, though the individual timeline for any particular supplier may vary.

*Vestas believes there is adequate time to enable a robust NY supply chain to develop in support of the blade factory.*

### Vestas Existing Engagement with NY Suppliers

Vestas is already well established in NY from our installed and operational onshore wind fleet of over 700MW and counting, with several hundred MWs of additional onshore wind projects currently under construction. [REDACTED]

Vestas is the Preferred Supplier for NY's Empire Wind 1 and 2, representing a combined project capacity of 2,070 MW. Vestas is currently working with NYSERDA and our partners to engage with NY Suppliers for this exciting opportunity. We are active participants in NYSERDA supplier events such as the December event Buffalo, NY, and will continue to be engaged partners in the effort to create supplier opportunities in NY for this project as well as NY3.

Vestas intends to partner with Proposers to staff NYSERDA's Jobs and Supply Chain Technical Working Group to expand job and supplier opportunities to NY residents.

### Contracts Pertaining to the Factory

Vestas does not have any existing contracts, letters of intent, or arrangements relating to the NY Blade Facility outside of what is described in Section C.2.C.2 "Current Ownership / Control of the SCIP Facility".

## **C.2.C.9 Insurance**

### NY Blade Facility Insurance Program

Vestas Wind Systems A/S has partnered globally with [REDACTED] to provide a comprehensive global insurance program that covers the "General Liability Certificates for MEUR10 – Onshore activities including Offshore Factories" (Attachment 2), which covers the following Business Activities:

All activities that can be attributed to the Insured's normal business area, including but not restricted to: research, design & development, manufacture, transport, storage, installation, test and sales & supply/distribution of Wind Turbine Generators (WTG) and/or components, including EPC

(Engineering, Procurement and Construction)/Turnkey/Balance of Plant projects (both the design and delivery of civil & electrical works)).

Servicing and maintenance of sustainable energy solution projects which may include Balance of Plant (including where Vestas is not the manufacturer).

Other services and offerings (such as but not limited to) software, data storage, analysis & related activities (incl. solar and energy storage systems integration) for the renewable energy industry.

Developing, grid establishment & connection, financial solutions, operating, asset managing and owning renewable energy projects.

[REDACTED]

[REDACTED]

[REDACTED] performs a hazard assessment and risk score on criteria for the NY site including Natural Hazards (earthquake, storm surge, flood, tsunami, hailstorm hazard, lightning, windstorm, tornado, subsidence, landslide and volcano), and Other Perils (impact / collision / structural collapse, water and sprinkler damage, theft, aircraft impact, terrorism and wildfire).

As detailed in Section C.2.C.5 “Green Infrastructure & Responsible Development”, Vestas has considered Climate Change Mitigation and Resiliency in the design of the NY blade Facility. At this time, Vestas does not anticipate these resilience measures will lower insurance premiums or deductibles.

## C.2.C.10 Economic Benefits

### Economic Benefits Introduction

The Vestas Blades Facility is expected to create and sustain more than [REDACTED] [REDACTED] exceeding NYSERDA's threshold of 500 long-term jobs for blade manufacturing. Further, [REDACTED] [REDACTED] The Facility's proximity to Disadvantaged Communities (DACs), supported by [REDACTED] represents a transformational opportunity for the Capital Region and for New York State to develop into the nation's leading offshore wind manufacturing hub, known for its role in leading a responsible and inclusive energy transition. Total expenditures in New York State expected to result from Facility construction and O&M are expected to exceed [REDACTED].



[REDACTED]

[REDACTED] from the labor inputs required from construction and O&M, including labor required of NY suppliers and additional FTE-years expected to accrue in sectors such as food service and retail trade from the spending of salaries on private consumption.

Vestas is committed to maximizing opportunities for MWBEs & SDVOBs, as well as suppliers in Disadvantaged Communities. As a first step, Vestas commissioned research on potential suppliers with MWBE Certifications within the [REDACTED] that provide relevant products and services that match Facility needs. Vestas seeks to advance this research and in turn form concrete procurement goals by working with local Stakeholders to expand the list of potential suppliers, conduct initial outreach, participate in supplier-events and supplier matchmaking, and request information on availability of MWBEs and SDVOBs in procurement RFPs.

Economic Benefits presented in the following two sections consist of both Vestas' anticipated commitments to NYS, as well as additional economic benefits expected to accrue. Vestas hired QBIS, a specialized research consultancy solely dedicated to socio-economic impact studies of corporate business and investment activities, to estimate total economic benefits which are presented below. QBIS' Technical note with detailed methodology and results can be found in Attachment 3.

***Vestas commits to advancing this research on MWBEs & SDVOBs and in turn form concrete procurement goals.***

Economic Benefits from Development & Construction

[Redacted]

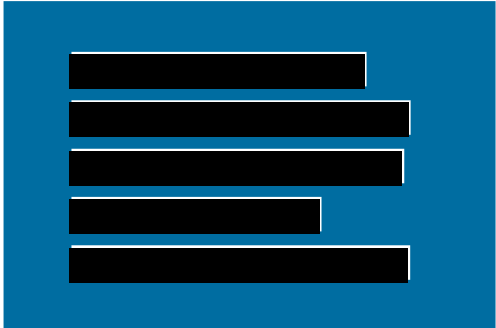


[Redacted]

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

*Reported Economic Benefits in SCIPDF*

- **Category 2 Expenditures (Part II-2 & Part III-2):** Vestas reports direct net expenditures in NYS associated with factory development and construction of [Redacted] in the SCIPDF, representing Vestas' expected expenditures in NYS associated with this phase of the Facility. Of this figure, QBIS estimated total direct labor expenditures associated with factory development and construction to be [Redacted]
- **Category 2 Jobs & Workforce data (Part III-2):** From Vestas' expected expenditure in NYS of [Redacted], QBIS estimated Total Positions (Unique Jobs) associated with various job categories. [Redacted]





[Redacted]

- **Category 5 Additional Economic Benefits (Part II-5):** QBIS estimates total economic benefits associated with indirect and induced benefits, consisting of revenue generated, salaries paid, net GDP-impact, and FTE-years generated from NY construction companies and their NY suppliers. These benefits are reported above “QBIS Total Economic Benefits from Development & Construction” as well as in the SCIPDF.

