



A better approach
to learning in the
workplace?

Make Learning

Tangible by making easier to integrate in everyday work life

Closer to business by listening to our customers

Happen in the context of work, by tackling real world problems when they appear

Snack bite sized by peaking curiosity and encourage continuous learning

Convenient by removing barrier and support hybrid learning

Social by making learning fun and activity with peers

Company facts

The VELUX Group is owned by VKR Holding A/S, a limited company wholly owned by VILLUM FONDEN and the Kann Rasmussen family.

The VELUX Group's financial results are incorporated into VKR Holding's consolidated accounts.

40 countries with sales companies

27 production sites in 10 countries

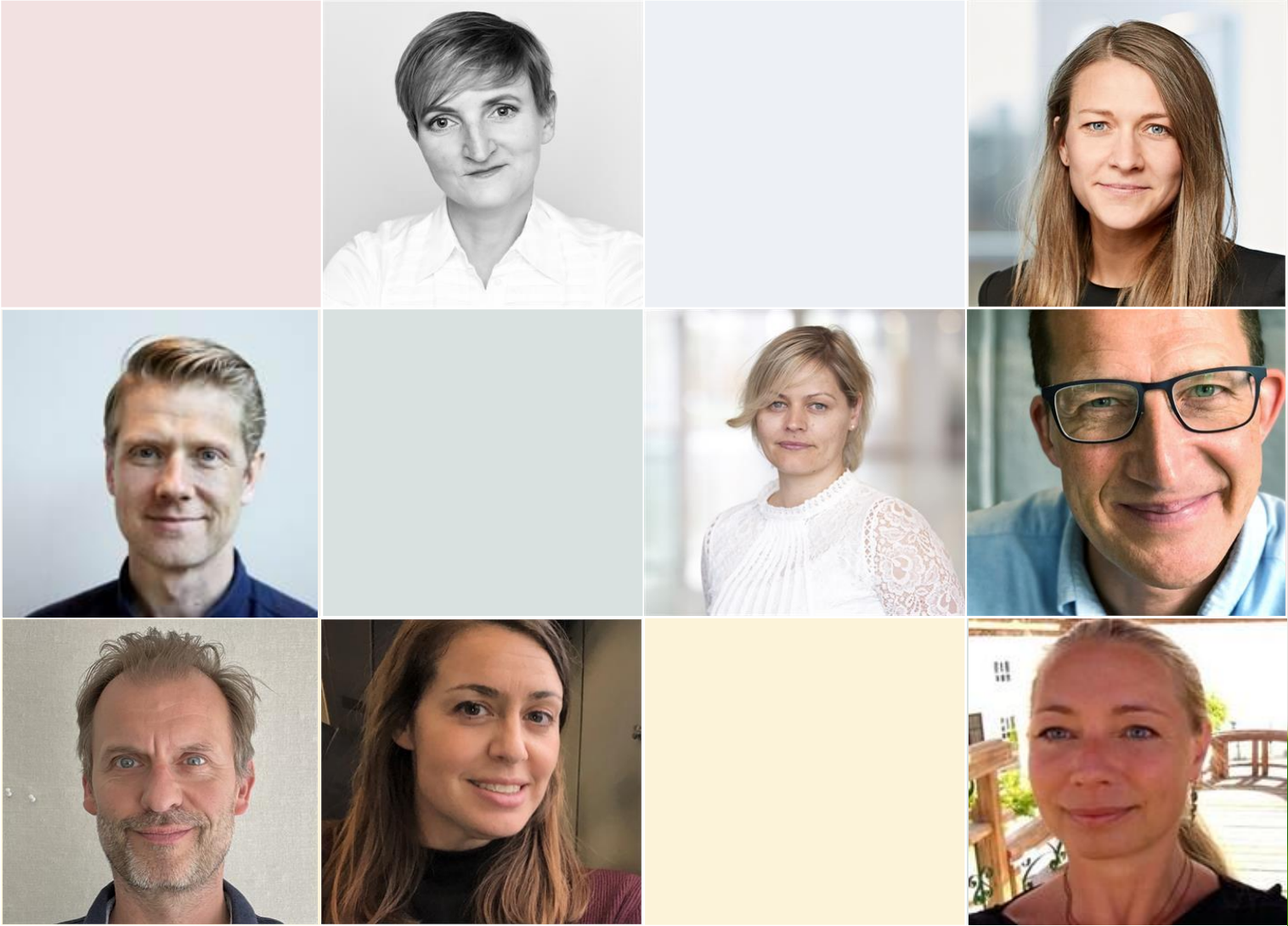
11,500 employees globally

We revised our VELUX Strategy in 2021

with a goal of having a stronger sustainability focus, a larger and more diverse organisation, as well as a new brand promise and a long-term strategy of getting closer to our end-customers.




The Team



People Development

Talent Programs	Organizational Review	Hogan Profiling	Leadership Training
Hybrid Work	Global Employee Survey	Project facilitation	Global On-Boarding
Digital Collaboration	Diversity, Inclusion & Equity	Learning Management	E-Learning

