

Materiality Analysis 2018

Vattenfall Group sustainability –
September 2018

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2. **Process**
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 1. Breakdown of results & analysis
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Materiality analysis 2018 – overall conclusions

- ❑ Between April and June 2018, over 2700 stakeholders from Vattenfall's main markets* have rated the most **material**** topics based on **both importance** to stakeholders as well as the significance of **impact** on **the environment, society, or economy**

- ❑ From this feedback, **eight material** topics emerged

<ul style="list-style-type: none"> Reduce CO2 and fossil fuel dependency Provide affordable energy Increase renewable production capacity		In top 4 of importance for each core market
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-  Protect nature and species
-  Develop sustainable energy services and solutions
-  Minimize non CO2 emissions
-  Safely dispose of nuclear waste
-  Provide affordable and stable grid infrastructure

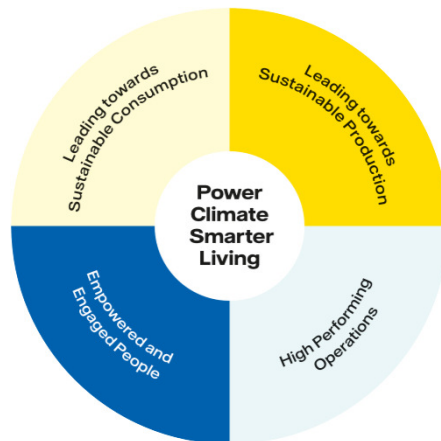
- ❑ The priorities **vary** slightly across geographies and stakeholder groups
- ❑ According to stakeholders, Vattenfall performs between '**average**' and '**good**' on these topics, with '*increase renewable production*' best performing ('good')
- ❑ Total respondents: >2300 external surveys, ~350 employee surveys, ~40 internal & external interviews

* Denmark, Finland, Germany, Netherlands, Sweden, UK

** A material topic is a topic that reflects a reporting organization's significant economic, environmental and social impacts; or that substantively influences the assessments and decisions of stakeholders

Materiality analysis 2018 – overall conclusions (2)

Vattenfall's strategic direction reflects the topics that stakeholders consider most **important** and where Vattenfall has a clear **impact**

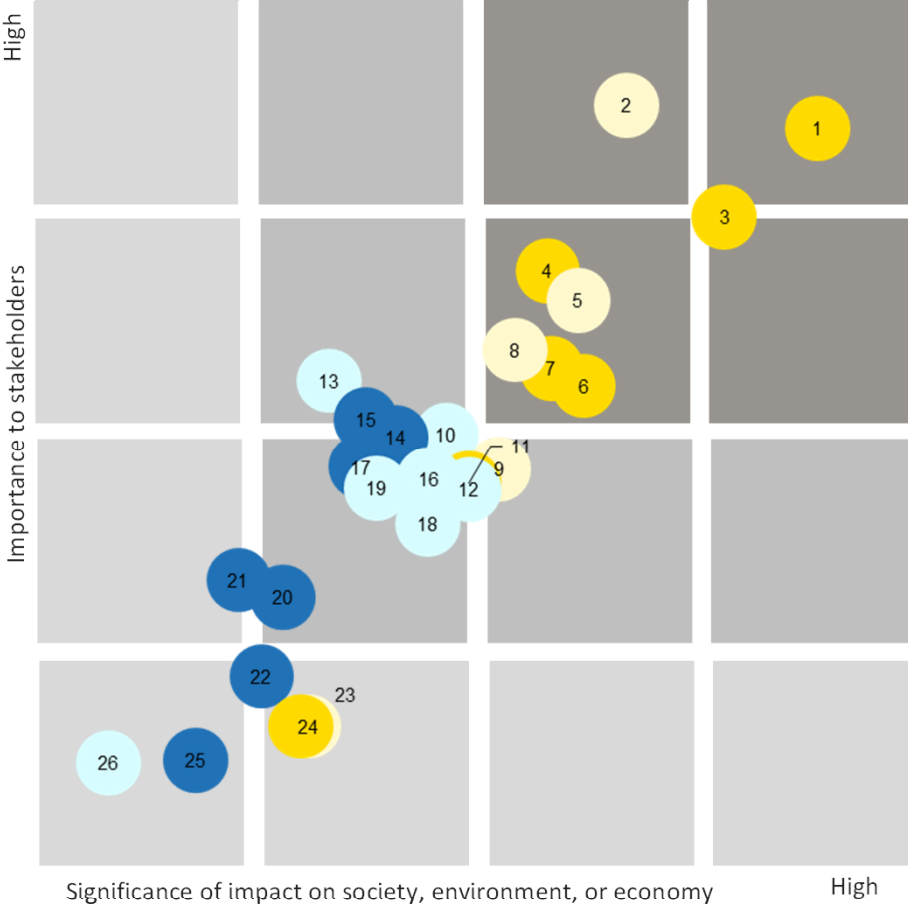


The **most material topics** to stakeholders are linked to **Sustainable Production and Sustainable Consumption**

