

Sustainability in Action

2024



Contents

- 2 Chief Executive Officer's overview
- 3 Chief Sustainability Officer's overview
- 5 Our operations in action
- 18 Our people and communities in action
- 27 Our governance in action

55,000

employees

24

European countries

20

years of operation

€12 bn

invested capital

DTEK Group is the largest private investor in the energy sector of Ukraine, with over €12 billion in invested capital since 2005, employing 55,000 people.

Our businesses generate electricity at wind, solar and thermal power plants, distribute and supply electricity to end consumers, extract natural gas and mine coal, trade energy resources on Ukrainian and foreign markets, and provide domestic and commercial energy services.

Since the company's founding 20 years ago, DTEK has grown into a national energy leader. Today we are transforming into a pan-European clean energy business.



Action Report:

read more about DTEK's Fight for Light.



Read more

All content and data represented in this report is accurate up to the end of January 2025. For the latest information visit [DTEK.com](https://dtek.com), or follow us on [in](#) or [X](#).

Building a more secure and sustainable energy future



Caring for others and protecting our planet has taken on profound significance for Ukrainians in recent years. Lost lives and livelihoods, the destruction of our land and attacks against every part of society have given us a new appreciation of life. Today, the consequences of war are fuelling DTEK's drive to become a sustainable and resilient energy leader in both Ukraine and Europe.

Sustainable growth and responsible business practices have been integral to our approach for 20 years, and today we are going further than ever before.

In the area of climate, Russian attacks on our energy infrastructure are accelerating our efforts to decarbonise. In place of thermal power plants, we are investing heavily in wind, solar and battery assets, that are not only better for the planet but are more resilient to attack.



Today, the consequences of war are fuelling DTEK's drive to become a sustainable and resilient energy leader in both Ukraine and Europe.

Our ambition is clear: while maintaining essential existing power generation in the short term, we will lead Ukraine into a new era of sustainable energy, creating a low-carbon, renewable and distributed energy system, while also expanding operations and clean energy projects in Europe to strengthen the continent's energy security.

Investing in green technologies is not only environmentally sound, but also benefits our business: by meeting European standards we unlock new opportunities, partnerships and access to funding.

Today, DTEK is Ukraine's largest investor in renewable energy and has an ambitious pipeline of new projects in Ukraine and the European Union. DTEK will play its part in helping Europe achieve energy independence and a green transition.

In line with this ambition, Jeff Oatham was appointed Chief Sustainability Officer for the Group in May 2024. He and an expanded Sustainability function are now accelerating DTEK's sustainability planning and activities. This includes the development of our upcoming Energy Transition Plan.

Through the pages of this publication, we outline DTEK's progress in its sustainability journey and share our vision for the path ahead. We explain the work underway to align the Group with international standards and set out the efforts already in progress to enhance our sustainability performance across environmental, social and governance (ESG) matters.

Lastly, we tell the story of the team behind this transformation: the 55,000 DTEK employees who are helping deliver a secure and sustainable energy future in the full understanding that our energy powers life.

Maxim Timchenko
Chief Executive Officer

DTEK's sustainability journey



We define sustainability at DTEK by two key efforts: keeping the lights on today and investing in tomorrow.

DTEK has played a key role in the story of Ukraine's survival in recent years, and it is a privilege to join a group of such committed men and women. Against this backdrop of war however, most organisations might be expected to rein in their sustainability ambitions. Instead, DTEK is stepping up its planning and activity.

There are five reasons why we are going further:

1. Our experience shows how energy can be used as a weapon, and the value of renewable, decentralised systems in building resilience.
2. The future of DTEK and Ukraine lies with Europe. That means matching our activities to the EU's sustainability ambitions.
3. Ukraine has its own climate targets for 2030 and beyond: we can help the country to deliver.
4. The rapidly growing renewables sector represents real opportunity for a company with DTEK's track record.
5. Of course, we recognise the urgent challenge of climate change. Companies must act today to protect the generations of tomorrow.

A renewed focus

Around the world, stakeholders are expecting more from businesses on sustainability. For DTEK, meeting these expectations is more complex and urgent. Inevitably, our war efforts have made delivering on aspects of our sustainability commitments more challenging.

At the same time, war has accelerated our shift to renewables. To put it simply, we define sustainability at DTEK by two key efforts: keeping the lights on today and investing in tomorrow. That investment is in Ukraine, in Europe and in our own operations.