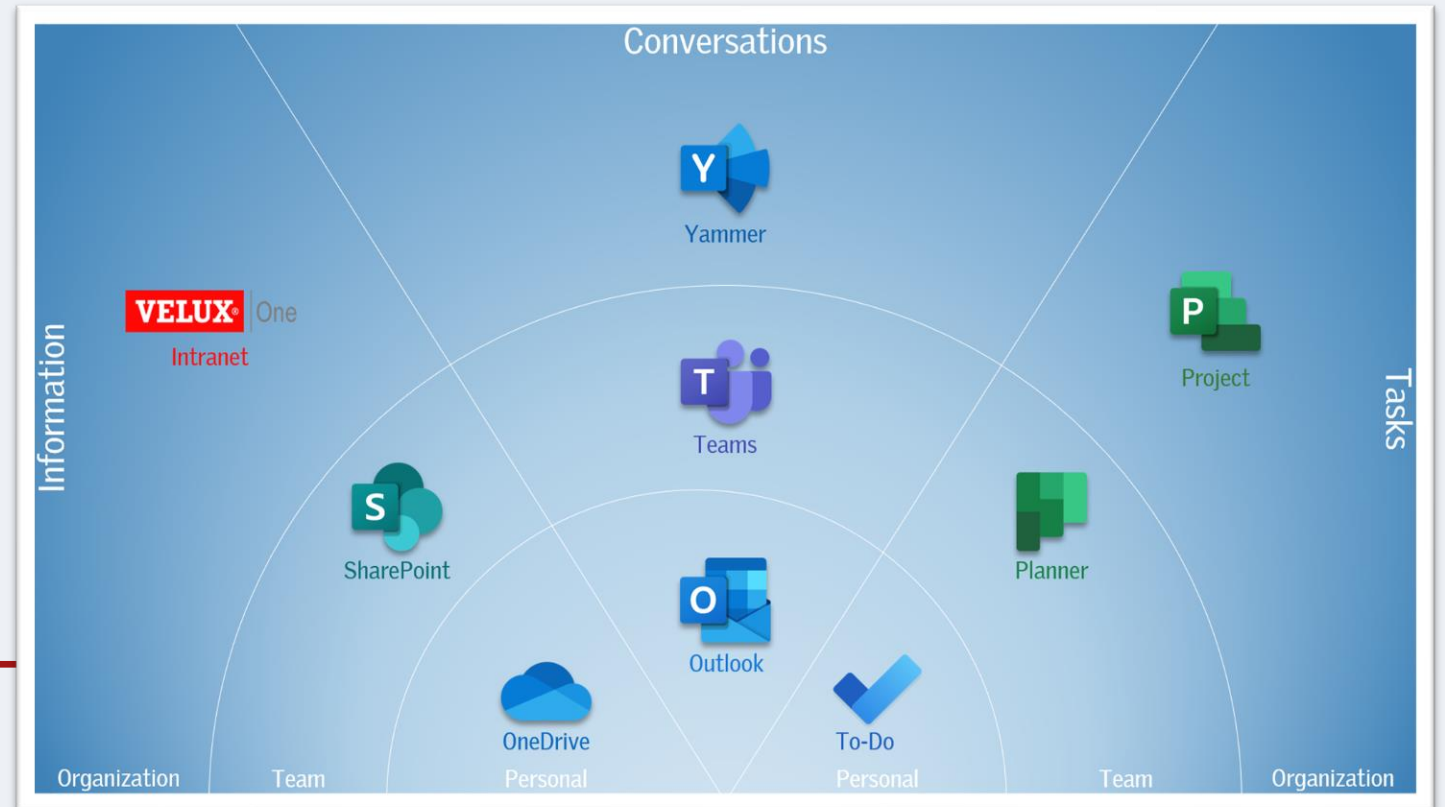
February 2020

A close-up photograph of large, vibrant green leaves, likely from a tropical plant, occupies the right side of the page. The leaves are in sharp focus, showing their detailed vein structure. The background is a blurred view of a modern building's interior or exterior architecture, with white structural elements and a glimpse of the sky.

Digital Collaboration

Tech webinar recipe

- Topic based approach
- Focus on technology
- Maximum one hour long
- Focus on actionable value
- Always hands-on exercises
- Limited seats, but indefinite webinars
- Free for all employees
- No recordings



May 2020

Testing New Ways of Working

Could we derive any insights from this global experiment of new ways of working?

- Thorough test performed in Denmark summer of 2020
- Vox Pop Survey autumn 2021
- Continuous test of how to best organize the office during 2022



THE SIX DIFFERENT EXPERIMENTS*

	Experiment	Description
Office/Home flexibility	TEAM FIXED DAYS	Everyone has 3-4 fixed days/week at work and 1-2 fixed days WFH E.g. Mon-Wed: All are at work, Thu-Fri: All WFH.
	INDIVIDUAL FLEX DAYS	Manager and employee agrees on if or when to WFH depending on the tasks (and are encouraged not to arrange for fixed days)
Working hours flexibility	FIXED HOURS	All people must be available (but not necessarily physically at work) during a certain interval each day e.g. 09.00-15.00
	FLEX HOURS	People can work whenever it fits their individual schedule as long as they observe/honour internal and external meetings/obligations
Virtual networking	VIRTUAL NETWORKING	Focus on better understanding of the VELUX organisation locally and globally through talking to peers <u>outside your core team</u> 2-3 times pr. week. Examples could be: Booking online virtual meetings/breaks/coffee/lunch.
Technology	LEVERAGE THE NEW DIGITAL	Maximize the use of MS Teams as default application for calls, messaging, planning and saving/sharing files without postponing any tasks - including ones known to be more challenging online (e.g. disagreement, onboarding, workshops etc)

¹⁶ *28 experiments engaging 244 experiment participants in total. The reference group had 127 members

Leadership Fundamentals

A facilitated and personal development journey for first-time Leaders in VELUX.

What it means:

- Learning in the context of daily business
- Placing the individual learner at the centre of activities
- Peer development throughout the program
- Curriculum is decided by the participants
- Combining of traditional and new learning paradigm