Topics related to **High Performing Operations** and **Empowered and Engaged People** are seen more as **enablers and hygiene factors**

- Based on the interviews, we conclude that overall **credibility** on Vattenfall's key sustainability topics has increased
- However, **communications** about Vattenfall's sustainability performance, ambitions and proof points could be improved, as many stakeholders are surprised about the ambition and activities Vattenfall has ongoing

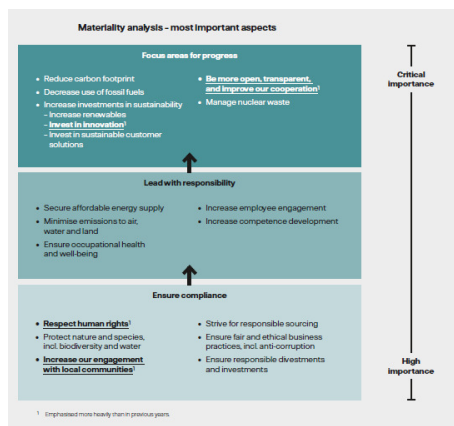
Materiality Matrix



- Vattenfall's four strategic objectives**
- **Leading towards Sustainable Production** (Yellow)
 - **Leading towards Sustainable Consumption** (Light Yellow)
 - **High Performing Operations** (Light Blue)
 - **Empowered and Engaged People** (Dark Blue)
1. Reducing CO2 and fossil dependency
 2. Providing affordable energy
 3. Increasing renewables
 4. Protecting nature and species (biodiversity)
 5. Developing new, sustainable heat & electricity services and solutions (incl. digitally)
 6. Minimising non-CO2 emissions into air, water and land
 7. Safe disposal of nuclear waste
 8. Providing affordable and stable grid infrastructure
 9. Developing decentral solutions (heat pumps, solar installations, battery storage)
 10. Responsible procurement and sourcing of fuels (respecting human rights in the value chain)
 11. Providing smart and flexible grid infrastructure for future needs
 12. Ensuring efficiency in own operations, including energy/fuel and water use
 13. Openness and transparency
 14. Ensuring decent work and working conditions, including fair pay and working hours
 15. Fair and ethical business practices, including anti-corruption and bribery
 16. Ensuring sustainable life-cycle of operations
 17. Ensuring occupational safety, health and well-being
 18. Sustainability in restructuring, investment decisions
 19. Efficient waste management
 20. Competence development and retention
 21. Employee engagement
 22. Promoting diversity and gender equality, including to special groups such as disabled, youth, and immigrant
 23. Developing solutions in the field of E-mobility
 24. Engaging with local communities (i.e., through dialogue)
 25. Supporting good causes, including local sponsorships
 26. Transparent tax management

Comparison to 2016 materiality analysis

From 2016...



‘Providing affordable energy’, ‘Providing affordable and stable grid infrastructure’ and ‘Protect nature & species’ **have become more material**



‘Reduce CO2 emissions’ and ‘Increase renewables’ remain **key material topics**

‘Safe disposal of nuclear waste’, ‘Minimizing non-CO2 emissions’ and ‘Developing new services and solutions’ remain **important material topics**



In 2018 ‘Openness & Transparency’ **is no longer considered to be one of the most material topics**

Key feedback from interviews

“We must invest wisely to be able to make greatest long term impact”

“Vattenfall should take the lead in the energy transition!”

“Vattenfall’s strategy is good, but need to make clearer decision (especially regarding fossils), and above all should accelerate”








“Vattenfall can’t do it alone, and thus should seek to develop solutions with partners and society”

“Being state-owned allows you to take greater investment risks and pursue more varied solutions”



External stakeholders






Top 3 important topics among core countries

Topic			
 Reducing CO2 and fossil dependency	1	3	2
 Providing affordable energy	2	1	1
 Protecting nature and species (biodiversity)	3		
 Increasing renewables		2	3

Note: Responses from Denmark/ Finland/UK have been incorporated in group statistics, but are not significant at local level due to limited responses

Top 3 important topics per stakeholder group*



	Topic	BtC	BtB	Employees	General public
	Providing affordable energy	1	1		1
	Reduce CO2 and fossil dependency	2	2	1	2
	Increase renewables	3	2		3
	Developing new, sustainable services and solutions		2	3	
	Ensuring decent work and working conditions			2	









* This ranking is based on the importance of the topic for stakeholders and not on the significance of impact

Material topics also confirm our prioritized SDGs*

In 2016, we identified the **six SDGs** to which we make the greatest global contribution.

The eight **most material topics** identified by stakeholders highlight that these six **remain relevant**, as each **topic impacts a number of the identified goals**.

Our core **strategy and operations continue to be aligned** with the areas in which we can have the **greatest impact** as a company.

