Sustainability Performance 2015

Data appendix for DONG Energy's annual report and sustainability report 'DONG Energy in society'





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Performance data

This document presents DONG Energy's sustainability performance data. They form the basis for DONG Energy's annual non-financial reporting and are a supplement to the 2015 sustainability report 'DONG Energy in society' and the annual report.

All data are in general presented in five-year tables with comparative data for 2011-2015. Some data, however, do not have historical data dating back to 2011. A line in the table indicates that comparable data are not available due to missing, incomplete or different inventories. Significant changes in data are explained below each table.

The general accounting policies applied to the consolidated non-financial performance data for the Group as a whole are described in DONG Energy's annual report Section 9; please see page 133. Data consolidation principles are described on page 31 in this report. The detailed accounting policies are described below each table throughout this document.

2020 Targets

2020 Targets	Unit	2020 targets	2015	2014	2013	Page
Reliable energy						
Installed capacity, offshore wind	GW	6,5	3,0	2,5	2,1	6
Biomass share of Danish CHP generation	%	> 50	30	25	18	8
Customer satisfaction among Danish residential customers	number (scale 1-100)	≥ 80	78	67	64	11
Customer satisfaction among Danish business customers	number (scale 1-100)	≥ 75	75	73	74	11
Customer satisfaction among Danish distribution customers	number (scale 1-100)	≥ 80	81	80	78	11
Climate and environmental impact						
CO_2 emissions from power and heat generation	g CO₂/kWh	260	334	374	445	14
People matter						
LTIF	per million working hours	< 1,5	1,8	2,4	3,2	23
Fatalities	number	0	0	0	0	24
Employee satisfaction and motivation	number (scale 0-100)	77	74	72	-	21
Women in Top Management	%	> 22	15	14	14	25
Women in Leadership Forum	%	> 25	20	20	17	25
Other female managers	%	> 32	23	24	27	25
Sustainable communities						
Reputation	number (index 0-100)	≥ 55	47	47	48	27

(1) Reliable energy

Production	Unit	2015	2014	2013	2012	2011
Power generation	TWh	12.9	13.7	19.1	16.1	20.4
Wind	TWh	5.8	5.0	4.8	3.7	3.6
- Denmark	TWh	2.2	2.5	2.3	2.0	1.9
- United Kingdom	TWh	3.3	2.4	2.3	1.4	1.3
- Germany	TWh	0.3	0.0	0.0	0.0	0.0
- Other countries	TWh	0.0	0.1	0.2	0.3	0.4
Thermal	TWh	7.1	8.7	13.8	11.5	16.0
- Denmark	TWh	6.0	7.8	10.8	9.2	12.6
- United Kingdom	TWh	0.0	0.0	2.4	1.7	3.2
- The Netherlands	TWh	1.1	0.9	0.6	0.6	0.2
Hydropower - Sweden	TWh	0.0	0.0	0.5	0.9	0.8
Heat generation (Denmark)	PJ	33.6	31.4	40.2	43.0	42.5
Gas production	mill. boe	30.8	31.2	23.5	18.5	17.1
- Denmark	mill. boe	0.6	0.5	0.3	0.3	0.4
- Norway	mill. boe	30.2	30.7	23.2	18.2	16.7
Oil production	mill. boe	10.1	10.6	8.2	10.0	9.3
- Denmark	mill. boe	4.8	3.8	3.2	4.7	4.3
- Norway	mill. boe	5.3	6.8	5.0	5.3	5.0
Total oil and gas production	1000 boe/day	112	115	87	78	72

Thermal power generation has fallen by 18% in relation to 2014 due to lower prices. Markedly lower coal prices in 2015, more water in the Nordic water reservoirs and a high level of power generation from renewable sources means low power prices.

Heat generation is 7% up in 2015 on 2014. This is due to higher heat generation in the cold spring of 2015 compared with 2014.

This year's oil and gas production is affected by lower production from Ormen Lange, Ula, Tambar and Oselvar, partially offset by higher production from Siri, which suffered prolonged downtime in 2014.

■) ACCOUNTING POLICIES

Power generation from wind is calculated as sold production. The wind farms Gunfleet Sands and Walney 1+2 are consolidated according to ownership interest. The other wind farms are financially consolidated.

Thermal power generation is determined as net generation sold based on settlements from the official Danish production database. Data for generation from foreign facilities are provided by the operators. Thermal heat and steam generation is measured as net output sold to heat customers.

Oil and gas production is measured by meters on the offshore platforms, which measure quantities for delivery to the shore.

(2) Reliable energy

Capacity	Unit	2015	2014	2013	2012	2011
Power production capacity	GW	5.1	4.9	4.6	6.9	6.2
Offshore Wind	GW	1.7	1.4	1.3	1.1	0.7
- Denmark	GW	0.6	0.6	0.6	0.4	0.4
- United Kingdom	GW	0.9	0.8	0.7	0.7	0.3
- Germany	GW	0.2	0.0	0.0	0.0	0.0
Onshore Wind	GW	0.0	0.0	0.0	0.3	0.3
Thermal	GW	3.4	3.5	3.3	5.3	5.0
- Denmark	GW	3.0	3.1	3.1	4.1	4.2
- United Kingdom	GW	0	0.0	0.0	0.8	0.8
- The Netherlands	GW	0.4	0.4	0.2	0.4	0.0
Hydro	GW	0.0	0.0	0.0	0.2	0.2
Installed capacity, offshore wind	GW	3.0	2.5	2.1	1.7	1.2
Heat production capacity	GJ/s	3.1	3.1	2.7	3.2	3.4

Installed capacity, offshore wind is up from 2.5 GW in 2014 to 3.0 GW in 2015. The increase is attributable to Borkum Riffgrund 1 and Westermost Rough, which were commissioned in 2015. Power production capacity, offshore wind has increased correspondingly.

