

# Corporate Responsibility

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## Ambitions and goals for Corporate Responsibility material aspects

All aspects of corporate responsibility are important for Statkraft. A materiality analysis has been conducted in 2015 with the aim of identifying the most central corporate responsibility aspects to Statkraft. The materiality analysis was conducted according to the Global Reporting Initiative (GRI G4), which includes considering stakeholder expectations. Six aspects were identified as a result of this analysis. In terms of reporting, these material aspects will be given a more detailed and comprehensive review than other aspects – see the full Corporate Responsibility Report posted on [www.statkraft.com](http://www.statkraft.com).

Material aspect	Ambition statement	Goals towards 2020
<b>Safety and safeguarding of people</b>	Statkraft actively prevents harm or injuries to people through a systematic approach and a value-based safety culture	<ul style="list-style-type: none"> <li>→ Ensure that managers at all levels provide safety leadership</li> <li>→ Strengthen the focus on high risk activities and preventative measures</li> <li>→ Utilize a balance of leading and lagging indicators to measure and guide performance</li> <li>→ Improve processes and capabilities for security management</li> <li>→ Ensure that learnings from incidents are applied corporate wide</li> </ul>
<b>Human rights</b>	Statkraft acts according to the UN Guiding Principles on Business and Human Rights	<ul style="list-style-type: none"> <li>→ Follow developments related to increasing international and national expectations related to human rights management (human rights due diligence process) and improve our practices accordingly, starting by major and international projects</li> <li>→ Ensure adequate implementation of training program on human rights</li> <li>→ Strengthen and make better known our grievance mechanisms, including at project level</li> <li>→ Strengthen stakeholder dialogue and communication, including on our salient human rights impacts</li> </ul>
<b>Water management</b>	Statkraft is recognised as a company with a responsible and sustainable water management practice	<ul style="list-style-type: none"> <li>→ Ensure proactive and adequate handling and systematic follow-up of water levels, flow-limits and hydropeaking requirements in our concessions and self-restrictions</li> <li>→ Demonstrate sustainable water management based on improved understanding of the effects of climate change on water availability (e.g. scarcity and flood control) in all areas of operation</li> </ul>
<b>Biodiversity</b>	Statkraft supports a precautionary approach to biodiversity challenges, and facilitates ecological resilience in our areas of impact	<ul style="list-style-type: none"> <li>→ Enhanced tracking and communication of performance on systematic handling of biodiversity, e.g. red-list species of flora and fauna, critical habitats and presence in legally protected areas</li> <li>→ Increased understanding of our impacts on biodiversity, and adequate handling in project development and operation</li> </ul>
<b>Climate change mitigation, adaptation and preparedness</b>	Statkraft contributes to the transition to a more climate friendly and sustainable energy system and seeks continuously to maintain a low climate footprint	<ul style="list-style-type: none"> <li>→ Further the understanding of the impact of national and international climate policies on our business and, as appropriate, provide Statkraft's perspectives, including on carbon pricing, to relevant stakeholders</li> <li>→ Improve our market and strategic analysis in order to incorporate climate change induced changes</li> <li>→ Further common understanding how climate change affects all our assets and continue to evaluate new business opportunities accordingly, based on company-wide climate assumptions</li> <li>→ Contribute to scientific methods for assessing the climate impact of our business</li> </ul>
<b>Business ethics and anti-corruption</b>	Statkraft actively prevents corruption and unethical practices in all business activities	<ul style="list-style-type: none"> <li>→ All employees complete training in business ethics with focus on anti-corruption</li> <li>→ Continue to strengthen the culture of reporting of concerns and breaches</li> <li>→ Continue to ensure adequate corporate-wide handling of anti-corruption and business ethics risks, with particular focus on high risk processes</li> <li>→ Improve the adequacy of how business ethics is reflected in requirements and controls for key business processes</li> </ul>

