

SUSTAINABILITY PERFORMANCE 2014

DATA APPENDIX FOR DONG ENERGY'S
ANNUAL REPORT AND SUSTAINABILITY
REPORT 'DONG ENERGY IN SOCIETY'



DONG
energy

Contents



Performance data

3

4 Volumes

- 4 Capacity
- 5 Production
- 7 Reliability of electricity supply
- 8 Distribution
- 9 Number of customers

10 Environment

- 10 Air emissions
- 12 Use and handling of resources
- 18 Energy efficiency
- 19 Environmental safety

20 People

- 20 Employee characteristics
- 22 Employee turnover
- 23 Health and safety
- 25 Diversity

27 Business integrity

- 27 Good business conduct
- 28 Legal compliance
- 29 Customer satisfaction



Scope

30

31 Scope and additional method remarks

- 31 Scope of 2014 sustainability reporting
- 32 Accounting policies
- 32 External assurance
- 32 Calculation of comparative figures

PERFORMANCE DATA

This document presents DONG Energy's sustainability performance data. They form the basis for DONG Energy's annual non-financial reporting and is a supplement to the 2014 sustainability report 'DONG Energy in society' and the annual report.

All data are presented in five-year tables with comparative data for 2010-2014. Some new data introduced in 2014, however, only have historical data dating back to 2012. A line in the table indicates that comparable data are not available due to missing, incomplete or different inventories. The data compilation method is indicated with 'm' for measured, 'c' for calculated and/or 'e' for estimated.

Below each table, significant changes in data are explained.

The accounting policies applied to the consolidated non-financial performance data for the Group as a whole are described in DONG Energy's annual report; please see page 117. The remaining accounting policies are described below each table throughout this document.



Volumes

Capacity

Capacity

	Unit	Method	2014	2013	2012	2011	2010
Owned electricity capacity							
Thermal	MW	m/c	3,452	3,275	5,290	4,990	5,064
- Denmark	MW	m/c	3,017	3,058	4,032	4,166	4,240
- United Kingdom	MW	m/c	0	0	824	824	824
- The Netherlands ¹	MW	m/c	435	217	434	0	0
Offshore wind ²	MW	m/c	1,390	1,263	1,099	-	-
- Denmark	MW	m/c	575	575	423	-	-
- United Kingdom ³	MW	m/c	815	688	676	-	-
Onshore wind ⁴	MW	m/c	0	33	321	333	337
Hydro (Sweden)	MW	m/c	0	0	161	205	205
Cumulative total offshore wind capacity installed⁵							
	GW	m/c	2.5	2.1	1.7	-	-
Owned heat capacity							
Denmark							
- Thermal ⁶	MJ/s	m/c	3,133	2,737	3,230	3,440	3,503
- Geothermal	MJ/s	m/c	0	0	0	0	7

Explanation of development

- 1) In 2013, thermal electricity capacity was reduced by 50% compared to 2012, due to lend out of one of DONG Energy's two generators at the Enecogen power station. Consequently, the generator is not included in the 2013 figure. In 2014, the generator is included again.
- 2) In 2014, the accounting procedure for owned offshore wind capacity has been updated. 2012 and 2013 figures have been restated accordingly, whereas figures for 2010 and 2011 have not.
- 3) A net increase of 0.1 GW was seen in capacity owned by DONG Energy following the divestment of ownership interests in London Array, the acquisition of additional ownership interests in Barrow and the commissioning of West of Duddon Sands.
- 4) Divestment of Danish and Polish onshore capacity in 2013 reduced owned capacity to 33 MW. After the divestment of Ploudalmezeau (9 MW) in France and Storrún (24 MW) in Sweden in 2014, DONG Energy owned 0 (zero) MW onshore capacity by the end of 2014.
- 5) Installed offshore capacity is up from 2.1 GW in 2013 to 2.5 GW in 2014. The increase is attributable to the completion and commissioning of West of Duddon Sands in 2014.
- 6) The increase in 2014 is mainly due to the inclusion of capacity for steam production. This has not previously been included in the reporting.

Accounting practice

Thermal capacity is a measure of the maximum capability to produce a certain product. In the case of DONG Energy's thermal capacity, this comprises maximum electricity and heat capacity. For each power station the capacity is given for production with the primary fuel mix. Overload is not included. The capacity can change over time with plant modifications. Power stations which have been taken out of primary operation to become stand-by stations are not included in the capacity sum.

Offshore wind capacity owned by DONG Energy is calculated at 31 December.

Installed offshore wind capacity is calculated as the cumulative offshore wind capacity installed by DONG Energy. The capacity is calculated as installed gross capacity before divestments. Capacity is calculated and factored in from the time when the wind farm is in full production.

Volumes

Production

Production

	Unit	Method	2014	2013	2012	2011	2010
Electricity generation¹	GWh	m	13,735	19,132	16,114	20,420	20,142
Thermal	GWh	m	8,736	13,814	11,477	16,008	16,167
- Denmark	GWh	m	7,804	10,839	9,160	12,620	15,257
- United Kingdom	GWh	m	0	2,423	1,725	3,211	910
- The Netherlands	GWh	m	932	552	591	177	-
Wind	GWh	m	4,999	4,833	3,728	3,578	2,982
- Denmark	GWh	m	2,499	2,315	1,959	1,940	1,883
- United Kingdom	GWh	m	2,444	2,291	1,427	1,273	805
- Norway	GWh	m	0	0	0	7	14
- Sweden	GWh	m	40	68	58	68	56
- Poland	GWh	m	0	132	262	267	203
- France	GWh	m	16	27	23	23	21
Hydro (Sweden)	GWh	m	0	485	909	835	993
Heat generation (Denmark)²	TJ	m	31,418	40,199	42,990	42,527	53,167
Gas production³	million boe	m	31.2	23.5	18.5	17.1	15.4
Denmark	million boe	m	0.5	0.3	0.3	0.4	0.5
Norway	million boe	m	30.8	23.2	18.2	16.7	14.9
Oil production	million boe	m	10.6	8.2	10.0	9.3	9.0
Denmark	million boe	m	3.9	3.2	4.7	4.3	4.6
Norway	million boe	m	6.8	5.0	5.3	5.0	4.4
Total oil and gas production	boe/day	c	115,000	87,000	78,000	72,000	67,000

Explanation of development

- 1) The decrease in electricity generation is due to the divestment of power stations and continuous optimisation of operations according to the market price of electricity.
- 2) In 2014, heat generation fell by 22% relative to 2013, primarily due to the warm weather in 2014.
- 3) The gas production for 2014 is significantly affected by increased production at the Ormen Lange field, partly due to the higher ownership interest, and partly due to the fact that DONG Energy over a period of about two and a half years starting at 1 July 2013 will receive the historical production volumes to which it is entitled as a result of the increased ownership interest from the commissioning of the field until 30 June 2013.

Accounting practice

Oil and gas production is determined on the basis of meter readings on delivery to shore.

Electricity generation is determined as net generation sold based on settlements from the official Danish production database. Data for generation from foreign and non-operated facilities are provided by the operators.

Heat generation is measured as net output sold to heating customers. Bio-ethanol and bio natural gas production and sales are not reported as this is taking place on a trial basis only.

Volumes

Production

Average generation efficiency for power stations

	Unit	Method	2014	2013	2012	2011	2010
Total for power stations	%	m/c	66	65	68	62	66
Central power stations	%	m/c	66	66	70	62	63
Small-scale power stations	%	m/c	65	61	61	63	82

Accounting practice

Average generation efficiency is defined as the ratio between the energy generated and the energy content of fuels consumed at power stations. The indicator is broken down by central and small-scale power stations, with the latter including the efficiency of Danish small-scale power stations, waste-fired facilities and power stations outside Denmark.