Economic Benefits from Operations & Maintenance

[Redacted]

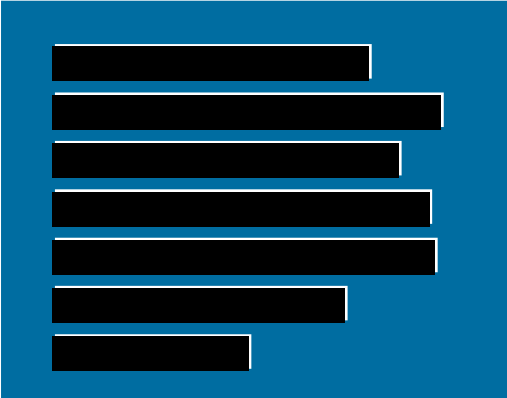
- [Redacted]
- [Redacted]
- [Redacted]



*Reported Economic Benefits in SCIPDF*

- **Category 4 Expenditures (Part II-4 and Part III-4):**
  - [Redacted]
  - [Redacted]
  - [Redacted]

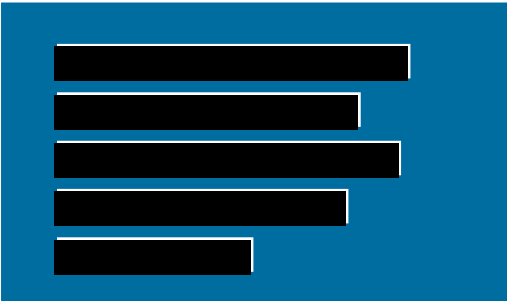
- [Redacted]
- **Category 5 Additional Economic Benefits (Part II-5):**
  - QBIS estimates total economic benefits associated with indirect and induced benefits, consisting of total revenue generated, salaries paid, net GDP-impact, and FTE-years generated from the O&M of Vestas’ Facility and its NY suppliers. These benefits are reported above “QBIS Total Economic Benefits from Development & Construction” as well as in the SCIPDF.
  - [Redacted]



**Economic Opportunities for Disadvantaged Communities, MWBEs & SDVOBs, and Clean Energy Transition Job Opportunities**

*Opportunities for Disadvantaged Communities*

As part of our commitment to lead a responsible and inclusive energy transition, [Redacted] and [Redacted] will strive to surpass this commitment with a focus on reaching, recruiting, and supporting the workforce that resides in DACs.



Vestas has commissioned workforce analysis demonstrating the tightness of the overall labor market for the education and skill levels Vestas will recruit for, and the importance of recruiting from disadvantaged communities.

*Vestas believes we offer a **strong wage and benefits package and a clear career path** for recruits through our extensive, comprehensive, cross-role training approach.*

It will leverage these advantages and work with local partners on the ground to meet this local hiring target. Further, if two candidates equally meet the minimum requirements for the role, Vestas will prioritize extending an offer to the candidate from the identified disadvantage communities.

Vestas understands that reaching the workforce that resides in DACs will require a deep, authentic commitment to engage and encourage recruits about opportunities at Vestas. Success in

disadvantaged communities will also require direct engagement through trusted messengers and within the community. [REDACTED]

[REDACTED] Best practices vary from community to community but, engaging local, trusted groups, offering accessible information sessions that show the career pathway and training opportunities are good foundational first steps. Another key activity for longer-term success is ensuring a strong connection between people participating in training programs and securing employment afterwards.

Please see section C.2.C.2 “Proximity to Disadvantaged Communities (DACs)” for information on proximity of the Facility to DACs.

*Opportunities for MWBEs & SDVOBs*

With 38+ GW of wind energy installed in the US and 240+ sites under service, Vestas has a long history of partnering with diverse suppliers and vendors. In Section C.2.C.8 “Identified Potential NY

Suppliers”, Vestas presents commissioned research on the availability of suppliers with MWBE Certification in proximity to the Facility [REDACTED]

[REDACTED] **This research represents Vestas’ first step in diligencing potential local suppliers, which we intend to use to form concrete goals for contracting with MWBEs and SDVOBs.** We will continue this research by broadening the list of potential suppliers and conducting further diligence and outreach to suppliers already identified, working in collaboration with local stakeholders, partners, and our customers to maximize opportunities for MWBEs & SDVOBs as well as suppliers in disadvantaged communities.

***With 38+ GW of wind energy installed in the US and 240+ sites under service, Vestas has a long history of partnering with diverse suppliers and vendors.***

In addition, as part of the RFP for the construction scope of the Facility, Vestas will communicate our goals with regards to contracting with MWBE & SDVOB suppliers, and request information on MWBE & SDVOB status and availability. Vestas will consider MWBE & SDVOB status as one of the primary considerations when selecting firms for the scoped work.

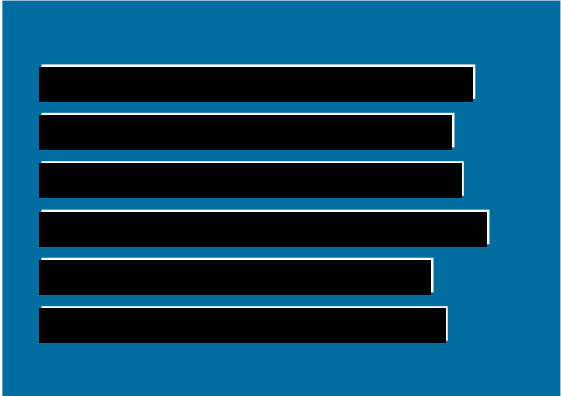
Vestas intends to establish concrete goals for contracting with MWBEs and SDVOB suppliers as well as suppliers from disadvantaged communities as we continue to evaluate potential suppliers and work in tandem with local partners.

