Seize the opportunity!
More and more Statkraft employees work abroad

For the common good
SN Power wants to produce more than clean energy
Feature pages 20-27

Power plants as art
A photographer’s impression of Laholm
Statkraft is currently the largest producer of renewable energy in Europe. Our goal now is to strengthen that position, and to achieve more as a global developer of clean energy. This is why we are planning to invest NOK 90 billion in the years leading up to 2015. Half of these investments will take place in Norway, while the rest will be invested in our international activities.

Not only Statkraft stands to gain when we invest in a project abroad. For example, several Norwegian suppliers are engaged in our work to develop offshore wind turbines off the UK coast, strengthening the competence and technological development of Norwegian industry through Statkraft’s involvement abroad.

However, we will always work with local companies, creating jobs both during the development phase and when the power plants come online. And as a result of our commitment to help cover the world’s need for cleaner energy, the environment also stands to gain if our strategy of domestic and international growth succeeds.

Our increased ownership in SN Power will be an important tool for reaching our international goals, and this edition of People & Power will tell you more about this investment.

The world has a growing need for energy, and most of this energy must come from renewable sources if we are to contribute to solving the climate challenges. This means that conditions are perfect for profitable growth with clean energy. I hope you enjoy this edition!

Bård Mikkel Sen
President and CEO
STATKRAFT’S BRAVE NEW WORLD

From Chile in the west to the Philippines in the east, Statkraft’s world now comprises most of the globe, with more and more of our employees working abroad. Here are some of our globetrotting colleagues.

**Nicolai Gedde**
- 36 years old, from Norway. Acting department manager in marine energy, innovation and growth. In the UK from August 2009 to August 2011.
- “I am going to the UK as part of the team which will establish the group’s tidal power activities there. The tidal currents there are strong, and when combined with the green subsidies from the UK authorities, this is our most promising market. My wife and three children are coming along, and they are all looking forward to it, which is very important to me. In my daily work, I have quite a lot to do with the UK, so I know the culture and work ethic there quite well. Norwegians and Britons are quite similar in nature and at work, but there are some cultural differences you have to be aware of.”

**Maja Egeland**
- “We business must spend at least six months outside the head office. The Brussels office serves under the finance department and handles the administration of internal lending. My tasks will be in connection with reporting and issuing of loan guarantees. I wanted to be posted here to gain knowledge about the issues that the Statkraft finance department works with. In addition, Brussels is a very exciting city and I hope to learn French here.”

**Geir Wang**
- 48 years old, from Norway. Wind power expert. In Chile for four weeks.
- “I have stayed abroad this long before, but that was in Denmark and is not really comparable. We are here to follow up and ensure that the project delivered in accordance with the contract. I have only been here a few days, but I have already formed some impressions of the culture. Chile is definitively not like Norway and Sweden, my hometown! I think this is a great opportunity to learn about another country while doing an important job.”

**Gennaro D’Annucci**
- 33 years old, from the Netherlands. Risk manager in trading and continental operations. In Oslo from April 2008 for a three-year period.
- “Working in Statkraft Oslo is different from working in Statkraft in Düsseldorf and Amsterdam, where I have been since 2002. While those offices are relatively specialised and focused on their piece of the commercial activity, the head office represents all the different activities in the organisation. I believe the cultural differences are greater between units than between different locations in the same unit. Oslo is a great place, close to the sea and the mountains. The city has a completely different feel than both Amsterdam and Düsseldorf, although all three are international cities in Northwestern Europe with the cultural similarities this entails.”

**Heidi Lombnes**
- “After 18 months in Germany, I accepted an offer to work in London. It goes without saying that I like working abroad. The tasks are usually very exciting, and the language experience you get here is very valuable. The challenge is that you have to actively seek out and build new networks. My advice for colleagues who want to work abroad is to be open-minded and maintain an ability to adjust their idea of what is normal.”

**Sudarshana Shakya**
- “A Norwegian friend alerted me to the position, and I was called in for an interview while on holiday in Europe last autumn. I was told I got the job the day before I was scheduled to go home. Working in Europe looks great on my resume, and also allows me to get to know European culture and history in a way which would not otherwise have been possible. People are much more sociable at work here than in New Zealand, and Statkraft has a lot to offer its employees, everything from company sports teams to training and education.”

**Jan Daleng**
- 60 years old, from Norway. Senior advisor. In Albania from September 2009 to September 2011.
- “The intention is for me to work in a team which will plan and build a new run-of-river power plant. The greatest challenge is that everything has to be done from scratch, and we have to establish routines for proper communication with the authorities. There were many who were sceptical and asked me if really wanted to go to Albania, with all that crime and corruption. However, I have visited the place where we will live, and I must say that the tales about Albania’s problems seem a tad gloomy. It will be exciting to spend so much time in a completely new country, and my expectations are high.”

**Jan Daleng**
- 60 years old, from Norway. Senior advisor. In Albania from September 2009 to September 2011.
- “The intention is for me to work in a team which will plan and build a new run-of-river power plant. The greatest challenge is that everything has to be done from scratch, and we have to establish routines for proper communication with the authorities. There were many who were sceptical and asked me if really wanted to go to Albania, with all that crime and corruption. However, I have visited the place where we will live, and I must say that the tales about Albania’s problems seem a tad gloomy. It will be exciting to spend so much time in a completely new country, and my expectations are high.”

**Craig Schubauer**
- “A Norwegian friend alerted me to the position, and I was called in for an interview while on holiday in Europe last autumn. I was told I got the job the day before I was scheduled to go home. Working in Europe looks great on my resume, and also allows me to get to know European culture and history in a way which would not otherwise have been possible. People are much more sociable at work here than in New Zealand, and Statkraft has a lot to offer its employees, everything from company sports teams to training and education.”

**Sudarshana Shakya**
- “A Norwegian friend alerted me to the position, and I was called in for an interview while on holiday in Europe last autumn. I was told I got the job the day before I was scheduled to go home. Working in Europe looks great on my resume, and also allows me to get to know European culture and history in a way which would not otherwise have been possible. People are much more sociable at work here than in New Zealand, and Statkraft has a lot to offer its employees, everything from company sports teams to training and education.”

**Gennaro D’Annucci**
- 33 years old, from the Netherlands. Risk manager in trading and continental operations. In Oslo from April 2008 for a three-year period.
- “Working in Statkraft Oslo is different from working in Statkraft in Düsseldorf and Amsterdam, where I have been since 2002. While those offices are relatively specialised and focused on their piece of the commercial activity, the head office represents all the different activities in the organisation. I believe the cultural differences are greater between units than between different locations in the same unit. Oslo is a great place, close to the sea and the mountains. The city has a completely different feel than both Amsterdam and Düsseldorf, although all three are international cities in Northwestern Europe with the cultural similarities this entails.”

**Heidi Lombnes**
- “After 18 months in Germany, I accepted an offer to work in London. It goes without saying that I like working abroad. The tasks are usually very exciting, and the language experience you get here is very valuable. The challenge is that you have to actively seek out and build new networks. My advice for colleagues who want to work abroad is to be open-minded and maintain an ability to adjust their idea of what is normal.”
New horizons

For Sudarshana Shakya from Nepal, Statkraft became both an employer and an arena for personal development. “Go abroad and discover other sides of yourself and the company,” is her advice.