	7 AFFORDABLE AND CLEAN ENERGY	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	13 CLIMATE ACTION	17 PARTNERSHIPS FOR THE GOALS
 Reduce CO ₂	Green	Green	Green	Green	Green	Green
 Increase renewables	Green	Green	Green	Green	Green	Green
 Provide affordable energy	Green	Light Blue	Green	Light Blue	Light Blue	Light Blue
 Protect nature & species	Light Blue	Light Blue	Light Blue	Green	Light Blue	Light Blue
 Develop sustainable solutions	Light Blue	Green	Green	Green	Light Blue	Green
 Minimize non-CO ₂ emissions	Light Blue	Light Blue	Light Blue	Green	Light Blue	Light Blue
 Safely dispose nuclear waste	Light Blue	Light Blue	Light Blue	Green	Light Blue	Light Blue
 Provide affordable & stable grid infrastructure	Green	Green	Light Blue	Light Blue	Light Blue	Light Blue

*Sustainable Development Goals, part of UN Agenda 2030. In 2015, the 17 Goals were agreed upon and adopted by over 150 countries.

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Respondents to the materiality analysis represent all countries and stakeholder groups



Between April and June 2018, over 2700 people (including almost 350 employees) from all stakeholder groups on Vattenfall's main markets took part in the dialogues

Channels and countries:



Consumer panels in Sweden, Germany and the Netherlands, >2300 representatives



Interviews with representatives in Sweden, Germany, the Netherlands, Denmark & the UK, ~40 representatives



Survey on intranet, corporate websites, and in social media in Sweden, Finland, Germany, the Netherlands, the UK, Denmark, >380 participants



Targeted emails sent to key stakeholders

Follow up on key takeaways



Integrate findings into Vattenfall strategy and business planning processes



Continue dialogue with stakeholders



Communicate more on our ambitions and proof points



Continue R&D, business and product development towards new innovative and sustainable business models



Secure partnerships to accelerate and drive development, in particular in industry and transport

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Appendix

Appendix








1. Breakdown of results & analysis

1. Analysis per core market
2. Analysis per stakeholder group
3. Deep dives on key material topics

2. Process and methodology

Importance to stakeholder group











	Topic	BtC	BtB	Employees	General public
	Providing affordable energy	1	1		1
	Reduce CO2 and fossil dependency	2	2	1	3
	Protecting nature and species	3			2
	Fair and ethical business practices		2		
	Competence development and retention			2	
	Ensuring decent work and working conditions			3	
	Responsible sourcing and purchasing		3		

Note: Displayed stakeholder groups are those with the highest number of respondents and at aggregate level across all markets.

Importance to stakeholder group







	Topic	BtC	BtB	Employees	General public
	Providing affordable energy	1	1		1
	Reduce CO2 and fossil dependency			3	2
	Increase renewables	3		1	3
	Developing new, sustainable services and solutions			2	
	Protecting nature and species	2			
	Minimising non-CO2 emissions		1		
	Safe disposal of nuclear waste			3	
	Sustainability in restructuring and investment decisions		2		

Note: Displayed stakeholder groups are those with the highest number of respondents and at aggregate level across all markets.

Importance to stakeholder group



	Topic	BtC	BtB	Employees	General public
	Providing affordable energy	1	2		1
	Reduce CO2 and fossil dependency	2		2	2
	Increase renewables	3	3	1	3
	Developing new, sustainable services and solutions		1	3	

Note: Displayed stakeholder groups are those with the highest number of respondents and at aggregate level across all markets.

A number of additional topics* were raised by stakeholders as well

- **Nuclear power** in general continues to be a controversial topic, as respondents in Germany are nearly universally against it, while a large majority of respondents in Sweden believe it should be further supported
- **Partnerships with industries** was less controversial, as a number of respondents highlighted the potential of electrification with fossil-free electricity to decarbonize industries
- **Engaging in public discussions regarding the energy transition** was raised by both internal and external stakeholders as a way to have greater positive impact, indicating a general belief in Vattenfall, our expertise, and our ability to drive positive change

**When given the opportunity, stakeholders could provide additional comments in the interviews and surveys. These topics appeared the most often (generally more than five separate mentions).*