ACCOUNTING POLICIES

Production capacity, offshore wind is calculated as at 31 December. The wind farms Gunfleet Sands and Walney 1+2 are consolidated according to ownership interest. The other wind farms are financially consolidated.

Installed capacity, offshore wind 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.

Thermal capacity is a measure of the maximum capability to generate a certain product. DONG Energy's thermal capacity comprises maximum power and heat capacity. For each power station the capacity is given for generation 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.

Heat capacity for non-power-generating units is not included.



Availability, load factor and wind energy content

wind energy content	Unit	2015	2014	2013	2012	2011
Availability	%	93	94	93	94	94
Load Factor	%	45	44	42	43	43
Wind energy content	%	102	97	97	99	104

■) ACCOUNTING POLICIES

Availability, load factor and wind energy content are calculated only for offshore wind farms.

The time-based availability factor (availability) for offshore wind farms is calculated as the ratio of the number of hours the offshore wind turbines are available for power generation to the total number of hours in a year. The total availability is determined by weighting the individual offshore wind farms' availability by the capacity of the individual offshore wind farm. Avaliability is commercially adjusted.

The load factor is calculated as the ratio between actual production over a period relative to the potential production which is possible by continuously exploiting the maximum capacity over the same period. The total load factor is determined by weighting the individual offshore wind farms' availability by the capacity of the individual offshore wind farm. The load factor is commercially adjusted.

New offshore wind turbines are included in the calculation of availability and load factor once they have passed the 240-hour test. Commercially adjusted means that, for Danish and German offshore wind farms, the time-based availability and the load factor are adjusted if the offshore wind farm has been financially compensated by the transmission system operators in situations where the offshore wind farm is available for generation, but the output cannot be supplied to the grid due to maintenance or grid interrruptions. Offshore wind farms in the UK are not compensated for non-access to supply power to the grid.

Wind energy content is calculated as the ratio between actual gross production in the particular year and production in a 'normal wind year'. Actual production is calculated as actual net production adjusted for availability. Total wind energy content is determined by weighting the individual offshore wind farms' availability by the capacity of the offshore wind farm.

The wind energy content for new offshore wind farms is calculated from the beginning of the calendar year in which the entire wind farm is in operation.



Biomass share of Danish CHP generation

Danish CHP generation	Unit	2015	2014	2013	2012	2011
Biomass share of Danish CHP generation	%	30	26	18	21	18

The biomass share has increased from 25% in 2014 to 30% in 2015. This increase is the result of the continued conversion from coal to biomass in Danish CHP generation. In general, all fuel suppliers are assessed in accordance with DONG Energy's Code of Conduct. In addition, all suppliers of wood chips and wood pellets must guarantee in their contracts with DONG Energy that the biomass supplied has been grown in a sustainable manner. DONG Energy ensures contract compliance through dialogue and on-site visits. In order to ensure independent audits of sustainability, DONG Energy has requested that its suppliers obtain Sustainable Biomass Partnership (SBP) certification. The first suppliers have already been certified. It is expected that 100% of the wood-based biomass consumed by DONG Energy will be SBP-certified by 2019 through a gradual phase-in in accordance with the industry agreement on sustainable biomass.

■ ACCOUNTING POLICIES

The biomass share of Danish CHP generation is calculated as the share of the total power and heat production by the Danish power stations which is produced on biomass. Emergency and peak-load facilities and purely power- generating and heat-producing facilities are not included. In the calculation, it is assumed that the share of biomass-based production 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 production. In order to be able to sum up the production at power stations that produce both power and heat, heat production is converted to equivalent power generation using the same method as for calculating g CO_2/kWh . The biomass share of Danish CHP generation for 2014 has been changed relative to the annual report for 2014 due to a change in the conversion factors from heat to power equivalents for a number of thermal power generating plants.



Power outages for customers	Unit	2015	2014	2013	2012	2011
System Average Interruption Frequency Index (SAIFI)	number	0.35	0.33	0.41	0.48	0.51
System Average Interruption Duration Index (SAIDI)	number	25.0	21.4	29.6	27.6	35.6



ACCOUNTING POLICIES

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

The frequency of unannounced power outages for the customers is expressed in terms of SAIFI (System Average Interruption Frequency Index), which is calculated as the average number of power outages per customer per year. Power outage duration experienced by the customers is expressed in SAIDI (System Average Interruption Duration Index) which reflects the average duration 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.

Sales and distribution	Unit	2015	2014	2013	2012	2011
Sales ¹						
Natural gas sales	TWh	153.2	146.1	150.3	-	-
Power sales	TWh	35.2	34.4	25.4	-	-
Distribution						
Gas distribution	TWh	8.1	8.2	9.0	9.1	9.9
Power distribution	TWh	8.4	8.4	8.6	8.7	8.8

1 Gas and power sales are excluding internal sales from Distribution & Customer Solutions to Bioenergy & Thermal Power.

Power and gas sales are calculated as physical sales to retail and wholesale customers and exchanges. Power and gas sales are based on readings from DONG Energy's trading systems. Internal sales to Bioenergy & Thermal Power are not included in the statement. Only natural gas is included in gas sales.