TEXT & PHOTO ALF BERG

Sudarshana worked as a bookkeeper of Hill (a Statkraft subsidiary) in Kathmandu. Statkraft encourages employees to seek out new departments and other branches in the global operations, as this gives a better working environment and more widespread sharing of expertise all around. In Kathmandu, I received support to complete an MBA, paying the way to more wide-ranging tasks than just bookkeeping. Here at Baguio in the Philippines I have administrative modernisations and perform project management tasks.”

MORE TOLERANT: Why do you think it is important to see other sides of the organisation?

“Two words: New experiences. To be honest, I do not believe it is possible to work with high-level operating responsibility in any current multinational corporation unless you have experienced other cultures and especially business cultures. On a personal level, I find that living in another country has made me more tolerant when cooperating with other people. In addition, most business cultures have strengths and weaknesses when compared with others. It is also a fact that when you get to know an organisation such as Statkraft, you want to give something back.”

“Being exposed to new markets worldwide makes the multinational company easier for everyone – competence and services become more easily available. I hope that my background can teach people here in the Philippines something about the Nepalese approach to work and cooperation.”

FIRST SCHOLARSHIP RECIPIENT: Sudarshana was the first recipient of Statkraft’s scholarship in Kathmandu, and she has no regrets. “My work tasks are more wide-ranging and complex, and coordinating my responsibilities also enhances my competence. It is not always easy, but facing larger challenges is important for personal growth. It is often a fact that the more demanding the job, the more room there is for growth. And with Statkraft’s emphasis on getting young employees to seek out international positions, there are good learning opportunities in the Statkraft system.”

PERSONAL ENRICHMENT: Senior vice-president HR Beate Hamre Deck believes these factors make it necessary to facilitate increased mobility in Statkraft. She considers it important for company culture that there is some rotation of employees between the various units, both nationally and across national borders.

“When the one, going abroad is a personally enriching experience”, says Hamre Deck. “You have to adapt to new surroundings, a process which creates more openness and increased respect for how other colleagues work. At the same time, employees who go abroad gain a broader understanding of Statkraft’s various activities, and can take these experiences back to their original department and share them with their colleagues. In this manner, Statkraft benefits from the knowledge sharing between its employees.”

THE WORLD AND HOW TO GET THERE: Hamre Deck emphasises that the opportunity to go abroad is not limited to managerial positions. Whether we are talking about a Norwegian with maintenance expertise needed at a new power plant in Turkey, or a German accountant with competence required in the administration in the Baltic, there have never been as many opportunities in Statkraft for short or longer term assignments.

You have to adapt to new surroundings, a process which creates more openness and respect for how other colleagues work.”

Sudarshana Shakya was the first recipient of Statkraft’s scholarship in Kathmandu, Nepal. She now lives in the Philippines, working for SN Power.

Statkraft has seen a change of pace in recent years. While this used to be a company with low turnover and a very stable workforce, the new generation of employees wants continuous challenges, preferably abroad. At the same time, Statkraft has become an international player, resulting in stricter requirements for diverse expertise.

Statkraft has more than 100 years of experience in supplying clean energy.

Far and away

Looking for new tasks abroad for a few weeks, months or even years? Well, the timing is right, as Statkraft’s management is working hard to give more employees the opportunity to work abroad.

TEXT: Cato Gjerstsen

You have to adapt to new surroundings, a process which creates more openness and respect for how other colleagues work.”

Sudarshana Shakya was the first recipient of Statkraft’s scholarship in Kathmandu, Nepal.

Statkraft has seen a change of pace in recent years. While this used to be a company with low turnover and a very stable workforce, the new generation of employees wants continuous challenges, preferably abroad. At the same time, Statkraft has become an international player, resulting in stricter requirements for diverse expertise.

PERSONAL ENRICHMENT: Senior vice-president HR Beate Hamre Deck believes these factors make it necessary to facilitate increased mobility in Statkraft. She considers it important for company culture that there is some rotation of employees between the various units, both nationally and across national borders.

“When the one, going abroad is a personally enriching experience”, says Hamre Deck. “You have to adapt to new surroundings, a process which creates more openness and increased respect for how other colleagues work. At the same time, employees who go abroad gain a broader understanding of Statkraft’s various activities, and can take these experiences back to their original department and share them with their colleagues. In this manner, Statkraft benefits from the knowledge sharing between its employees.”

THE WORLD AND HOW TO GET THERE: Hamre Deck emphasises that the opportunity to go abroad is not limited to managerial positions. Whether we are talking about a Norwegian with maintenance expertise needed at a new power plant in Turkey, or a German accountant with competence required in the administration in the Baltic, there have never been as many opportunities in Statkraft for short or longer term assignments.

On a personal level, I find that living in another country has made me more tolerant when cooperating with other people.”

Sudarshana Shakya was the first recipient of Statkraft’s scholarship in Kathmandu, Nepal. She now lives in the Philippines, working for SN Power.

Statkraft has more than 100 years of experience in supplying clean energy.

Far and away

Looking for new tasks abroad for a few weeks, months or even years? Well, the timing is right, as Statkraft’s management is working hard to give more employees the opportunity to work abroad.

TEXT: Cato Gjerstsen

STATKRAFT
Jazz musician Jørgen Mathisen and biathlete Thekla Brun-Lie express their ambition in completely different ways, but have two things in common: They are among Norway’s best and brightest, and Statkraft is their sponsor.

With stars in their eyes

Classical music scholarship awarded to Julie Ye

This year’s Statkraft Young Star scholarship in classical music was awarded to the pianist Julie Yingfei Ye from Drammen. Great things are expected from the 17-year-old.

“Statkraft is very concerned about ensuring that our Young Star program can help young athletes and performers. Develop further this is just great!”

Jørgen Mathisen, Jazzmusiker

If Statkraft Germany needs a sax player who knows a fair bit about gas, I’m their man.

Jørgen Mathisen, Jazzmusiker

Thekla Brun-Lie and Jørgen Mathisen dream of different futures, but both get help from Statkraft to achieve success.
Growing with a clean conscience

The energy industry is one of the industries most exposed to corruption. This is why everyone in Statkraft will be given training to learn when you need to put your foot down.

TEXT: CHRISTER GLJE PHOTO: ERIK THALLAUG

We have great faith in the judgment and integrity of the individual employee, but a good decision requires sufficient knowledge and experience.

OLAV HYPER, HEAD OF THE CORPORATE RESPONSIBILITY DEPARTMENT

“CORRUPTION TODAY” is more than cash-filled brown envelopes changing hands under the table,” says Olav Hypher.

As the head of corporate responsibility, he is in charge of helping Statkraft avoid corruption, something which is now more important than ever. “Statkraft is a company undergoing changes, entering new markets as part of its international strategy,” says Hypher. “Society has also changed, and what used to be acceptable will no longer be tolerated.”

VULNERABLE INDUSTRY.

The energy industry is considered to be very vulnerable to corruption, partly because developers are dependent upon close contact with the authorities to secure licenses and other approvals. The stakes are high, and there are many who want in on the deals. “These are important factors to consider, whether in connection with Norwegian energy municipalities or Liberian authorities,” Hypher points out. “There are often expectations for us to contribute to the local community in other ways when we build power plants, for example by building sports facilities or other cultural facilities.”