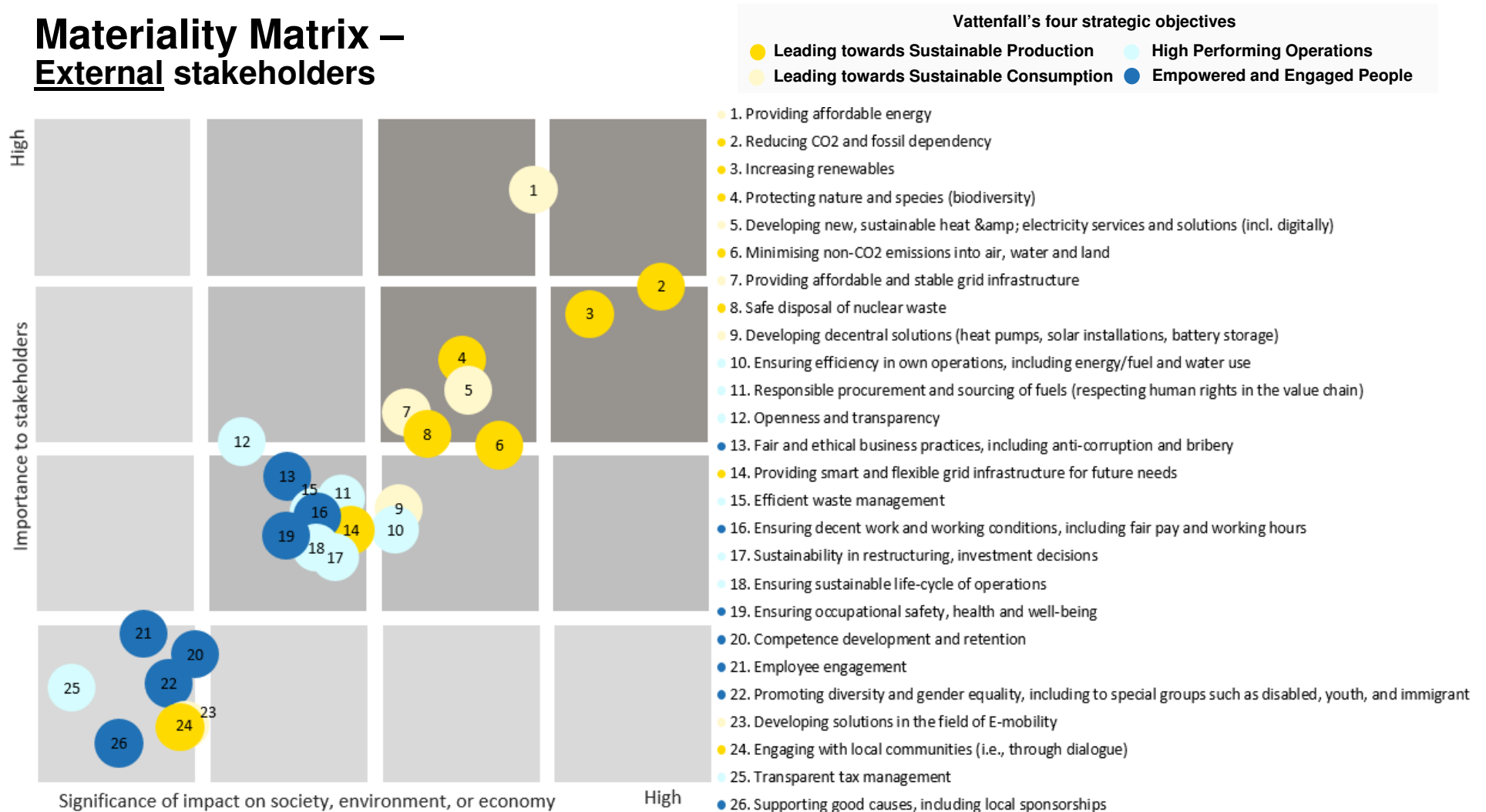
Appendix

1. Breakdown of results & analysis

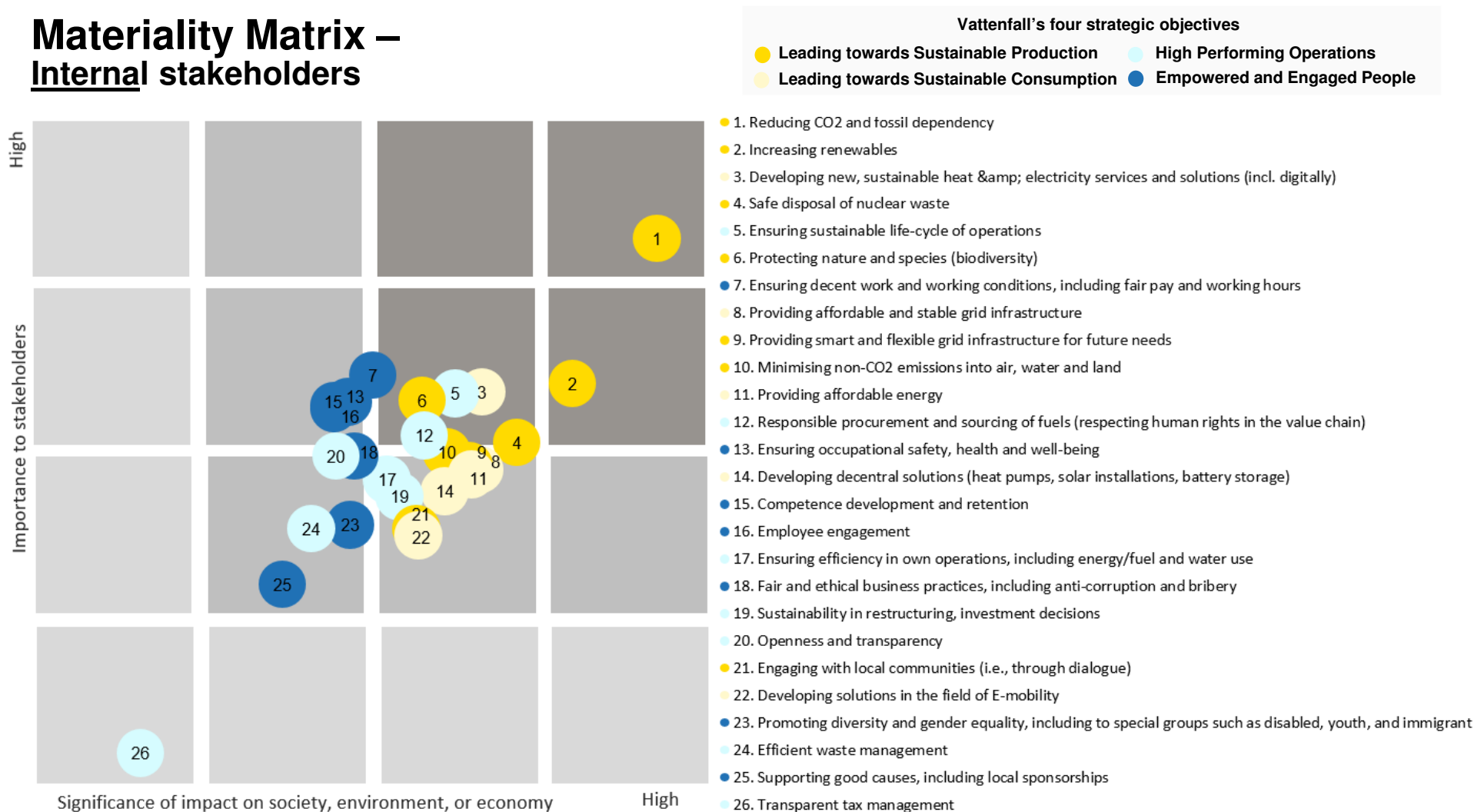
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Materiality Matrix – External stakeholders