Accounting policies for the sale of power and gas are updated to apply the same calculation basis as for revenue. The purpose of the change is to support integrated reporting by creating consistency between sales volumes and revenue. The historical figures for 2014 and 2013 have been changed, so that they are calculated in accordance with the new accounting policies.

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.

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

(1) Reliable energy

Number of customers	Unit	2015	2014	2013	2012
Gas customers	number	101,046	104,364	106,882	-
- Denmark - residential	number	92,010	94,697	96,702	-
- Denmark - business	number	5,774	5,785	6,266	-
- Germany - business	number	33	41	66	-
- Sweden - business	number	372	373	370	-
- United Kingdom - business	number	2,857	3,468	3,478	-
Power customers	number	756,774	768,233	777,749	-
- Denmark - residential	number	707,219	716,254	724,567	-
- Denmark - business	number	49,459	51,911	53,170	-
- United Kingdom - business	number	96	68	12	-
Distribution customers (Denmark)	number	1,127,213	1,112,158	1,117,161	1,123,652
Gas distribution customers	number	125,883	125,686	125,814	126,249
Power distribution customers	number	1,001,330	986,472	991,347	997,403



ACCOUNTING POLICIES

The number of gas and power customers in Denmark and Sweden is retrieved from DONG Energy's internal customer system, while customers in other countries are retrieved from local contract and customer databases.

Accounting policies for customers have been updated, so that only the number of main sales customers is counted, compared to previously when several calculation methods were applied across sales segments. With the new joint calculation method, sales segments can be compared, and the figures are more comparable year-on-year. The historical figures for 2014 and 2013 have been changed, so that they are calculated in accordance with the new accounting policies.

The number of distribution customers for power and gas is retrieved from the trading systems and is calculated in relation to the number of consumption points.



Customer satisfaction, end users in Denmark

end users in Denmark	Unit	2015	2014	2013
Customer satisfaction among Danish residential customers	number (scale: 1-100)	78	67	64
Customer satisfaction among Danish business customers	number (scale: 1-100)	75	73	74
Customer satisfaction among Danish distribution customers	number (scale: 1-100)	81	80	78

Customer satisfaction among residential customers is 78 in 2015 against 67 in 2014. Part of this increase is deemed to be attributable to the adjustment in 2015 of the method of calculation of customer satisfaction among residential customers in Denmark from being based on the general perception of customer satisfaction among randomly selected customers to being based on the satisfaction of the customers, with whom DONG Energy has been in contact, eg in connection with inquiries. The reason for this is that the satisfaction among customers with whom DONG Energy has been in contact is to a much higher degree influenced by the employees' efforts. Conversely, satisfaction among all customers, also those with whom DONG Energy has not been in contact, is to a higher degree affected by the media and the perception of DONG Energy in the general population.

■ ACCOUNTING POLICIES

Customer satisfaction is measured on a monthly basis among customers with whom DONG Energy has been in contact. Customer satisfaction is calculated for the customer contact groups gas, power, sales and Internet. This year's total is a weighted average. The historical data from 2014 and 2013 cannot be calculated according to the current accounting policies, so data from 2015 and previous years are not comparable.

Customer satisfaction for business customers is determined on the basis of customer satisfaction surveys among DONG Energy's business customers in Denmark. Customer satisfaction for Denmark is determined on the basis of quarterly interviews about customers' satisfaction with DONG Energy. The survey comprises only active customers, defined as customers with whom DONG Energy has been in contact in connection with contracts for the supply of power or gas in the previous or next month. So-called sleeping customers are therefore not included in the statement. The method follows the ACSI model based on the EPSI scale. An external agency conducts the interviews and reports absolute and weighted results via a web-based dashboard. In 2015, the weights for the calculation of the satisfaction score have been changed so that the weighting reflects relative sizes of the customer segments, which is a more correct presentation of customer satisfaction. Data for 2014 and 2013 have been updated with this weighting.

Customer satisfaction for distribution customers is determined on the basis of three types of interactions with distribution customers: Disruption of supply, visits relating to gas and replacement of meters. Customer satisfaction is measured as the customer's satisfaction in a specific context. Respondents are randomly selected, and the survey is carried out by an external supplier. Customer satisfaction is calculated as the average of all answers.



Complaint cases	Unit	2015	2014	2013
Number of customer complaints	number	2,031	2,780	2,876

The fall in the number of customer complaints from 2014 to 2015 is attributable to falls in the number of complaints in both the sales and the distribution business. In 2014, there were some complaints concerning specific individual cases; a case in point was the market adjustment relating to a central archive of consumption data, which gave rise to an increased number of complaints. These individual cases have not given rise to customer complaints to any significant extent in 2015. At the same time, customer service is improved in 2015, whereby inquiries concerning for example adjustment of terms is addressed immediately by customer care, reducing the number of customer inquiries that turn into customer complaints.

ACCOUNTING POLICIES

The number of customer complaints received is calculated each month by a direct count from DONG Energy's case handling system. The number of customer complaints has been calculated on the basis of 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 the management. In 2015, it is specified that customer complaints received only include new complaints, whereas repeated complaints and follow-up correspondence are not included. The historical figures have been updated accordingly.

