

Public policy positions and development (SO5)

Dealing with climate change is a significant issue for Vattenfall. Vattenfall fully recognises the risks of climate change and wants to contribute constructively to efforts to find solutions to the problem. Accordingly, Vattenfall has engaged in this issue internationally and launched a global initiative – Combat Climate Change (3C) – which demands that climate issues be integrated into the world of markets and trade. The 3C initiative is aimed at creating a global alliance of companies that are willing to take the lead in demanding integration of climate issues into the world market and facilitate trading through a global framework that will come into force in 2013. Vattenfall is responsible for co-ordinating the initiative. Other companies are welcome to join.

Political contributions (SO6)

Vattenfall does not give support to political parties, politicians or related institutions. Other contributions to society are summarised under 4.16–17 (page 80). Vattenfall is a state-owned company, and shares in the company are not publicly available.

Legal actions pertaining to anti-competitive behaviour (SO7)

At Vattenfall Poland, one legal action pertaining to anti-competitive behaviour was reported during the year. The outcome for Vattenfall was favourable.

The Swedish Competition Authority is investigating whether Vattenfall AB (Heating) has over-priced heating in Uppsala and thereby violated the prohibition on abuse of dominant position regulated in paragraph 19 in the Swedish Competition Act (Konkurrenslagen). The investigation has been ongoing at the Swedish Competition Authority since at least 2005. The likely outcome for Vattenfall is judged to be favourable.

Sanctions (SO8)

A total of fifteen sanctions for non-compliance with laws and regulations were reported in 2008. The total monetary value is not collected at the Group Level.

LABOUR PRACTICES

Management approach

Vattenfall's employees are the backbone of its business success. Their talent is a precious resource comprising individual knowledge, skills and qualifications. In the future, the most significant success factor for Vattenfall will be having people with the right competence. Therefore, one of Vattenfall strategic ambitions is to be an Employer of Choice. This means that Vattenfall strives to create a work environment that enables the company to attract, develop and retain people with leading competence and promotes top performance.

Vattenfall's Human Resources (HR) Policy states: "Work at Vattenfall shall provide opportunities for development in a safe, healthy and stimulating environment." The policy also describes the role that corporate culture plays in the company's business approach: "Vattenfall's company philosophy and steering model are characterised by our three core values: openness, accountability and effectiveness. These values form the basis of our corporate culture and are the foundation from which we work towards our overall vision." The purpose of the corporate culture is to encourage strong employee commitment and enhance Vattenfall's attractiveness among potential employees.

Vattenfall's Human Resources Policy, Code of Conduct and other instructions are part of the Vattenfall Management System (VMS) and form a platform for the management of responsible labour practices within Vattenfall.

Employment

During the coming decade, demographic changes will lead to increased

competition for potential employees as a significant number of the company's employees are approaching retirement. In combination with plans for growth and large investments, this leads to significant recruitment needs and makes the ability to attract, retain and develop the right competence a critical business success factor.

Market oriented salaries and benefits – including performance-based compensation – are a prerequisite for being able to recruit and retain competent employees. Vattenfall offers competitive salaries and benefits and strives to be an employer that rewards strong performance, identifies potential and applies flexible solutions to facilitate employees' work. Accordingly, Vattenfall offers individual and differentiated salaries with focus on performance and potential.

Vattenfall has an international assignment process, and the number of employees stationed abroad is steadily increasing. In view of the company's international operations, mobility across national borders is highly important.

Labour/management relations

The annually recurring My Opinion employee survey covers a wide range of issues and aspects. Through My Opinion, employees have an opportunity to express their opinions about everyday work, managers and the company. The tool is used throughout the organisation as a basis for action plans to improve the work environment. Best practices derived from the action plans are shared and become a useful tool for management.

In addition, local actions are taken in all countries and include open-door initiatives in which employees can meet with management, team meetings, and forum/chats on the intranet regarding current issues of employee interest.

The overall participation rate in the MyOpinion survey was 69% in 2008.

Occupational health and safety

The Human Resources Policy states that that Vattenfall shall provide "a safe, healthy and stimulating environment". This is further elaborated upon in Vattenfall's Health and Safety Policy, which states the objective that no employee shall be injured or fall ill due to his or her work situation.

Top management is involved in health and safety work by setting and monitoring safety goals. Vattenfall's managers also serve as role models by promoting health and safety-oriented behaviour. To promote high levels of health and safety, Vattenfall maintains a continuous improvement process.