Case 1



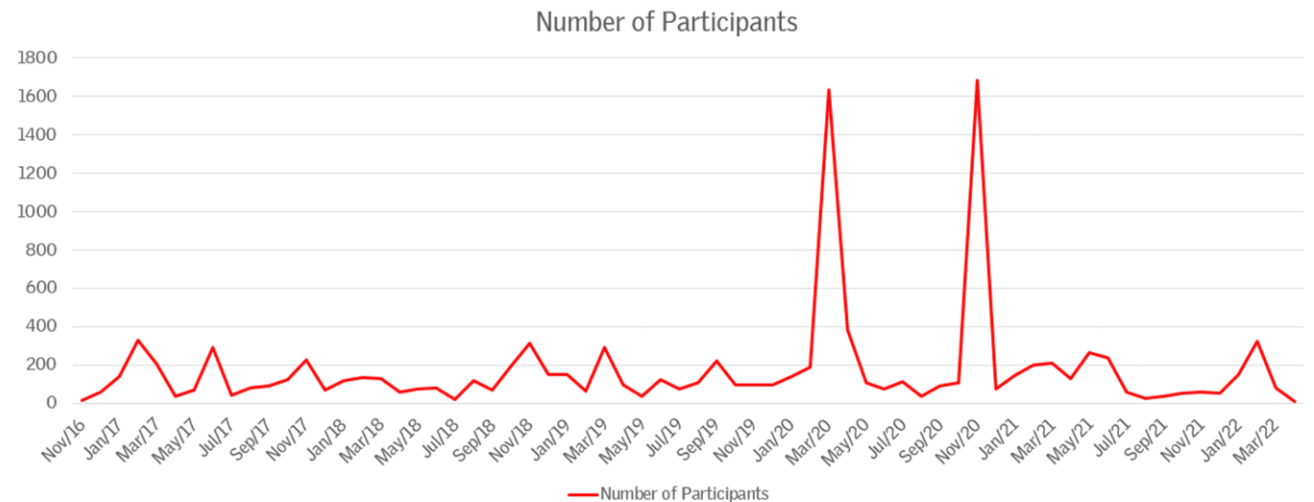
New Ways of Learning

Too busy to learn – record years lead to lower enrollment?

Time to change?

- New corporate strategy
- New ways of working paradigm
- Introducing Workday as our new LMS
- Better integration with HR processes
- Better global support for both information and production workers