*Vestas Experience Partnering with Small and Diverse Suppliers:*  
Vestas is committed to partnering with small and diverse suppliers in our onshore business and will continue this effort as we build out the offshore wind industry. To engage and expand our partnerships with small and diverse vendors, our procurement strategy focuses on the following three key elements:

- **Tracking and Identifying Small and Diverse Vendors:**  
Vestas proactively tracks our spend with small and diverse suppliers and recently upgraded our systems in our procurement portal to quantify our impact more efficiently with small, women-, minority-, disabled-, and veteran-owned businesses. Previously, Vestas relied on third-party vendors to retroactively determine our diverse spend. Now, suppliers are able to self-identify as diverse, allowing Vestas to make more informed sourcing decisions.
- **Fostering Supplier Relationships:**  
Vestas is actively looking for opportunities to grow our relationships with small and diverse vendors through our current wind projects. We use our procurement portal and supplier list to identify and invite vendors to participate in appropriate RFQs as a way to provide new opportunities in larger projects and continue their growth.
- **Increasing Diverse Vendors:**

[Redacted text block]

In the coming years, we expect wind turbine installations across the US to accelerate and are committed to increasing our total spend with small and diverse suppliers. We are well positioned to continue this effort with our improved tracking of diverse suppliers and purposeful focus on including these vendors in the right opportunities.



Vestas explored the availability of workers in fossil fuel industries within a 30-minute drive time average (DTA) of the Facility. The research shows that there is a limited supply of fossil fuel workers, with the fossil fuel workforce comprising 2% of the total workforce in the area that meets Vestas’ education requirements. Given the minimal qualifications for the blade factory (Table 11) and the extensive on-the-job training provided by Vestas, it is highly feasible for workers coming from fossil fuel industries to transition into blade manufacturing, though the actual presence of fossil fuel workers is limited surrounding the Facility.

**Factory Operations Workforce Criteria and Training**

*Workforce Criteria*

Vestas conducts training of new employees for roles that do not require higher education on the factory floor once employees have been hired. Blade manufacturing is specialized labor that requires new employees to be trained once on the job – previous manufacturing experience is helpful, but not required. Blade manufacturing creates a truly unique opportunity for hundreds of workers with little prior experience to enter into a field with extensive on-the-job training and clear career advancement opportunities.

*Blade manufacturing creates a truly unique opportunity for hundreds of workers with little prior experience to enter into a field with extensive on-the-job training and clear career advancement opportunities.*

Table 11 represents the breakdown of the NY Facility roles once fully operational. Overtime, a portion of the Production and Warehouse workers would also be advanced to Level 3 masters.

Number of jobs	Job Types	Requirements
██████	Production and Warehouse – Level 1	High School Diploma/GED
██ ███	Production and Warehouse – Level 2	High School Diploma/GED and 6 - 12 months related experience or training or combination of education and experience  Established work history of at least one year in preferably manufacturing
██████	Team Leads, Lead Workers, Specialty Technicians	High School Diploma/GED and 18 - 24 months related experience or training or combination of education and experience  Established work history of at least one year in preferably manufacturing
██████	Training Coordinators, Production Assistants,	High School Diploma/GED and 1 - 3 years of related experience or combination of education and



[REDACTED]  
[REDACTED]  
[REDACTED]

- **A culture of collaboration around workforce development.** [REDACTED] emphasizes the concept of bringing together the many different stakeholders and entities in the workforce development ecosystem, creating visible and specific entry points for Vestas into this network.
- **Region-wide support for economic development.** [REDACTED] is comfortable with and appreciative of economic development. The success of the effort to grow a semiconductor manufacturing industry is top-of-mind to many and provides a template for growing an offshore wind manufacturing supply chain in the area. The Vestas manufacturing Facility could serve as a foundational cornerstone in that effort.
- **Legacy of building an advanced manufacturing workforce.** The expansion of the industrial base in the [REDACTED] has significantly increased the size of the trained, technically skilled workforce in the area. While the labor market is tight, there is a legacy of training experience for high-tech manufacturing (and a confidence it can be done), and a sizable workforce with transferable skills, all of which can be usefully leveraged by Vestas.

*Training our Workforce*

New Employees at a Vestas Production facility spend their first week on the job attending New Employee Orientation. During this period employees are introduced to Vestas, our culture, and expectations. Safety is our #1 focus as we define and clarify expectations around safety. Employees also learn about quality standards and basic material and tool handling. As the new employee transitions to the shop floor, they are welcomed by mentors and trainers that help new colleagues connect with the team and begin their competence development. Training focuses on ownership and validation of competencies that give both the trainer and learner confidence that tasks can be completed safely while meeting quality and delivery standards.

For new factories and new technology rollouts, focus is initially put on developing key specialized responsibilities. Trainers are taught first, with the expectation that they develop their competences to pass on to the rest of the team. Other key roles may include heavy equipment operation, non-destructive testing, or quality functions. As identified these roles will be given special attention and will remain specialized for longer. Once stability is built out in specialization, team



members will move into cross training. The continued development of our employees in new tasks further enhances their understanding of existing competences and gives teams flexibility to adapt to changing needs.

### Career Development & Benefits

**A Vestas Production Facility role is a career path, not only a job.**

Vestas promotes the development of our manufacturing employees by having a clear progression plan and internal training to build skills and competencies that support career growth. An entry-level production and warehouse worker through on-the-job experience and training be promoted to the Journeyman level (Production and Warehouse level 2), and then to the master-level (Production and Warehouse level 3). Employees can also progress to become supervisors or technicians with specialized roles.

**Vestas encourages furthering your education.**

Vestas offers an Employee Education Program which provides an opportunity for Vestas Employees to voluntarily obtain additional education or training in order to increase their competence in their present jobs and prepare for future advancements within the company.

**Vestas offers competitive benefits.**

Vestas offers a comprehensive and competitive set of rewards. The Vestas total rewards program is designed to enhance the well-being of our employees: health, well-being, career, wealth and work-life satisfaction. Vestas offers:

- Comprehensive medical coverage, Pharmacy, Dental, Vision and Flexible Spending Accounts
- Paid Leave of Absence for family bonding and adoption
- Life and AD&D insurance
- Disability insurance and company-paid short-term and long-term disability benefits
- Retirement benefits (Vestas matches 100% of the first 6% of employee contributions)
- Global Bonus (rewards when certain criteria are met).
- Paid Time Off accrued starting the first day of work. Flexible Time Off for exempt, full-time employees without accruals. 9 paid holidays, time off for Jury Duty and Voting.



- Physical, Emotional and Financial Wellbeing programs: Employee Assistance Program benefits for employee and family for counseling and referral services. Accident, Critical Illness and Hospital Indemnity optional voluntary benefits.