Vattenfall works actively to improve employees' health by offering regular health check-ups and taking preventive measures according to national legislation. The company is active in supporting employees with prolonged illnesses so they can return to work.

Employee well-being and safety is measured by health and safety indicators and by reviewing health and safety-related questions in the My Opinion employee survey.

Vattenfall treats contractors' employees in the same way as its own employees regarding health and safety issues. Contractors are expected to follow Vattenfall's health and safety standards and this is followed up on regular basis.

Training and education

Vattenfall provides opportunities for all employees to develop as professionals and individuals. Vattenfall's Human Resources Policy emphasises the importance of competence development, and states: "It is important that our managers possess business and professional skills as well as social and leadership competence. Our competence development supports the business operations and emphasises learning as a continuous process. To reach our goals we freely share our skills, knowledge, resources and opportunities."

Learning is regarded as a continuous process. The approach to competence development is that skills are developed primarily in daily work and through participation in different projects. There is no Group-wide policy regarding training and education; instead, local country-specific regulations apply.

Vattenfall has two internal institutions for competence development, Vattenfall Management Institute (VMI) and Vattenfall Business Institute (VBI). VMI is designed for management development and offers both general management training as well as advanced programmes at the strategic level for senior managers. Development programmes for func-

tional specialists such as financial control, HR, procurement and communications are offered by VBI.

The Talent Management process is a holistic process designed to define, attract, develop and retain the talent Vattenfall needs to meet future challenges. The process includes Management Planning and Competence Planning. Project managers and key players will be added to the Talent Management process as of 2009 and a succession planning process for these positions will be developed.

Management planning

Excellent leaders are key drivers of the company. Vattenfall has developed a Group-wide leadership model to evaluate and assess managers and young potentials. The annual management planning process provides an overview of management capacity in the Group as well as information to support succession planning. To ensure a high rate of internal succession, Vattenfall focuses on early development of its leaders. International leadership training programmes are conducted in order to help leaders develop their ability to work under rapidly changing conditions and in different cultures.

Competence planning

The annual competence planning process analyses the organisation's current competence status and future competence needs on the basis of business plans, and identifies competence gaps. The purpose of the process is to ensure that the organisation has the proper skill sets from both the short-term and a long-term perspectives. All units shall prepare action plans to ensure sufficient competence in the future. The action plans cover areas such as efficiency improvements, implementation of new technology, skills development, recruitment, job rotation, trainee programmes and the use of consultants.

Examples of training programmes within Vattenfall:

- In Sweden the Vattenfall Professional Training Programme provides concentrated training programmes, courses and seminars in areas such as health and safety, electrical/mechanical safety, project and process management, personal development and languages. In 2008 Vattenfall's "Young Graduate Programme" was held for the third time in Sweden. It offers young academics an opportunity to gain practical experience in limited-time projects.
- In Finland Vattenfall conducts a local management and leadership programme called "Vesimies Programme". This is an ongoing programme that is revised annually to reflect the needs of the target group and the business objectives. Customer service training is offered, and SAP-related training programmes have been launched for large groups in the Finnish organisation.
- In Denmark a competence model has been developed for each unit, competence evaluations have been performed, and gaps have been identified. Based on the gap analysis, a strategic competence development programme will be created every year. Training and development related to operational excellence has been in focus.
- In Germany the new development programme for young potentials – "Career start-up" – got off to a successful start in 2008. It aims to identify potential business leaders, develop and prepare them for future management responsibilities, and ensure the availability of successors for executives. This is a particularly important aspect in view of the current age structure of executive staff. The programme will also help keep performers loyal to the company. Furthermore, vocational training programmes for young people are offered on an ongoing basis to some 1,600 apprentices. Additionally, the 2008 training catalogue describes over 300 courses, workshops and seminars.
- In Poland, a review of strategic competence planning resulted in three main activities from 2007 to 2009: proactive employer branding, knowledge- and competence-sharing, and being the "employer of choice for employees of choice". An employer branding audit, participation in local job fairs, the organisation of apprentice programmes and active recruitment processes are examples of actions that have already been taken.

Diversity and equal opportunity

Vattenfall's Human Resources Policy states the company's view of diversity and equal opportunity as well as its importance (extract): "We strive for diversity in teams and units in regards to gender, age, background and experience, enabling employees from different units and of different nationalities to work together".