# Corporate Responsibility Statement

## Power generation and district heating production

Installed capacity per technology and geography <sup>1)</sup>	Unit of measurement	2015	2014	2013
Installed capacity power generation	MW	16 778	16 401	16 041
Of which hydropower	MW	13 464	13 273	12 886
Of which small-scale hydropower <sup>2)</sup>	MW	0	147	128
Of which wind power <sup>3)</sup>	MW	647	488	514
Of which gas power <sup>3)</sup>	MW	2 600	2 600	2 600
Of which bio power	MW	67	40	40
Installed capacity, district heating	MW	838	760	674
Installed capacity per geography, power generation				
Norway	MW	11 711	11 823	11 272
Other Nordic countries	MW	1 587	1 511	1 340
Other European countries	MW	2 863	2 761	3 009
Rest of the world	MW	617	305	334
Installed capacity per geography, district heating				
Norway	MW	675	596	596
Other Nordic countries	MW	164	164	164

Installed capacity per technology and geography <sup>1)</sup>	Unit of measurement	2015	2014	2013
Installed capacity per technology, power generation				
Hydropower	%	80.2	80.9	80.3
Wind power <sup>3)</sup>	%	3.9	3.0	3.2
Gas power <sup>3)</sup>	%	15.5	15.9	16.2
Bio power	%	0.4	0.2	0.2
Installed capacity per geography, power generation				
Norway	%	69.8	72.1	70.3
Other Nordic countries	%	9.5	9.2	8.4
Other European countries	%	17.1	16.8	18.8
Rest of the world	%	3.7	1.9	2.1
Installed capacity per geography, district heating				
Norway	%	80.5	78.4	88.4
Other Nordic countries	%	19.5	21.6	24.3

Capacity under development per technology and geography <sup>1), 4)</sup>	Unit of measurement	2015	2014	2013
Capacity under development, power generation	MW	909	1 262	1 673
Of which hydropower	MW	873 <sup>5)</sup>	1 016	1 172
Of which small-scale hydropower <sup>2)</sup>	MW	0	13	19
Of which wind power	MW	36	247	500
Of which gas power <sup>3)</sup>	MW	0	0	0
Capacity under development, district heating	MW	21	23	8
Capacity under development per geography, power generation			1 262	1 673
Norway	MW	100	158	208
Other Nordic countries	MW	0	126	454
Other European countries	MW	809	859	902
Rest of the world	MW	0	119	109
Capacity under development per geography, district heating				
Norway	MW	21	23	8
Other Nordic countries	MW	0	0	0

Capacity under development per technology and geography <sup>1), 4)</sup>	Unit of measurement	2015	2014	2013
Capacity under development per technology, power generation				
Of which hydropower	%	84.6 <sup>5)</sup>	80.5	70.1
Of which wind power	%	15.2	19.6	29.9
Of which gas power <sup>3)</sup>	%	0	0	0
Capacity under development per geography, power generation				
Norway	%	9.7	12.5	12.4
Other Nordic countries	%	0	10.0	27.1
Other European countries	%	90.3	68.1	53.9
Rest of the world	%	0	9.4	6.5
Capacity under development per geography, district heating				
Norway	%	100	100	100
Other Nordic countries	%	0	0	0

Power generation and district heating production per technology and geography <sup>1)</sup>		Unit of measurement	2015	2014	2013
Power generation		TWh	56.3	56.0	55.9
Of which hydropower		TWh	52.7	53.4	52.6
Of which small-scale hydropower <sup>2)</sup>		TWh	0.4	0.3	0.3
Of which wind power		TWh	2.5	1.7	1.4
Of which gas power <sup>3)</sup>		TWh	0.5	0.5	1.5
Of which bio power		TWh	0.3	0.3	0.3
District heating		TWh	1.1	1.0	1.1
Renewable power generation <sup>6)</sup>		%	99.1	99.1	97.3
Renewable district heating <sup>6)</sup>		%	94.7	83.6	82
Power generation per geography					
Norway		TWh	44.4	46.4	45.1
Other Nordic countries		TWh	7.2	5.6	5.4
Other European countries		TWh	1.3	1.8	2.3
Rest of the world		TWh	3.4	2.2	3
District heating per geography					
Norway		TWh	0.8	0.8	0.8
Other Nordic countries		TWh	0.2	0.2	0.3