Average availability factor

	Unit	Method	2014	2013	2012	2011	2010
Central power stations ¹	%	m/c	85	89	88	93	95
Wind farms	%	m/c	93	94	95	94	-

Explanation of development

1) The decrease in 2014 is due to more break downs and reserve hours compared to 2013.

Accounting practice

Energy availability of power stations is calculated as the period of time during which a station delivers its nominal capacity. The remainder of the time is spent on either planned or unplanned shutdowns: audits or breakdowns respectively. Availability is only calculated for central power stations.

The availability factor for wind farms is calculated as the ratio between the number of hours the wind turbines are available for power generation and the total number of hours of the year.

Volumes

Reliability of electricity supply

Interruptions

	Unit	Method	2014	2013	2012	2011	2010
System Average Interruption Frequency Index (SAIFI) ¹	number	m/c	0.33	0.41	0.48	0.51	0.38
System Average Interruption Duration Index (SAIDI) ²	minutes	m/c	21.4	29.6	27.6	35.6	19.3

Explanation of development

1) The decrease is due to a reduced number of break downs at main stations and the absence of flooding in 2014.

2) The decrease is due to the absence of flooding in 2014.

Accounting practice

Reliability of electricity supply to customers is measured in terms of electricity outage frequency and duration of outages for customers.

Electricity outage frequency experienced by customers is expressed in SAIFI (System Average Interruption Frequency Index) which reflects the average number of electricity outages per customer per year. It is calculated as the total number of customer interruptions divided by the total number of customers served.

Power outage duration experienced by customers is expressed in SAIDI (System Average Interruption Duration Index) which reflects the average length of power outages per customer per year. It is calculated as the total duration of customer interruptions divided by the total number of customers served.

Volumes

Distribution

Distribution

	Unit	Method	2014	2013	2012	2011	2010
Gas distribution ¹	TWh	m/c	8.2	8.8	9.1	-	-
Electricity distribution ¹	TWh	m/c	8.4	8.6	8.7	-	-
Oil transport ²	mio. tdr	m/c	54	58	66	-	-

Explanation of development

- 1) The fall in distributed volumes is primarily due to the mild winter, which resulted in reduced electricity and gas consumption.
 2) The fall in oil transportation from 2013 to 2014 is due to a general fall in North Sea oil production.

Accounting practice

Gas distribution has been determined on the basis of data from the official system in Denmark that have been calculated internally based on total volumes and calorific values received from Energinet.dk.

Oil transportation has been determined on the basis of flow meter readings on delivery to shore in Denmark (after deduction of water content).

Electricity distribution has been determined on the basis of data from the official system in Denmark, which measures and calculates total area consumption.

Volumes

Number of customers

Customers

	Unit	Method	2014	2013	2012	2011	2010
Electricity customers	number	m	865,912	930,223	927,150	951,227	983,072
Denmark	number	m	865,771	869,730	875,791	890,887	924,914
- Residential customers	number	m	750,388	753,032	760,645	773,189	834,518
- Industrial and commercial customers	number	m	115,383	116,698	115,146	117,698	90,396
The Netherlands (residential and commercial customers) ¹	number	m	0	60,377	51,359	60,340	58,158
Germany	number	m	120	110	-	-	-
- Wholesale, service and industrial customers	number	m	101	0	-	-	-
- Portfolio management customers	number	m	19	110	-	-	-
United Kingdom (industrial and wholesale customers)	number	m	21	6	0	0	0
Gas customers	number	m	113,022	217,206	215,005	236,529	238,207
Denmark	number	m	108,391	111,616	115,504	121,199	124,845
- Residential customers	number	m	95,489	97,688	103,945	105,888	109,439
- Industrial and commercial customers	number	m	12,902	13,928	11,559	15,311	15,406
The Netherlands (residential and commercial customers) ¹	number	m	0	101,011	95,203	114,737	112,747
Germany	number	m	111	146	-	-	-
- Wholesale, service and industrial customers	number	m	96	67	-	-	-
- Portfolio management customers	number	m	15	79	-	-	-
Sweden (wholesale and industrial customers)	number	m	659	562	469	593	615
United Kingdom (industrial and commercial customers)	number	m	3,861	3,871	3,829	0	0
Distribution customers (Denmark)							
- Electricity customers	number	m	986,472	991,347	997,403	-	-
- Gas customers	number	m	125,686	125,814	126,249	-	-

Explanation of development

1) DONG Energy divested its sales business in the Netherlands in 2014.

Accounting practice

The number of customers in Denmark and Sweden is retrieved from DONG Energy's internal ERP system, while customers in other countries are retrieved from local contract and customer databases. Data on number of customers in Germany are not available prior to 2013.

The total number of electricity and gas customers does not include the trading and hub customers which DONG Energy has in Denmark, Netherlands, Germany and the UK. Trading and hub customers are consolidated in DONG Energy's annual report, please see table 9.2.3 'Sales' on page 118.

The number of distribution customers for electricity and gas is based on readings from the trading systems and is calculated in relation to the number of consumption points.

Environment

Air emissions

Greenhouse gas emissions

		Unit	Method	2014	2013	2012	2011	2010
Carbon dioxide (CO ₂), direct emission ¹	million tonnes CO ₂ eqvt.	m/c		6.4	9.4	7.9	10.9	11.9
- of which verified CO ₂ subject to quotas	million tonnes CO ₂ eqvt.	m/c		6.2	9.3	7.8	10.8	11.8
- oil and gas production	million tonnes CO ₂ eqvt.	m/c		0.1	0.1	0.1	0.1	0.1
- thermal power generation	million tonnes CO ₂ eqvt.	m/c		6.1	9.2	7.7	10.7	11.6
Carbon dioxide (CO ₂), indirect emission by purchase of electricity and heat	million tonnes CO ₂ eqvt.	c		0.03	0.04	0.03	0.03	0.05
Methane (CH ₄)	thousand tonnes CO ₂ eqvt.	c		21	22	24	28	40
Non methane volatile organic compounds (NMVOC)	thousand tonnes CO ₂ eqvt.	c		2	3	3	3	4
Nitrous oxide (N ₂ O) ²	thousand tonnes CO ₂ eqvt.	c		22	27	23	30	48
Sulphur hexafluoride (SF ₆)	thousand tonnes CO ₂ eqvt.	c		0.06	0.18	0.30	0.18	0.22
Carbon monoxide (CO)	thousand tonnes CO ₂ eqvt.	c		5	6	6	6	7

Explanation of development

- 1) The reduction in CO₂ emissions is due to lower production in Thermal Power, and the resulting lower fuel consumption. The combination of a decrease in coal consumption and a relative increase in biomass consumption results in a decrease in EU ETS CO₂ emissions.
- 2) The amount of N₂O is reduced due to the decrease in Thermal Power's generation and as a consequence of efforts put into reducing NO_x from electricity and heat generation by renovating power stations and optimising the coal mix.

Other significant emissions

		Unit	Method	2014	2013	2012	2011	2010
Nitrogen oxide (NO _x) ¹	tonnes	m/c		4,135	6,166	6,130	7,253	7,853
Sulphur dioxide (SO ₂) ²	tonnes	m/c		585	1,129	927	1,172	1,268

Explanation of development

- 1) In 2014, there was a focus on reducing NO_x emissions. Efforts involved renovating some of the power stations, as well as optimising the coal mix.
- 2) In 2014, the fuel mix for thermal generation was changed as coal consumption was reduced in favour of biomass, which has a lower sulphur content than coal.