Does that mean the project should be stopped if such issues are raised? “No, not necessarily. As long as the processes are open and do not give Statkraft an undue advantage, there is no reason to back out. It is only natural that a player with this much impact on nature and the environment also contributes to positive local development. The problem arises when such contributions become a pre-condition, or when agreements are made that cannot be revealed to other players.”

ALWAYS PREPARED.

Seeing where the line should be drawn is not always easy, and this is why the Corporate Responsibility department is launching a number of tools this autumn to make it easier for the individual employee to make good decisions. All employees will receive training in ethics and anti-corruption work, while the rules will be made simpler and more oriented towards real-life situations. These new guidelines will be launched as handbooks with checklists and other practical tools.

“We have great faith in the judgment and integrity of the individual employee, but a good decision requires sufficient knowledge and experience,” says Hypher.

CORRUPTION IS NEVER EVER.

Statkraft’s zero tolerance corruption policy applies everywhere in the world. “A common misunderstanding is that we must accept taking part in corruption because it is an accepted part of local culture,” explains Hypher. “Ethically speaking, corruption is considered a bad thing in all cultures, but corrupt practices have entrenched them in many places. Business can play a key role in reducing this social problem. This is an important reason why Norway has one of the world’s strictest penal codes as regards corruption.”

DIVERSE GROUP.

In line with the strong growth Statkraft is experiencing, these challenges have grown in size and number. The corporate responsibility department has therefore been strengthened considerably during the last year, with four people now working on these issues. “Our job is also to help everyone in Statkraft to become more aware of how to manage human rights, sustainability and social responsibility in their work.”

With backgrounds from many different countries and areas, this team is a diverse bunch who can answer many ethical questions. They are also eager to help. “If you are going to blast rock, you want to see that the drilling process goes as quickly as possible,” says Hypher. “The same question may arise when you are building a power plant. But it is important to emphasise that we are not just corruption-fighters,” stresses Hypher. “Our job is also to help everyone in Statkraft to become more aware of how to manage human rights, sustainability and social responsibility in their work.”

WANT MORE AIR.

Among the many critical com- ments, there was especially one recurring theme that the magazine had too many articles with too small a type. There were also some respondents who wanted more in-depth articles on some subjects. “This is feedback which we take seriously, and in this edition we have already increased the number of pages by four. These four pages are intended to make the magazine easier to read, and we are also expanding the feature article by two pages,” says Gilje, who is happy to receive more feedback. “This is a magazine for everyone who works in Statkraft. So giving us feedback, you also have an influence on content and layout,” he says. The reader survey was answered by employees in Sweden, Germany, the Netherlands, the UK and Norway.

SOME OF THE COMMENTS FROM THE SURVEY RESULTS:

“Great magazine!” “Very good, keep it up.” “Very professional with a magazine which encompasses all of Statkraft.” “The magazine covers too many topics.” “Social events and travel.” “Keep writing about the power plant groups in Norway and abroad.” “Outstanding article from Glomfjord.” The photographer has made a very realistic portrayal of a power plant group.” “Still too much production focus.” “Dramatic improvement.” “Too much focus on Norway.” “A great employee magazine.” “Looking forward to the next edition.” “Great magazine with nothing negative.” “Great magazine with inviting layout.” “:-)”

“Everybody” wants to read people & power

263 Statkraft employees have spoken their minds about the first edition of the magazine you are now reading. On average, 64 per cent of the articles were read.
New power – ancient history

The staff at Statkraft’s hydropower plants in southern Sweden will be increased by 50 per cent by the end of the year.

I t makes perfect sense for the Halland hydropower plants that further investments will be made in power production in the area. Whether we are talking about the 13th century when Sweden and Denmark were at war over control of the coast, or the first half of the 20th century when the venerable power plants were built, the Laholm area has always had a majestic and powerful past.

The staff at Laholm will now be increased from 14 to 20 employees before New Year, making power plant manager Morgan Rubenson a very happy man.

“Of course, we are glad that Statkraft sees the value of facilitating optimal operation of our 23 power plants, small and large,” says Rubenson. “The renovation and reopening of the visitor centre at Laholm power plant this summer is one example. Hiring six new employees is an even clearer signal that all our employees are doing great work. The expansion will strengthen day-to-day operations and pave the way for exciting future projects, as well as cover our need for competence.”

The power plants lie on the Nissan and Lagan rivers and produce in excess of 700 GWh in an average year. The oldest power plant in the group was built in 1909, the most recent in 1989. The elevation differences used for power production are mostly between five and 15 metres.
Bloody fighting. The power plants were built in a majestic style in the first half of the 20th century. Today, peaceful fishing lakes surround Laholm’s power plant, but not so in the 13th century when Swedes and Danes fought several bloody battles here to determine which flag would fly over Lagaholm castle. The castle ruins are visible in the foreground. Today, the power plant stands where the castle once stood.

Locked and barred. The gates to the power plant in Laholm are closed, which means that every drop of water passing through the turbines will produce power for people in the area.

Operating engineer Kjell Wiktorsson inspecting the turbine in Laholm’s power plant. The turbine has a capacity of 11 MW, which is enough to power 1800 households.

“...The venerable power plants were built in the first half of the 20th century.”
The Laholm area has always had a majestic and powerful past.

The entrance to the power plant in Laholm is an impressive example of neoclassicism from the early 1930s, towering over the Lagan river.
New building manages 17 power plants

On Tuesday, 9 June Statkraft’s production department’s new regional technical centre in Knapsack near Cologne opened. The new centre will manage and maintain 14 hydropower plants, three gas power plants and participate in two biomass plants in Statkraft Region Germany and the UK.

For now, 25 of the 300 employees in Statkraft’s German activities will work from the new administration building, right next to the power plant in the industrial area.

Statkraft owns 264 power and district heating plants.

Taking on the challenge in France

Emmanuel Soetaert has been designated Statkraft’s man in France. The tender process for the renewal of French hydropower licenses will start this autumn, but Soetaert will have to build the Lyon office from the ground up before that. “We will be ready for this tough contest,” he promises.

Soetaert has worked in Statkraft since 2002. For the last year, he has been part of the strategic project which has assessed Statkraft’s opportunities in hydropower in France. The three-year process to renew all French licenses will start in 2012.

Neubies gathered in Tyssedal

On 26 May, it was time for the new Statkraft employees to go on a road trip to Tyssedal. The journey went by bus from Lilleaker, stopping at Flåte mountain lodge for an exquisite lunch of mountain trout from the lake below. Crossing down to Eidfjord, we passed the famous Vøringsfossen waterfall, as well as Sysendammen which dams Lake Sysen and is the main reservoir for the Sy-Sima power plant. Safety down in Eidfjord, Sima power plant was the next stop on the itinerary. After a spectacular journey across the mountains, dinner and a bed awaited at Ullensvang Hotel at Sørfjorden. The next day we were off to Tyssedal for a gathering in the Statkraft lodge. Regional director Jan Alne gave a briefing on Statkraft’s history, and a tour of Tyssedal power plant, which now forms part of the Norwegian Museum of Hydropower and Industry.

Statkraft won Aftenposten Best

Statkraft’s most recent ad campaign has won the Aftenposten Best award for the best ad in May.