The policy relates to Vattenfall's ambition that the workforce should reflect the societies in which the company operates. Vattenfall is set to create the same possibilities and rights for all employees, and establish diversity as a natural part of operations.

A prerequisite for achieving the same rights and possibilities is to strictly condemn every act of discrimination in all work-related situations. Consequently, Vattenfall's Code of Conduct clearly states that no employee shall be discriminated against or harassed as regards employment or occupation due to his or her ethnic background, gender, religion, political opinions, social background or for any other reason.

Goals and activities to improve diversity:

Diversity	Goal	Actions
Ethnic background	Vattenfall will mirror society in terms of ethnic background.	Partner company in the Diversity Challenge, a student competition that offers internships for students with a multicultural background. Vattenfall offered two internships in 2008. Focus on recruitment process to ensure possibilities for people from diverse backgrounds to apply and succeed with their application.
Age	Obtain a more balanced age structure at Vattenfall.	Use output from the competence planning process as a basis for student relations activities, knowledge transfer programmes and general competence development.
Gender	Attain an equal ratio of female managers to female employees, see LA 13.	Focus on gender diversity in the succession planning and management planning process as well as in competence development measures.

For additional activities and initiatives to improve diversity, see "A diverse Vattenfall performs better" (pages 32–35).

Human Resources Policy

The Human Resources (HR) Policy is a part of the Vattenfall Management System and applies throughout the Group. It states (extract): "Vattenfall strives to create a work environment that attracts and develops people with leading competence and encourages top performance. By continuously developing and improving our human resource work, we are recognised – externally as well as internally – as a highly attractive employer. This human resource work contributes to our business operations and to greater competitiveness. We address all issues according to local practice, and our actions are always accountable and socially responsible. We facilitate change and are constructive and open to new possibilities and models."

The HR Policy describes Vattenfall's approach to five areas: culture and organisation, leadership, competence development, work environment, and compensation and rewards. Relevant extracts of the policy are provided in the sections above.

Regarding implementation, the HR Policy states: "Implementation of the Human Resources Policy is the responsibility of everyone within Vattenfall, but managers play a key role. Our managers should, in their daily work and through projects and activities, ensure compliance with the Human Resources Policy. We also co-operate with and consult the employee representatives. The co-operation should be straightforward and based on accountability."

Compliance with codes, agreements and frameworks

Vattenfall is a signatory of the UN's Global Compact. By complying with the Global Compact's principles regarding responsible labour practices, Vattenfall adheres to international frameworks such as the core conventions of the ILO and the OECD development guidelines for multinational companies.

Organisational responsibility

Group Function Human Resources (Group HR) supports and assists management teams at the Group and Business Group level in the management of Vattenfall. Group HR has functional responsibility for human resource issues at Vattenfall and provides expert advice on matters of importance to the company. The head of Group Function Human Resources is also a Senior Vice President and member of EGM.

Group HR issues directions and objectives for different areas and provides models and tools for the local units when appropriate. The work of Group HR is mainly performed in various national and international projects. Most HR-related activities, however, take place locally in the different units.

Group HR focuses on continuous improvement and value creation by developing and providing high-performance programmes and tools, including Talent Management, Organisational Development and Compensation & Benefits.

Training and awareness of labour/human resource issues

Responsibility to business partners and suppliers means working on the basis of high standards of business ethics and integrity and supporting national and international organisations' work to establish and maintain strict ethical standards for companies.

Goals, performance and risks pertaining to human resources

Vattenfall's human resource performance is defined in terms of employee commitment, excellent leaders and the right competence. The annual My Opinion employee survey is designed to measure this. The survey covers a broad range of aspects that reflect Vattenfall's company culture and that have an impact on employee commitment.

One of the categories measured in My Opinion is job satisfaction. In 2008 a score of 80% was recorded for this category. Job satisfaction is defined as one of three Commitment Drivers in the Vattenfall Group (together with Company Management and Environment & Society). In 2008 the commitment score was 70% , which is a small increase from 2007. Commitment targets are part of every business unit's business plan for the coming three years.

Vattenfall's long-term target is the commitment level of High Performance companies, which is 81%.