Progress since 2020

As CSO, my vision is for sustainability to drive DTEK's transformation, and that my team acts as a critical, value-adding business partner for the Group. We will address challenges such as climate change, embedding best practices in our operations and ensuring a just transition for our workforce and local communities.

With this publication, I am pleased to restart sustainability reporting and share the work we are doing to strengthen our performance and prepare for future requirements under the Corporate Sustainability Reporting Directive (CSRD).

In the past year, our new central CSO function has conducted a double materiality assessment (DMA) to identify impacts, risks and opportunities (IROs) in our own operations and across our value chain. We are integrating the results into our sustainability strategy and will use this to build an action plan for CSRD disclosure. We have also completed a greenhouse gas (GHG) inventory exercise aligned with the GHG Protocol, creating our first emissions baseline covering scopes 1, 2 and 3. This is forming the basis of our Energy Transition Plan, which will map our decarbonisation journey.

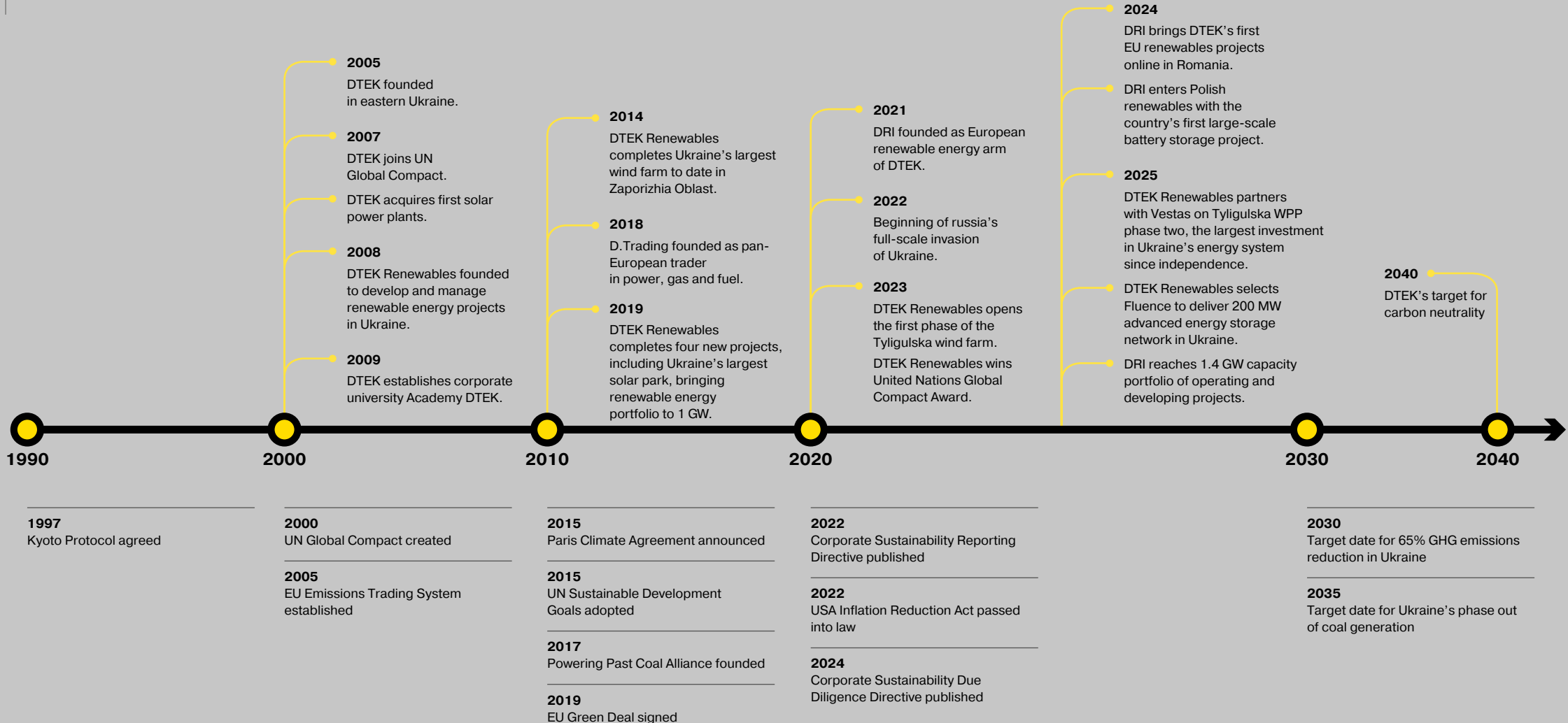
While this report does not provide extensive disclosures or performance data as we prepare for CSRD, I am pleased to share details of actions and projects we have completed to enhance our sustainability performance, as well as a high-level overview of our IROs and GHG inventory.