Aftenposten Best is a creative award where ad agencies compete against each other. The ad was created by DDB, and Statkraft and DDB also won the award for the best ad in December last year with their rollercoaster ad.

Among Europe’s best employers

Statkraft has been ranked the fourth best employer among large Norwegian companies and in 41st place in Europe in Great Place to Work International’s survey among employees in 500 Norwegian and 1300 European businesses.

This is the second time Statkraft participates in the survey, and the response from 97 employees is more positive than last year’s for the 58 statements in all of the five main areas: credibility, respect, fairness, pride and community. Ninety-five per cent of the respondents thought Statkraft is a great place to work, compared with 90 per cent last year.

Statkraft owns 264 power and district heating plants.

State-of-the-art in Rheidol

On Friday, 1 May, Statkraft’s visitor centre in Rheidol was officially opened. The recent renovation and remodelling has resulted in a state-of-the-art interactive visitor centre with touch screens, a water wall, light and images which lets the public get as close as possible to the power production.

Power plant manager Henry Drake is proud to welcome people to the brand new visitor centre. “Some great work has been done here, and the end result is really something to be proud of,” says Drake.

Tron Engebrethsen, head of production in Statkraft, said the following in his inauguration speech, “Rheidol is the first centre to be remodelled, and we want this concept to be used in all our visitor centres when they are upgraded.”

Newbies gathered in Tyssedal

On 26 May, it was time for the new Statkraft employees to go on a road trip to Tyssedal. The journey went by bus from Lilleaker, stopping at Flåte mountain lodge for an exquisite lunch of mountain trout from the lake below. Crossing down to Eidfjord, we passed the famous Vøringsfossen waterfall, as well as Sysendammen which dams Lake Sysen and is the main reservoir for the Sy-Sima power plant. Safety down in Eidfjord, Sima power plant was the next stop on the itinerary. After a spectacular journey across the mountains, dinner and a bed awaited at Ullensvang Hotel at Sørfjorden. The next day we were off to Tyssedal for a gathering in the Statkraft lodge. Regional director Jan Alne gave a briefing on Statkraft’s history, and a tour of Tyssedal power plant, which now forms part of the Norwegian Museum of Hydropower and Industry.

Statkraft won Aftenposten Best

Statkraft’s most recent ad campaign has won the Aftenposten Best award for the best ad in May.

Aftenposten Best is a creative award where ad agencies compete against each other. The ad was created by DDB, and Statkraft and DDB also won the award for the best ad in December last year with their rollercoaster ad.

Among Europe’s best employers

Statkraft has been ranked the fourth best employer among large Norwegian companies and in 41st place in Europe in Great Place to Work International’s survey among employees in 500 Norwegian and 1300 European businesses.

This is the second time Statkraft participates in the survey, and the response from 97 employees is more positive than last year’s for the 58 statements in all of the five main areas: credibility, respect, fairness, pride and community. Ninety-five per cent of the respondents thought Statkraft is a great place to work, compared with 90 per cent last year.
SN Power is Statkraft’s spearhead outside of Europe. All over the world, new power plants are being built and old ones renovated. The basis for the activity is a vision of sustainable projects and local development.
In Benguet, bad weather has again become good news, as water is once again turning into electricity. The power plants in Ambuklao and Binga were built in 1956 and 1960, and when the Philippines abolished its power monopoly in 2001 they were both more or less obsolete. The tender process in 2007 saw SN Power end up with both power plants, a fact SN Power executive vice president for Southeast Asia, Erik Knive, is very pleased about.

“Norwegian hydropower knowledge represents an enormous asset. It is only natural that Norway’s cutting-edge expertise in power plant construction, maintenance and sales is also utilised abroad.”

Gone with the big earthquake
He has travelled to Benguet to monitor the work to get the plants back up and running, taking advantage of a sunny day in the middle of the rainy season to inspect the water intake being built over the Ambuklao power plant.

“This power plant has quite a history,” says Knive. “It was built in the 1950s, and has been operating for most of the time since, but the system has been somewhat reduced by a lot of silt in the catchment area. In addition, the great earthquake in 1995 came at the worst possible time, following a period of heavy rains when the soil around the reservoir was saturated with water. A lot of water and silt came in through the intake.”

The Ambuklao power plant has mostly been shut down ever since, but not for much longer. A new intake and access tunnels to the turbines are being constructed, and the turbines, generators and control systems will be replaced. When everything is in place, the power plant will deliver 105 MW.

“Due to newer technology, the power plant will be able to deliver 30 MW more than when it last ran at full capacity,” says Knive. He is quick to point out that this good development could not have taken place without the competence of local partner Aboitiz.

“Aboitiz has a long tradition in several industries,” Knive explains. “Local and national networks are decisive when engaging in large projects such as this.”

A little further down the same river lies the Binga power plant. Executive vice president at SN Aboitiz Power (the Filipino joint venture of SN Power and Aboitiz), Manny Rubio, gives us a tour. “Before we took over, the availability of the power plant was about 40 per cent. Our new operating philosophy will raise availability to more than 90 per cent. We expect that the rehabilitation will yield an increase in capacity of about 30 MW for Binga as well.”

Sorely needed energy
“Delivering a lot of clean energy is a good investment in every way,” explains Torejønn Elliot Kirkeby-Garstad, SN Power’s project manager in South-East Asia. “It serves the environment, the Philippines, the local community and the power plant employees. In addition, there is good money to be made from delivering power here.”

The power plants in Benguet are typical of SN Power’s mentality. “We know a lot about modernising existing power plants,” he says. “Returning a power plant to an operational state requires major investments and a lot of knowledge. These are factors we possess.”
Ripple effects and cooperation

“We feel that things are going somewhere, that the power plants have positive consequences for the area,” says Norberto Pacio, leader of the village council in Tinongdan near Binga. “The fact that new partners such as SN Aboitiz Power come on the scene gives us more freedom to choose our own development.”

When Halvor Fossum Lauritzen was working as an international emergency relief coordinator in the Red Cross, he was considered one of the most experienced in the world in his field. Through a number of years, he has led some of the Red Cross’ largest relief operations in countries such as Iran, Congo, India, Indonesia and Pakistan. In 2005, he was hired by the UN relief organisation to assist in the work to reform the UN’s humanitarian work. Last year, he was headhunted to the position of vice president Environmental and Social Responsibility in SN Power.

“We demand that the companies we work with adhere to the same guidelines we do in our field. It is quite impressive.”

As the former head of the international Red Cross’ large relief operations, often in conflict areas, he has expertise of a completely different kind, an expertise he benefits from as head of CSR in SN Power.

“In large humanitarian operations, it is especially important to read the political situation in the country in which you operate,” says Fossum Lauritzen. “This is a precondition for establishing good and stable cooperation conditions. With projects in several countries, many with grave poverty and political instability, SN Power is facing many of the same challenges.”

In addition to the relationship with regional and national authorities, SN Power works closely with local suppliers, sub-suppliers and owners. “We demand that the companies we work with have a good and stable relationship to the local population.”

People must feel appreciated, says EVP Manny Rubio.

When Halvor Fossum Lauritzen was working as an international emergency relief coordinator in the Red Cross, he was considered one of the most experienced in the world in his field. Through a number of years, he has led some of the Red Cross’ largest relief operations in countries such as Iran, Congo, India, Indonesia and Pakistan. In 2005, he was hired by the UN relief organisation to assist in the work to reform the UN’s humanitarian work. Last year, he was headhunted to the position of vice president Environmental and Social Responsibility in SN Power.