Processes to ensure the availability of a skilled workforce (EU15)

Ensuring the availability of a skilled workforce is one of the most important areas from a human resources perspective. During the next decade, 16% of Vattenfall's employees will retire, which means the company must attract, recruit, develop and retain skilled employees. The annual Competence Planning process has been implemented to analyse the organisation's current competence status and future competence needs on the basis of business plans.

Every recruitment is an investment for the recruited person, the recruiting unit and for the Vattenfall Group. Vattenfall has adopted a recruitment instruction to ensure recruitment of the right employees. Recruitment is a long-term commitment for the Vattenfall Group; the aim is to recruit people not for a specific job, but to take the Group's long-term needs into consideration.

Performance indicators

Workforce (LA1, EU16)

Average full-time equivalents

	2008			2007		
	Men	Women	Total	Men	Women	Total
Sweden	6,947	2,179	9,126	6,689	2,009	8,698
Denmark	580	104	684	553	100	653
Finland	279	211	490	276	214	490
Poland	2,086	626	2,712	2,110	649	2,759
Germany	15,111	4,649	19,760	15,093	4,677	19,770
UK	6	3	9	0	0	0
Other countries	18	2	20	23	3	26
Total	25,027	7,774	32,801	24,744	7,652	32,396

Full-time equivalents (person-years) refers to all employees within the company/unit with the following exceptions, Students (Werksstudenten, Praktikanten), thesis graduates (Diplomanden), holiday workers, staff temporarily employed for less than three months, staff on leave of absence for more than 3 months, staff on sick leave for more than 3 months (in Germany for more than 42 days). The number of person-years is the number of employees re-calculated into full-year employees. For example 2 half-time positions are equal to one full-time equivalent. Employment categories are not defined in Vattenfall and data is therefore not divided between categories. Certain values have been adjusted compared with previously published information.

Total headcount (as of 31 December)

	2008			2007		
	Men	Women	Total	Men	Women	Total
Sweden	6,940	2,354	9,294	6,867	2,286	9,153
Denmark	604	114	718	563	107	670
Finland	286	239	525	304	255	559
Poland	2,150	643	2,793	2,123	660	2,783
Germany	15,956	5,269	21,225	15,803	5,265	21,068
Other countries	25	8	33	1	0	1
Total	25,961	8,627	34,588	25,661	8,573	34,234

Headcount includes all employed individuals who are working.

The increase of total headcount in "other countries" refers to a transfer of personnel to a new Group-wide function with responsibility for IT infrastructure. An increase in mining and generation operations has led to an increased number of employees in the Group.

Subcontractors

Contract workers are used, for example, during maintenance and re-loading of nuclear power plants, in daily operations, and to temporarily fill competence gaps. These contracts are handled locally, and statistics are not gathered at the Group level. Vattenfall does not track or calculate how large a portion of the work that is performed by workers who are legally recognised as self-employed.

Apprentices and seasonal employees are hired when needed. Consultants are used both during peaks in the work load and as a source of additional competence.

Employee turnover (LA2)

Net employment creation	2008	2007	2006
Sweden (including residual)	158	52	175
Denmark	58	37	626
Finland	-19	-47	22
Germany	164	-256	-390
Poland	13	-64	-69

Employment creation, comparable units	2008	2007	2006
Sweden (including residual)	289	128	175
Denmark ¹	n/a	36	16
Finland	-4	68	-4
Germany	300	470	-259
Poland	99	-51	-69

Employee turnover, %	2008	2007	2006
Sweden (including residual)	4.3	4.5	3.0
Denmark ¹	n/a	7.8	0.2
Finland	7.8	4.1	4.3
Germany	1.1	1.0	2.0
Poland	4.3	5.5	3.4

Notes:

1) Danish data not available at publication.

Net employment creation consists of the net change in the total number of employees at year-end 2008. It includes units that were incorporated or divested during the period.

Employee turnover is based on the number of employees holding permanent employment who have left the Vattenfall Group of their own accord. Employee turnover data according to gender or age is not gathered at the Group level.

An increase in mining and generation operations has led to an increased number of employees in the Group.

Employee benefits (LA3)

Employee benefits differ between the countries where Vattenfall operates.

Germany

Most employees are paid according to the Group Collective Bargaining Agreement that took effect on 1 January 2007. However, this agreement does not apply for exempt and executive employees. The Collective Bargaining Agreement stipulates that employees shall receive, in addition to their collectively bargained monthly salary, a special annual payment (equivalent to one month's pay). In addition, employees are entitled to a performance bonus based on their individual performance (0%–120% of their monthly pay) and a pay element that is based on the company's performance (65% of monthly pay at 100% EBIT). In addition, employ-

ees are entitled to long service awards after serving 25, 40 or 50 years for the company, and to a EUR 500 childbirth grant.