MONTHLY PARTICIPATION IN WEBINARS & TOWNHALLS



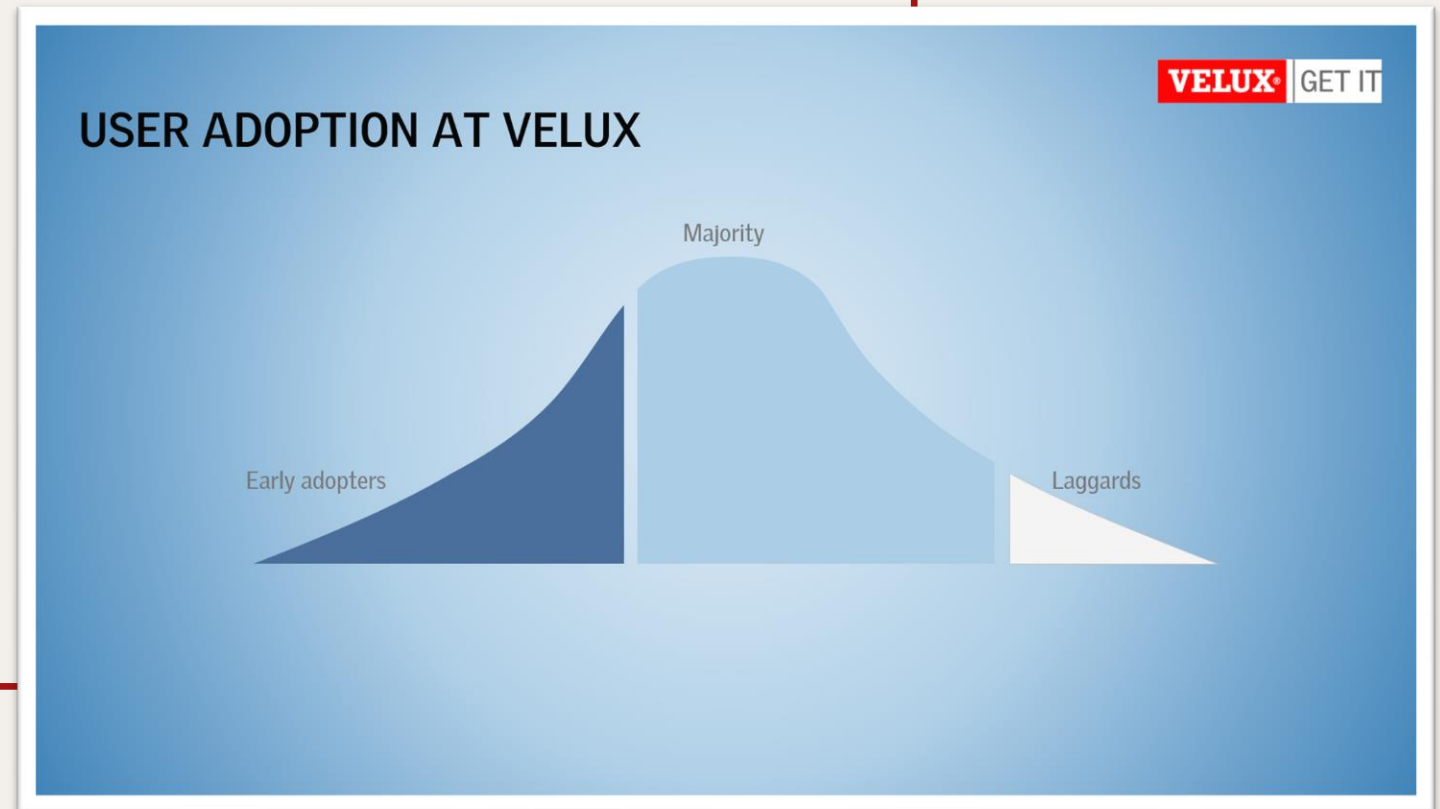
January 2022

Inspirational Micro Learning

Tapas style learning – in snack bite sizes

What it means:

- Catering to our two primary user groups
- One-off offering as scarcity rules
- Recordings are however made available
- Stats are based on both participation and views