Power generation and district heating production per technology and geography <sup>1)</sup>		Unit of measurement	2015	2014	2013
Power generation per technology					
Hydropower		%	93.6	95.4	94.1
Wind power		%	4.4	3.0	2.5
Gas power <sup>3)</sup>		%	0.9	0.9	2.7
Bio power		%	0.5	0.5	0.5
Power generation per geography					
Norway		%	78.9	82.9	80.7
Other Nordic countries		%	12.9	10.0	9.7
Other European countries		%	2.3	3.2	4.1
Rest of the world		%	6.0	3.9	5.4
District heating per geography					
Norway		%	80.1	79.5	72.6
Other Nordic countries		%	19.9	20.5	27.4

Efficiency of thermal plants <sup>7)</sup>		Unit of measurement	2015	2014	2013
Gas power plants		%	43 - 59	43 - 59	43 - 59
District heating plants		%	71 - 99	85 - 90	85 - 100
Bio power plants		%	30 - 31	30 - 31	30 - 31

<sup>1)</sup> Includes Statkraft's shareholdings in subsidiaries where Statkraft has a majority interest.

<sup>2)</sup> Installed capacity <10 MW.

<sup>3)</sup> Includes the jointly controlled Herdecke (Germany), Kårstø (Norway), Scira (United Kingdom) and WUKI (United Kingdom) power plants.

<sup>4)</sup> Includes projects with an investment decision.

<sup>5)</sup> The Cetin project is included in the figures, but is currently suspended.

<sup>6)</sup> Non-renewable production covers gas power and share of district heating based on fossil fuel. From 2015 the waste used in the incineration plant in Trondheim is defined as input for waste heat and therefore counted as renewable.

<sup>7)</sup> Ratio of net energy output (electricity and heat) against gross energy input. Efficiency is reported per plant.

## Climate

### Greenhouse gas emissions

	Unit of measurement	2015	2014	2013
Emissions of CO <sub>2</sub> equivalents, consolidated activities <sup>1)</sup>	Tonnes	257 600	313 300	469 600
Of which from gas power plants	Tonnes	188 800	197 300	357 600
Of which from district heating plants <sup>2)</sup>	Tonnes	13 000	64 000	77 200
Of which from SF <sub>6</sub> emissions	Tonnes	1 300	5 500	1 200
Of which from halon emissions	Tonnes	0	0	27
Of which from fuel consumption <sup>3)</sup>	Tonnes	50 900	44 500	31 200
Of which from business travel <sup>4)</sup>	Tonnes	3 600	2 000	2 400
Emissions of CO <sub>2</sub> equivalents <sup>5)</sup> from affiliated gas power plants	Tonnes	26 000	39 600	52 600
SF <sub>6</sub> emissions	kg	101	267	53
Halon emissions	kg	0	0	20

<sup>1)</sup> Statkraft's ownership is >50%.

<sup>2)</sup> Fossil share of emissions. From 2015 the waste used in the incineration plant in Trondheim is defined as input for waste heat and therefore counted as renewable with zero emissions of greenhouse gases.

<sup>3)</sup> CO<sub>2</sub> from fuel consumption from the Group's equipment and machinery.

<sup>4)</sup> Comprises air travel and mileage reimbursements for private vehicle use in the Norwegian operations.

<sup>5)</sup> Statkraft's share.

### Relative greenhouse gas emissions <sup>1)</sup>

	Unit of measurement	2015	2014	2013
CO <sub>2</sub> -equivalent emissions per MWh generated, total	kg/MWh	5 <sup>2)</sup>	6	8
CO <sub>2</sub> -equivalent emissions per MWh generated, gas power	kg/MWh	408	473	273
CO <sub>2</sub> -equivalent emissions per MWh generated, district heating	kg/MWh	12 <sup>2)</sup>	64	70

<sup>1)</sup> Includes Statkraft's share of production and direct fossil CO<sub>2</sub> emissions from the production process. Includes also Statkraft's share of production and emissions of CO<sub>2</sub> in the jointly controlled power plants Herdecke (Germany), Kårstø (Norway), Scira (United Kingdom) and WUKI (United Kingdom).