Poland

A range of benefits are offered, including private health care, electricity allowance, pension plan, reimbursement for prescription glasses, additional paid days off and jubilee rewards. Various social funds have also been set up to support sports activities, and loans for employees with favourable terms are offered.

Sweden

Examples of employee benefits include company-paid prescription medicines, 90% of salary during the first 90 days of illness and after that 80% of salary, parental leave (270 work days at 80% of salary), free occupational health service for all employees, company-paid sport activities and company-paid pension amounting to 65% of salary after the age of 65.

Finland

Employee benefits include restructuring support, health care services, working lunches, support for sports and cultural activities, use of holiday cottages, and anniversaries. Pensions and insurance are provided in accordance with Finnish legislation.

Denmark

Employee benefits include group life insurance, group accident insurance, critical illness insurance and health care insurance. Employees covered by the Industrial Agreement are entitled to extra days off, while Vattenfall offers other employees five extra days off.

Differences in benefits between full-time and temporary or part-time employees:

- In Germany, employer contributions to the company pension scheme are not paid until an employee has served two years for the company. Most temporary employees are therefore not eligible for such payments. A group accident insurance plan is in place for exempt and executive staff, a service that is not provided to other employees.
- In Finland there are differences in support in cases of redundancy and parental leave (according to the collective agreement).
- In Sweden there are differences in company cars, which are regarded as a flexible benefit.
- In Denmark all employees with more than one month of employment are offered the above-mentioned forms of insurance, which are regulated by law (Ligebehandlingsloven – the Equal Opportunities in the Labour Market Act). Extra days off are offered after 9 months of employment.
- In Poland there is no difference between part-time and full-time employees regarding benefits.

Collective bargaining agreement coverage (LA4)

Employees represented by trade unions

%	2008	2007	2006
Sweden	85	85	85
Denmark	70	70	70
Finland	85	82	77
Germany	70	70	70
Poland	44	58	48

Employees covered by collective bargaining agreement

%	2008	2007	2006
Sweden	98	98	98
Denmark	44	44	45
Finland	96	96	96
Germany	98	98	98
Poland	92	92	89

Employees in other countries (total 33) are not covered by collective agreements.

Operational changes (LA5)

Collective agreements and regulations regarding operational procedures differ between the countries where Vattenfall operates.

- In Germany, the Human Resources department is closely engaged in extensive restructuring processes, e.g., by answering questions concerning labour law. Communication campaigns and change management activities depend on the complexity of the restructuring process. Vattenfall is obligated to inform the works council in a comprehensive manner about all relevant company-related matters, and the works council has the right to be consulted about specific strategic decisions and company changes. Vattenfall acts in accordance with the Works Council Constitution Act.
- In Finland, operational changes are partly regulated by collective agreements, but mostly by law, and terms of notice range from 1 to 6 weeks, depending on the employee's length of employment.
- In Sweden, operational changes are partly regulated by collective agreements, but also by the Co-determination Act (MBL), and terms of notice vary from 1 to 12 months.
- In Denmark, the handling of significant changes in operations are regulated by the Salaried Employees Act (Funktionærloven), and notices must be given on an individual level.
- In Poland, Vattenfall generally informs unions or work councils in advance with a reasonable time frame – usually 10–12 weeks in advance. If a reduction concerns more than 10% of the workforce, there is a special procedure that needs to be followed in co-operation with trade unions.

Health and safety committees (LA6)

Health and safety committees are organised at the operational level. The committees deal with local problems and provide management with suggestions for improvements. Vattenfall's employees are well informed about initiatives and programmes that contribute to safe working conditions.

The My Opinion survey, which is conducted every year among all Vattenfall employees, includes health- and safety-related questions. The category Health Index measures employees' mental and physical condition. Vattenfall scored 76% on the Health Index in 2008 (i.e., 76% of employees evaluate the category positively). In the Safety category, questions are asked about the safety level of the company. The Safety category score was 76% in 2008. It is the responsibility of every unit to evaluate My Opinion results and take necessary action. More than 75% of the total workforce is represented in formal joint-management/worker health and safety committees.