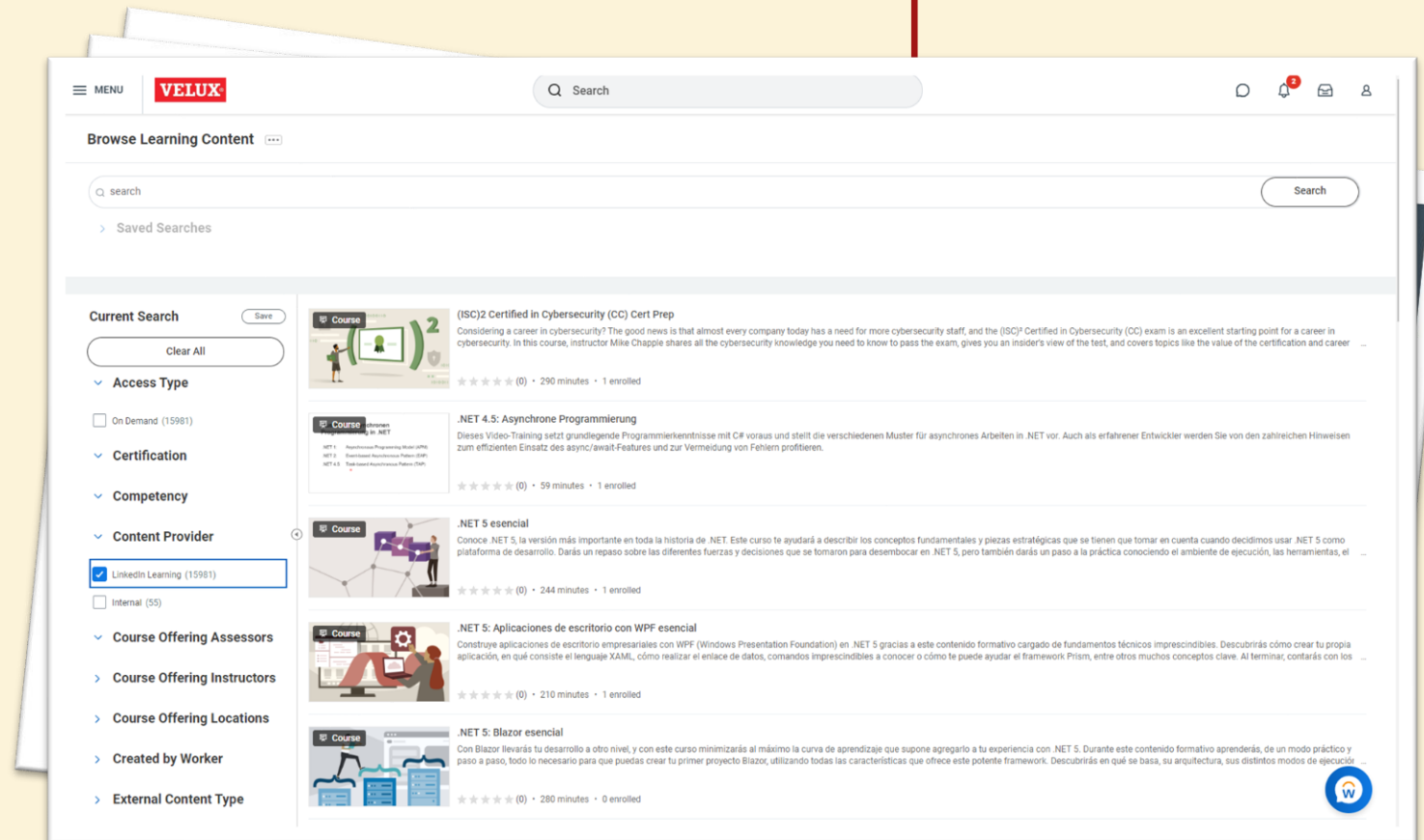


LinkedIn Learning

Boosting learning in VELUX

How did we get there:

- Accessibility do not drive learning in the long run
- “One test is better than 1.000 expert assumptions”
- 6 experimentation methods
- 8-week experimentation period



The screenshot shows the LinkedIn Learning interface. At the top, there is a search bar with the text 'Search' and a 'MENU' button. Below the search bar, the text 'Browse Learning Content' is visible. A search filter is applied, showing 'Current Search' with a 'Save' button and a 'Clear All' button. The search results are filtered by 'Access Type' (On Demand), 'Certification', 'Competency', and 'Content Provider' (LinkedIn Learning). The search results list several courses, including:

- (ISC)2 Certified in Cybersecurity (CC) Cert Prep
- .NET 4.5: Asynchrone Programmierung
- .NET 5 esencial
- .NET 5: Aplicaciones de escritorio con WPF esencial
- .NET 5: Blazor esencial