<sup>2)</sup> From 2015 the waste used in the incineration plant in Trondheim is defined as input for waste heat and therefore counted as renewable with zero emissions of greenhouse gases.

### Allocated CO<sub>2</sub>-quotas

	Unit of measurement	2015	2014	2013
Allocated CO <sub>2</sub> -quotas, consolidated activities <sup>1)</sup>	Tonnes	44 700	55 500	86 300
Of which Norway	Tonnes	21 500	26 200	28 800
Of which other Nordic countries	Tonnes	23 200	29 300	57 500
Of which other European countries	Tonnes	0	0	0
Of which rest of the world	Tonnes	0	0	0

<sup>1)</sup> Statkraft's ownership is >50%.

## Interventions on nature and biodiversity

### Impacts on watercourses <sup>1)</sup>

	Unit of measurement	2015	2014	2013 <sup>2)</sup>
Impacted river courses with:				
Anadromous fish	Number	46	46	47
Catadromous fish	Number	5	2	1
Impacted national salmon rivers	Number	13	12	12
Impacted protected rivers	Number	8	8	8

<sup>1)</sup> Impact entails change of waterflow, water levels or other living conditions for fish.

<sup>2)</sup> SN Power is not included.

### Fish cultivation

	Unit of measurement	2015	2014	2013
Restocking of fish and smolt <sup>1)</sup>	Number	523 000	1 799 200	913 100
Of which in Norway	Number	139 600	-	-
Of which in other Nordic countries	Number	376 400	-	-
Of which in other European countries	Number	7 000	-	-
Of which in the rest of the world	Number	0	-	-
Stocking of fish roe <sup>2)</sup>	Number	1 080 000	936 400	317 800

<sup>1)</sup> Includes salmon, inland trout, sea trout, grayling and eel.

<sup>2)</sup> Includes salmon in Norway and eel in Sweden.

### Red list species <sup>1), 2)</sup>

	Unit of measurement	2015
Red list species with habitat in areas impacted by Statkraft's operations in:		
Norway	Number	2 <sup>3)</sup>
Other Nordic countries	Number	6 <sup>4)</sup>
Other European countries	Number	0
Rest of the world	Number	61 <sup>5)</sup>

<sup>1)</sup> This indicator is new in 2015.

<sup>2)</sup> Includes species defined as red list species by either International Union for Conservation of Nature (IUCN) or national authorities.

<sup>3)</sup> Includes red list species with habitat areas impacted by Skagerak Energi's operations.

<sup>4)</sup> Includes red list species with habitat areas impacted by Power Generation's operations in Sweden.

<sup>5)</sup> Includes red list species with habitat areas impacted by International Hydro's operations in Albania, Turkey, Peru, Chile, Nepal and Brazil.

### Operational sites in, or adjacent to, protected areas <sup>1), 2)</sup>

	Unit of measurement	2015
Operational sites in, or adjacent to, protected areas		19
Of which in Norway	Number	14
Of which in other Nordic countries	Number	4
Of which in other European countries	Number	1
Of which in the rest of the world	Number	0

<sup>1)</sup> This indicator is new in 2015.

<sup>2)</sup> Limited to natural parks and nature or wildlife reserves.