“People must feel appreciated,” says EVP Manny Rubio.

This is how we are used to seeing a tumbling power plant. However, the villages in the catchment area for the Red Cross, near Norberto Pacio, is ready for CSR. This is how we are used to seeing a tumbling power plant. However, the villages in the catchment area for the Red Cross, near Norberto Pacio, is ready for CSR.

Aboitiz Power's voluntary CSR Fund for Ambuklao and Binga also contributed 5 million Filipino pesos annually, almost NOK 1 billion.

“The most obvious benefit for people in Ben- guet is the increased municipal and provincial tax income. In addition, the power plants are subject to a special tax from Filipino authorities, the proceeds of which are earmarked to development financing.”
**Feature**

The objective? Making the world a little better.

and has now set its sights on Africa and Central America. Øistein Andresen, SN Power CEO: “I take great pleasure in working in a company that has a solid commitment beyond creating values for the shareholders,” says Øistein Andresen. “By all means, the shareholders are important, but to be given the opportunity to work for development and renewable energy while supplying part of the solution to the climate changes feels very meaningful.”

**Loves snow**

He has no lack of personal motivation. As the former senior general of the Norwegian Ski Association, he makes no bones about loving snow, wishing for its return every winter. “Yes, it is important for me to be working in a place with a value basis I can identify with,” he says smiling. “Many business people are likely to say ‘the financial crisis’ when asked what the greatest challenge of our time is. If you ask the UN secretary general, he will probably answer that two billion people have no access to electricity while the Norwegian National for the Environment Erik Soltheim would say ‘the climate challenge’. Here at SN Power we have the power and the ability to contribute to solving all these challenges,” Øistein Andresen has been the head of SN Power since the start in 2002. The company has seen dynamic growth, with operating income reaching USD 161 million in 2008, compared with USD 79 million in 2007. The company has 475 employees in nine different countries and at 14 power plants, in addition to eight new projects which are under development. In the beginning, the company was owned 50-50 by Statkraft and Norfund (state company for investments in developing countries). However, from January this year, Statkraft owns 60 per cent of the shares. “The acquisition is an important signal from Statkraft,” says Andresen. “With the backing of Europe’s largest renewable energy company, SN Power has an even stronger position in the market. In addition, we enjoy the benefits of Statkraft’s strong competence, which will only grow in importance as we expand. We feel that we are a Statkraft unit and are treated as such.”

SN Power’s involvement in countries such as Peru, Chile, India, the Philippines and Nepal. The latter is also a good example of how SN Power is working to solve one of the biggest challenges we are currently facing. There are many reasons why it is important to achieve that social development. One of our most important tasks is to provide the power supply. As regards the project in India, SN Power has initiated an independent safety investigation. In a large series of articles last year, Norwegian newspaper Aftenposten focused on the fatalities and SN Power’s involvement. “Coming in to work and seeing the headline ‘Death sweep’ screaming at you was not much fun,” says Andresen. “The fact that the newspaper focused on the conditions is completely understandable, even if we feel that important nuances disappeared in the media’s coverage. Maximum transparency is still very important to us, which is why we helped the newspaper as far as we could with obtaining the information they wanted.”

“I cannot subscribe to that, as there are other socially responsible players, but I am glad that the newspaper has chosen to do so. Of course, we wish this had never happened, but I am certain that if we had not been involved in this project, conditions would have been much, much worse,” he adds. “It is an important fact to keep in mind.”

SN Power is already established in Asia and South America, and has now set its sights on Africa and Central America. The objective: Making the world a little better.

**Since starting up in India, we have been aware of the necessity of intervening actively to strengthen the HSE work.**

CEO OF SN POWER ØISTEIN ANDRESEN

connection with the hydropower project Allan Duhangan in India, where SN Power owns 43 per cent. “Since starting up in India, we have been aware of the necessity of intervening actively to strengthen the HSE work,” says Andresen. “By all means, the shareholders are important, but to be given the opportunity to work for development and renewable energy while supplying part of the solution to the climate changes feels very meaningful.”

SN Power has already established itself in solid positions in countries such as Peru, Chile, India, the Philippines and Nepal. The latter is also a good example of how SN Power is working to solve one of the biggest challenges we are currently facing. There are many reasons why it is important to achieve that social development. One of our most important tasks is to provide the power supply.
**First in the world with electric city cars**

**NO EMISSIONS**, no noise, less traffic: Oslo is the first city in the world to have electric city cars. Statkraft subsidises the cars soon to hit the roads in Oslo.

**Norwegian company** Move About is launching this world first, a world-record solution for electric cars. Within one year, 75 cars will be deployed in connection with Oslo traffic hubs. Membership costs about NOK 100 per month, and rental costs NOK 100 for an hour and NOK 800 for a weekend.

**Statkraft subsidises** the cars, and this has made the service possible. Statkraft also offers electric cars to employees who have a need for a car at work, friends of the Earth Norway, through their collaboration agreement with Move About.

**The agreement** entails that Statkraft will buy 50 per cent of the shares to become an equal partner in the project. Statkraft and StatkraftHydro are also participating in the third licensing round for offshore wind power development in the UK.

Norwegian giants in joint wind farm venture

Statkraft and StatkraftHydro have joined forces to build the offshore wind farm Sheringham Shoal off the coast of Norfolk in the UK. The 315 MW wind farm will consist of 88 turbines, and production is scheduled to start in 2011. Once the farm is up and running, the annual production is expected to reach about 1.1 TWh, enough to supply about 220,000 British households with green power.

**The agreement** entails that Statkraft will buy 50 per cent of the shares to become an equal partner in the project. Statkraft and StatkraftHydro are also participating in the third licensing round for offshore wind power development in the UK.

Wind power is expected to make up 24 per cent of Statkraft’s investments in the coming years.

Looking forward to NEW WEBSITE

Statkraft is launching a new website in English, Norwegian and Swedish, and a German website is also coming up soon.

The new website will contribute to building the Statkraft brand and ensure that more people learn to know the company as a leader in renewable energy, says Statkraft CEO, who has led the project to develop the new website.

“The website will be completely different from what it is now, both as regards form and content. This will be a website where Statkraft employees can be proud of,”

The new website will have far more news on the front page, giving you an overview of what is happening in and around Statkraft, for example in the form of stock exchange reports, easy-to-read articles about the energy forms of the future or presentations of our many exciting projects worldwide.

In addition, all group information will be rewritten and made more accessible for the various target groups. It is an extensive job to review hundreds of articles and images and translate them into several languages,” says Okstveit.

“However, we are certain that we will succeed in building and launching a new and better website. However, the job is far from done once the new website is up on your screen. The goal is to build and develop the site further, something all employees can contribute to. If you have ideas for how to make website even better, send them to redaksjon@statkraft.com.”

**Working with WWF**

On Friday, 8 May, Statkraft and WWF Norway entered into a collaboration agreement to limit global warming. The objective is to develop the renewable energy market. This is the first time WWF Norway enters into collaboration with a renewable energy producer. WWF Norway Secretary general Rasmus Hansson sees a great potential in the agreement.