Materiality Matrix – Internal stakeholders








Commentary

- **Employees** rank “**reduce CO₂**” as **significantly** more important and having a significantly greater impact than any other topic, indicating full **buy-in** to our aim of **being fossil-free** within one generation
- **Internal stakeholders** see the **enablers** “Ensuring decent working conditions”, “Occupational health and safety”, and “Competence development and retention” as being generally **equally important** as the **strategic focus areas**, though having slightly less impact

Importance to stakeholder group, total*



	Topic	BtC	BtB	Employees	General public
	Providing affordable energy	1	1		1
	Reduce CO2 and fossil dependency	2	2	1	2
	Increase renewables	3	2		3
	Developing new, sustainable services and solutions		2	3	
	Ensuring decent work and working conditions			2	

* This ranking is based on the importance of the topic for stakeholders and not on the significance of impact

Intuitively, customers' primary concern was for affordable energy

▪ Customers

Both business and private customers care about **price and affordability first** and foremost, with **reducing CO2 emissions second and increase renewables third**. This reflects our experience:

- Customers think it's the **responsibility of energy companies** to become more sustainable (reduce CO2 and increase renewables)
- Customers want **more renewables** but **don't want to pay** more for them.
- The societal debate drives attention to the **distribution of costs** of the **energy transition** and the **disproportional financial burden** on low income households and the affordability of a more sustainable energy system.

Employees, understandably, place greater importance on working conditions

■ Employees

- Care most about **reducing dependence** on fossils, indicating **buy-in to our vision** to be fossil-free within one generation
- Also care about **working conditions** (in particular in Sweden)
- Are **customer centric** in wanting to develop new solutions, though perhaps there is a disconnect between us and customers on how important this is

■ General Public

- The general public's top three, '**Reduce CO2 and fossil dependency**', '**increase Renewables**' and '**affordability of energy**', reflects our experience that the general public views that the energy transition is the main responsibility of energy companies and government, while the affordability of energy should be secured.

Appendix










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CO2 reduction and fossil dependency




<p>Overall ranking 2018:</p> <p style="text-align: center; font-size: 2em;">1</p> <p style="text-align: right; font-size: 0.8em;">See note 1</p>	<p>Country rankings 2018:</p> <table style="width: 100%; text-align: center;"> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>1</td> <td>3</td> <td>2</td> </tr> </table> <p style="text-align: right; font-size: 0.8em;">See note 2</p>				1	3	2	<p>Stakeholder rankings 2018:</p> <table style="width: 100%; text-align: center;"> <tr> <td><u>Employees</u></td> <td><u>General public</u></td> </tr> <tr> <td>1</td> <td>2</td> </tr> <tr> <td><u>B2B customers</u></td> <td><u>B2C customers</u></td> </tr> <tr> <td>2</td> <td>2</td> </tr> </table> <p style="text-align: right; font-size: 0.8em;">See notes 2&3</p>	<u>Employees</u>	<u>General public</u>	1	2	<u>B2B customers</u>	<u>B2C customers</u>	2	2
																
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	No change															
<p>Vattenfall's actions:</p> <p>We recognize the importance of reducing our contribution to climate change, and have placed it at the center of our business through our vision to be fossil-free within one generation. We are working to accelerate the transition to a fossil-free society, not just internally but for our customers and industrial partners as well.</p>																

Notes: 1) Aggregated scores for impact and importance; 2) Based solely on importance; 3) Displayed stakeholder groups are those with the highest number of respondents and at aggregate level across all markets. Ranking across stakeholder groups can vary at country level.