## Energy and resource consumption

Consumption	Unit of measurement	2015	2014	2013
Electricity	GWh	1 031	899	882
Of which pumped-storage power	GWh	858	668	591
Of which electric boilers for district heating	GWh	35	76	87
Of which other operations	GWh	138	155	204
Fossil fuel				
Natural gas, gas-fired power plants	Mill. Nm <sup>3</sup>	91	95	173
Fuel gas, district heating plants	Tonnes	3 506	3 712	5 810
Fuel oil	Tonnes	3 438	1 817	2 937
Engine fuel <sup>1)</sup>	Tonnes	14 502	13 223	10 390
Other fuel				
Waste for district heating plants	Tonnes	227 700	205 400	225 495
Waste for bio power plants	Tonnes	0	0	285 764
Bio fuel	Tonnes	264 200	409 700	168 746
Process water <sup>2)</sup>	m <sup>3</sup>	349 100	350 000	1 361 200

<sup>1)</sup> Includes consumption of fuel for own equipment and machinery.

<sup>2)</sup> Includes process water (cooling water) in gas fired power plants, bio power plants and district heating plants.

Inventories	Unit of measurement	2015	2014	2013
SF <sub>6</sub>	kg	27 088	28 578	31 452
Halon	kg	2 126	2 126	2 126

Statkraft has been temporarily exempted from the requirements to phase out halon as an explosion suppression medium in transformer rooms.

## Air pollution

Emissions to air	Unit of measurement	2015	2014	2013
SO <sub>2</sub> from district heating plants	Tonnes	5	16	48
NO <sub>x</sub>	Tonnes	513	514	874
Of which from gas power plants	Tonnes	75	66	173
Of which from district heating plants	Tonnes	334	293	415
Of which from bio power plants	Tonnes	104	155	286

## Waste

Waste	Unit of measurement	2015	2014	2013
Hazardous waste	Tonnes	61 400	60 400	86 400
Of which from waste incineration plants <sup>1)</sup>	Tonnes	49 200	47 400	53 600
Of which from bio power plants	Tonnes	8 300	11 200	32 000
Of which other hazardous waste	Tonnes	3 980	1 750	770
Other waste	Tonnes	12 000	7 700	8 800
Of which separated waste	Tonnes	9 900	5 700	6 500
Of which residual non-hazardous waste	Tonnes	2 000	2 000	2 300

<sup>1)</sup> Consists of slag, filter dust and filter cake.

## Environmental assessment and compliance

Environmental assessment <sup>1)</sup>	Unit of measurement	2015	2014	2013
Environmental assessment result, total	Rating	B+	B	B+
Environmental management	Rating	B	B	B
Products and services	Rating	B	B	B+
Eco-efficiency	Rating	A	A-	A-

<sup>1)</sup> Environmental assessment from the rating company Oekom research AG. Rating from E- to A+ (highest), where rating B- and above is considered as leading by Oekom research.

Environmental incidents and issues	Unit of measurement	2015	2014	2013
Serious environmental incidents	Number	0	0	0
Less serious environmental incidents	Number	228	159	127
Unwanted environmental conditions	Number	200	171	117

### Definitions:

Serious environmental incidents: An incident that causes significant negative environmental impact, i.e. permanent or severe damage (restitution time >1 year).

Less serious environmental incident: An incident that causes a negative environmental impact that is not considered significant (restitution time <1 year).

Unwanted environmental situation: A situation that could have led to a negative environmental impact if not corrected.

Most of the less serious environmental incidents in 2015 concern short-term breaches of the river management regulations and minor oil spills. These incidents had little or no environmental impact.

Penal sanctions, environment	Unit of measurement	2015	2014	2013
Penal sanctions for non-compliance with environmental legislation	Number	0	0	0
Fines for non-compliance with environmental legislation	NOK million	0	0	0

## Contribution to society

Value creation	Unit of measurement	2015	2014	2013
Gross operating revenues	NOK million	53 094	52 254	49 564
Paid to suppliers for goods and services <sup>1)</sup>	NOK million	37 655	29 942	28 740
Gross value added	NOK million	15 439	22 312	20 824
Depreciation, amortisation and impairment	NOK million	6 401	4 071	3 045
Net value added	NOK million	9 038	18 241	17 779
Financial income	NOK million	421	859	237
Share of profit from associates	NOK million	683	661	1 101
Minority interests	NOK million	-598	684	482
Values for distribution	NOK million	10 740	19 077	18 635

<sup>1)</sup> Includes energy purchases, transmission costs and operating expenses.