### Safety at Vestas

*Safety is fundamental to the Vestas culture across our offices, factories, construction, and service operations.*

Safety is at the core of Vestas and is fundamental to our culture across our offices, factories, construction, and service operations. We have established a clear road map of strategic safety targets focused on the significant reduction of injuries and elimination of fatalities. From implementing critical behavioral safety programs, to providing frequent trainings that establish correct safety behaviors, to providing proper personal protective equipment (PPE), we are committed to ensuring a safe work environment, so our employees and suppliers return home safely each and every day.

***Our Construction and Operations team and Vestas's Nacelles Factory both hit one year with zero recordable injuries***

This year, Vestas' Nacelles Factory in Brighton, Colorado was recognized by the Colorado Department of Labor and Employment (CDLE) for exemplary workplace safety. Our Construction and Operations team and Vestas's Nacelles Factory both recently hit one year with zero recordable injuries. In addition, 52 service sites reached 5 years with zero recordable injuries and 13 sites hit 10 years with zero recordable injuries. Vestas has implemented unique safety programs and trainings as well as a "Home Safe Everyday" campaign that is

specifically tailored for our technicians and service operations teams to reiterate correct safety behaviors and perpetuate a continuous safety culture.

These milestones not only demonstrate our employee's constant dedication to workplace safety and commitment to prevent injuries, but also propels Vestas' safety culture across our various business units. Our employees play a vital role in deploying wind energy to accelerate the clean energy future. We believe a culture centered around employee wellbeing is critical to build-out a sustainable and safe renewable energy industry.

### Diversity, Equity, and Inclusion at Vestas

Vestas has a stated goal of becoming the safest, most inclusive, and most socially responsible company in the energy industry. We believe a diverse workforce comprises of a range of social identities, enriching our culture with varying experiences, perspectives, opinions, and solutions. We have the unique opportunity to build the US offshore wind industry from the ground up and we are committed to including people from all walks of life in the clean energy transition.

*Vestas has a stated goal of becoming the safest, most inclusive, and most socially responsible company in the energy industry.*

Laura Beane, President of Vestas North America, is striving to execute our deeply held commitments to these diversity goals as the diversity, equity, and inclusion (DEI) chair for the American Clean Power Association. In her position, Laura is working to create a coordinated industry effort to not only identify the key pathways to accelerate workforce development, but to also attract and retain diverse talent into the renewables industry. This will ensure that the opportunities of offshore wind are widely shared among different constituencies in the US.

#### *Attracting, Recruiting, and Retaining Diverse Employees*

Vestas actively works to develop a diverse, equitable, and inclusive workforce. Vestas launched several initiatives to meet our diversity, equity, and inclusion (DE&I) goals, attract and recruit diverse talent, and promote career pathways including:

- **Recruitment and DE&I:** In 2016, Vestas worked with external diversity and inclusion experts at Mercer to improve women’s retention rates in the company and increase the number of women in leadership positions. At this time, Vestas created an employee resource group called Women of Vestas to foster an inclusive and supportive workplace environment for women and help retain and promote diverse talent. To continue to meet our DE&I goals, Vestas partnered with Mercer again in 2020 and reviewed our recruitment processes to increase the future intake of diverse talents. The insights gained in this review were used to update our internal recruitment procedures and practices. Recruiters also participate in DE&I and unconscious bias trainings to ensure a fair and equitable recruitment process.
- **Develop Diverse:** In 2020, Vestas invested in technology, called Develop Diverse, to screen all job advertisements to identify biased language. The tool helps encourage a broad group of diverse candidates to apply for jobs and ensures our communications are inclusive and does not enforce biases about different social identities.
- **Circa:** Vestas posts open positions on more than 1,000 diversity job boards through a partnership with a platform called Circa. Circa offers unique talent acquisition tools and software solutions that help build more diverse and innovative teams. Through Circa, Vestas has the ability to proactively identify priority job boards in the [REDACTED] and connect directly to such organizations for promotion of our job opportunities.

- **External Pay Audit:** Vestas partnered with Mercer to conduct an external pay equity audit in seven major countries to identify potential areas of pay inequality.

In past years, Vestas has been particularly focused on enhancing our gender diversity. We have a stated goal of increasing the number of women in leadership positions. Vestas actively works to attract, recruit, and support women in a range of roles at Vestas. A few examples are provided below.

- To help accelerate the diversification of our wind technician talent, Vestas partners with a program called **Women Building Futures**. This program provides women with the industry-recognized training and skills to become a service technician. Vestas sponsored trainings and employment opportunities for 12 female service technicians in Canada last year and has donated equipment to the program.
- In February 2022, Vestas’ talent acquisition team attended the **Society of Women Engineers (SWE) career fair** at Portland State University to showcase and promote the career opportunities at Vestas.
- In August 2021, Vestas participated in Bristol Community College’s National Offshore Wind Institute (NOWI) **Equity in the Offshore Wind Industry Speaker Series**. The event provided a look into the experiences of high-level female professionals across the offshore wind industry to showcase women’s career pathways in the industry and highlight ways to promote diversity and equity in the offshore wind sector.
- Vestas celebrates **International Day of the Girl** by engaging with K-12 school districts around North America to bring content and excitement about renewable energy into the classroom. This year, 11 service sites across the US and Canada sent Vestas employees to visit local schools. The goal is to inspire children of all genders to join the wind industry through a variety of activities, including building Lego turbines, leading interactive activities, wearing technicians’ gear, and having Vestas employees share their experiences.



Vestas recognizes we cannot stop at gender diversity – we must also focus on attracting and retaining minorities and other diverse talent. Some examples include:

- **Diverse Outreach:** Over the past 6 months, Vestas utilized Circa to post our jobs more than 6,800 times through 1,437 diverse organizations across 41 states. These organizations included historically black colleges, indigenous peoples, minorities, diversity organizations, people with disabilities, veterans, women, and several others. This year, we aim to increase our outreach to minority groups and diverse talent by partnering and collaborating with universities, community colleges, and other groups that reach traditionally underserved populations.
- **Military Veteran Recruitment:** Vestas actively recruits veterans and frequently posts positions on job boards that target military personnel. Additionally, prior to the pandemic, Vestas attended career fairs specifically for veterans looking for work after leaving the military.
- Vestas offers a **US Management Training Program** where recent college graduates have the opportunity to work in three different positions at Vestas for over 18 months to gain hands on experience working in the industry. The rotations are designed to give exposure to different areas of the business including engineering, construction, service, and business development and brings female and diverse talent to the wind industry. Our 2021 Management Training Program includes 12 graduates that represent a range of social identities.