Accounting practice

Calculations of EU ETS carbon dioxide (CO₂) emissions are made for facilities that are subject to the emission trading system and for which DONG Energy is responsible in its capacity as operator or its capacity as accountable for operations. Calculation of emissions is determined on the basis of fuel quantities used, in accordance with the EU ETS.

CO₂ emissions that are not subject to emission allowances such as methane (CH₄), other volatile organic compounds (NMVOC), NO_x and SO₂ emissions from processes at offshore oil and gas production installations, electricity and gas distribution, etc, are determined using emission factors from the National Environmental Research Institute in Denmark (DMU) for stationary sources. Data are based on the consumption of natural gas and oil products. Emissions of other greenhouse gases besides CO₂ are calculated for power stations, using DMU's standard factors. Emissions of methane and NMVOC from oil tanks at Fredericia

crude oil terminal are included, as DONG Energy considers those emissions as significant. SF₆ gas used in the electricity distribution network is presumed to be equivalent to the amount that has been re-filled to the system.

In connection with the incineration of waste, a conversion factor is used for calculating the CO₂ emissions which is equivalent to 37 kg CO₂/GJ. In accordance with the Danish Energy Agency, incineration of biomass is considered CO₂-neutral.

CO₂ emissions from DONG Energy's own electricity and heat consumption are reported separately as indirect CO₂ emissions.

SO₂ and NO_x emissions are primarily measured by continuous measurement. A few power stations use plant-specific emission factors to calculate emissions.

Environment

Air emissions

Specific emissions per generated kWh

	Unit	Method	2014	2013	2012	2011	2010
Carbon dioxide (CO ₂) ¹	g CO ₂ /kWh	m/c	374	445	443	486	524
Nitrogen oxide (NO _x) ²	g NO _x /kWh	m/c	0.27	0.33	0.39	0.36	0.38
Sulphur dioxide (SO ₂) ³	g SO ₂ /kWh	m/c	0.05	0.07	0.07	0.06	0.07

Explanation of development

- 1) The reduction in CO₂/kWh in 2014 is attributable to a higher share of electricity generation from offshore wind and a general increase in the use of biomass by the biomass-converted power stations. In 2013, CO₂/kWh increased slightly compared to 2012. This reflected an increase in electricity generation from power stations as a result of low coal and CO₂ prices and a decrease in heat generation. Thermal electricity generation is primarily based on fossil fuels whereas biomass is primarily used for heat generation. In addition, electricity generation from wind and hydro rose in 2013, but this was offset by the divestment of hydro power and onshore wind turbines. The increase in CO₂/kWh in 2013 did not alter DONG Energy's expectations concerning fallings levels of CO₂/kWh towards 2020.
- 2) In 2014, there was a focus on reducing NO_x emissions. Efforts involved renovating some of the power stations, as well as optimising the coal mix.
- 3) In 2014, the fuel mix for thermal generation was changed as coal consumption was reduced in favour of biomass, which has a lower sulphur content than coal.

Accounting practice

CO₂ emissions per energy unit generated (g CO₂/kWh) have been determined as the physical CO₂ emissions relative to total physical generation of electricity, heat and steam supplied to the grid. Facilities with a total installed electricity, heat or steam capacity of less than 10 MW are omitted from the calculation. Specific CO₂ emissions (g CO₂/kWh) are calculated by converting heat and steam to electricity equivalents. The electricity equivalents represent the amount of additional electricity that could have been supplied if the power stations had not been generating heat and/or steam.

In connection with the incineration of waste, a conversion factor is used for calculating the CO₂ emissions which is equivalent to 37 kg CO₂/GJ. In accordance with the Danish Energy Agency, incineration of biomass is considered CO₂-neutral.

The specific emissions of sulphur dioxide in connection with the generation of electricity and heat are stated for the power stations. SO₂ emissions are mainly determined on the basis of continuous measurements. A few power stations use plant-specific emission factors to calculate emissions. In the calculation of generation, heat and steam are converted into electricity equivalents using the method used for calculating g CO₂/kWh.

The specific emissions of nitrogen oxide in connection with the generation of electricity and heat are stated for the power stations. NO_x emissions are mainly determined on the basis of continuous measurements. A few power stations use plant-specific emission factors to calculate emissions. In the calculation of generation, heat and steam are converted into electricity equivalents using the method used for calculating g CO₂/kWh.

Environment

Use and handling of resources

Consumption of raw materials, all facilities

	Unit	Method	2014	2013	2012	2011	2010
Primary sources¹							
Coal ¹	thousand tonnes	m	2,156	3,075	2,428	3,433	3,767
Oil	thousand tonnes	m	26	45	53	71	175
Gas	thousand Nm ³	m	583,676	1,018,520	1,033,079	1,224,955	1,058,448
- of which flaring ²	thousand Nm ³	m	8,620	7,061	8,882	9,004	33,035
- of which venting	thousand Nm ³	m	69	73	68	67	62
Biomass incl. wood pellets, wood chips, straw and bio oil	thousand tonnes	m	1,386	1,460	1,523	1,675	1,827
Waste ³	thousand tonnes	m	148	261	271	253	582

Explanation of development

- 1) The decrease in thermal power generation in 2014 was accompanied by a reduction in all raw materials. However, the decrease in biomass is small relative to fossil raw materials due to a change in the fuel mix at power stations towards biomass. This has led to an increase in the share of biomass-based generation.
- 2) Increased production levels under several licences, inclusion of the Trym licence in 2014, as well as the resumption of production at Siri resulted in increased flaring. Ula reduced its flaring. Flare from gas storage and treatment facilities stayed approximately constant.
- 3) The reduced amount of waste incineration is due to the divestment of waste incineration plants.

Accounting practice

Consumption of natural gas, flaring and venting carried out for safety or similar purposes is reported in addition to total consumption and is based on meter readings. Venting does not include natural gas emitted due to maintenance work.

Consumption of raw materials within the oil and gas production is calculated either as the fired volumes of natural gas, the volume of natural gas flared or the amount of diesel oil supplied to a platform. Consumption is based on meter readings and invoices.

For offshore installations, the calculation of natural gas flaring is based on continuous measurements. From gas treatment and gas storage facilities, the amounts are calculated on the basis of pressure and the dimensions of the process equipment that is emptied as well as by means of accredited measuring of the constant safety flaring.

For power stations, consumption is determined as incinerated volumes. For gas distribution, the consumption of natural gas is calculated based on meter readings. For consumption related to administration and other processes, DONG Energy calculates direct consumption on the basis of invoices.

Consumption of associated process materials is not calculated.

Environment

Use and handling of resources

Renewable resources in electricity and heat generation

	Unit	Method	2014	2013	2012	2011	2010
Renewable energy share of electricity and heat generation ¹	%	m/c	46	35	34	28	26
Biomass share of Danish CHP generation ²	%	m/c	28	18	21	18	16
Wind/hydropower share of electricity generation ³	%	m/c	36	28	28	21	19

Explanation of development

- 1) The renewable energy share of electricity and heat generation has increased due to reduced use of fossil fuels, stagnant use of biomass and increased electricity production from offshore wind.
- 2) In 2014, the statement of biomass share has been clarified to include only Danish CHP generation in accordance with DONG Energy's 2020 strategy. Backup- and peak-load facilities and purely electricity-generating and heat-generating facilities are no longer included. Moreover, back-pressure equipment is included in the calculation in a more accurate manner than previously. The latter raises the biomass share by 3 percentage points relative to previous years, which means that any direct comparison of 2014 with previous years should be based on a comparable figure of 25%.
- 3) Wind/hydropower share of electricity generation has increased due to reduced production at thermal power plants and increased electricity production from offshore wind.