DTEK has a lot to be proud of in its two decades of operation. I am confident that with this programme we will help shape the company's next 20 years and beyond.

Jeff Oatham

Chief Sustainability Officer

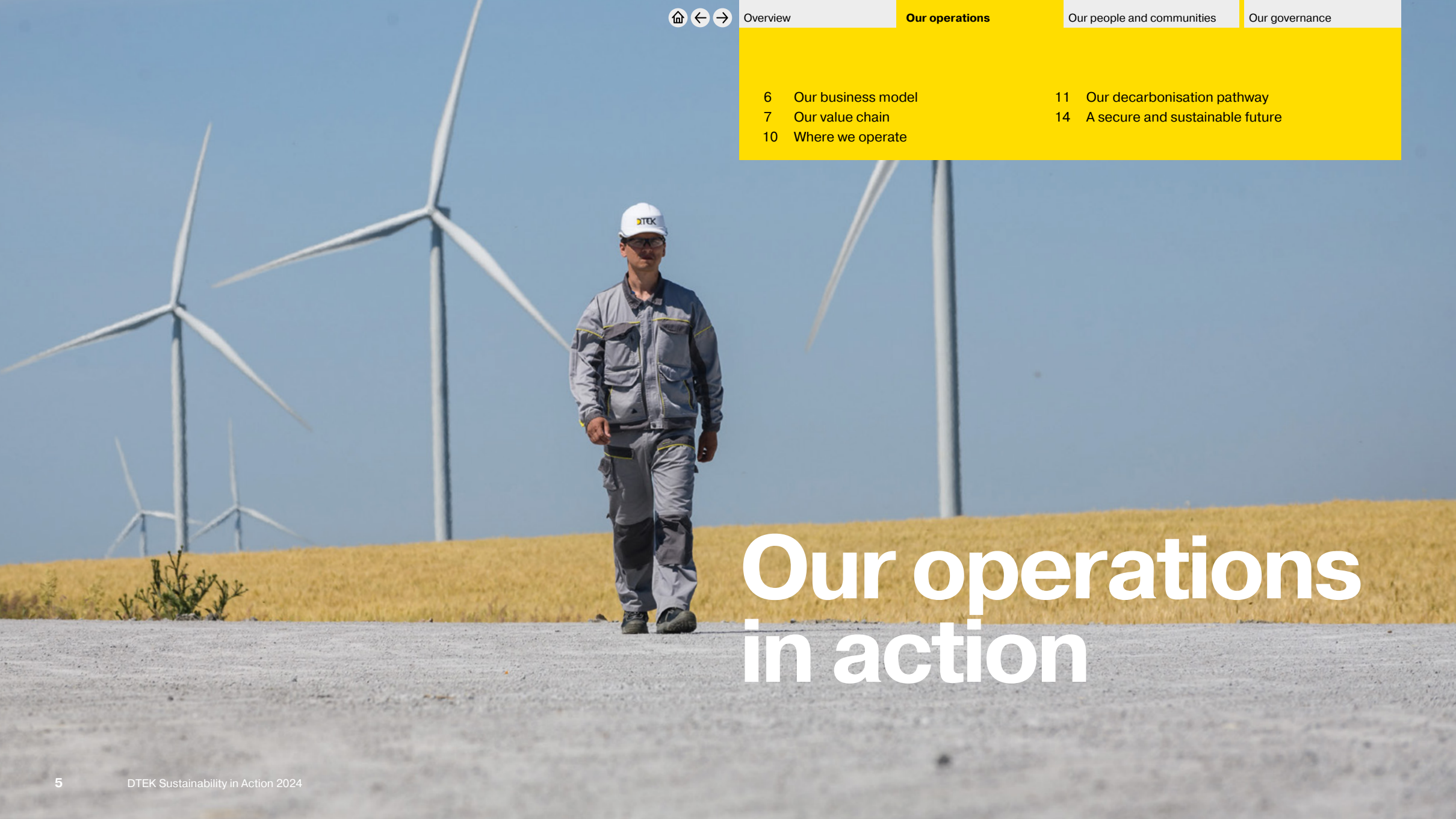
Our progress





- 6 Our business model
- 7 Our value chain
- 10 Where we operate

- 11 Our decarbonisation pathway