*Over the past 6 months, Vestas utilized Circa to post our jobs more than 6,800 times through 1,437 diverse organizations across 41 states.*

At Vestas, we recognize that DE&I efforts must be a constant. Vestas is committed to continue expanding and accelerating DE&I initiatives in both our onshore and offshore businesses. When we include new voices and fresh perspectives, we can find new solutions to the challenges we face and build a diverse and equitable industry.

#### Promoting Diversity within Vestas:

DE&I is also a strong focus internally within Vestas. Upon hiring, all new Vestas employees are assigned a DE&I training course and all people leaders go through an additional session on implicit bias and assumptions and a blind spots training. In this session, people leaders are encouraged to make a commitment to changing any behavior that runs counter to our DE&I principles and goals. Vestas also offers one-off learning opportunities throughout the year to ensure that DE&I is always top of mind for employees, including providing a 5-series DE&I training and toolkit.

Vestas also has several active employee resource groups. These groups celebrate and promote diversity and inclusion within Vestas, host workshops, social hours, community events, and trainings, and connect our employees to strong, supportive communities which cultivates a welcoming and safe workplace. Vestas has the following employee resource groups.



**Diversity, Equity, and Inclusion Employee Committee** that increases awareness of ongoing DE&I initiatives & employee experiences and is a sounding board for company-wide programs and communications to validate cultural sensitivity.



**United Vestas** provides a welcoming space for members and allies of the LGBTQ+ community, fosters an inclusive workspace, and offers education opportunities, such as a Learn Your Pronouns workshop.



**Women of Vestas** aims to grow, develop, promote, and retain women in Vestas at all levels of leadership and help Vestas achieve its goal of increasing the number of women in leadership positions.



**Vestas Military Veterans** is a diverse group of over 120 veterans tied together by the common fellowship of military service who utilizes past experiences and skills to support each other and Vestas' mission.

Vestas also promotes and sponsors targeted development programs and career pathways for women and minorities. Some examples are provided below.

- **WRISE Leadership Forum:** Vestas promoted and sponsored the participation of female employees and allies in Women of Renewable Industries and Sustainable Energy (WRISE) Leadership Forum for the past 10 years. In fact, this year Vestas had the largest representation from a single employer at the annual WRISE event. Nearly 100 women in Vestas gathered at the Portland headquarters to participate in the forum and attended leadership and professional development workshops.
- **Girls Inc. of Pacific Northwest:** Since 2015, Vestas has supported Girls Inc. by hosting two to three events per year. The events inform young women about the wind industry and how they can pursue a career in renewable energy. Some examples include:
  - **The Eureka Girls Summer Program:** Vestas hosts participants at our Portland headquarters and Service Training Center. Girls can talk with women working at Vestas to learn about their educational background and professional experience. While at the Training Center, participants walk our training warehouse, tour through a nacelle, see climbing walls and blade repair rooms as well as digital simulators.
  - **Produced by Her Girls Inc Program:** Vestas hosts an evening showcase where girls, their families, and Vestas women come together and view short films made by Girls Inc. participants.
  - **Sponsorships:** Annually, Vestas brings 12 Vestas women to participate at the Power of the Purse fundraiser and the International Day of the Girl luncheon and sponsors a table at each event.

Economic Benefit Descriptions & Metrics

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

Table 12 C.2.3: Expected Economic Benefits Metrics Entry

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

	[Redacted]
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Table 13 C.2.2: Economic Benefits Claims Entry

**C.2.D SEQRA**

Vestas will take commercially reasonable measures to facilitate, cooperate with, and otherwise provide information for any environmental review of the Facility overseen by an authorized governmental entity or entities pursuant to the New York State Environmental Quality Review Act (“SEQRA”). Section C.2.C.4 provides further detail on Vestas’ Permitting Plan.



## Appendix I : Environmental Mitigation Plan

for

### 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

January 26, 2023





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## 1. Environmental Mitigation Plan Summary

### 1.1 Overall philosophy and principles

“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.

Vestas incorporates Sustainability in Everything We Do as part of our Sustainability Strategy. Our four key sustainability goals are to (1) achieve **carbon neutrality** by 2030 without carbon offsets; (2) produce **zero-waste** turbines by 2040; (3) become the **safest, most inclusive, and socially responsible** company in the energy industry; and (4) **lead** the transition towards a world powered by sustainable energy.

Vestas is the first energy manufacturer of renewable energy that commits to climate targets in line with the Paris Agreement through SBTi validation. **We commit to reduce scope 1 and 2 GHG emissions 100% by 2030** from a 2019 base year of measurement and **scope 3 GHG emissions 45% per MWh delivered to the market by 2030** from a 2019 base year.

Vestas’ principles related to sustainability are further outlined in Section C.2.C.6 of the NY Blades SCIP Proposal; these principles and commitments drive internal decision making in alignment with the responsible management of our environmental resources. Vestas recognizes that the development of the manufacturing Facility will have implications for the surrounding environment; while many of these impacts cannot be avoided altogether, Vestas will employ a cohesive vision toward environmental mitigation that seeks to avoid, mitigate, restore, or offset any impacts.