Climate and environmental impact

Greenhouse gas emissions	Unit	2015	2014	2013	2012	2011
Carbon dioxide (CO ₂). direct emission	mill. tonnes CO2 eqvt.	5.1	6.4	9.4	7.9	10.9
EU ETS CO ₂ emissions	mill. tonnes	4.9	6.2	9.3	7.8	10.8
EU ETS CO ₂ emissions – of which emitted						
from Bioenergy & Thermal Power	mill. tonnes	4.8	6.1	9.2	7.7	10.7
EU ETS CO_2 emissions – of which emitted from Oil & Gas	mill. tonnes	0.1	0.1	0.1	0.1	0.1
Other greenhouse gas emissions	mill. tonnes CO ₂ eqvt.	0.1	0.1	0.1	0.1	0.1

The fall in CO_2 emissions is attributable to lower generation in Bioenergy & Thermal Power, and the resulting lower fuel consumption. This is reinforced by the reduction in coal consumption mainly, while biomass consumption is maintained. The overall result is a decline in EU ETS CO_2 emissions.

■) ACCOUNTING POLICIES

Calculation of emissions is determined on the basis of fuel quantities used, in accordance with the union registry's methods.

Other greenhouse gas emissions include CH4, NMVOC, N2O, SF6 and CO.

Other significant emissions	Unit	2015	2014	2013	2012	2011
Nitrogen oxide (NO _x)	tonnes	3,760	4,135	6,166	6,130	7,253
Sulphur dioxide (SO2)	tonnes	569	585	1,129	927	1,172



ACCOUNTING POLICIES

 ${\rm SO}_2$ and NOx emissions are primarily measured by continuous measurement. A few power stations use plant-specific emission factors to calculate emissions.

P Climate and environmental impact

Emissions per apported W/h

generated kWh	Unit	2015	2014	2013	2012	2011
Carbon dioxide (CO ₂), DONG Energy	g CO ₂ /kWh	334	374	445	443	486
Carbon dioxide (CO ₂)., Bioenergy & Thermal Power	g CO ₂ /kWh	554	604	596	578	597
Nitrogen oxide (NO _x)	g NO _x /kWh	0.30	0.27	0.33	0.39	0.36
Sulphur dioxide (SO ₂)	g SO₂/kWh	0.06	0.05	0.07	0.07	0.06

The reduction in CO₂/kWh is attributable to a higher share of power generation from offshore wind and a larger share of biomass at the thermal power stations.



ACCOUNTING POLICIES

 CO_2 emissions per kWh (g CO_2 per kWh) have been determined as CO₂ emissions relative to total production of power, heat and steam supplied to the grid.

The total generation of power, heat and steam is calculated as power equivalents. For heat generation, the power equivalent generation represents the volume of additional power that could have been supplied if the power station had not generated heat and/or steam.

In connection with the incineration of waste, a conversion factor is used for calculating the CO_2 emissions equivalent to 37kg CO_2/GJ for 2015. According to the Danish Energy Agency, biomass is considered carbon-neutral.

The specific emissions of sulphur dioxide in connection with the generation of power 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 power equivalents using the method used for calculating g CO₂/kWh.

The specific emissions of nitrogen oxide in connection with the generation of power and heat are stated for the power stations. NOx 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 power equivalents using the method used for calculating g CO₂/kWh.

Climate and environmental impact

Consumption of raw materials, all facilities

all facilities	Unit	2015	2014	2013	2012	2011
Coal consumption	thousand tonnes	1,612	2,156	3,075	2,428	3,433
Oil consumption	thousand tonnes	21	26	45	53	71
Gas consumption	thousand Nm ³	601,524	583,676	1,018,520	1,033,079	1,224,955
- of which flaring	thousand Nm ³	12,548	8,620	7,061	8,882	9,004
- of which venting	thousand Nm ³	87	69	73	68	67
Biomass consumption, incl. wood pellets, wood chips, straw and bio oil	thousand tonnes	1,352	1,386	1,460	1,523	1,675
Waste consumption	thousand tonnes	80	148	261	271	253

Gas flaring from offshore production increases primarily due to more shutdowns at Syd Arne in 2015 than in 2014. Flaring is typically increased at the start-up of production. At the same time, production from Trym is increased, which means correspondingly more flaring. Finally, Alve and Marulk are included in the reporting from 2015, as a result of an adjustment of the accounting policies in 2015.

■) ACCOUNTING POLICIES

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 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 in oil and gas production consists of natural gas used for energy purposes, natural gas flared and 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. Gas flaring is calculated with adjustment for the ownership share of production for the platform which makes the environmental emissions.

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.

(P) Climate and environmental impact

Renewable energy share of power and heat generation

power and heat generation	Unit	2015	2014	2013	2012	2011
Renewable energy share	%	55	48	37	39	31
Fossil energy share	%	45	52	63	61	69
Total	%	100	100	100	100	100
Of which:						
Renewable energy share						
- Biomass share	%	16	15	12	14	12
- Wind share	%	39	33	23	20	15
- Hydro share	%	0	0	2	5	4
Fossil energy share (FE)						
- Coal share	%	29	37	40	35	43
- Gas share	%	14	13	20	23	23
- Oil share	%	1	1	1	1	2
- Waste share	%	1	1	2	2	1

The renewable energy share increases from 48% in 2014 to 55% in 2015. This increase was due primarily to an increase in wind-based energy generation and a drop in the coal-based share.



ACCOUNTING POLICIES

Power generation in the Wind Power division is wind-based only and is included as 100% renewable energy in the calculation of the renewable energy share.