“Statkraft is a global supplier of clean energy, and WWF Norway believes that the world needs players who want to make money from sustainable solutions. In this perspective, our organisations have a common vision.”

24

**Norwegians love renewables**

**Polling agency** TNS Gallup’s new Climate Barometer shows what impression Norwegians have of 14 different energy sources. The best liked are the eight renewable energy sources, while gas power with CO2 handling only pops up in ninth place, well behind even the least popular source of energy, bio energy.

Hydropower is by far the most popular source, with 87 out of 100 points. Coal and gas without cleaning technology only receives 23 points.

“This could indicate that people are willing to support more hydropower development to reach international climate objectives,” says project manager Daniel Rees.

The survey also shows that 59 per cent of people living in municipalities where wind power is being developed or where there are plans for development say they might accept wind power in their local community, whereas the figure excluding these areas is 50 per cent.

HYDROPPOWER IS BY FAR THE MOST POPULAR SOURCE, WITH 87 OUT OF 100 POINTS. COAL AND GAS WITHOUT CLEANING TECHNOLOGY ONLY RECEIVES 23 POINTS.

**Norwegians love renewables**

**Polling agency** TNS Gallup’s new Climate Barometer shows what impression Norwegians have of 14 different energy sources. The best liked are the eight renewable energy sources, while gas power with CO2 handling only pops up in ninth place, well behind even the least popular source of energy, bio energy.

Hydropower is by far the most popular source, with 87 out of 100 points. Coal and gas without cleaning technology only receives 23 points.

“This could indicate that people are willing to support more hydropower development to reach international climate objectives,” says project manager Daniel Rees.

The survey also shows that 59 per cent of people living in municipalities where wind power is being developed or where there are plans for development say they might accept wind power in their local community, whereas the figure excluding these areas is 50 per cent.

**Norwegians love renewables**

**Polling agency** TNS Gallup’s new Climate Barometer shows what impression Norwegians have of 14 different energy sources. The best liked are the eight renewable energy sources, while gas power with CO2 handling only pops up in ninth place, well behind even the least popular source of energy, bio energy.

Hydropower is by far the most popular source, with 87 out of 100 points. Coal and gas without cleaning technology only receives 23 points.

“This could indicate that people are willing to support more hydropower development to reach international climate objectives,” says project manager Daniel Rees.

The survey also shows that 59 per cent of people living in municipalities where wind power is being developed or where there are plans for development say they might accept wind power in their local community, whereas the figure excluding these areas is 50 per cent.

**Norwegians love renewables**

**Polling agency** TNS Gallup’s new Climate Barometer shows what impression Norwegians have of 14 different energy sources. The best liked are the eight renewable energy sources, while gas power with CO2 handling only pops up in ninth place, well behind even the least popular source of energy, bio energy.

Hydropower is by far the most popular source, with 87 out of 100 points. Coal and gas without cleaning technology only receives 23 points.

“This could indicate that people are willing to support more hydropower development to reach international climate objectives,” says project manager Daniel Rees.

The survey also shows that 59 per cent of people living in municipalities where wind power is being developed or where there are plans for development say they might accept wind power in their local community, whereas the figure excluding these areas is 50 per cent.
Satisfaction is their livelihood

No matter what the product is they are selling, Trondheim Energi focuses relentlessly on customer advantage and service.

A customer satisfaction rate of 81 per cent is great, but it cannot be taken for granted. We have to strive to earn good feedback every day.

A customer satisfaction rate of 81 per cent is great, but it cannot be taken for granted. We have to strive to earn good feedback every day.

THE VISIT

Satisfaction is their livelihood

No matter what the product is they are selling, Trondheim Energi focuses relentlessly on customer advantage and service.

Having lunch with:

THE CUSTOMER CENTRE AT
TRONDHEIM ENERGI

The customer centre has 15 advisors servicing the entire value chain of the company, be it meter readings, invoice information, changes of address notices, electricity products or advice on how to save electricity.

Are there many frustrated callers?

“They are mostly pleasant,” says Elin Thomassen. “Surveys show that the customer loyalty rates are very high, and our market share has been high for several years. However, there is no doubt that our business is very competitive, with many players trying to attract customers and leave them with a good impression after communicating with us.”

Satisfied customers

“Customer satisfaction is an important competitive factor, and our main motivation here at the customer centre is to satisfy the customers and leave them with a good impression after communicating with us,” continues Aa. “Continuous improvement in all our processes will help us achieve this goal.”

Quarterly surveys provide an indication of what the customers think about the service, and the customer satisfaction rate is currently 81 per cent.

“This is a good score, but it cannot be taken for granted. We have to strive to earn good feedback every day,” says the customer centre manager.

Continuous monitoring

Expertise, combined with a good IT infrastructure, is essential in running an efficient and modern customer centre. This is why the incoming traffic to the customer centre is monitored continuously.

During the last few years, Trondheim Energi Customer Service has had an average waiting time for calling customers of 25 seconds.

A customer satisfaction rate of 81 per cent is great, but it cannot be taken for granted. We have to strive to earn good feedback every day.

Are there many frustrated callers?

“They are mostly pleasant,” says Elin Thomassen. “Surveys show that the customer loyalty rates are very high, and our market share has been high for several years. However, there is no doubt that our business is very competitive, with many players trying to attract customers and leave them with a good impression after communicating with us.”

Satisfied customers

“Customer satisfaction is an important competitive factor, and our main motivation here at the customer centre is to satisfy the customers and leave them with a good impression after communicating with us,” continues Aa. “Continuous improvement in all our processes will help us achieve this goal.”

Quarterly surveys provide an indication of what the customers think about the service, and the customer satisfaction rate is currently 81 per cent.

“This is a good score, but it cannot be taken for granted. We have to strive to earn good feedback every day,” says the customer centre manager.

Continuous monitoring

Expertise, combined with a good IT infrastructure, is essential in running an efficient and modern customer centre. This is why the incoming traffic to the customer centre is monitored continuously.

During the last few years, Trondheim Energi Customer Service has had an average waiting time for calling customers of 25 seconds.
SN Power is heavily engaged in developing countries, but this will not affect safety.

Many developing countries have not yet developed a culture which ensures safety and health at a level we can accept."

HSE DIRECTOR URBAN KJELLÉN

Our goal is to maintain a high HSE standard in all projects, operating companies and in our own organisation. In order to manage this, all employees must consider health, safety and the environment when in the field.

The head of the projects and operating department, Jari Kosberg, and HSE director Urban Kjellén make no bones about the challenges inherent in achieving an acceptable HSE standard in the countries where SN Power operates.

"Many developing countries have not yet developed a culture which ensures safety and health at a level we can accept," says Kjellén. "This is often very visible in traffic, for instance. This makes it necessary for SN Power to implement a number of measures to achieve an acceptable safety level and working environment in projects and associated activities. This is something we are working actively on, and in 2009, all SN Power employees will participate in a program which aims to raise consciousness about HSE."

"Measures to improve HSE in our development projects have been at the top of our list. However, we want to go even further to achieve even better results in the coming years. The new program will form the basis for all SN Power employees acting as HSE ambassadors when representing the company. Over time, this will strengthen our market position at the ground level, as this gives us a chance to participate in the planning and introduce our requirements and HSE systems. Good HSE work also has a positive effect on quality and costs."