- 14 A secure and sustainable future



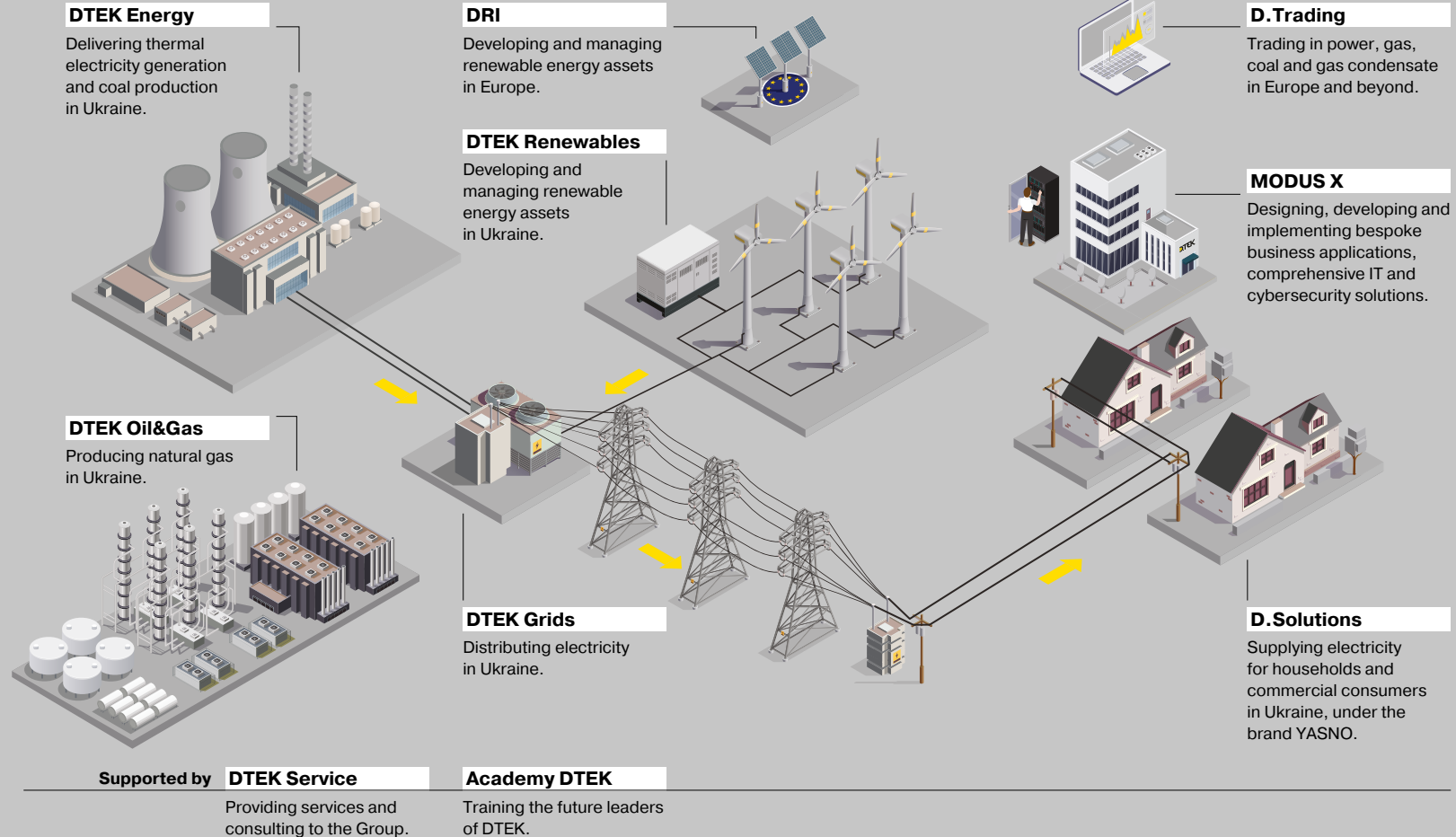
Our operations in action

A model for success

An integrated business model

DTEK Group is structured to ensure the independence, efficiency and good governance of our businesses. Here, we provide a visual representation of how our businesses work together to create value.