The renewable energy share of power and heat generation is calculated as the share of generation from renewable energy sources. The renewable share of generation is calculated by multiplying the share of renewable energy fuel with total thermal generation summed up with the wind and water based generation. In the calculation of generation, heat generation is converted into power equivalents in the way used for calculating g CO_2/kWh .

Renewable energy sources are: Biomass, wind power and hydropower. Non-renewable energy sources are: Coal, oil, natural gas and waste.

In practice, waste consists of a mixture of biomass and a fossil fuel share. In the calculation of the renewable energy share, waste is defined as a non-renewable energy source, as is also the case in the calculation of the biomass share of Danish power and heat generation.

The renewable energy share for 2014 has been changed relative to the annual report for 2014 due to a change in the conversion factors from heat to power equivalents for a number of thermal power generating plants.

(P) Climate and environmental impact

Power and heat consumption	Unit	2015	2014	2013	2012	2011
Power consumption	GWh	48	63	87	75	87
Heat consumption	τJ	98	89	86	93	140



ACCOUNTING POLICIES

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

consumption is calculated excluding consumption for electricity and heat generation at the power stations.

Water consumption, discharges and reinjection

uischarges and reinjection	Unit	2015	2014	2013	2012	2011
Water consumption	thousand m ³	1,546	1,468	1,943	2,084	1,340
Wastewater discharges from power stations	thousand m ³	833	1,464	1,746	1,349	1,657
Production water to sea from offshore production	thousand m ³	18	18	44	86	57
Oil discharges to sea	tonnes	0.7	0.6	1.3	2.9	0.9
Reinjection of production water	thousand m ³	3,838	1,270	1,771	3,468	1,725

Production water to sea from offshore production, oil discharged to the sea and reinjection of production water concern include the Siri area only, as this is the only area operated by DONG Energy. Emissions have increased only marginally, even though Siri has produced for 12 months in 2015 compared with six months in 2014. The fact that emissions have not increased more despite the increased production is due to stable production concurrently with high reinjection of produced water.



ACCOUNTING POLICIES

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 produced water. The volume of discharged produced 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 accounting policies for 'Production water to sea from offshore production', 'Oil discharged to sea' and 'Reinjection of production water' have been changed from financial consolidation to operational consolidation. The change has been made to ensure high-quality data, as DONG Energy does not have access to reliable data for non-operated fields.

Climate and environmental impact

Waste	Unit	2015	2014	2013	2012	2011
Total waste	tonnes	78,391	68,189	23,260	15,605	11,852
Waste for recycling	%	93	45	75	63	58
Waste for incineration	%	4	53	22	31	35
Waste for disposal by landfill	%	3	2	3	6	7
Total hazardous waste	tonnes	5,024	36,886	5,557	5,180	2,439

In 2015, waste from the Fredericia oil terminal made up 80% of the total volume of waste generated by DONG Energy.

The volume of generated non-hazardous waste for recycling considerably exceeds the volume of hazardous waste for incineration. The reason for the changes is that waste water from the Fredericia oil terminal was previously disposed of as hazardous waste for incineration. Now there is a better solution, since the water is disposed of as non-hazardous waste for recycling. At the same time, the waste water issues at the oil terminal entail reduced production of sludge from the water treatment system. The sludge is disposed of as hazardous waste for incineration.

ACCOUNTING POLICIES

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Waste and recycling of waste from administration and production facilities 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 data are not received from activities and oil fields where DONG Energy is not the operator.

2014

2013

2012

2011

Residual products from thermal power generation

	Onic	2015	2014	2015	2012	2011
Total residual products	thousand tonnes	354	476	627	464	654
Total recycling of residual products	%	100	93	90	99	99

Unit

2015

The lower volume of by-products in 2015 relative to 2014 is due partly to lower generation, removal of large quantities of residual products in 2014 from intermediate storage at Asnæs power plant as well as inventories from 2013 to 2014, which were removed in 2014.

In 2015, all residual products have been recycled in accordance with the applicable definitions. Last year, the definition of recycling/landfilling was not harmonised across the installations, so the quantities at one installation were classified as landfill, resulting in a recycling rate of 93%. Had this year's definitions been applied, the recycling rate would also have been 100% last year.

ACCOUNTING POLICIES

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

Climate and environmental impact

Energy-efficient products	Unit	2015	2014	2013	2012	2011
Green electricity sold to customers	GWh	926	835	853	696	647
Total energy savings for customers	GWh	513	314	360	327	332
Private customers	GWh	113	75	51	37	43
Industrial, Commercial and Institutional customers	GWh	400	239	309	290	289
- of which climate partnerships account for	GWh	55	59	85	47	-
Accumulated annual savings for customers since 2006	TWh	2.8	2.2	1.9	1.6	1.2

■) ACCOUNTING POLICIES

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.

Incidents with environmental consequences

consequences	Unit	2015	2014	2013	2012	2011
Significant environmental incidents (C4 + C5)	number	5	7	8	3	5

No category C5 incidents are reported in 2015. The five environmental incidents in Distribution & Customer Solutions are all oil spills to soil. The four incidents are caused by cable leaks on public roads, while the fifth incident is caused by leaky piping at the Fredericia oil terminal. All contamination from the cable leaks is removed. Delimiting contamination surveys is performed at the Fredericia oil terminal in cooperation with the authorities.