Accounting practice

The renewable energy share of electricity and heat generation is calculated as the share of generation generated from renewable energy sources. In the calculation of generation, heat generation is converted into electricity equivalents in the way used for calculating g CO₂/kWh.

Renewable energy sources are: Biomass, wind power, hydropower and geothermal energy. Non-renewable energy sources are: Coal, oil, natural gas and waste. In practice, waste consists of a mixture of biomass and a fossil part. In this calculation, waste is defined as a non-renewable energy source, as is the case in the calculation of the biomass share of Danish CHP generation.

The biomass share of Danish CHP generation is calculated as the share which is based on biomass, out of the total electricity and heat generation by the Danish power stations. The calculation includes only CHP generation. In the calculation, it is assumed that the share of biomass-based generation at the individual power station/unit is equal to the biomass share of the fuel which is calculated on the basis of the energy content of the fuels.

The total biomass share is then calculated as a weighted share relative to the individual power station's generation. In order to be able to sum up the generation at power stations that generate both electricity and heat, heat generation is converted to equivalent electricity generation using the same method as for calculating g CO₂/kWh.

Wind/hydropower share of electricity generation is calculated as the total generation of electricity from Danish and international offshore and onshore wind turbines as well as from hydro-based energy production. The total electricity generation from wind and hydro is seen in relation to the DONG Energy Group's total generation of electricity from all Danish and foreign sources of generation.

Environment

Use and handling of resources

Electricity and heat consumption

	Unit	Method	2014	2013	2012	2011	2010
Power stations							
Electricity consumption ¹	GWh	m	7.0	6.8	8.9	9.7	32.8
Heat consumption	TJ	m	47	44	46	59	65
Other facilities and administration							
Electricity consumption ²	GWh	m	56	80	66	77	107
Heat consumption	TJ	m	41	42	47	81	162
Heat from external sources ³	TJ	m	14	24	39	644	645

Explanation of development

- 1) The increase in electricity consumption at power stations is due to fluctuations in consumption.
- 2) The decrease from 2013 to 2014 is due to variations in electricity consumption at Stenlille gas storage facility, less activity at the Filsø pump station and less project activities at the Fredericia crude oil terminal.
- 3) The decrease in heat from external sources (ie not generated by DONG Energy) is due to a decrease in thermal power generation activities.

Accounting practice

DONG Energy's own electricity and heat consumption is reported for power stations, other facilities and administration and heat from external sources.

In 2013, electricity consumption from DONG Energy's City Lights Projects was included in the indicator 'Electricity consumption, other facilities and administration'. This was a mistake as the electricity is consumed by the Danish municipalities involved in the project, not DONG Energy. Consequently, the 2013 figure has been restated.

Environment

Use and handling of resources

Water consumption and discharges

	Unit	Method	2014	2013	2012	2011	2010
Water consumption							
Groundwater from own source ¹	thousand m ³	m	839	1,279	1,298	168	230
Waterworks water	thousand m ³	m	629	664	785	1,172	1,376
Discharges to water							
Wastewater to recipient without own treatment ²	thousand m ³	m/e	642	745	473	600	561
Wastewater to recipient after own treatment	thousand m ³	m	335	345	241	275	93
Wastewater to treatment plant without own treatment ³	thousand m ³	m/e	473	636	613	678	853
Wastewater to treatment after own treatment ⁴	thousand m ³	m/e	15	20	23	104	35
Production water to sea from offshore production ⁵	thousand m ³	m/c	1,052	674	853	1,023	639
Oil to sea from offshore production ⁶	tonnes	m/c	37	19	16	16	8
Reinjection, offshore production							
Reinjection of production water ⁷	thousand m ³	m/c	1,956	2,506	4,174	2,175	2,203
Reinjection of gas ⁸	thousand Nm ³	m/c	126,097	98,947	113,994	106,832	71,476

Explanation of development

- 1) The decrease is partly due to reduced consumption at the Studstrup and Esbjerg power stations as a result of lower production, partly due to the divestment of power stations.
- 2) The decrease is due to a reduced discharge amount in Wind Power.
- 3) The decrease is due to reduced discharge from the Fredericia crude oil terminal and the divestment of power stations. The reduced discharge from the Fredericia crude oil terminal is partly due to less activity and partly due to reclassification of wastewater to hazardous waste for incineration, see the table 'Waste from production facilities'. The composition of the wastewater originating from the offshore oil production has changed and exceeds the treatment plants' discharge criteria.
- 4) The decrease is due to reduced discharge from the Avedøre power station.
- 5) The increase is due to enhanced production levels and thereby increased discharges from the Ula, Gyda and Syd Arne platforms.
- 6) Increased production levels and unstable operations resulted in the discharge of more oil to the sea. The increase is primarily due to an increase in oil discharge from the Ula platform.
- 7) Increased production levels and unstable operations resulted in the reinjection of less production water and thus to the discharge of more production water to the sea. The Siri platform discharged markedly less production water in 2014 as the platform was out of operation for some time in 2014. The increased discharge of production water to the sea, unstable operations and less reinjection led to an increase in the oil content in the production water discharged to the sea.

Accounting practice

For most locations, water consumption and wastewater discharge are based on meter readings and calculations.

For offshore operations, water is loaded directly at the docks and is not measured. The cooling water at power stations is 'borrowed' from lakes, streams or the sea and circulated through closed systems at power stations, after which it is returned to the recipient. This water consumption is not reported.

For facilities, wastewater discharges are recorded based on meter readings or, where wastewater is removed by road tanker, based on invoices. For offices and warehouses, wastewater discharges are presumed to be equivalent to water consumption.

Oil discharged to the sea from production platforms is determined on the basis of the oil concentration in the discharged production water. The volume of discharged production water is measured directly in m³. The oil concentration and volume are calculated on the basis of three daily samples, as well as one monthly sample of ballast water, which are analysed for oil content.

The reinjection of produced water is measured directly in m³.

Environment

Use and handling of resources

Waste from administration

	Unit	Method	2014	2013	2012	2011	2010
Total waste	tonnes	m	718	957	633	884	702
Waste for recycling ¹	%	c	52	61	44	48	32
Waste for incineration	%	c	48	39	56	52	65
Waste for disposal by landfill	%	c	0	0	0	1	3
Total hazardous waste	tonnes	m	19	23	19	4	6

Explanation of development

1) The total amount of waste from administration has been reduced by 25%, out of which 34% is due to less moving activities compared to previous years.

Waste from production facilities

	Unit	Method	2014	2013	2012	2011	2010
Total waste^{1 2}	tonnes	m	67,472	22,303	14,972	10,968	10,280
Waste for recycling ³	%	c	45	76	63	59	57
Waste for incineration	%	c	53	21	30	34	38
Waste for disposal by landfill	%	c	2	4	6	7	5
Total hazardous waste¹	tonnes	m	36,868	5,534	5,161	2,436	2,876

Explanation of development

1) In 2014, there has been a significant increase in the total amount of waste from facilities. The majority of the increase originates from DONG Energy's oil transportation system, which results in Customers & Markets accounting for 70% of the total amount of waste. The increase is due to the reclassification of wastewater from Fredericia crude oil terminal to hazardous waste for incineration, because the composition of the wastewater originating from the offshore oil production has changed, exceeding the treatment plants' discharge criteria.