Provide affordable energy



<p>Overall ranking 2018:</p> <p style="text-align: center; font-size: 2em;">2</p> <p style="text-align: right; font-size: 0.8em;">See note 1</p>	<p>Country rankings 2018:</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  2 </div> <div style="text-align: center;">  1 </div> <div style="text-align: center;">  1 </div> </div> <p style="text-align: right; font-size: 0.8em;">See note 2</p>	<p>Stakeholder* rankings 2018:</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center; border-bottom: 1px solid black;"><u>Employees</u></td> <td style="text-align: center; border-bottom: 1px solid black;"><u>General public</u></td> </tr> <tr> <td style="text-align: center;">12</td> <td style="text-align: center;">1</td> </tr> <tr> <td style="text-align: center; border-bottom: 1px solid black;"><u>B2B customers</u></td> <td style="text-align: center; border-bottom: 1px solid black;"><u>B2C customers</u></td> </tr> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> </tr> </table> <p style="text-align: right; font-size: 0.8em;">See notes 2&3</p>	<u>Employees</u>	<u>General public</u>	12	1	<u>B2B customers</u>	<u>B2C customers</u>	1	1
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<p>Importance in comparison to 2016 results:</p> <p style="text-align: center; font-size: 2em; color: green;">↑</p>	<p>Vattenfall's performance:</p> <p style="text-align: center;">Slightly better than "average"</p>	<p>Interview comments:</p> <p style="margin-top: 10px;">"Take the lead to ensure energy is affordable"</p> <p style="margin-top: 10px;">"Challenging to find the balance between driving the transition, keeping costs down, and still making a profit"</p>								
<p>Vattenfall's actions:</p> <p>The cost of the energy transition affects everyone, and Vattenfall is taking steps both upstream and downstream to address this. Upstream, we strive for maximum operational efficiency in our power plants and aim to reduce the cost of renewables like wind and solar. Downstream, we have multiple programs to help low-income or at risk customers with their energy bills.</p>										

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Increase renewables












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	No change															
<p>Vattenfall's actions:</p> <p>A 100% fossil-free society will depend heavily on renewable energy. We have set ambitious growth targets for our renewable energy portfolio, while simultaneously striving to be a leader in cost.</p>																

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Protect nature and species













<p>Overall ranking 2018:</p> <p style="text-align: center; font-size: 2em;">4</p> <p style="text-align: right; font-size: 0.8em;">See note 1</p>	<p>Country rankings 2018:</p> <table style="width: 100%; text-align: center;"> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>3</td> <td>4</td> <td>8</td> </tr> </table> <p style="text-align: right; font-size: 0.8em;">See note 2</p>				3	4	8	<p>Stakeholder* rankings 2018:</p> <table style="width: 100%; text-align: center;"> <tr> <td><u>Employees</u></td> <td><u>General public</u></td> </tr> <tr> <td>7</td> <td>4</td> </tr> <tr> <td><u>B2B customers</u></td> <td><u>B2C customers</u></td> </tr> <tr> <td>4</td> <td>9</td> </tr> </table> <p style="text-align: right; font-size: 0.8em;">See notes 2&3</p>	<u>Employees</u>	<u>General public</u>	7	4	<u>B2B customers</u>	<u>B2C customers</u>	4	9
																
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<p>Importance in comparison to 2016 results:</p> <p style="text-align: center; font-size: 2em; color: green;">↑</p>	<p>Vattenfall's performance:</p> <p style="text-align: center;">Slightly better than "average"</p>	<p>Interview comments:</p> <p>"Vattenfall needs to responsibly manage its impacts at hydropower plants"</p> <p>"Make wind power more sustainable by reducing alterations of landscapes around wind power plants"</p>														
<p>Vattenfall's actions:</p> <p>Protecting nature and species is of fundamental importance to Vattenfall's business and a key consideration in asset and project decision-making processes. As part of Vattenfall's long term biodiversity strategy, we conduct many related R&D activities, both internally and with industry, academic, or civil society partners.</p>																

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Develop sustainable services & solutions














<p>Overall ranking 2018:</p> <p style="text-align: center; font-size: 2em;">5</p> <p style="text-align: right; font-size: 0.8em;">See note 1</p>	<p>Country rankings 2018:</p> <table style="width: 100%; text-align: center;"> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>7</td> <td>5</td> <td>4</td> </tr> </table> <p style="text-align: right; font-size: 0.8em;">See note 2</p>				7	5	4	<p>Stakeholder* rankings 2018:</p> <table style="width: 100%; text-align: center;"> <tr> <td><u>Employees</u></td> <td><u>General public</u></td> </tr> <tr> <td>3</td> <td>5</td> </tr> <tr> <td><u>B2B customers</u></td> <td><u>B2C customers</u></td> </tr> <tr> <td>2</td> <td>7</td> </tr> </table> <p style="text-align: right; font-size: 0.8em;">See notes 2&3</p>	<u>Employees</u>	<u>General public</u>	3	5	<u>B2B customers</u>	<u>B2C customers</u>	2	7
																