Within the Stakeholder Engagement Plan (Appendix II), Vestas outlines key principles that Vestas will follow to lead and facilitate the social dialogue between the Facility, Vestas’ Customers, the Communities, Policymakers, and other identified stakeholders:

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

Stakeholder engagement and feedback is critical for further development and execution of the

Environmental Mitigation Plan; Vestas expects to further refine this plan throughout the permitting process and 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**

### **Data Incorporation:**

Data is critical to a successful Environmental Mitigation Plan (EMP); Vestas will acquire and use data to inform a coordinated and sophisticated plan. Vestas has already collected significant data on the proposed site for Facility development, and will collect data through the following studies as well as through the permitting process:

- Ecological Assessment and Wetland Delineation
- Phase I Environmental Site Assessment
- Archaeological Phase 1A and 1B Assessment
- Geotechnical Investigation
- Noise study
- Visual impact study
- Air Emission Analysis
- Traffic Impact Study
- Facility Energy Model
- Stormwater Management Plan
- Hazardous Materials Management Plan
- Specific monitoring or instrumentation related to wildlife is not expected at this time

### **Stakeholder Feedback:**

As part of the New York State Environmental Quality Review (SEQR) Vestas will solicit formal stakeholder feedback at several touchpoints, from making an action classification, establishing the lead agency, and identifying involved agencies. In addition to the involved agencies, the public will be involved in the lead agency's determination of significance and the scoping of the Environmental Impact Statement (EIS) scope. A potential public hearing is possible after the acceptance of the draft EIS as well. There will be ample opportunity for both involved agencies and the public to make their concerns known.

In addition to the avenues outlined above for public participation in the permitting process, Vestas has proposed a Stakeholder Engagement Plan (Appendix II) which identifies 11 categories of stakeholder groups with at least 30 organizations slated for ongoing outreach and engagement. Identified stakeholders of particular focus for the EMP include Environmental Organizations, Environmental Justice Organizations, First Nations, as well as key permitting stakeholders. Vestas plans to engage these stakeholders amongst the full list as outlined in the Stakeholder Engagement Plan through outreach activities which could include:



[REDACTED]	[REDACTED]	[REDACTED]
[REDACTED]	<ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul>	<ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul>
[REDACTED]	<ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul>	<ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul>
[REDACTED]	<ul style="list-style-type: none"> <li>■ [REDACTED]</li> </ul>	<ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul>

Table 1: Excerpt of Initial Stakeholders Identified for Engagement

**1.3 Existing guidance and best practices that will be followed**

Vestas is aware of many guidance documents, publications, tools, and past projects that will inform our strategy for Facility design, issue avoidance, environmental mitigation or offset, and data gathering.

Vestas will rely on environmental experts to support the development of the Facility and expects them to follow industry best practices as well as regionally relevant guidance documents. Some of them include but are not limited to:

- USFWS – Classification of Wetlands and Deepwater Habitats of the United States
- USFWS – National Wetlands Inventory
- New York Natural Heritage Program – Ecological Communities of New York State
- New York Natural Heritage Program – Online Conservation Guide USACE – Corps of Engineers Wetlands Delineation Manual
- New York State Department of Environmental Conservation – Environmental Resource Mapper
- Department of Environmental Conservation – Endangered and Threatened Fishes of New York
- National Marine Fisheries Service Recommendations for Mapping Fish Habitat

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 (Attachment 5), informed by good international industry practice, to create the social license to operate connected to the construction and operation of wind parks.”

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.

## 2. **Communications and Collaboration Approach**

### 2.1. **Overview and communication plan objectives**

Vestas anticipates that, for Facility development, stakeholder feedback and communication pertaining to the EMP will primarily occur within the NY SEQR permitting process. In addition, Vestas will pursue an extensive set of engagement activities and communications as outlined in the preceding section and further described in the Stakeholder Engagement Plan (Appendix II). Vestas expects to work closely with its customers to collaborate on communication objectives and stakeholder engagement on the ground.

### 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	<a href="mailto:MHLBR@Vestas.com">MHLBR@Vestas.com</a> +1 (503) 260-6754

*Table 2: Communication Officers/positions, Responsibilities, and Contact Information*

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

### 2.3. **Identification of stakeholders**

As previously mentioned in Section 1.2 and further described in the Stakeholder Engagement Plan (Appendix II), Vestas has conducted outreach to more than 15 entities to gain an initial understanding of the critical issues of local communities or relevant interest groups to inform the Stakeholder Engagement Plan. This initial outreach garnered an early working list of 30 organizations slated for ongoing outreach. Vestas’ expectation is that many other organizations will surface as Vestas continues its stakeholder engagement strategy and works closely with customers and existing stakeholder connections. In addition, Vestas intends to rely on lead agencies during the SEQR process to identify and include interested parties.

### 2.4. **Participation in stakeholder and technical working groups**

#### 2.4.1. **Communication with E-TWG**

Vestas supports the work of the E-TWG and stands ready to work with the group in any way that seems valuable.

#### **2.4.2. Communication with other New York State agencies**

Primary communication will occur in accordance with State designated processes such as SEQR and is anticipated to focus on the permitting lead agencies for clarity of communication. Advance communication with State agencies and Town stakeholders has already occurred and serves as a model for Vestas strategy; early and often communication is a key driver for avoiding conflict in the future and designing the best project that most aptly satisfies all parties. Lead agency determinations have not been formalized, but initial discussions have occurred with relevant parties. Vestas will continuously monitor the need for additional communication to ensure all agencies are informed and included as necessary.

#### **2.4.3. Communication with other stakeholder and working groups**

Vestas' plans for communication with other stakeholders and working groups is described in the Stakeholder Engagement Plan, and Vestas expects the initial list of organizations identified to expand as we continue this work. We are eager to work with representatives in New York to identify the most valuable venues in which Vestas could contribute expertise via working groups.

#### **2.4.4. Communication and collaboration with other developers**

Not applicable for proposed SCIP Facility.

### **2.5. Communication methods and tools by phase**

Please see the Stakeholder Engagement Plan (Appendix II). Further refinement of this section is expected in collaboration with Vestas' customers.

## **3. Supporting Other Research**

### **3.1. Support of collaborative research**

Given that the Facility development is expected to follow established environmental mitigation procedures and methods, limited contribution to environmental research is expected. If the need arises, Vestas will be eager to collaborate with leading experts in the environmental community.

### **3.2. Handing/processing requests**

In as much as the sharing of Project data does not violate previous business critical or 3<sup>rd</sup> party confidentiality requirements, Vestas expects to support all scientific efforts with available data.

### **3.3. Data availability**

A Data Management and Availability Plan will be developed upon award. Vast amounts of environmental data are not expected during the development of the Facility, but all data that is collected will be shared.

### **3.4. Proposed restrictions**

Environmental data related to the Facility development is not expected to be commercially sensitive.