2) A part of the increase in the total amount of waste from facilities originates from Thermal Power due to the inclusion of waste from projects such as demolition and new builds in the reporting. Thermal Power thereby accounts for 26% of the total amount of waste.

3) The increase in total waste described above results in a significant decrease in the share of waste for recycling.

Accounting practice

Waste and recycling of same are measured on the basis of invoices received from waste recipients and/or using plant-specific measuring methods for commercial facilities, including construction activities.

Waste from administration buildings that accommodate 1% or less of DONG Energy's total number of employees is not reported.

Waste data are not received from activities and oil fields where DONG Energy is not the operator.

Environment

Use and handling of resources

Residual products from thermal power generation

	Unit	Method	2014	2013	2012	2011	2010
Total residual products¹	thousand tonnes	m	476	627	464	654	717
- Desulphurisation products (TASP) ²	thousand tonnes	m	31	40	38	35	33
- Gypsum ²	thousand tonnes	m	67	93	60	97	119
- Pulverised fly ash from coal ²	thousand tonnes	m	282	364	242	373	349
- Pulverised fly ash from biomass ³	thousand tonnes	m	4	5	6	6	6
- Coal bottom ash ²	thousand tonnes	m	47	48	42	36	51
- Biomass bottom ash ³	thousand tonnes	m	10	13	15	40	27
- RGA waste ⁴	thousand tonnes	m	3	6	7	6	13
- Slag from waste incineration ⁴	thousand tonnes	m	32	58	55	54	113
- Grenaa ash	thousand tonnes	m	0	0	0	7	6
Total recycling of residual products	%	c	93	90	99	99	98
- Desulphurisation products (TASP)	%	c	100	100	100	100	100
- Gypsum	%	c	100	98	100	100	95
- Pulverised fly ash from coal	%	c	100	100	100	100	99
- Pulverised fly ash from biomass	%	c	100	100	100	100	100
- Coal bottom ash	%	c	100	100	100	100	100
- Biomass bottom ash	%	c	100	100	100	100	99
- RGA waste	%	c	0	0	100	100	100
- Slag from waste incineration	%	c	0	0	0	100	100
- Grenaa ash	%	c	0	0	0	0	0

Explanation of development

- 1) In general, the fluctuations in the amounts of residual products from thermal power generation are influenced by stockpiling for later collection by carrier who register the amounts upon collection. In 2014, the amounts of residual products from thermal power generation have decreased compared to 2013 due to reduced thermal power generation. The increase from 2012 to 2013 was due to an increase in electricity generation relative to heat generation; electricity generation is primarily coal-based whereas biomass is primarily used for heat generation.
- 2) Desulphurisation products (TASP), gypsum, pulverised fly ash from coal and coal bottom ash has decreased due to reduced consumption of coal in generation at power stations.
- 3) The decrease in pulverised fly ash from biomass and biomass bottom ash is due to less use of straw in generation at power stations. Straw incineration results in more ash compared to other types of biomass.
- 4) The decrease in RGA waste and slag from waste incineration reflects DONG Energy's divestment of waste incineration plants.

Accounting practice

Residual products are measured by type and weight by the carrier upon exit from the facility.

Environment

Energy efficiency

Energy-efficient products

	Unit	Method	2014	2013	2012	2011	2010
Green electricity sold to customers	GWh	m	835	853	696	647	735
Eliminated CO ₂ quotas	Number	m	726	740	1,361	2,193	1,819
Total energy savings for customers¹	GWh	c	314	360	327	332	325
Private customers	GWh	m	75	51	37	43	104
Industrial customers	GWh	m	208	276	262	241	168
- of which climate partnerships account for	GWh	m	59	85	47	-	-
Commercial customers	GWh	m	6	13	10	19	41
Institutional customers	GWh	m	24	19	17	29	12
Accumulated annual energy savings for customers since 2006¹	TWh	c	2.2	1.9	1.6	1.2	0.9

Explanation of development

1) The decrease in total energy savings for customers is due to DONG Energy having less energy efficiency projects under preparation at its energy efficiency customers in the beginning of 2014 than usually. The 2013 figure has been restated due to a summation error.

Accounting practice

Data are reported according to the agreement of 13 November 2012 on the energy saving efforts of Danish energy companies entered into between the Minister for Climate, Energy and Building and the grid and distribution companies for electricity, natural gas, district heating and oil.

Environment

Environmental safety

Incidents with environmental consequences

	Unit	Method	2014	2013	2012	2011	2010
Significant environmental incidents ¹	number	m	7	8	3	5	6
Excavation damages to gas pipes ²	number	m	63	100	74	79	70
Methane discharge from excavation damages ²	thousand Nm ³	c	16	23	9	43	15

Explanation of development

1) In 2014, seven environmental incidents were assessed to be at consequence level C4. No environmental incidents were assessed to have C5 consequence. The seven environmental incidents was one discharge to the sea, four to the soil, and two to the air. A vessel was damaged and leaked about 7 tonnes of fuel oil into the sea. The four instances of soil contamination comprised spillages of up to five hundred litres of oil; all four spillages have been cleared up completely through the removal of the contaminated soil. The two discharges to the air were due to leaky gaskets, which resulted in the discharge of approximately 2 tonnes of natural gas.

2) The number of excavation damages to gas pipes was reduced in 2014. This has resulted in a reduction in the amount of methane discharged.

Accounting practice

Environmental incidents for which DONG Energy is responsible in its capacity as operator or its capacity as accountable for operations are assessed and classified applying the Group's procedure for impact assessment of environmental incidents. An environmental incident is defined as an unintentional event that has a negative environmental impact. The impact assessment looks at five categories of environmental incidents: C1-C5, C4 and C5 being environmental incidents with

significant and massive consequences, respectively. Only incidents in categories C4 and C5 are reported.

All excavation damages are registered and methane discharges are calculated based on pipe dimensions, gas pressure and duration.

Compliance with environmental laws and regulations

	Unit	Method	2014	2013	2012	2011	2010
Complaints	number	m	33	42	81	61	334
Police reports	number	m	0	0	0	2	0
Enforcement notices/prohibition notices, and injunctions	number	m	6	8	5	14	6

Accounting practice

Many of DONG Energy's activities are covered by regulatory permits, where compliance with legislation is important for avoiding undesired environmental impacts. Complaints are defined as cases that can be substantiated whereby external people have expressed dissatisfaction with environmental conditions.

Sanctions for lack of compliance with environmental laws and regulations are defined as sanctions in the following categories: injunctions, fines, cases in judicial tribunals and police reports, where police reports are presented separately.

People

Employee characteristics

Total workforce by employment type, contract type and region

	Unit	Method	2014	2013	2012	2011	2010
Total workforce	number	m	6,500	6,496	7,000	6,098	5,874
Average number of employees in the year	number	m	6,416	6,692	6,735	5,966	5,800
Full time and part time employees							
Full time employees	%	c	96	96	94	94	94
Part time employees	%	c	4	4	6	6	6
Contract types							
White collar ¹	%	c	85	85	86	83	81
Blue collar	%	c	15	15	14	17	19
Permant and fixed term contract							
Permanent contract, full time	%	c	94	94	92	91	91
Permanent contract, part time	%	c	3	4	6	6	5
Fixed term contract	%	c	3	2	3	3	3
Geographical distribution of employees							
Denmark	%	c	84	84	85	90	91
United Kingdom	%	c	10	8	7	4	3
Germany	%	c	2	2	2	1	1
Norway	%	c	2	2	2	2	2
Other countries	%	c	3	4	4	3	3

Explanation of development

1) In 2014, the share of individual contracts for top management has been included in the white collar category (1% in 2013). Historical data have been restated accordingly. Detailed information about top management contracts can be found in DONG Energy's annual report pages 41-42.