DTEK operates multiple businesses within its Group across the whole energy spectrum from extraction, to generation, distribution, and supply. Each independent business provides different services to maximise efficiency and create value for DTEK Group. By using this model DTEK strengthens its overall performance, supports energy security and contributes to a sustainable energy future.



Monitoring our impact

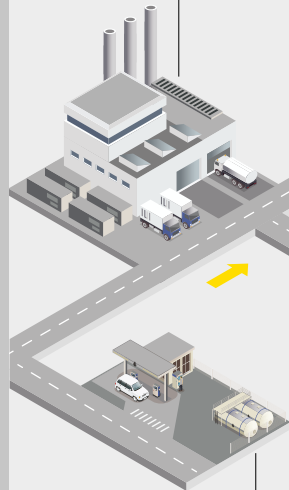
Understanding how we impact the world around us, positively or negatively, and how the world affects our business financially is the starting point for any sustainability strategy.

Here we provide a high-level indication of the impacts, risks and opportunities for DTEK and their relevance to our businesses and value chain.

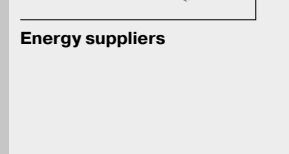
Suppliers (upstream)

- 1
- 2
- 4
- 5

Manufacturing



Energy suppliers



DTEK operations

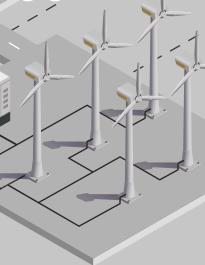
DTEK Oil&Gas

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 12
- 13



DTEK Renewables

- 1
- 2
- 3
- 5
- 6
- 7
- 8
- 9
- 12
- 13



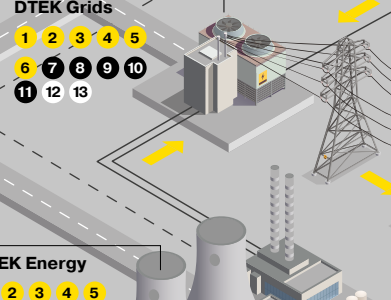
D. Trading

- 1
- 2
- 3
- 4
- 5
- 7
- 8
- 12
- 13



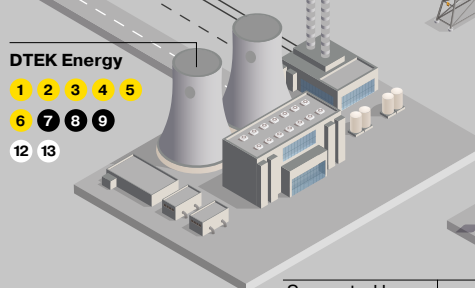
DTEK Grids

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13



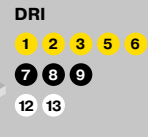
DTEK Energy

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 12
- 13



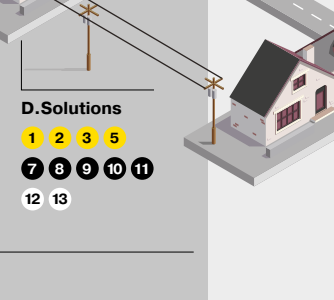
DRI

- 1
- 2
- 3
- 5
- 6
- 7
- 8
- 9
- 12
- 13



D.Solutions

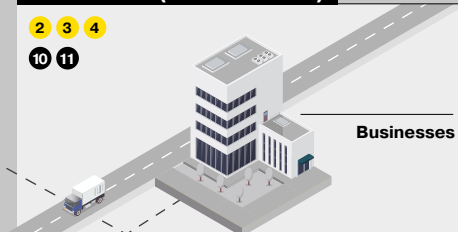
- 1
- 2
- 3
- 5
- 7
- 8
- 9
- 10
- 11
- 12
- 13



Customers (downstream)