Sweden

In Sweden, all companies with more than 50 employees have their own safety committees with representatives from the company, the unions and one safety representative. Some of the major companies have more than one safety committee. The safety committee at the company level is normally chaired by the president, and in some companies by the head of human resources. Every workplace with five or more employees has at least one safety representative. Policy issues and follow-up are conducted by a joint Swedish Work Environment Council.

Finland

In Finland, safety officers are appointed at every workplace with ten or more employees. The safety officers represent the employees and work in co-operation with the employer on health and safety issues at the workplace. The 1973 Health and Safety Supervision Act requires employers to appoint a safety officer to take responsibility for health and safety activities. Workplaces with 20 or more employees have safety committees consisting of employer and employee representatives, which serves as a forum for co-operation on health and safety.

Denmark

In Denmark, workplaces with ten or more employees are required to have a safety group. Workplaces with 20 or more employees have safety committees consisting of employer and employee representatives, which serve as a forum for co-operation on health and safety. In addition, employers are required to appoint a safety manager in charge of daily health and safety activities.

Germany

German legislation requires that companies with more than 20 employees have a safety committee. Some of the major companies also have central health and safety committees with representatives from management, employees, company doctors and experts. At Vattenfall in Germany, health and safety committees are established at the Business Group level in addition to local and business unit levels. The Business Group level includes a committee in which members of management and employee representatives set fundamental principles for occupational health and safety. The health and safety committees at the business unit level deal with matters that are relevant for the operations of the respective business units.

Poland

Polish labour law requires all companies with more than 250 employees to have their own safety committee in an advisory role. There are equal numbers of employer representatives including a health and safety responsible, and employees' representatives including social work inspectors. The chairman is a person appointed by the employer and the vice chairman is the social work inspector. The safety committee reviews workplace safety and hygiene, gives opinions about safety measures taken by the employer, devises corrective measures for safety conditions and co-operates with the employer to meet safety requirements. Some of the major companies, or companies with multiple locations, have more than one safety committee. The safety committees' activities involve all employees. In addition to the safety committees, employers with more than 100 employees must have a special health and safety function for controlling and advising purposes, while employers with fewer than 100 employees must employ an external person.

Injuries, absentee rates and fatalities (LA7)

Figures are reported from all parts of the organisation on a quarterly basis as part of the regular reporting system. An accident reduction programme that was started in 2006 had lowered the accident rate at work by a third by year-end of 2008.

Injuries, absentee rates and fatalities

	2008	2007	2006
Reported accidents at work (per 1,000 employees)	7.3	8.7	11.1
Commuting accidents (per 1,000 employees)	4.5	3.9	5.0
Number of lost days per employee due to accidents	0.1	0.1	0.2
Sick leave (%)	3.1	3.1	3.4
Work-related fatalities	2 ¹	7 ²	4 ³

Figures are reported from all parts of the organisation on a quarterly basis, as part of the regular reporting system. Accident is defined as an acute incident that occurred in the course of work, and which resulted in personal injury. Staff accidents includes electrical accidents. Commuting accident is defined as accidents occurring during travel to or from work. Work-related fatalities include external contractors. For the occupational disease rate (ODR), qualitative data is not available at the Group level. However, occupational diseases are followed up in accordance with national practice by the health and safety organisation and management.

- 1) On 23 January, a contractor was hit by a falling object during maintenance of a high voltage cable in Hamburg, Germany. On 10 November, one employee died in a commuting accident.
- 2) Employee – Electrocutation during maintenance work on 30 kV cable Riddarhyttan, Sweden, 14 September; Contractor – Fall from 40 m high pylon, Bad Tennstedt, Sachsen-Anhalt, 17 May; Employee – commuting accident in car, Mulchwitz, Sachsen, 24 June; Contractor – fall from height, Boxberg power plant, 7 August; Contractor – fall from height while dismantling a work platform, Markersbach pumped storage plant, 28 September; Employee – crushed between a truck and a wheel loader, Reichwalde open-cast mine, 22 November; Employee – crushed under a transformer while replacing it, Berlin–Tempelhof, 1 Dec.
- 3) One external subcontractor bled to death following an accident with a grinding machine, two workers from external contractors died in a scaffolding erection accident, and one contractor died when he was hit by a falling tree, when cutting a tree under/near one of Vattenfall's power lines.