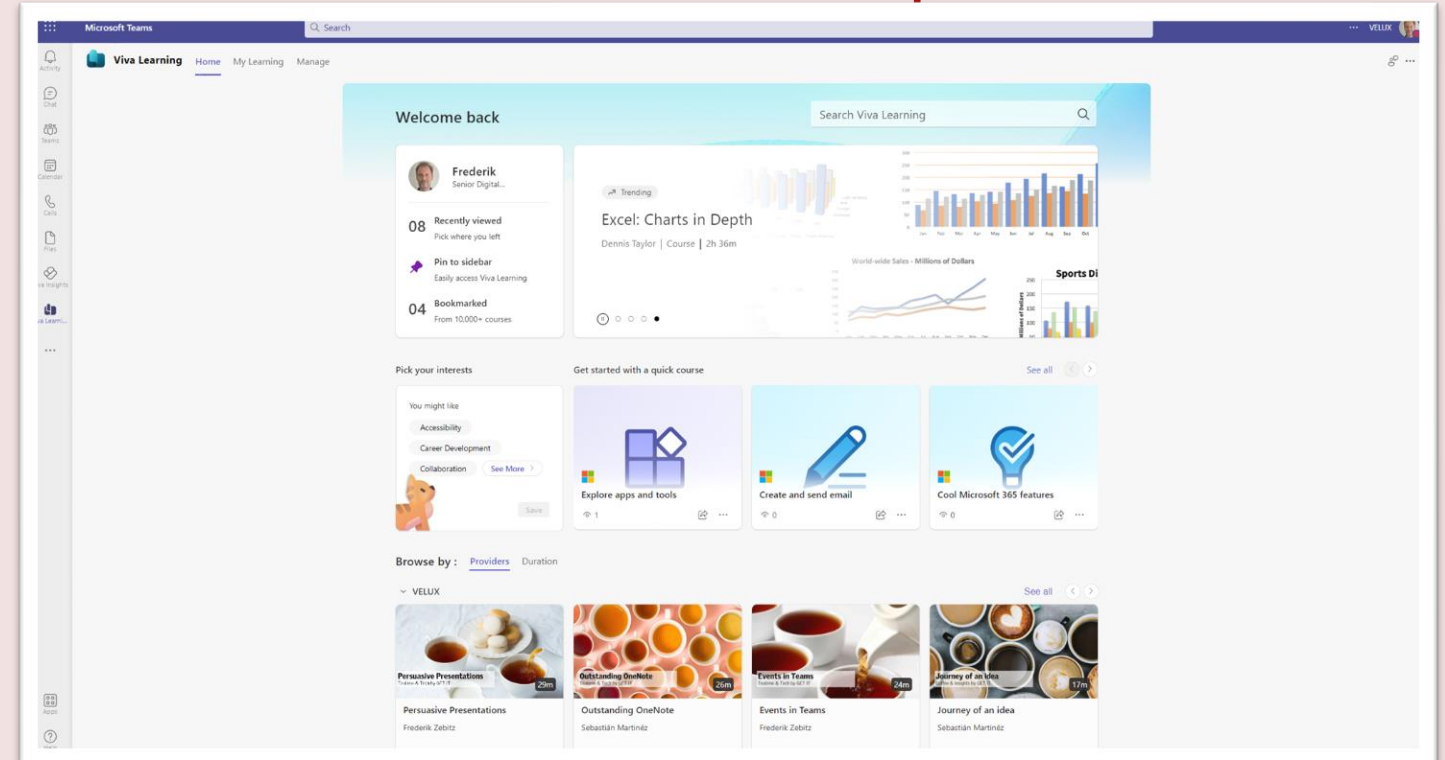
October 2022

Viva Learning

Democratize learning in the workplace

What are we trying to achieve?:

- One-stop shop for learning from Workday, LinkedIn, SharePoint and Microsoft
- Scheduled learning at your convenience
- Learning in the context of work
- Social learning by recommendations



2023

Moving beyond 2023

Managing oneself - Employee experience

“We live in an age of unprecedented opportunity ... but with opportunity comes responsibility”