- 2
- 3
- 4
- 10
- 11

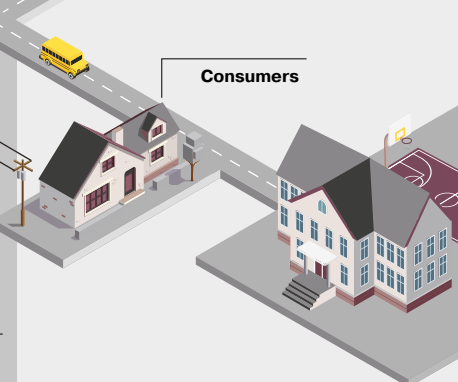
Businesses



Governments



Consumers



Key: impacts, risks and opportunities

Environmental

- 1 Climate change adaptation
- 2 Climate change mitigation
- 3 Energy
- 4 Pollution
- 5 Resource use
- 6 Waste

Social

- 7 Own workforce – secure employment
- 8 Own workforce – adequate wages
- 9 Own workforce – health and safety
- 10 Consumers – privacy
- 11 Consumers – security of a person

Governance

- 12 Corporate culture
- 13 Corruption and bribery

Supported by

DTEK Service

- 1
- 2
- 3
- 5
- 6
- 7
- 8
- 9
- 10
- 12
- 13

DTEK's impacts, risks and opportunities (IROs)

Topic	IRO	Description	Time horizon	Value chain		
				Suppliers (upstream)	Own operations	Customers (downstream)
Environment						
Climate change adaptation	⬇️	Extreme weather events may cause damage to infrastructure, disrupting operations	Long	■	■	
	⊕	GHG emissions from our own operations, the production of products we buy, and the use of products we sell have a negative impact on the climate	Long	■	■	■
		The generation, sale, and trading of renewable energy helps to avoid emissions and reduce negative impacts on the climate	Long	■	■	■
	⬇️	Increasing expectations from financial institutions on sustainability performance may limit access to capital investment	Medium		■	
Energy	⬆️	International climate targets have increased demand for renewable energy, presenting opportunities for business growth	Medium		■	
	⬇️	Energy consumed during operations and lost during transmission has a negative impact on the climate	Long		■	
Pollution	⬆️	Increased demand for energy globally, and especially in Europe, presents opportunities for business growth	Medium		■	■
	⬇️	The extraction and burning of fossil fuels produces pollutants, which may cause harm to people and the environment if not managed appropriately	Long	■	■	■
Resource use	⬇️	Pollution regulations could restrict operations and/or present risk of fines if limits are exceeded	Short		■	
	⬇️	The extraction of raw materials required for our operations has a negative impact on the environment	Short		■	
	⬇️	A reduction in supply of materials and products that DTEK purchases could increase prices and costs	Medium	■	■	
Waste	⬆️	A reduction in supply of raw materials DTEK produce and sell could increase prices and profits	Medium	■	■	
	⬇️	Poor waste management can impact the environment due to resource inefficiency	Short		■	
⬇️ Negative impact ⬇️ Risk ⊕ Positive impact ⬆️ Opportunity						

Topic	IRO	Description	Time horizon	Value chain		
				Suppliers (upstream)	Own operations	Customers (downstream)
Social						
Own workforce – secure employment	+	Our permanent contracts give social and economic security to employees	Medium		■	
	⚠	The current labour shortage in Ukraine because of war presents a risk of high staff turnover, affecting productivity	Medium		■	
Own workforce – adequate wages	+	The average wage in DTEK is higher than the local minimum wage which supports employees' financial wellbeing	Medium		■	
	⚠	Failure to maintain competitive salaries can lead to high staff turnover, affecting productivity	Medium		■	
Own workforce – health and safety	–	The nature of our operations presents a risk of serious injury or even loss of life	Short		■	
	⚠	Injuries and fatalities cause loss of work, operational delays, and financial costs associated with employee compensation	Short		■	
Consumers – privacy	–	DTEK holds a large amount of customer information, which if leaked would impact customers' privacy	Short		■	■
Consumers – security of a person	⚠	The current war with russia has reduced the security of people living in Ukraine, leading to a drop in population and number of DTEK customers	Short		■	■
Governance						
Corporate culture	+	A strong corporate culture can encourage responsible business practices that support the environment and society	Long		■	
	⬆	A strong corporate culture can help to attract and retain talent and enhance employee performance	Medium		■	
Corruption and bribery	+	A strong anti-corruption and anti-bribery programme helps to prevent and detect incidents	Medium		■	
	⚠	Any incidents of corruption or bribery would cause reputational damage and risk of prosecution	Short		■	
<div style="display: flex; justify-content: space-between;"> <div> <p>– Negative impact</p> <p>+ Positive impact</p> </div> <div> <p>⚠ Risk</p> <p>⬆ Opportunity</p> </div> </div>						

From national to international leadership



Where we operate

Starting life in eastern Ukraine, DTEK's operations today stretch across Europe.