### **3.5. Financial commitment for third party research**

Vestas will coordinate closely with offshore wind developers to understand the expected manufacturer contributions required to support the developer's assessment of environmental research funding that should be allotted to further research. No direct investment from Vestas is expected.

### **3.6. Proposed or existing commitments/collaborations**

Vestas will pursue a number of partnerships in the region upon award to maximize the economic and social contributions possible from a project of this scale. Relationships specifically related to environmental impacts and monitoring have not been formalized at this time.

## **4. Proposed Mitigation of Impacts to Marine Mammals and Sea Turtles**

Neither marine mammals nor sea turtles are not expected to be impacted by the Facility development. This assertion will be validated during the course of a full environmental review conducted via the permitting process post-award.

## **5. Proposed Mitigation of Impacts to Birds and Bats**

### **5.1. Baseline characterization**

Vestas has engaged an environmental consultant to conduct a preliminary review of bird and bat habitats. Their expertise, in addition to resources from the National Heritage Office (NHO) and the US Fish and Wildlife Service (USFWS) helped to identify information related to endangered, threatened, or rare species including birds and bats. In addition, the New York DEC website was reviewed to determine the potential for significant natural communities near the site. Furthermore, an onsite field review was conducted to identify key species within the project area.

#### **5.1.1. Available information**

See above.

### **5.1.2. Data collected**

Prior to development, a site assessment will again be conducted to investigate the presence of bald eagle or bat habitat such that those species can be managed during the construction period.

### **5.2. Species at risk**

Initial studies have identified potential bald eagle and long-eared bat habitat in close proximity to the site, so those species will receive the most focused attention. Vestas will employ a cohesive vision toward environmental mitigation that seeks to avoid, mitigate, restore, or offset any impacts.

### **5.3. Potential impacts/risks and mitigation measures by project stage**

There is still a significant body of work that must be performed to better understand and formalize what form mitigation and avoidance should take. We intend to rely on environmental expertise familiar with the region to ensure a comprehensive plan. When additional information necessitates an update to the EMP, relevant stakeholders and agencies will be informed as part of our regular communication expected throughout the process.

### **5.4. Monitor for impacts during each phase**

The primary impact anticipated will be the selective removal of trees along the shoreline near the dock area as required for facility blade loading operations. When these removals are necessary, a pre-investigation will be conducted to verify the presence of key species and ensure their proper management prior to, during, and after construction.

#### **5.4.1. Pre/Post monitoring to assess and quantify changes**

Assessing and quantifying changes in bird and bat resources will be conducted in accordance with environmental best practice. Total impacts are expected to be low for the facility development. A more comprehensive plan for assessing and quantifying changes in bird and bat resources will be developed as Vestas gains further information via studies conducted through the permitting process.

#### **5.4.2. Address data gaps**

Vestas stands ready to collaborate with all interested parties if any data gaps arise.

### **5.5. Strategies for developing alternate protocols**

No additional comments.

## **6. Proposed Mitigation of Impacts to Fish, Invertebrates and their Habitats**

### **6.1. Baseline characterization**

Vestas has engaged an environmental consultant to conduct a preliminary review of fish and invertebrate habitats. Their expertise, in addition to resources from the National Heritage Office (NHO) and the US Fish and Wildlife Service (USFWS) helped to identify information related to endangered, threatened, or rare species. In addition, the New York DEC website was reviewed to determine the potential for significant natural communities near the site.

#### **6.1.1. Available information**

See above

#### **6.1.2. Data being collected**

A more thorough field investigation is anticipated post-award to verify the extent to which the concerned species are present in the project site.

### **6.2. Species at risk**

Shortnose Sturgeon and Atlantic Sturgeon are anticipated to have potential to be in the proximity of the site.

### **6.3. Potential impacts/risks and mitigation measures by project stage**

The primary potential impacts affecting sturgeon habitat during the project will be any maintenance dredging needed as well as the construction of the modified dock. Maintenance dredging (if required) will be done according to the existing NYDEC and USACE permits in approved work windows. However, no dredging is expected at this time.

Construction of the dock modifications will likely require installation of pile foundations between the existing line of dolphins and the shoreline. Vibratory installation of the piles will be pursued instead of driven pile installation to minimize impacts. Further, Vestas anticipates seasonal work window restrictions so the work will be planned to be executed during the approved windows.

There is still a significant body of work that must be performed to better understand and formalize what form mitigation and avoidance should take. We intend to rely on environmental expertise familiar with the region to ensure a comprehensive plan. When additional information necessitates an update to the EMP, relevant stakeholders and agencies will be informed as part of our regular communication expected throughout the process.

#### **6.4. Monitor for impacts during each phase**

##### **6.4.1. Pre/Post monitoring to assess and quantify changes.**

Vestas will follow environmental best practice in monitoring and assessment of habitat changes.

##### **6.4.2. Addressing data gaps**

Vestas stands ready to collaborate with all interested parties if any data gaps arise.

#### **6.5. Strategies for developing alternate protocols**

No additional comments.

### **7. Considerations for Subsea and Overland Cables**

#### **7.1. Mitigation strategies for subsea and overland cables**

N/A

### **8. Additional Considerations**

#### **8.1. Additional mitigation strategies and EMP refinement**

Vestas will seek to avoid, mitigate, restore, or offset any environmental impacts of the proposed Facility. There is still a significant body of work that must be performed to better understand and formalize what form mitigation and avoidance should take. We intend to rely on environmental expertise familiar with the region to ensure a comprehensive plan. When additional information necessitates an update to the EMP, relevant stakeholders and agencies will be informed as part of our regular communication expected throughout the process.

#### **8.2. Process for updating the EMP**

No additional comments.

### **9. Project Decommissioning**

#### **9.1 Potential impacts on marine wildlife, birds, bats, and fisheries**

Decommissioning of the facility is not contemplated at this time, but if it does occur environmental mitigation planning will be executed according to best practice and existing regulation.

#### **9.2 Approach for decommissioning plan and coordination with stakeholders**

No additional comments.