ACCOUNTING POLICIES

An environmental incident is an unintended event which has a negative impact on the environment. DONG Energy registers all environmental incidents at facilities for which DONG Energy is responsible in its capacity as operator or its capacity as accountable for operations, including both actual and potential incidents. The materiality of an incident is determined on the basis of an assessment of the extent, dispersion and impact on the environment. On this basis, all environmental incidents are categorised on a scale from 1 to 5. Actual incidents in category 4 and 5 are reported.

Beople matter

Total workforce by contract type,

country and age	Unit	2015	2014	2013	2012	2011
Total number of employees at 31 December	number	6,674	6,500	6,496	7,000	6,098
Average number of employees for the year	number	6,611	6,416	6,692	6,735	5,966
Employees by contract types						
- White collar	%	84	85	85	86	83
- Blue collar	%	16	15	15	14	17
Employees by country						
- Denmark	%	83	83	84	85	90
- United Kingdom	%	10	10	8	7	4
- Germany	%	3	2	2	2	1
- Norway	%	1	2	2	2	2
- Other	%	3	3	4	4	3
Employees by age						
- 18-35	%	31	30	31	32	30
- 36-55	%	57	57	56	56	57
- 56-70	%	12	13	13	12	13
Average age	year	42	42	42	42	42

■ ACCOUNTING POLICIES

The reporting covers contractually employed employees in Danish and foreign DONG Energy companies. 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 equivalents. 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. 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)).

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



Job satisfaction and loyalty	Unit	2015	2014	2013	2012	2011
Employee satisfaction and motivation	number (scale 0-100)	74	72	-	74	72
Employee loyalty	number (scale 0-100)	81	78	-	79	78

The employees' evaluation of their own job satisfaction is performed in Q3 2015. A major improvement of DONG Energy's employees' perception of DONG Energy's reputation has had a positive effect on job satisfaction. The immediate manager is also assessed very positively, and the result is significantly higher than the Danish average. This also underpins the high level of job satisfaction in DONG Energy.

The increase in loyalty is due to a positive development in both loyalty and commitment among the employees.

In 2015, 95% of the employees completed the job satisfaction survey.

■) ACCOUNTING POLICIES

DONG Energy conducts a comprehensive employee satisfaction survey once a year. All DONG Energy employees are invited to participate in the survey. In the survey, the employees are, for example, asked a number of questions about their job satisfaction and loyalty. The answers are given on a scale from 1-10 and are subsequently converted to index figures on a scale from 0-100.

People matter

Employee turnover	Unit	2015	2014	2013	2012	2011
Employee turnover	%	12	12	17	10	12
- Male ¹	%	12	-	-	-	-
- Female ¹	%	12	-	-	-	-
Number of employees who have left the company (ex. divested)	number	759	755	1.091	615	705
Employees who have left the company by cause						
Voluntary resignation	%	58	59	46	56	55
Dismissal	%	28	37	52	39	35
Mutual agreement ²	%	8	-	-	-	-
Retirement	%	5	4	1	4	7
Miscellaneous	%	1	0	1	1	3
Number of employees who have left the company due to divestment ¹	number	28	109	124	48	164

1 New indicators from 2015.

2 As of 2015 "Mutual agreement" is reported separately, previous years it was part of the category "Dismissal"



ACCOUNTING POLICIES

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.

People matter

Lost time injury frequency (LTIF)	Unit	2015	2014	2013	2012	2011
Number of lost time injuries (LTI)	number	36	51	64	71	74
- Own employees	number	12	18	26	31	34
- Contractor employees	number	24	33	38	40	40
Total LTIF	per million working hours	1.8	2.4	3.2	3.6	4.1
- Own employees	per million working hours	1.1	1.7	2.3	2.8	3.4
- Contractor employees	per million working hours	2.7	3.1	4.3	4.4	4.9
- Wind Power	per million working hours	1.9	2.1	3.9	3.7	5.9
- Bioenergy & Thermal Power	per million working hours	2.1	3.8	4.1	5.8	3.7
- Distribution & Customer Solutions	per million working hours	2.9	2.3	3.7	3.4	3.4
- Oil and Gas	per million working hours	0.4	1.2	0.5	0.4	1.8

In 2015, the lost-time injury frequency (LTIF) is reduced to 1.8 from 2.4 in 2014. In 2020, the LTIF target is below of 1.5 occupational injuries per one million hours worked.



ACCOUNTING POLICIES

Occupational injuries are calculated according to operational scope. Data from companies wholly or partly owned by DONG Energy and where DONG Energy is responsible for safety are included.

Occupational injuries and lost-time injuries are calculated for both our own employees and suppliers. Data from Danish and foreign locations 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 suppliers, the actual number of hours worked is recognised on the basis of data provided by the supplier, access control systems at locations or estimates.

Total recordable injury rate (TRIR)	Unit	2015	2014	2013	2012	2011
Total TRIR	per million working hours	9.0	10.2	11.3	10.2	10.1
- Own employees	per million working hours	8.6	7.3	6.8	7.5	7.4
- Contractor employees	per million working hours	9.5	13.0	16.9	13.4	13.4

■) ACCOUNTING POLICIES

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 matter

Other health and safety statistics	Unit	2015	2014	2013	2012	2011
Fatalities	number	0	0	0	1	3
Other serious injuries	number	10	11	19	8	15
Days lost per lost workday case	number	21	19	29	19	19
Sickness absence	%	2.2	2.0	2.1	2.2	2.6

■) ACCOUNTING POLICIES

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

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

Days lost per lost workday case is the average number of days with incapacity for work due to lost workday cases. Lost workday cases are

defined as LTIs excluding fatalities. 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.