In Ukraine we have the full range of energy operations: extraction, generation, transmission, and supply. While in Europe, we have corporate centres in Amsterdam and London, renewable energy operations in four countries through DRI and trading activities in most countries through D.Trading.

- Corporate offices
- Commodities trading
- Electricity transmission
- Consumer energy delivery
- Wind energy generation
- Solar energy generation
- Battery storage
- Thermal energy generation
- Oil and gas extraction

Accelerating the energy transition

Ukraine is on a decarbonisation pathway, having announced a nationwide phaseout of coal by 2035 at COP 26 in 2021. Also in 2021, the country committed to reducing GHG emissions by 65% of its 1990 levels by 2030 and achieving carbon neutrality by 2060. At DTEK, we are taking this commitment even further.

In 2020, we became the first energy company in Ukraine to publicly commit to achieving carbon neutrality by 2040 and we are working to transform our business strategy to align with the Paris Agreement goal of limiting global warming to a maximum of 1.5°C above pre-industrial levels.

Our commitment goes beyond our own operations. We are also working to reduce emissions across our broader value chain, with a strong focus on shifting from coal to renewable energy.

Since 2008, DTEK has been expanding Ukraine's renewable energy capacity through our green energy subsidiary, DTEK Renewables. During this time, DTEK has invested €1.4 billion in building 1.1 GW of solar and wind power generation, more than any other company in Ukraine. We are also investing in our expansion into Europe. Our EU renewables arm DRI now boasts a total portfolio of 1.4 GW of operational and in development projects, spanning Romania, Croatia, Italy and Poland.

russia's war has heightened our awareness that renewables are key for Ukraine and Europe's future, not just in terms of reducing emissions but for energy security as well.

As Ukraine's recent experience has shown, 'energy security' no longer just means security of supply. Today, it also means the physical protection of energy infrastructure. By building dispersed renewable energy and battery storage assets, we are simultaneously tackling climate change and energy insecurity. More difficult to attack and easier to repair, distributed renewables provide greater security and resilience than large, centralised thermal power units.

Balancing a crisis response with a greener, more resilient energy system

The war has forced some difficult but necessary decisions. We have spent money repairing and restoring damaged thermal power plants to meet Ukraine's urgent needs. With russia deliberately targeting our civilian power facilities, energy demand has exceeded supply, especially during winter. We have therefore focused on keeping power flowing to deliver light and warmth to Ukrainian homes. However, our commitment remains clear: we are only repairing what is required, and we will not build new thermal power plants. Our membership of the Powering Past Coal Alliance (PPCA) underscores this commitment.

At the same time, we are growing our investment in renewable energy. Our €450 million investment to expand the Tylygulska wind power plant, in partnership with Vestas, marks the largest private energy investment in Ukraine since independence. We are also moving forward with plans to strengthen the grid by deploying a network of high-tech battery storage facilities to ensure stability for Ukraine's energy system.

This is just the beginning. Our Energy Transition Plan will outline our long-term strategy in more detail when it is published in the coming months.



Measuring our greenhouse gas footprint

DTEK recognises that its operations generate significant greenhouse gas (GHG) emissions. We are committed to reducing this footprint, however the process will take a number of years, especially in light of our commitment to provide a stable supply of energy to Ukrainians through war and recovery.

In order to decarbonise our operations, we must first understand our emissions footprint. In 2024, we undertook a GHG inventory project to calculate emissions across scope 1 and scope 2 emissions (direct and indirect emissions from our own operations) and, for the first time, our scope 3 emissions as well (generated from our value chain). These calculations were performed in line with leading global emissions accounting framework, the GHG Protocol. This project is the first and crucial step towards developing our Energy Transition Plan.