**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



**January 26, 2023**



<b>Record of Revision</b>		
<b>Revision Date</b>	<b>Description of changes</b>	<b>Revision on pages</b>
1/26/2023	Original Issue	

<b>Communication Officers, Contact Information, Links</b>		
<b>Name / Title</b>	<b>Role</b>	<b>Contact Information</b>
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**Links to Project Information:** NA at this time

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## 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

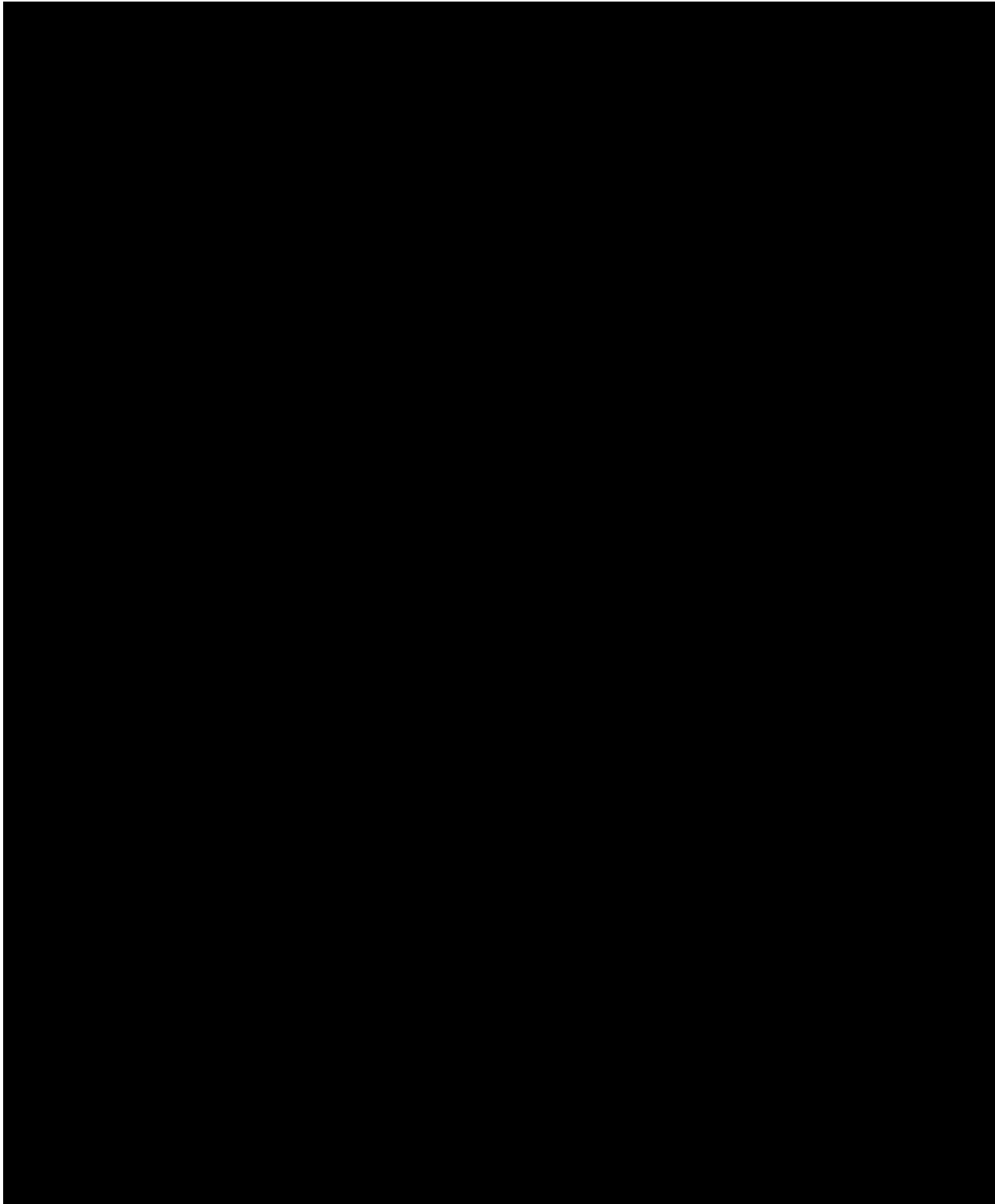




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Vestas believes recruitment from disadvantaged communities is a priority and recognizes the importance of maintaining a visible presence in those communities to be successful. [Redacted]  
[Redacted]  
[Redacted]  
[Redacted]





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

provide project updates and solicit input.

[REDACTED]	[REDACTED]	[REDACTED]
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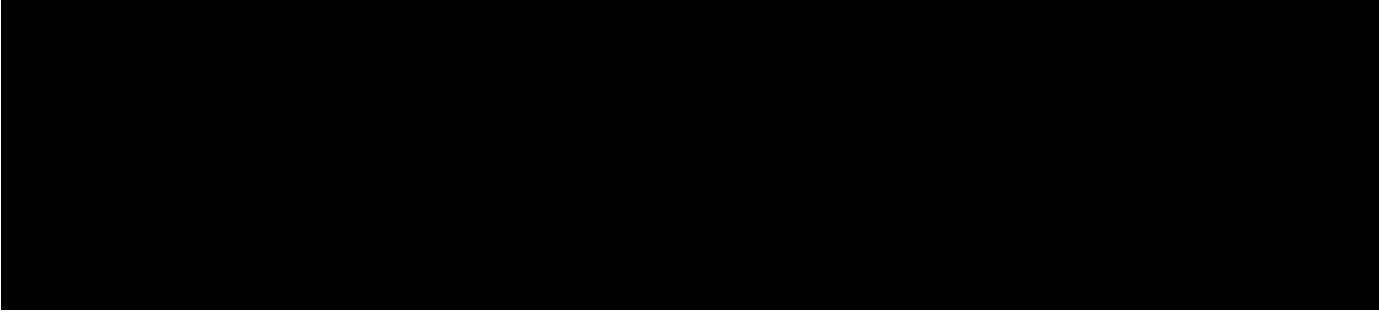
Table 4: Example Engagement Activities

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]

[Redacted]

[Redacted]



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"> <li>• Develop stakeholder and community engagement digital tracker that documents and details all communications and engagement efforts listed below.</li> <li>• Document information sharing efforts, including communication channels used, timing, objectives, information shared, reach, and outcomes or input received.</li> </ul>

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

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.