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.



Employees by gender	Unit	2015	2014	2013	2012	2011
Male	%	71	70	70	69	70
Female	%	29	30	30	31	30

☐ ACCOUNTING POLICIES

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

Managers by gender	Unit	2015	2014	2013	2012
Board of Directors					
Male	%	62	86	86	87
Female	%	38	14	14	13
Top Management					
Male	%	85	86	86	90
Female	%	15	14	14	10
Leadership Forum					
Male	%	80	80	83	83
Female	%	20	20	17	17
Other managers					
Male	%	77	76	73	74
Female	%	23	24	27	26
All managers					
Male	%	79	78	77	77
Female	%	21	22	23	23

With a share of women on the Board of Directors of three out of eight in 2015, DONG Energy complies with the statutory requirement for equal distribution, and DONG Energy therefore no longer states a target for women on the Board of Directors. DONG Energy has a policy for women in management. In pursuance of this policy, 2020 targets have been defined for the share of women in the Top Management, the Leadership Forum and for other managers. The share of women in management is increased through efforts being made within these four areas: Marketing of DONG Energy as a workplace, recruitment, talent development and data foundation for decisions. The professional and managerial competences are, however, always the determining factors in connection with hiring and promotion.

■) ACCOUNTING POLICIES

The employee representatives on the Board of Directors are not included in the data and the targets for women on the Board of Directors. The Top Management consists of the CEO and the CFO and 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.



Discrimination incidents	Unit	2015	2014	2013	2012	2011
Recorded cases of discrimination	number	0	0	0	0	0



ACCOUNTING POLICIES

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

Sustainable communities

Good business conduct	Unit	2015	2014	2013	2012
Share of employees who have completed					
a course in good business conduct	%	94	97	96	95
Reported cases of inappropriate or illegal business conduct	number	8	6	0	2
Cases transferred to the police	number	1	1	0	0

DONG Energy changed its whistleblower scheme in January 2014. The changes were made to strengthen the scheme and were communicated in an internal information campaign in 2014. The development from 2013 to 2015 must be viewed in this regard.

■) ACCOUNTING POLICIES

The number of employees who have completed a course in good business conduct is calculated as the proportion of employees at 31 December who have completed an e-learning course in good business conduct.

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 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 annual report.

Reputation	Unit	2015	2014	2013	2012	2011
Reputation	number (index 0-100)	47	47	48	49	54

DONG Energy's reputation index is measured at 47 in 2015. The target is for this score to be at least 55 in 2020. DONG Energy is working to improve its reputation by ensuring a high level of integrity in the business, continuing the green transformation by helping Danes save energy through energy consultancy services and by being an attractive place to work.

ACCOUNTING POLICIES

DONG Energy's reputation is measured through interviews with 100 people per week in the Danish population aged 18-64. The respondents are selected at random and are representative in terms of age, gender and geography within the above-mentioned group. Each respondent is asked three questions about DONG Energy's reputation.

The questions are the same and the survey is therefore comparable across the individual years. The responses are translated into an index of 0-100, and the total score for the year is the average of the results for the 12 months. The survey is carried out by an external research firm.



Legal compliance	Unit	2015	2014	2013	2012	2011
Fines and sanctions for non-compliance with laws and regulations	number	0	0	0	0	2
Legal actions involving competition law issues	number	3	3	3	4	4

In 2015, 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 Danish Competition Council's ruling that the former electricity company Elsam violated competition law during the last six months of 2003 up to and including 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 POLICIES

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, 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.

Sustainable communities

Responsible Business Partner Programme

Partner Programme	Unit	2015
Business partner assessments	number	25
- Site assessments	number	12
- Self-assessments	number	13
Very significant points for improvement open as at 31 December	number	1
	number	14
Very significant points for improvement closed in the course of the year	number	0
Significant points for improvement closed in the course of the year	number	18

DONG Energy has had a Code of Conduct for suppliers since 2006 and performs systematic screening of its business partners. The purpose of the programme is to ensure compliance by DONG Energy's business partners with DONG Energy's Code of Conduct. As part of the programme, DONG Energy performs site assessments and self-assessments of the business partners identified in the screening process as being most at risk of potential non-compliance with DONG Energy's Code of Conduct. DONG Energy's Responsible Partner Programme was updated in 2014, and as from 2015, a systematic collection of data regarding points for improvement for suppliers is implemented.

In 2015, a total of 25 assessments were carried out, resulting in 33 points for improvements which are categorised as very significant or significant. This includes the identification of one very significant point for improvement in Q4 2015, which DONG Energy is in the process of addressing. Of the 32 significant points for improvement identified in 2015, 18 have already been addressed satisfactorily by the business partners in question, leading to improved practices. DONG Energy is in the process of addressing the remaining 14 points together with the business partners in question, and DONG Energy will continue its efforts in 2016.

■ ACCOUNTING POLICIES

An on-site assessment is a visit to a business partner's facilities for the purpose of carrying out an assessment of the ability of the business partner to live up to DONG Energy's Code of Conduct (or any other form of comprehensive CSR due diligence). The assessment is performed by DONG Energy and/or a third party.