Distribution of value created	Unit of measurement	2015	2014	2013
Employees				
Gross salaries and benefits	NOK million	3 107	2 667	2 788
Lenders/owners				
Interest	NOK million	5 740	7 143	11 830
Dividend <sup>1)</sup>	NOK million	1 604	5 600	0
Taxes <sup>2)</sup>	NOK million	3 665	6 059	4 291
The company				
Change in equity	NOK million	-3 376	-2 392	-274
Total wealth distributed	NOK million	10 740	19 077	18 635

<sup>1)</sup> Includes dividend and Group contribution from Statkraft AS to Statkraft SF.

<sup>2)</sup> Includes taxes, property tax, licence fees and employers' contribution.

Taxes <sup>1)</sup>	Unit of measurement	2015	2014	2013
Total	NOK million	2 825	3 546	3 503
Of which in Norway	NOK million	2 390	2 959	3 369
Of which in other Nordic countries	NOK million	100	165	30
Of which in other European countries	NOK million	279	420	87
Of which in the rest of the world	NOK million	56	3	17

<sup>1)</sup> Taxes payable in the balance sheet.

<b>Tax contribution <sup>1)</sup> to Norwegian municipalities</b>	Unit of measurement	<b>2015</b>	2014	2013
Total	NOK million	<b>1 523</b>	1 518	1 518
Total, the ten municipalities which receive the most				
Vinje	NOK million	<b>110</b>	109	107
Hemnes	NOK million	<b>98</b>	96	96
Suldal	NOK million	<b>88</b>	91	96
Rana	NOK million	<b>81</b>	82	83
Odda	NOK million	<b>79</b>	78	76
Eidfjord	NOK million	<b>66</b>	63	65
Meløy	NOK million	<b>63</b>	63	61
Tokke	NOK million	<b>62</b>	61	63
Narvik	NOK million	<b>47</b>	46	-
Nore og Uvdal	NOK million	<b>45</b>	53	54

<sup>1)</sup> Includes property tax, natural resource tax and licence fees paid directly to the local authorities.

## Stability of electricity supply

<b>Power outage</b>	Unit of measurement	<b>2015</b>	2014	2013
Power outage frequency (SAIFI) <sup>1)</sup>	Index	<b>1.50</b>	1.75	1.34
Average power outage duration (SAIDI) <sup>2)</sup>	Index	<b>92.4</b>	115.8	85.8

<sup>1)</sup> System average interruption frequency index (measured based on IEEE standard).

<sup>2)</sup> System average interruption duration index (measured based on IEEE standard).

## Business ethics and anti-corruption

<b>Whistleblower cases</b>	Unit of measurement	<b>2015</b>	2014	2013
Whistleblower cases registered by Statkraft corporate audit	Number	<b>12</b>	5	2

<b>Penal sanctions, business ethics</b>	Unit of measurement	<b>2015</b>	2014	2013
Penal sanctions for legal breaches related to business ethics <sup>1)</sup>	Number	<b>0</b>	0	0
Fines for legal breaches related to business ethics <sup>1)</sup>	NOK million	<b>0</b>	0	0

<sup>1)</sup> Penal sanctions imposed for breaches of laws and regulations related to accounting fraud, price cooperation and corruption.

<b>Violation of anti-corruption law <sup>1)</sup></b>	Unit of measurement	<b>2015</b>
Reported incidents of suspected violation of anti-corruption law amongst Statkraft employees	Number	<b>15</b>
Reported incidents of suspected violation of anti-corruption law amongst Statkraft's business partners, related to Statkraft activities	Number	<b>10</b>
Confirmed and reported violation of anti-corruption laws amongst Statkraft employees	Number	<b>0</b>
Confirmed and reported violation of anti-corruption laws amongst Statkraft's business partners, related to Statkraft activities	Number	<b>0</b>

<sup>1)</sup> This indicator is new for 2015.