Accounting practice

The reporting covers contractually employed employees in Danish and foreign DONG Energy companies in which an ownership interest of more than 50% is held, but not employees of associates. Employee data are recognised based on records from the Group's ordinary registration systems.

The number of employees is determined as the number of employees at the end of the financial year converted to full-time employees. Employees that have been made redundant are recognised until the expiry of their notice period, regardless of whether they have been released from all or part of their duties during the notice period.

The average number of employees is determined as a weighted average of recorded permanent employees during the year.

In 2014, 'Total workforce' includes 176 persons (corresponding to 3% of the total workforce) from our subsidiaries. These are included in 'Full time and part time employees', 'Geographical distribution of employees' and 'Average number of employees in the year' but excluded from the rest of the data in the data appendix. 2012 and 2013 figures have been restated in accordance with this compilation method.

Full-time employees are hired to work 100% of the working hours defined as full time by the relevant country's labour legislation. Part-time employees work less than 100% of the working hours defined in the country's labour legislation.

Contract types are divided into two categories: White collar (subject to the Collective Agreement for Salaried Employees (IFO) or the Collective Agreement for Salaried Employees (UFO) or managers) and blue collar (subject to the Industrial Agreement (IO) or salaried employment (FLA)). Furthermore, contracts are differentiated between permanent or temporary contracts.

People

Employee characteristics

Employees by age

	Unit	Method	2014	2013	2012	2011	2010
Under 18	%	c	0	0	0	0	0
18-25	%	c	3	3	4	4	4
26-35	%	c	27	28	28	26	25
36-45	%	c	32	32	32	32	33
46-55	%	c	25	25	24	25	25
56-70	%	c	13	13	12	13	14
Average age	number	c	42	42	42	42	43

Accounting practice

Employees' age has been measured as the age at the end of the financial year.

Average age has been measured as the average age of employees at the end of the financial year.

Employee satisfaction and motivation

	Unit	Method	2014	2013	2012	2011	2010
Employee satisfaction and motivation ¹	Number (scale 0-100)	m	72	-	74	72	70

Explanation of development

1) The survey of the employees' job satisfaction and motivation was conducted in the first quarter of 2014, at a time when DONG Energy attracted extensive media coverage. The decline in job satisfaction and motivation from 2012 to 2014 can primarily be ascribed to a fall in the perception of DONG Energy's image.

Accounting practice

DONG Energy conducts a comprehensive employee satisfaction survey once a year. All DONG Energy employees are invited to participate in the survey, and in 2014, 94% of all employees did.

In the survey, the employees are, for example, asked a number of questions about their job satisfaction and motivation. The answers are given on a scale 1-10 and are subsequently converted to index figures on a scale 0-100.

In 2013, no employee satisfaction survey was conducted.

People

Employee turnover

Employee turnover

	Unit	Method	2014	2013	2012	2011	2010
Employee turnover	%	c	12	17	10	12	12
- Denmark	%	c	12	18	10	12	14
- United Kingdom	%	c	12	12	12	11	20
- Germany	%	c	14	29	19	10	16
- Norway	%	c	8	27	9	8	15
Number of employees who have left the company							
Total	number	m	755	1,091	615	705	795
Employees who have left the company by gender							
Male	%	c	73	65	67	72	70
Female	%	c	27	35	33	28	30
Employees who have left the company by cause							
Voluntary resignation	%	c	59	46	56	55	33
Dismissal	%	c	37	52	39	36	38
Retirement	%	c	4	1	4	7	10
End of fixed term post	%	c	0	0	0	2	5
Death	%	c	0	1	1	1	1
Other	%	c	0	0	0	0	14
Employees who have left the company by age group							
Under 18	%	c	0	0	0	0	0
18-25	%	c	2	3	3	3	5
26-35	%	c	29	26	26	26	23
36-45	%	c	31	34	35	35	29
46-55	%	c	19	23	18	17	21
56-70	%	c	18	14	18	19	22

Explanation of development

1) In 2014, the employee turnover rate was reduced to 12%. The high employee turnover rate in 2013 was due to the implementation at the end of 2012 of an efficiency plan which involved the abolition of a large number of positions. Redundant employees are included in the turnover figure by the end of their notice period.

Accounting practice

The employee turnover rate is calculated as the number of permanent employees that have left the company relative to the average number of permanent employees in the financial year. The average number of employees is determined as a weighted average of recorded permanent employees during the year.

People

Health and safety

Lost time injury frequency (LTIF)

	Unit	Method	2014	2013	2012	2011	2010
Number of lost time injuries (LTI)¹	number	m	51	64	71	74	93
- Own employees	number	m	18	26	31	34	44
- Contractor employees	number	m	33	38	40	40	49
Total LTIF¹	per million working hours	c	2.4	3.2	3.6	4.1	4.6
- Own employees	per million working hours	c	1.7	2.3	2.8	3.4	4.6
- Contractor employees	per million working hours	c	3.1	4.3	4.4	4.9	4.7

Explanation of development

1) LTI has fallen from 2013 to 2014, resulting in a 26% reduction in LTIF. On a corporate level, in 2014 the mandatory 'Safety through the Line' workshops for all employees was completed and a mandatory 'Safety leadership Onboarding' course for new or newly appointed managers was implemented. In addition, increased focus on contractor management including partnering, dialogue and contractor safety days has had a positive influence on contractors' safety performance.

Accounting practice

Occupational injuries and lost time injuries for own employees and contractors are included for companies that are wholly or partly owned by DONG Energy and where DONG Energy is responsible for safety.

Data are recognised for own employees and for contractors working in or providing services in areas in which DONG Energy is responsible for safety in its capacity as owner or because of the operating assignment or construction/design assignment. Data from Danish and foreign sites are recognised.

A lost time injury is defined as an injury that results in incapacity for work of one or more calendar days in addition to the day of the incident.

The lost time injury frequency is calculated as the number of lost time injuries per one million hours worked. The number of hours worked is based on 1,667 working hours annually per full-time employee and monthly records of the number of employees converted to full-time employees.

For contractors, the actual number of hours worked is recognised on the basis of data provided by the contractor, access control systems at locations or estimates.

Total recordable injury rate (TRIR)

	Unit	Method	2014	2013	2012	2011	2010
Total TRIR	per million working hours	c	10.2	11.3	10.2	10.1	10.6
- Own employees	per million working hours	c	7.3	6.8	7.5	7.4	11.6
- Contractor employees	per million working hours	c	13.0	16.9	13.4	13.4	9.8

Accounting practice

The total recordable injury rate (TRIR) indicates the total number of recordable injuries per one million hours worked and includes lost time injuries, restricted workday cases and medical treatment cases.

People

Health and safety

Other health and safety statistics

	Unit	Method	2014	2013	2012	2011	2010
Fatalities	number	m	0	0	1	3	3
Other serious injuries ¹	number	m	11	19	8	15	16
Days lost per lost workday case ¹	number	c	19	29	19	19	18
Lost day rate (LDR) ¹	per million working hours	c	44	92	67	74	81
Sickness absence	%	m	2.0	2.1	2.2	2.6	2.4

Explanation of development

1) In 2014, Other serious injuries, Days lost per workday case and LDR have been significantly reduced. 2013 was the first year in which data from a new subsidiary were included in the safety statistics. The subsidiary accounted for a number of Lost workday cases and Other serious injuries which affected the results.