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<p>Importance in comparison to 2016 results:</p> <p style="text-align: center;">  No change </p>	<p>Vattenfall's performance:</p> <p style="text-align: center;">Between "average" and "good"</p>	<p>Interview comments:</p> <p>"Speed-up and take advantage of business opportunities"</p> <p>"Lead the way: help customers and society with the energy transition and be more focused"</p> <p>"Develop new contracts and business models that make solar easier to adopt for customers"</p>														
<p>Vattenfall's actions:</p> <p>The energy transition will create opportunities for new, sustainable business models built to meet evolving customer needs. To truly drive the energy transition, Vattenfall is working with our customers and partners to develop attractive, sustainable services and solutions.</p>																

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Minimising non-CO₂ emissions















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<u>Employees</u>	<u>General public</u>															
12	8															
<u>B2B customers</u>	<u>B2C customers</u>															
5	8															
<p>Importance in comparison to 2016 results:</p> <p style="text-align: center;">  No change </p>	<p>Vattenfall's performance:</p> <p style="text-align: center;">Between "average" and "good"</p>	<p>Interview comments:</p> <p>No comments</p> <div style="text-align: center; opacity: 0.5;">  </div>														
<p>Vattenfall's actions:</p> <p>Minimising non-CO₂ emissions like NO_x, SO_x, VOCs, and particulates is a regulated part of Vattenfall's business. Vattenfall strives to remain below legal limits, and to achieve this, nearly 100% of our electricity and heat production comes from sites with certified environmental management systems.</p>																

Notes: 1) Aggregated scores for impact and importance; 2) Based solely on importance; 3) Displayed stakeholder groups are those with the highest number of respondents and at aggregate level across all markets. Ranking across stakeholder groups can vary at country level.








Safe disposal of nuclear waste

<p>Overall ranking 2018:</p> <p style="text-align: center; font-size: 2em;">7</p> <p style="text-align: right; font-size: 0.8em;">See note 1</p>	<p>Country rankings 2018:</p> <table style="width: 100%; text-align: center;"> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>5</td> <td>6</td> <td>13</td> </tr> </table> <p style="text-align: right; font-size: 0.8em;">See note 2</p>				5	6	13	<p>Stakeholder* rankings 2018:</p> <table style="width: 100%; text-align: center;"> <tr> <td><u>Employees</u></td> <td><u>General public</u></td> </tr> <tr> <td>11</td> <td>6</td> </tr> <tr> <td><u>B2B customers</u></td> <td><u>B2C customers</u></td> </tr> <tr> <td>15</td> <td>9</td> </tr> </table> <p style="text-align: right; font-size: 0.8em;">See notes 2&3</p>	<u>Employees</u>	<u>General public</u>	11	6	<u>B2B customers</u>	<u>B2C customers</u>	15	9
																
5	6	13														
<u>Employees</u>	<u>General public</u>															
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<u>B2B customers</u>	<u>B2C customers</u>															
15	9															
<p>Importance in comparison to 2016 results:</p> <table style="width: 100%; text-align: center;"> <tr> <td></td> <td>No change</td> </tr> </table>		No change	<p>Vattenfall's performance:</p> <p>Slightly above "average"</p>	<p>Interview comments:</p> <p>"Continue to be active partner in dialogue with the state"</p> <p>"Continue to focus on R&D for storage and reuse of current waste"</p> <p>"Recognize that nuclear is considered problematic in Germany"</p>												
	No change															
<p>Vattenfall's actions:</p> <p>The operation of nuclear reactors produces hazardous by-products, the handling of which is governed by individual countries. Vattenfall conducts significant R&D activities on nuclear waste storage, and is an active dialogue partner with both Swedish and German governments to find adequate solutions for the storage of waste.</p>																

Notes: 1) Aggregated scores for impact and importance; 2) Based solely on importance; 3) Displayed stakeholder groups are those with the highest number of respondents and at aggregate level across all markets. Ranking across stakeholder groups can vary at country level.



Provide affordable and stable grid infrastructure

Overall ranking 2018: 8 <small>See note 1</small>	Country rankings 2018:  6  8  7 <small>See note 2</small>	Stakeholder* rankings 2018: <table><tr><td><u>Employees</u></td><td><u>General public</u></td></tr><tr><td>16</td><td>7</td></tr><tr><td><u>B2B customers</u></td><td><u>B2C customers</u></td></tr><tr><td>7</td><td>5</td></tr></table> <small>See notes 2&3</small>	<u>Employees</u>	<u>General public</u>	16	7	<u>B2B customers</u>	<u>B2C customers</u>	7	5
<u>Employees</u>	<u>General public</u>									
16	7									
<u>B2B customers</u>	<u>B2C customers</u>									
7	5									
Importance in comparison to 2016 results: 	Vattenfall's performance: Between "average" and "good"	Interview comments: "Need to invest wisely to get greatest benefits from customer's money and our investments" 								
Vattenfall's actions: Grids are a regulated part of the energy system. Vattenfall works within the boundaries set by the regulators, striving for the greatest balance between cost efficiency and efficacy of investments in order to improve grid quality, reliability, and adaptability to future conditions.										