AN ISLAND OF HSE. SN Power is well supported by Statkraft in the work to improve HSE. "Experienced construction supervisors from Statkraft participate in our on-site reviews and engage in dialogue with project and contractor managers about safe working methods. It means a lot to be able to refer to the fact that we have an owner with many years of construction experience from hydropower projects and a well-developed HSE culture," says Kjellén.

Kosberg emphasises that several of SN Power’s development projects are in areas where the HSE standards are quite low when compared with SN Power’s perspective. "The projects become ‘islands’. We introduce HSE rules and standards, for example HSE inspectors, to the employees. One example of this is the use of protective goggles. If the employee understands how a serious eye injury may make him or her unable to work and provide for the family, the chances of using iron gaggles next time he or she handles hazardous materials are much greater."

"As HSE becomes more integrated in the work, we clearly see a growth in employee pride," says Sood. They experience a newfound command of their tasks and see that the measures enable them to work both quicker and safer.

As HSE becomes more integrated in the work, we clearly see that the pride of the employees grows."
He is the one you call when the storm rages, when no ray of light can be found. Working in the distribution grid division is not for the faint of heart.

Terje Størseth

Graduated from the Trondheim School of Engineering in 1970. Started working in the operating department when the company was called Trondheim kommune elektrisitetsverk (municipal electricity works) and has worked in grid operations ever since, 15 of those years in management.

OTHER: Married, two children and two grandchildren. Passionate about horses, trains and trotting horses, likes fishing for salmon in the river.
**THE JOB**

When Terje Størseth is not busy catching up on transmission lines, he resides over the engineering room. As the daily operations manager for several years, he knows almost everything that takes place in Statkraft’s subsidiary Trondheim Energi, and he knows what it takes to keep the energy flowing. He knows where the transmission lines cross the municipalities and counties; he knows every nook and cranny of the district and everyone in it. Only Størseth can call a farmer in Klaudia Municipality on a stormy winter’s night and get a power plant road cleared of snow within the hour. “No one knows more about the local area than Terje,” says his colleague Leif Haaheim. Or knows more stories, we might add after a day peppered with Størseth’s stories and anec- dotes. It is a paradox that the most talkative and social man in Trondheim Energi can be found behind locked doors and bulletproof glass.

**Terrorism target**

“This is sort of the heart of the building,” says Størseth, indicating his environs with a wave of his hand. “Those who work here ensure that the energy keeps flowing across the grid to the subscribers, day and night.”

Størseth explains how the staff here has the authority to disconnect the entire city from the grid at will, making it an obvious target for terrorists. This explains the security measures. We arrive in the middle of the morning meeting, where everything that happened in the grid during the night is reviewed and jobs for the day are assigned and described.

Outside, the sun is shining in a clear sky, perfect weather as far as the grid division is concerned. “We are talking about 12,000 volts, not something to be taken lightly,” Størseth says, offering us coffee and snacks on his comfy sofa. He is famous for his pampering skills, and Danish and sweet buns are often served in his office. “Armed with his “bible” at NTNU, we meet Trygve Foss, who is preparing for a main maintenance job after working hours. Everything must be done in the right order to ensure that the maintenance people can do their work safely later. We are taking about 12,000 volts, not something to be taken lightly. Foss and Størseth agree to do the job in accordance with the procedure in Størseth’s bible.”

**We are talking about 12,000 volts, not something to be taken lightly.**

then Terje Størseth is not busy checking up on transmission lines, he resides over the engineering room. As the daily operations manager for several years, he knows almost everything that takes place in Statkraft’s subsidiary Trondheim Energi, and he knows what it takes to keep the energy flowing. He knows where the transmission lines cross the municipalities and counties; he knows every nook and cranny of the district and everyone in it. Only Størseth can call a farmer in Klaudia Municipality on a stormy winter’s night and get a power plant road cleared of snow within the hour.

“When can you start?” was the answer. “When you can start!” was the answer. That was the beginning, and since graduating from engineering school in 1970, Størseth has worked in what later became Trondheim Energi. He has always worked in the grid division and has become a senior engineer, with cule fuel fault measuring as one of his specialties.

“In the 1970s we built our own measuring car, and I think I have visited most power plants in central Norway in that car,” says Størseth. Today, the division has two measuring cars, both worth millions of NOK. The 62-year-old, who looks like a fit 55-year-old, knows every nook and cranny of the district and knows how to get the job done!.

Størseth agrees to do the job in accordance with the procedure in Størseth’s bible.”

Where others use PCs and modern aids, Størseth still lugs around a folder and sheets of paper which he frequently adds notes to. The binder, also known as “the bible,” brings a smile to the face of HSE advisor and Størseth’s training buddy, Gunn Lisbeth Hansen. “Terje does things by the book, and even though many now use electronic aids, I have seen them sneaking a furtive peek in “the bible,”” Hansenlaughs.

**Coffee first**

“Today, you are rewarded when you report electrical shocks and injuries. Back in the day, you could risk getting reported. No wonder people kept their mouths shut.”

**Motivating with a snow bride**

“Today, you are rewarded when you report electrical shocks and injuries. Back in the day, you could risk getting reported. No wonder people kept their mouths shut.”

“Størseth does things by the book, and even though many now use electronic aids, I have seen them sneaking a furtive peek in “the bible,”” says HSE advisor Gunn Lisbeth Hansen.

**We are talking about 12,000 volts, not something to be taken lightly.**

“Terje does things by the book, and even though many now use electronic aids, I have seen them sneaking a furtive peek in “the bible,”” says HSE advisor Gunn Lisbeth Hansen.

**Armored with his “bible”**

“Størseth does things by the book, and even though many now use electronic aids, I have seen them sneaking a furtive peek in “the bible,”” says HSE advisor Gunn Lisbeth Hansen.

“Today, you are rewarded when you report electrical shocks and injuries. Back in the day, you could risk getting reported. No wonder people kept their mouths shut.”

**Motivating with a snow bride**

Although Størseth is presently preparing for retirement, taking two days off each week, he is by no means idle. As a young man he used to be a ski jumper, and he has been a trainer for his children in both team handball and football. “Now it is my turn,” says Størseth, whose main interests are horses and a bit of salmon fishing. He trains his own trotting horses and visits the stables almost every day. “It is very relaxing,” he says as we drive out into the countryside, where three technicians are installing larger cables into a recently renovated farm. “These guys are worth their weight in gold,” Størseth boasts, and he would like to see their wages and working terms improve.

“They were a power line break here once;” he says, pointing along the lines across the fields. “We went out at night to find the breaks. There was a lot of snow, and we built snowmen under each break, and a hot-looking snow bride for a single mate of ours who was scheduled to repair the breaks in the morning,” Størseth says while a smile spreads across his face. Størseth always knows how to get the job done!.

**Størseth does things by the book, and even though many now use electronic aids, I have seen them sneaking a furtive peek in “the bible,”” says HSE advisor Gunn Lisbeth Hansen.**

**Saved a Champions League match**

Stories connect Størseth to the places we pass by no means idle. As a young man he used to be a ski jumper, and he has been a trainer for his children in both team handball and football. “Now it is my turn,” says Størseth, whose main interests are horses and a bit of salmon fishing. He trains his own trotting horses and visits the stables almost every day. “It is very relaxing,” he says as we drive out into the countryside, where three technicians are installing larger cables into a recently renovated farm. “These guys are worth their weight in gold,” Størseth boasts, and he would like to see their wages and working terms improve.