Support regarding serious diseases (LA8)

Vattenfall's various companies have a long tradition of promoting good health of employees and of measures to prevent incidents and serious diseases. Accordingly, preventive medical check-ups are provided in compliance with the national health and safety legislation in the respective countries. Employees exposed to night shift work, noise, heat, hazards to eyesight, work on heights, chemicals, ionising radiation, dust, etc., can seek medical assistance and undergo additional tests from various specialists if needed. Employees who have been exposed to high risks, such as exposure to asbestos, undergo regular follow-up examinations to provide early diagnosis of related diseases.

In addition, various measures are offered to employees, such as back training courses and health promotion events. In large parts of the organisation, vaccination programmes for influenza and other diseases are further elements of health protection. Medical emergency aid is an integral part of occupational safety and health protection. Vattenfall has a permanent first aid training programme for employees. All employees have access to individual counselling and assistance by professional social workers or psychologists. Reintegration and disability management programmes have been established.

Health and safety and union agreements (LA9)

Health and safety are strategically important matters for Vattenfall, and co-operation with the unions is an important aspect. Regulations differ in the countries where Vattenfall operates.

- Guidelines in Finland are essentially in accordance with law or collective agreements – Vattenfall makes sure that these guidelines are followed.
- In Denmark, health and safety matters are covered by the Health and Safety at Work Act (Arbejdsmiljøloven).
- In Sweden, health and safety matters are covered by the Work Environment Act (Arbetsmiljölagen). In addition to this, the energy sector is covered by a collective agreement that specifies health and safety issues in more detail. Swedenergy's committee for Health, Environment and Safety works as an advisory board for overall policy issues and other tasks of common interest, such as education concerning work environments and occupational health services for employees in the energy sector.
- In Germany no direct agreements exist between unions and companies regarding health and safety issues. Many basic needs involving employees are regulated by law. Agreements covering health and safety issues are made by the company and the works council. This mostly happens in joint management/employee health and safety committees and health and safety committees in the works council. In this way, the works council is involved by setting policy, instructions and guidelines regarding health and safety issues. Additionally, certain formal agreements between Vattenfall and the works council are in place. Formal agreements include work-related medical checks, handling health and safety issues in electronic data processing, protection of non-smokers, personal protective equipment, health and safety for computer work and accident investigations.
- In Poland, no special agreement exists with trade unions on health and safety matters, as everything is regulated by the Labour Code and related laws. Unions are entitled to choose internal work inspectors in the company. Unions co-operate with the employer and supervise health and safety matters in the company through internal work inspectors. The employer and the union must agree on health and safety matters. Together with other companies in Poland, Vattenfall has signed an external collective agreement with the trade unions.

Training of employees (LA10)

Vattenfall provides opportunities for all employees to develop, both as professionals and individuals. Vattenfall regards learning as a continuous process. The company's approach to competence development is that skills development occurs mainly during daily work and through participation in various projects. Therefore Vattenfall does not aggregate information about the number of training days per employee. To enhance managers' knowledge about Vattenfall's vision and strategic ambitions, the Vattenfall Management Institute (VMI) conducts management development programmes. In 2008, 253 managers participated in such programmes. The number of participants in different competence programmes is presented in the table below.

According to the annual My Opinion employee survey, in 2008 71% of employees responded that they receive enough training and opportunities for development. These results are benchmarked with high performance norms, which score 4% better. Every Vattenfall company that receives result reports is responsible for analysing and preparing action plans.

Competence programmes, 2008

Target group	Number of participants	Days
Young Potentials	120	8
Managers	253	12
Middle	25	9
Executives	30	9
Human Resources	16	6
Controllers	24	6
Purchasers	23	6
Communication	23	6

Programmes for skills management and lifelong learning (LA11)

Vattenfall offers various training programmes to make sure that employees have the skills necessary to maintain high performance and fulfil the company's strategic ambitions as well as to facilitate personal development and life-long personal learning. Several assistance programmes to support employees who are retiring are in place.

Skills management and learning

	Yes	No
Internal training courses	X	
Funding support for external training or education	X	
Sabbatical periods with guaranteed return	X (Germany)	X (Nordic)
Pre-retirement planning for intended retirees	X (Nordic)	X (Germany)
Retraining for employees intending to continue working		X
Severance pay (individual)	X	
Severance pay that takes age and years of service into account	X	
Job placement services	X	
Assistance when retiring	X (Nordic)	X (Germany)