Notes: 1) Aggregated scores for impact and importance; 2) Based solely on importance; 3) Displayed stakeholder groups are those with the highest number of respondents and at aggregate level across all markets. Ranking across stakeholder groups can vary at country level.

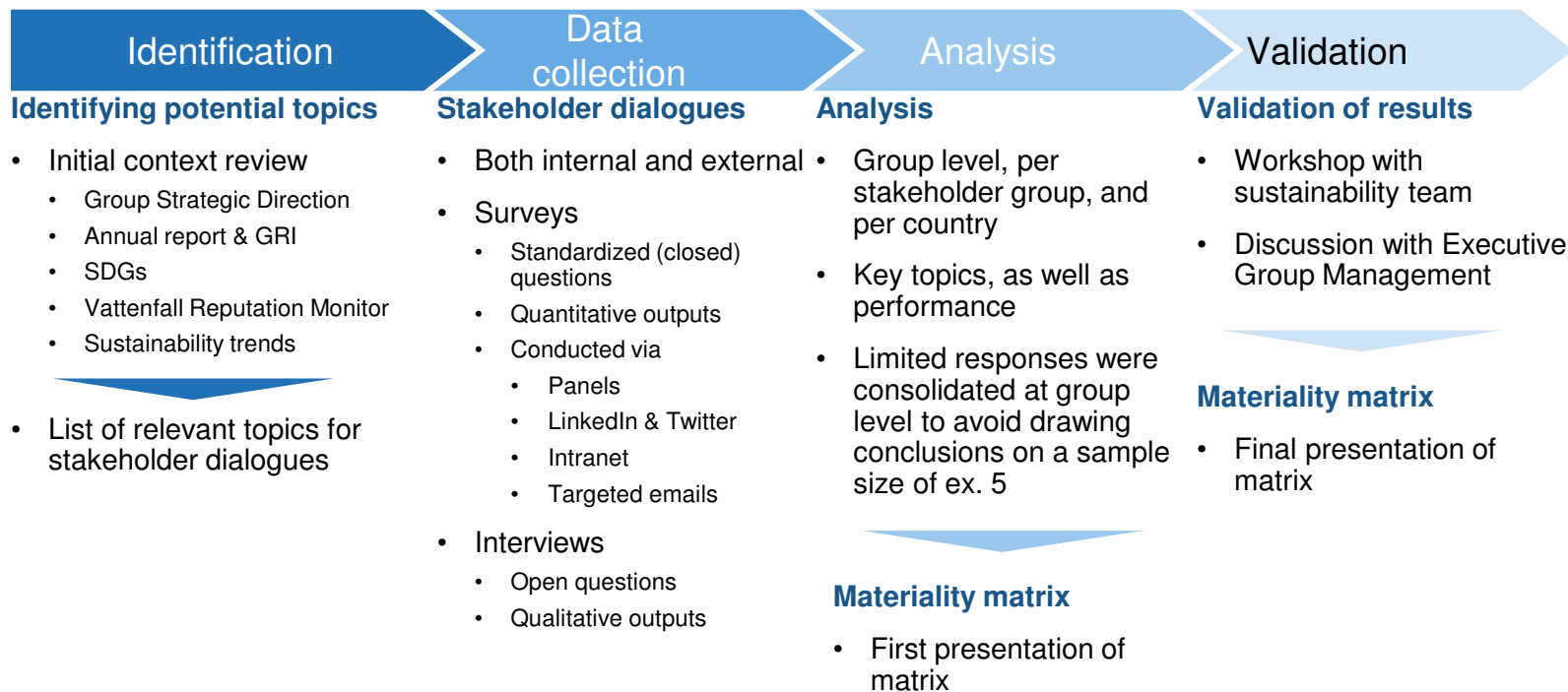
Appendix

1. Breakdown of results & analysis

1. Analysis per core market
2. Analysis per stakeholder group
3. Deep dives on key material topics

2. Process and methodology

The materiality analysis consists of four key steps



Process of defining stakeholder groups and interviewees

- **Stakeholder groups were identified by:**

- Reviewing the 2016 groups
- Performing a cross-Business Areas/Staff Functions workshop to identify stakeholder groups and how Vattenfall impacts them and how they impact Vattenfall

- **Interviewees were identified by:**

Internal consultations regarding key or relevant contacts, primarily with:

- Group Sustainability team
- Public and Regulatory Affairs
- Business Area Customers & Solutions
- Business Area Heat
- Investor relations

Process of selecting topics and interview questions

- **Topics and interview questions were identified through:**
 - Reviews:
 - 2016 materiality analysis
 - GRI Index in 2017 Vattenfall Annual & Sustainability Report
 - Competitors materiality analyses and GRI Indices
 - Most recent Vattenfall Group Strategic Direction
 - Consultations (internal Vattenfall)
 - Group Sustainability team
 - Business Area Customer & Solutions
 - Staff Function Communications (Vattenfall Reputation Monitor)