“They were a power line break here once;” he says, pointing along the lines across the fields. “We went out at night to find the breaks. There was a lot of snow, and we built snowmen under each break, and a hot-looking snow bride for a single mate of ours who was scheduled to repair the breaks in the morning,” Størseth says while a smile spreads across his face. Størseth always knows how to get the job done!.

“Terje does things by the book, and even though many now use electronic aids, I have seen them sneaking a furtive peek in “the bible,”” says HSE advisor Gunn Lisbeth Hansen.

**We are talking about 12,000 volts, not something to be taken lightly.**

“Størseth does things by the book, and even though many now use electronic aids, I have seen them sneaking a furtive peek in “the bible,”” says HSE advisor Gunn Lisbeth Hansen.

**saved a champions league match**

Stories connect Størseth to the places we pass by while working power supply has left Størseth with unique expertise which many are eager to consult. The work ethic in the grid division is strong; you work until the power is connected, no matter what the time is.

**Motivating with a snow bride**

Although Størseth is presently preparing for retirement, taking two days off each week, he is by no means idle. As a young man he used to be a ski jumper, and he has been a trainer for his children in both team handball and football. “Now it is my turn,” says Størseth, whose main interests are horses and a bit of salmon fishing. He trains his own trotting horses and visits the stables almost every day. “It is very relaxing,” he says as we drive out into the countryside, where three technicians are installing larger cables into a recently renovated farm. “These guys are worth their weight in gold,” Størseth boasts, and he would like to see their

**In the genes**

With a father in the industry, Størseth hoped to
f manager development to work, it must be directly linked to the business plans and the group’s ambitions,” explains strategic HR advisor Eva Skille. The Strategic HR department is currently transforming about future manager development in the group. The international expansion creates new challenges for Statkraft’s managers, and both requirements for and services offered to the managers on all levels will now be highlighted.

The department agrees that what they are now working on count, “in a somewhat tabloid manner,” can be called the building blocks for a credible and stable leadership development. This means that new managers, middle managers and top executives will have initiatives tailor-made for the needs of their units and themselves.

MANAGERS IN SAILDA AND ALBANIA. Statkraft is not as easy to get to know as it once was, having become an international group which must have room for different cultures while retaining the overall character of good Statkraft management. “We are growing quickly, both nationally and internationally. We are entering new markets in new countries, where the requirements for managers are completely different. Being a manager in Sautd and in Albania poses completely different challenges, and this makes it even more important to define and embrace a common management culture,” explains senior advisor Anders Vaulé.

“This sets new requirements for managers, and our task is to train them to solve these challenges,” adds Eva Skille. “This is also an important prerequisite for success in other fields, such as business ethics.”

DEVELOPMENT INITIATIVES. Eva Skille is a new addition to Strategic HR and will focus much of her time on leadership development and initiatives. She explains that the ambition is to develop an overview of initiatives for managers, where they can choose initiatives that will improve their leadership behavior.

“The group management has prepared new leadership requirements, and we will be working on those into the autumn,” she believes. “Formulating our expectations for the group’s managers will become even more important now that we have to take into account distances and different languages and cultures.”

Skille says that the idea is to provide support for the individual manager through activities and programs, but also through further education, external coaching and internal mentor schemes. “We have many great managers with both social and systems competence,” she claims.

MUST DEVELOP. Skille believes there has been a traditional barrier in corporate HR mentality. “There has been a barrier between personal development, considered a softer value, and the job itself,” says Skille. “We are looking at how you can achieve concrete change and competence through focusing on good management. Managers must see a clearer connection between the business plan and their own and the employees’ development. Many people in Statkraft are good at this, and we want to contribute to making everyone better.”

Strategic HR senior vice president Morten Müller-Nilssen believes that employees should not only expect a good leader but also a leader that focuses on personal continuous development. “We have clear requirements for leaders, and anyone with an ambition to become one must relate to these requirements,” says Müller-Nilssen. He explains that the executive management has spent a lot of time on developing the new leadership requirements, and that these will be given more emphasis in the future.

LEADERSHIP REQUIREMENTS

Leaders in Statkraft should...

- be visible and inspiring
- create a healthy and inspiring working environment
- continuously develop themselves, colleagues and own unit
- be clear and clear targets
- deliver results according to plan
- continuously focus on improvement and inspire others to improve
- make decisions at the right time and in the right context, based on the analysis
- show respect for others and their opinions
- be open and communicative
- be transparent in the content of governing documents
- stick to the rules
- always make decisions with the company’s clear and clear guidelines
- work for the benefit of Statkraft
- actively promote cooperation across the organisation

The foundations for the next generation of Statkraft leaders are being laid now.

TEXT KJELD NATHSEN PHOTO ERLIK TALLAUG

How do you feel about joining Statkraft?

Andrew Scott
Hydropower, energy management hydropower
The translation from the Norwegian Water Resources and Energy Directorate to Statkraft has gone very well. I am happy with both my new tasks and the working environment.

Barry Mallick
Manager HR corporate service centre
After ten years in the finance industry, coming to Statkraft has been very exciting. I am sure that this is a company undergoing tremendous development and which has a dynamic strategy for the development of clean energy. In addition, it has been great to get to know all the nice and talented people in the organisation. The future looks bright in Statkraft!

Janeth Schiedhuber
Manager, technology, Southern Europe
This has been a positive experience. There are many challenges in new markets due to the inherent complexities of developing energy resources. The progressive growth strategy seems to be well-founded, and to be well communicated. This also gives us exciting challenges and attracts people with the right expertise. A great work ethic and great colleagues.

Human resources manager, HR and communications, Düsseldorf
My expectations for Statkraft have been met and then some. I am looking forward to working in a group which emphasises diversity as much as Statkraft does, and I am enjoying the international working environment. People have been very welcoming and I appreciate the open and friendly corporate culture. Renewable energy is an exciting area for me, and I learn every day. I am looking forward to contributing to Statkraft’s future as HR manager.

Statkraft...

... is the largest renewable energy player in Europe. The group produces and develops hydropower, gas and district heating, and is an important player in the European energy exchange. Statkraft also develops marine energy, marine power, solar power and other new energy solutions. Through ownership in other companies, Statkraft delivers electricity and heating to about 600,000 customers in Norway. In 2006, the group had a turnover of NOK 25 billion. Statkraft has 3,000 employees in the group and is an important player in the environment, and Statkraft works every day to supply it...
The world’s longest span

SAFETY HARNESSES and helmets had been traded for ties and hats when the power company in Åløt built an electricity grid to Måløy, Flore and the aluminium town of Stongfjorden in 1920. A span had to be built across Nordfjorden to transport the electricity. This was an ambitious project, and the span was the longest in the world at the time. The power line was built, and was followed by new lofty plans from the politicians in Bremanger municipality.

It quickly became clear that the plans to build a power station in the area were characterised by excessive ambitions and poor management. The poor management resulted in the costs of the inter-municipal company behind the development spiralling out of control. In 1922, the company had acquired an enormous debt of NOK 13 million, and the building of the power station was halted. Many of the involved municipalities struggled to pay down the debts for the next 40 years.●