<b>Training on anti-corruption <sup>1)</sup></b>	Unit of measurement	<b>2015</b>
Percentage of employees that have received training on anti-corruption in the last 3 years	Percentage	<b>68</b>
Percentage of people in senior management positions that have received training on anti-corruption in the last 2 years	Percentage	<b>90</b>

<sup>1)</sup> This indicator is new for 2015.

## Human rights

<b>Consultations with indigenous people <sup>1)</sup></b>	Unit of measurement	<b>2015</b>
Number of projects with ongoing consultations involving rights of indigenous people	Number	<b>6 <sup>2)</sup></b>

<sup>1)</sup> This indicator is new for 2015.

<sup>2)</sup> Includes ongoing consultations in Norway and Chile.

<b>Penal sanctions - human rights</b>	Unit of measurement	<b>2015</b>	2014	2013
Penal sanctions for legal breaches related to human rights <sup>1)</sup>	Number	<b>0</b>	0	0
Fines for legal breaches related to human rights <sup>1)</sup>	NOK million	<b>0</b>	0	0

<sup>1)</sup> Penal sanctions for legal breaches on discrimination, property rights, forced labour/child labour, freedom of association.



## Labour practices

Employees	Unit of measurement	2015	2014	2013
Employees 31.12	Number	4 170	3 731	3 734
Of which in Norway	Number	2 365	2 470	2 454
Of which in other Nordic countries	Number	222	216	205
Of which in other European countries	Number	737	663	708
Of which in the rest of the world	Number	846	382	367
Full-time employees 31.12	%	97	97	97
Staff turnover rate <sup>1)</sup>	%	5	4	6
Service time				
Average service time	Years	10.8	11.8	10.9
Average service time for employees resigned or dismissed	Years	6.6	11.4	5.3
Apprentices employed 31.12	Number	61	75	76
Trainees employed 31.12	Number	15	14	17
Nationalities represented among Statkraft's employees	Number	44	45	50

<sup>1)</sup> Excluding retirements.

Gender equality	Unit of measurement	2015	2014	2013
Percentage of women				
Total	%	23	24	23
In Norway	%	26	25	25
In other Nordic countries	%	20	20	19
In other European countries	%	25	24	23
In the rest of the world	%	14	16	18
In management positions	%	23	22	22
In Norway	%	26	24	25
In other Nordic countries	%	15	12	12
In other European countries	%	20	21	17
In the rest of the world	%	17	16	11
In Group Management	%	29	14	14
In the Statkraft Board of Directors	%	50	44	44
New employees	%	26	25	23
New managers	%	16	14	26
Full-time employees	%	22	23	20
Part-time employees	%	55	57	60

Equal salary <sup>1)</sup>	Unit of measurement	2015	2014	2013
Equal salaries, employees	Ratio	0.97	0.90	0.92
In Norway	Ratio	0.96	0.93	0.96
In other Nordic countries	Ratio	1.05	0.98	1.05
In other European countries	Ratio	0.85	0.70	0.76
In the rest of the world	Ratio	1.07	1.02	1.08
Equal salaries, managers	Ratio	0.91	0.90	0.85
In Norway	Ratio	0.96	0.94	0.92
In other Nordic countries	Ratio	0.91	0.70	0.87
In other European countries	Ratio	0.77	0.74	0.67
In the rest of the world	Ratio	0.89	1.15	0.47

<sup>1)</sup> Average salary for women in relation to average for men.

Statkraft as employer	Unit of measurement	2015	2014	2013
Organisation and leadership evaluation <sup>1)</sup>				
Result	Scale 0-100	73	74	73
Response rate	%	88	87	86
Employees who have completed the performance and career development review	%	81	88	92
Ranking as preferred employer <sup>2)</sup> among				
Business students	Ranking	53	48	43
Technology students	Ranking	7	7	7
Business professionals	Ranking	37	28	35
Technology professionals	Ranking	8	18	13

<sup>1)</sup> From Statkraft's internal annual organisation and leadership evaluation survey. Statkraft's score can be compared with the European Employee Index Norway 2015 result of 70.