Accounting practice

Fatalities are the number of employees who lost their life as a result of a work-related incident.

Serious injuries are the number of lost workday cases, where the number of days unfit for work is 30 or more.

A lost time injury (LTI) is an injury that results in incapacity for work of one or more calendar days in addition to the day of the incident. Fatalities are included. Lost workday cases are defined as LTIs excluding fatalities. Days lost per lost workday case is the average number of days with incapacity for work due to lost workday cases.

Lost day rate (LDR) is the number of days with incapacity for work due to lost workday cases per one million working hours.

Sickness absence is calculated as the ratio between the number of sick days during the financial year and the planned number of annual working days in the respective country.

Health insurance

	Unit	Method	2014	2013	2012	2011	2010
Health insurance claims ¹	number	m	2,162	1,876	1,828	1,701	1,790
Critical illness insurance claims	number	m	24	15	38	43	17

Explanation of development

1) The number of health insurance claims has increased due to heightened awareness of the insurance among our employees. Increased and earlier use of the health insurance offers a better opportunity for timely action.

Accounting practice

Health insurance claims are the total number of times that the health insurance which DONG Energy offers to all employees in Denmark via the Danish provider PFA has been used (for surgery, physiotherapy, chiropractor, psychologist, psychiatrist, feasibility studies, rehabilitation, etc). The figure includes spouses and children of the employees who have chosen to take out additional insurance for these services. In addition, the figure includes health insurance usage stemming from both work-related and private matters.

Critical insurance claims are the total number of registered insurance pay-outs due to critical illness for all employees in Denmark.

People

Diversity

Employees by gender

	Unit	Method	2014	2013	2012	2011	2010
Male	%	c	70	70	69	70	70
Female	%	c	30	30	31	30	30

Accounting practice

Employees by gender represent the gender distribution of the total workforce in DONG Energy.

Managers by gender

	Unit	Method	2014	2013	2012	2011	2010
Board of Directors							
Male	%	c	86	86	88	-	-
Female	%	c	14	14	13	-	-
Boards of Directors of Danish subsidiaries							
Male	%	c	69	74	75	-	-
Female	%	c	31	26	25	-	-
Top Management							
Male	%	c	86	86	90	-	-
Female	%	c	14	14	10	-	-
Leadership Forum							
Male	%	c	80	83	83	-	-
Female	%	c	20	17	17	-	-
Other managers							
Male	%	c	76	73	74	-	-
Female	%	c	24	27	26	-	-
All managers							
Male	%	c	78	77	77	-	-
Female	%	c	22	23	23	-	-

Explanation of development:

1) Reference is made to the Corporate Governance section, page 43, in DONG Energy's annual report for a description of action plans and targets for women in management in the DONG Energy Group.

Accounting practice

The employee representatives on the Board of Directors are not included in the data.

The Top Management consists of the CEO, the CFO and the Executive Vice Presidents, Senior Vice Presidents and Vice Presidents in the Group. The Leadership Forum consists of Senior Directors, Directors and Senior Managers. Other managers include Managers and team leaders. All managers include all three management levels.

People

Diversity

Discrimination incidents

	Unit	Method	2014	2013	2012	2011	2010
Recorded cases of discrimination	number	m	0	0	0	0	0

Accounting practice

Discrimination incidents are incidents involving discrimination on the grounds of race, colour, sex, religion, political opinion, national or social origin. Cases recorded cover legal action, complaints registered with the organisation or relevant authorities through a formal process.

Business integrity

Good business conduct

Good business conduct

	Unit	Method	2014	2013	2012	2011	2010
Employees who have completed e-learning on good business conduct	%	m	97	96	95	-	-
Reported cases of inappropriate or illegal business conduct ¹	number	m	6	0	2	-	-
Cases transferred to the police ¹	number	m	1	0	0	-	-

Explanation of development

1) DONG Energy changed its whistleblower scheme in January 2014. The changes were made to strengthen the scheme and were communicated in an extensive internal information campaign. The development from 0 cases in 2013 to 6 cases in 2014 should be seen in that light.

Accounting practice

The number of employees who have completed the course in good business conduct is calculated as the proportion of active employees at 31 December who have completed the course.

DONG Energy's Whistleblower Hotline is available for internal and external reporting of suspected cases of inappropriate or illegal behaviour. Whistleblower reports are received and handled by the Internal Audit function, which also receives similar reports through the management system and from Compliance

Officers. All reports are handled in accordance with the guidelines for the handling of the whistleblower reports approved by the Audit and Risk Committee, which is ultimately responsible for the whistleblower scheme.

Only reports (cases) which are closed during the financial year, and which have been reported to the Audit and Risk Committee as fully or partially substantiated, are reported in the the annual report and the sustainability performance data appendix.

Business integrity

Legal compliance

Legal compliance

	Unit	Method	2014	2013	2012	2011	2010
Fines and sanctions for non-compliance with law and regulations	%	m	0	0	0	2	0
Legal actions involving competition law issues ¹	number	m	3	3	4	4	5
Non-compliance with laws or own policies concerning marketing communications	number	m	0	0	0	0	0

Explanation of development

1) In 2014, three legal actions involving competition law issues were pending. The legal proceedings concern the issue of the former Elsam's alleged abuse of its dominant position in the wholesale electricity market in western Denmark. Two of the three legal actions before the Maritime and Commercial Court in Copenhagen have been brought by DONG Energy against the Danish Competition and Consumer Authority, as DONG Energy disputes the Council's ruling that the former electricity company Elsam violated competition law during the last six months of 2003 up to and including the first six months of 2006. The last legal action has been brought against DONG Energy and relates to a claim for compensation resulting from the alleged abuse of a dominant position in the period referred to above. All three cases are still pending.

Accounting practice

Fines and sanctions for non-compliance with laws and regulations are administrative and judiciary fines and sanctions for failure to comply with laws and regulations, including international declarations/conventions/treaties, and national, sub-national, regional and local regulations. The definition includes fines and sanctions levied in cases brought against DONG Energy through the use of international and national dispute mechanisms. This indicator only includes significant fines and sanctions, which is defined as fines and sanctions that have been reported to the head of Legal Affairs.

Legal actions involving competition law issues include all legal actions, pending or completed during the reporting period, which are initiated by the competition

authorities or as legal proceedings at the ordinary courts or arbitration tribunals under national or international competition laws. They include anti-competitive behaviour and violations of anti-trust and monopoly practices which are defined as any illegal attempt to restrict competition under applicable competition law.

Non-compliance with laws or own policies concerning marketing communications applies to all DONG Energy's paid communication at corporate level and in direct communication with customers in the Customer & Markets business unit. It includes the total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorships that have been decided in the reporting period.

Business integrity

Customer satisfaction

Customer satisfaction, end users in Denmark

	Unit	Method	2014	2013	2012	2011	2010
Residential customers' satisfaction ¹	number (scale 1-100)	m/c	67	64	64	65	65
Business customers' satisfaction	number (scale 1-100)	m/c	76	75	72	71	69

Explanation of development

1) The increase in residential customers' satisfaction is driven by improved customer service.

Accounting practice

Customer satisfaction for residential customers is determined on the basis of monthly interviews with 300 electricity customers and 100 gas customers, randomly selected from all residential customers. The customer segments included in the survey are subject to change so as to reflect the customer portfolio. Any changes will be made only at the beginning of the financial year. The interviews are carried out by an external provider. Results are weighted based on the ratio of electricity customers to gas customers and combined into a single figure for satisfaction among residential customers. The satisfaction surveys will be carried out in the period from 1 October to 31 December.