Context



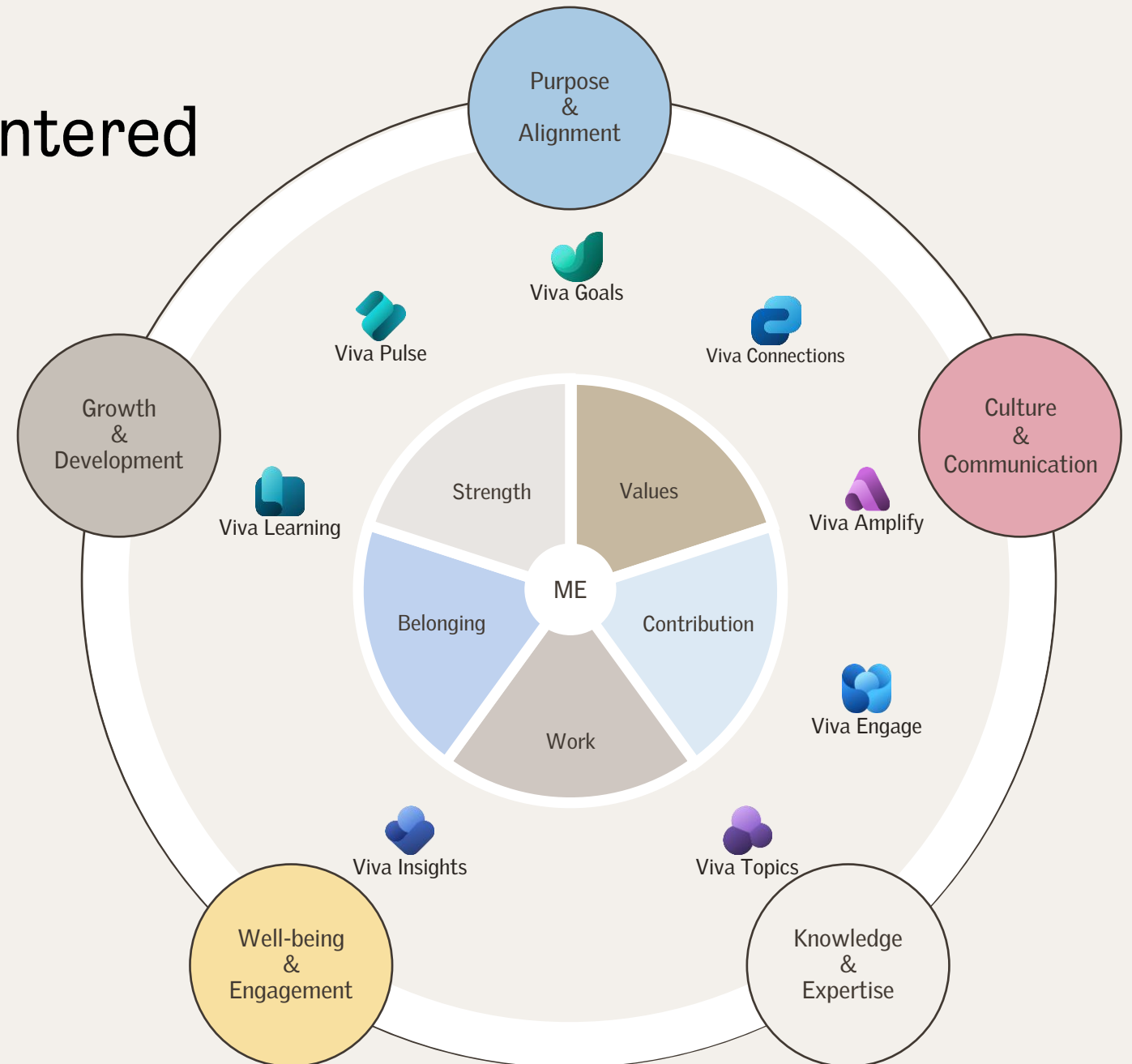
“Simply put, it’s up to you to carve out your place in the work world and know when to change course. And it’s up to you to keep yourself engaged and productive during a work life that may span over 50 years.”

Action

Managing the people-centered workplace

Microsoft Viva

- In 2023, on the foundation of the work of Peter F. Drucker we aim to introduce even more Viva products.
- Microsoft Viva can be divided into five areas that addresses the original five questions Drucker asked all employees in the modern workplace.
- The Viva Suite consist of several applications, each tapping into core processes of modern companies.



2023 -



Transforming Spaces