<sup>2)</sup> Ranking among final-year students and professionals, as defined and measured in the annual Universum Graduate Survey for Norway and the Universum Professional Survey for Norway respectively.

## Health and safety

<b>Fatalities</b>	Unit of measurement	2015	2014	2013
Consolidated operations <sup>1)</sup>				
Employees	Number	0	0	0
Contractors	Number	0	3	1
Third party	Number	0	0	1
Associates <sup>2)</sup>				
Employees	Number	0	0	0
Contractors	Number	0	1	0
Third party	Number	0	0	0

<sup>1)</sup> Activities where Statkraft has > 50% ownership.

<sup>2)</sup> Activities where Statkraft has 20 - 50% ownership

<b>Injuries <sup>1)</sup></b>	Unit of measurement	2015	2014	2013
Employees				
Lost-time injuries (LTI) <sup>2)</sup>	Number	41	43	37
Lost-time injuries per million hours worked	LTI rate	3.3	3.0	2.4
Total recordable injuries (TRI) <sup>3)</sup>	Number	70	80	104
Total recordable injuries per million hours worked	TRI rate	5.6	5.6	6.8
Lost days <sup>4)</sup>	Number	781	566	498
Lost days per million hours worked	Lost-days rate	63	39	32
Contractors				
Lost-time injuries (LTI) <sup>2)</sup>	Number	63	63	83
Lost-time injuries per million hours worked	LTI rate	3.6	3.7	4.2
Total recordable injuries (TRI) <sup>3)</sup>	Number	106	90	124
Total recordable injuries per million hours worked	TRI rate	6.0	5.4	6.3
Third parties				
Injuries <sup>5)</sup>	Number	0	2	1
Statkraft, total				
Lost-time injuries per million hours worked	LTI rate	3.5	3.4	3.4
Total recordable injuries per million hours worked	TRI rate	5.9	5.5	6.5

<sup>1)</sup> Includes activities where Statkraft has > 20% ownership.

<sup>2)</sup> Work-related injuries which have resulted in absence extending beyond the day of the injury.

<sup>3)</sup> Work-related injuries, with and without absence. Includes injuries which resulted in absence, medical treatment or need for alternative work assignments.

<sup>4)</sup> Number of days of recorded absence due to work-related injuries.

<sup>5)</sup> Total recordable injuries per million hours worked.

<b>Serious incidents <sup>1)</sup></b>	Unit of measurement	2015
Injuries with, or potential for, long term or permanent consequences	Number	12
Near accidents with potential for long term or permanent consequences	Number	27

<sup>1)</sup> This indicator is new for 2015.

<b>Hazardous conditions and near accidents <sup>1)</sup></b>	Unit of measurement	2015	2014	2013
Hazardous conditions <sup>2)</sup>	Number	11 400	9 459	9 415
Near accidents <sup>3)</sup>	Number	3 850	989	1 531
Unwanted occurrences <sup>4)</sup>	Frequency <sup>5)</sup>	0.84	0.55	0.56

<sup>1)</sup> Includes activities where Statkraft has > 20% ownership.

<sup>2)</sup> Recorded matters involving personal safety risk.

<sup>3)</sup> Recorded unforeseen incidents that could have resulted in personal injuries.

<sup>4)</sup> Hazardous conditions and near accidents.

<sup>5)</sup> Number of unwanted occurrences per year and employee

<b>Sickness absence</b>	Unit of measurement	2015	2014	2013
Sickness absence, total	%	3.0	2.8	2.9
Of which short-term absence (16 days or less)	%	1.4	1.3	1.6
Of which long-term absence (more than 16 days)	%	1.6	1.5	1.4

<b>Penal sanctions, health and safety</b>	Unit of measurement	2015	2014	2013
Penal sanctions for non-compliance with health and safety legislation	Number	0	0	0
Fines for non-compliance with health and safety legislation	NOK million	0	0	0