Self-assessments are based on a questionnaire about DONG Energy's Code of Conduct which the business partner must complete. The questionnaire is verified by DONG Energy.

Points for improvement are observations from assessments which should be addressed by the business partner. DONG Energy monitors the implementation of improvements as part of its continuous engagement with its business partners, for example through meetings and telephone calls. Once it is confirmed that satisfactory improvements have been implemented by the business partner, the point improved is closed. Points for improvement are categorised according to the following scale: opportunity, less significant point for improvement, significant point for improvement and very significant point for improvement.

A very significant point for improvement is a very significant violation of applicable legislation or an issue causing immediate danger to human or labour rights, the environment or anti-corruption, which requires immediate intervention.

A significant point for improvement is a significant violation of applicable legislation or a lack of policy, procedure or established good practices, which will probably lead to serious negative impacts on human or labour rights, the environment or anti-corruption in the short to medium terms, or a lack of documentation in this respect.

Scope

In 2015 as in previous years, 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 the scope of the non-financial performance data set compared to 2014. In addition, you will find the consolidation principles and descriptions of the data collection processes behind DONG Energy's 2015 sustainability reporting.

Scope, data consolidation principles and reporting processes

DONG Energy has conducted non-financial reporting every year since 2006. We continuously monitor 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 2015 sustainability reporting

DONG Energy reports on the issues which, based on a systematic materiality assessment, are assessed to be of the highest importance both DONG Energy's stakeholders and to DONG Energy's 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 Sustainability Committee and Audit and Risk Committee.

In 2015, 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 2015 non-financial performance data.

Changes to reported data compared with 2014

In 2015, DONG Energy includes the following non-financial focus areas in the Sustainability Performance Data Appendix:

- Availability for offshore wind farms
- Load factor for offshore wind farms
- Wind Energy Content
- Reputation
- Power outages for the customer
- CO_2 emissions per produced kWh of thermal power and heat production
- The reporting of 'Renewable energy share' has been extended to show the distribution of the total power and heat production on all primary energy sources
- Responsible Business Partner Programme

In 2015, the following non-financial focus areas are excluded from the Sustainability Performance Data Appendix:

- Olietransport, Danmark
- Vind-hydroandel af elproduktion
- Average generation efficiency for power stations
- Average availability factor, central power stations
- Detailed reporting of individual greenhouse gases. In future, these will be reported as 'other greenhouse gases'.
- Water consumption and waste water are no longer specified by source and recipient. In future, they will be reported as total volumes.
- Reinjection af gas
- Residual products from power stations are no longer specified according to product type, but reported as total volumes.
- Excavation damages to gas pipes
- Methane discharge from excavation damages
- Compliance with environmental laws and regulations Police reports
- Compliance with environmental laws and regulations Enforcement notices/prohibition notices, and injunctions
- · Women on the Board of Directors of Danish subsidiaries
- Non-compliance with laws or own policies concerning marketing communications.

In 2014, a number of conversion factors for heat and steam-generating thermal power plants were changed. The calculation of the total power and heat includes a conversion factor used to convert heat and steam generation to power equivalents, which is the common unit for power and heat. The conversion factors have been changed as the 2014 conversion factors were not comparable to previous years. This affects the calculation of the 2014 items which include the total power and heat, used in the calculation of 'Biomass share for Danish combined heat and power production' and 'Renewable energy share' items.

In addition, the accounting policies for production water to sea from offshore production, 'Oil discharged to sea' and water reinjection as well as for sales, distribution, customers, customer satisfaction and customer complaints have been changed. The changes are described under the individual tables.

Scope, data consolidation principles and reporting processes

Consolidation of data

Data are consolidated according to the same principles as in the financial statements. The consolidated non-financial statements thus include the parent company DONG Energy A/S and subsidiaries controlled by DONG Energy A/S.

Data from associates and joint ventures are not included in the consolidated non-financial statements with the exception of accident statistics data, which are included from individual enterprises where DONG Energy is responsible for safety, including safety for external suppliers. Installed capacity, offshore wind includes the wind farms in respect of which DONG Energy has overall responsibility for the installation and commissioning of the wind farms.

Production water to sea from offshore production, oil discharged to sea and water reinjection are operationally consolidated.

Collection of sustainability data in DONG Energy

In 2015, the responsibility for the reporting of sustainability data was transferred to the financial organisation in DONG Energy. This was decided to support integrated reporting and to ensure the use of the same principles and tools in the financial and non-financial reporting. In 2015, a Sustainability Committee was appointed, consisting of representatives of the DONG Energy Top Management, which approves the annual evaluation of materiality and decides on any changes to the scope of the reporting.

Data are collected in a number of source systems in the various business areas and group functions, from which the data are reported to the Group's consolidation tool, which is shared with the financial reporting. This ensures that data can be consolidated financially and comparisons be made of, for example, revenue and the capacity and production.

In the course of the year, data are reported on a monthly basis and on a quarterly basis into the Group's consolidation tool. Data are controlled and approved at both business unit and group level.

In 2015, most of the key processes behind the data for chapter 9 in the annual report were documented, risks of data errors were identified, and relevant controls were defined and implemented. The review was carried out in accordance with DONG Energy's internal control methods in the financial area. The implemented controls regarding sustainability data are monitored to the same extent as in the financial area, entailing regular confirmation by the reporting organisation that the controlling has been carried out. The work to improve the data processes for the remainder of the data will continue in 2016.



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This report is available at www.dongenergy.com/sustainability2015-data