Customer satisfaction for business customers is determined on the basis of customer satisfaction surveys among DONG Energy's business customers in Denmark. The method follows the ACSI model based on the EPSI scale. Customer satisfaction for Denmark is determined on the basis of quarterly interviews about customers' satisfaction with DONG Energy. For the largest business customer segments, all customers are interviewed once a year in so far as this is possible. The customer segments included in the survey are subject to change so as to reflect the customer portfolio. Any changes will be made only at the beginning of the financial year. An external agency conducts the interviews and reports absolute and weighted results via a web-based dashboard.

Complaint cases

	Unit	Method	2014	2013	2012	2011	2010
Complaint cases	number	m	3,054	3,185	2,612	2,179	2,600

Accounting practice

The number of customer complaints received is calculated each month by a direct count from DONG Energy's case handling system. The complainants represent all customer groups in Denmark (residential, business and distribution

customers). Monthly follow-up reports are prepared which show the number of complaints received, compliance with service targets, as well as any trends in the complaints. Complaints received are reported monthly to management.

SCOPE

In 2014, a systematic materiality assessment of the challenges and issues which are of importance to our stakeholders and our business alike was carried out. The assessment has formed our scoping of DONG Energy's annual non-financial reporting in order to provide relevant, timely and transparent communication on DONG Energy's approach to sustainability.

On the following pages, you can read about the changes in non-financial performance data compared to 2013. In addition, you will find descriptions of the methods used in DONG Energy's 2014 sustainability report and annual report for comparing key performance data with figures on consumption and CO₂ emissions of households, individuals and cars.



Scope and additional method remarks

DONG Energy has conducted non-financial reporting every year since 2006. We continuously follow the development in international reporting standards for non-financial reporting in order to evaluate which reporting form provides DONG Energy's stakeholders with the most accurate picture of the Group.

Scope of 2014 sustainability reporting

DONG Energy reports on the issues which, based on a systematic materiality assessment, are assessed to be of the highest importance both to our stakeholders and to our business. In deciding which areas to include in the annual sustainability reporting, account is taken of statutory requirements and the disclosure requirements to which DONG Energy is subject. In addition, an assessment is made of whether the information has a direct or indirect bearing on DONG Energy's ability to create value in the long and short term.

The results of DONG Energy's dialogue with stakeholders, analyses, assessments and internal discussions on the selection of important issues are presented as proposals for inclusion in the annual sustainability reporting to DONG Energy's Audit and Risk Committee.

In 2014, the reporting of non-financial performance in DONG Energy's annual report has been revised and strengthened in order to better reflect the importance ascribed to sustainability in DONG Energy's 2020 strategy and daily operations. Together with the materiality assessment described above, this has led to changes in the scope of the 2014 non-financial performance data.

New data compared with 2013

The following indicators have been introduced in the 2014 sustainability performance data:

- Gas volume distributed
- Electricity volume distributed
- Oil volume transported
- Number of distribution customers
- Renewable energy share of electricity and heat generation
- Wind/hydro share of electricity generation
- Average age

- Employee satisfaction and motivation
- Lost time injuries
- Other serious injuries
- DONG Energy's Board of Directors by gender
- Boards of Directors of Danish subsidiaries by gender
- Reported cases of inappropriate or illegal business conduct
- Cases of inappropriate or illegal business conduct reported to the police

In addition, data on residual products from thermal power generation have been reintroduced after the improvement of the data collection process was finalised in 2013/2014.

Excluded data compared with 2013

The following indicators have been excluded from the 2014 sustainability performance data as their content is now covered by other indicators:

- Recycled raw materials (weight)
- CO₂-neutral raw materials (energy content)
- Internal or external cases of fraud and corruption and legal action on account of fraud and corruption

In addition, as a consequence of the materiality assessment and revision of the annual report described above the following indicators have been excluded from the 2014 sustainability performance data:

- Indirect electricity and heat consumption by primary source
- Power cuts due to non-payment

Scope and additional method remarks

Accounting policies

The accounting policies applied to the consolidated non-financial performance data for the Group as a whole are described in DONG Energy's annual report; please see page 117. The remaining accounting policies are described below each table throughout this document.

Collection of environmental data

Environmental data comprise resource consumption, emissions and discharges, waste and environmental incidents. Construction projects, development projects, non-operated gas storage facilities and similar activities are not included in the reporting.

External assurance

Some of the data in this document are also included in DONG Energy's annual report for 2014; please see the consolidated non-financial statements on pages 114-122 in the annual report. These data are subject to external assurance; please see the Independent Auditor's Assurance Report on page 141.

Calculation of comparative figures

In the sustainability and annual reports for 2014, a number of calculations are included that compare capacity, production, energy savings and CO₂ emissions to the consumption and CO₂ emissions of households, individuals and cars. As the sources used for calculation has been updated with more recent data in 2014, this year's comparative figures are not directly comparable with the figures in the 2013 annual and sustainability reports.

Offshore wind capacity is compared to the annual electricity consumption of Europeans and UK citizens, respectively, based on 4,000 full-load hours per year, Eurostat's data for household electricity consumption per capita (EU28, 2012) and the UK Department of Energy and Climate Change's data for household electricity consumption per capita (UK, 2013).

Power stations' electricity and heat generation is compared with Danish households' annual electricity and heat consumption based on the Danish Energy Agency's consumption data (2012). The same applies to biomass-based electricity and heat generation from Danish CHP plants. In 2014, this comparison has been updated to reflect the changes in the compilation of the biomass share described in page 13 in the appendix. Consequently, the resulting household figures are not comparable to the 2013 comparison.

Oil and gas production is compared to the annual oil and gas household consumption per capita of Europeans and for private transport based partly on Eurostat data on household oil and gas consumption (EU27, 2011), and partly on a calculation of annual petrol consumption for transport (EU27) based on data from the Odyssee database and the Danish Energy Agency's data on the calorific value of petrol (2012). In DONG Energy's 2013 annual and sustainability reports, the calculation of oil and gas consumption per European contained an error. This led to a comparison figure of DONG Energy's oil and gas production that was too low. Instead of 2.2 million Europeans, the figure should have been 6.3 million Europeans.


Rectification of this error – together with more recent data on consumption and an increase in DONG Energy's oil and gas production – has led to a considerably higher figure this year compared with last year.

The difference between DONG Energy's CO₂ emissions from electricity and heat generation in 2014 and 2006 respectively is compared with the annual CO₂ emissions of cars based on the same data for private transport as mentioned above and the EIA 2014 data for CO₂ emissions per energy unit of petrol. Data for the number of passenger cars are based on Eurostat data (Berlin, London, 2012).

CO₂ savings realised by using biomass instead of coal for thermal generation are compared with the annual CO₂ emissions of Europeans based on Eurostat data on greenhouse gas emissions per capita (EU28, 2012).

Energy savings among Danish customers are compared with the consumption of A+++ fridges based on the data from the Danish Energy Agency.

CO₂ savings realised by our partners through climate partnerships are compared with the annual CO₂ emissions of Danes based on Eurostat data on greenhouse gas emissions per capita (Denmark, 2012).



DONG Energy A/S
Kraftværksvej 53
7000 Fredericia
Denmark
Tel +45 99 55 11 11

www.dongenergy.com

This report is available at
www.dongenergy.com/sustainability2014-data

DONG
energy