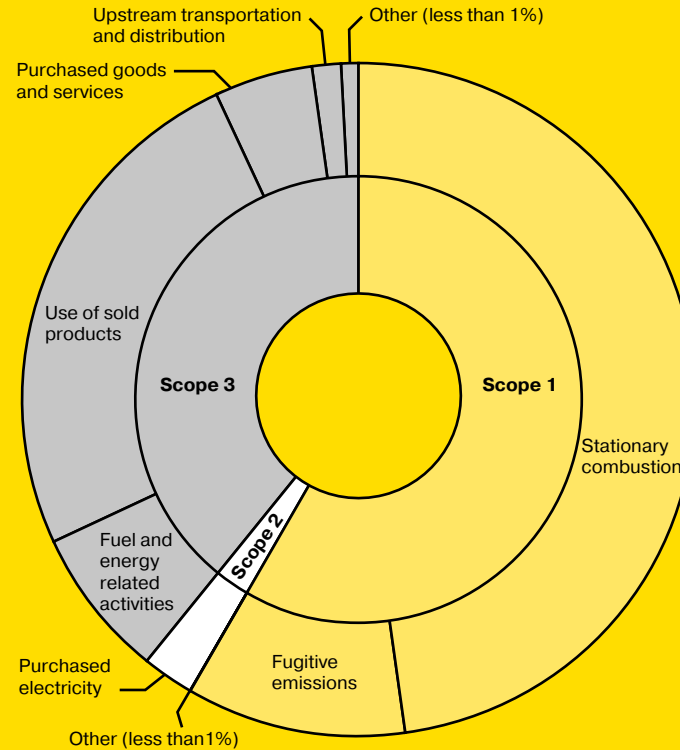
On this page we share the results from this exercise and identify the carbon hotspots we will be focussing on tackling.

Total emissions, 2023

45,090,060

tCO₂e

DTEK Group carbon footprint – 2023



Scope	tCO ₂ e	%
Scope 1	26,380,835	59%
Scope 2	1,067,606	2%
Scope 3	17,641,620	39%

Carbon hotspots

Stationary combustion

Burning coal for power generation



Fugitive emissions

Methane leaks during coal mining



Fuel and energy related activities

Purchase and sale of electricity to end users



Use of sold products

Combustion of fuel produced and sold to end users



Case study

Partnering with Vestas to create Ukraine's largest wind power plant

With its partner Vestas, DTEK is quadrupling the capacity of Tyligulska wind power plant. From the outset, the plant has been underpinned by partnership. The first phase was constructed in collaboration with leading Danish wind turbine manufacturer Vestas, supported by the European Commission

and the governments of Ukraine and Denmark.

It stands as an example of the great value of international support and cooperation in accelerating the energy transition, even in difficult circumstances.

The second phase will create one of the largest wind farms in Eastern Europe, with a capacity of 500 MW through 64 additional turbines, and is to be delivered with the same trusted partners.



Case study

Partnering with Fluence to deliver Ukraine's first large-scale battery grid

DTEK is partnering with Fluence to deliver a ground breaking 200 MW energy storage project across six sites in Ukraine.

This €140 million initiative, set to be completed by October 2025, is a crucial step in enhancing Ukraine's energy security. The energy storage systems will provide 400 MWh of dispatchable electricity, enough to power 600,000 homes for two hours.

Fluence, a global leader in energy storage, has delivered 37.7 GWh of storage solutions worldwide. In Ukraine, it will help integrate a network of advanced battery systems designed to stabilise the grid and restore power more rapidly after outages. With these systems, the country will be among the first globally to benefit from innovative grid-forming capabilities. As DTEK and Fluence work together to complete the project, DTEK's staff will be trained to maintain the systems, ensuring long-term resilience and sustainability for Ukraine's energy infrastructure.

A SECURE AND SUSTAINABLE FUTURE

Environmental stewardship

As is evident from our GHG inventory, to reduce our impact on the environment a priority will be reducing our scope 1 emissions, and the majority of that is linked to thermal power generation and coal mining. DTEK was the first Ukrainian company to join the Powering Past Coal Alliance (PPCA) initiative at the UN Climate Change Conference (COP26) in 2021.

The PPCA members are committed to working together to increase support for coal transition, unlock international finance, drive a just transition, and develop and share best practice. At DTEK we have already started to close some of our coal mines and as a company, we are committed to supporting Ukraine's phaseout of coal by 2035. However, for now, coal power remains an important part of Ukraine's energy mix, contributing approximately 15% of all electricity generation, and is critical to the country's energy and social security at a time when energy assets are being targeted by Russia. Therefore, we plan to create and publish an Energy Transition Plan that works for both the environment and Ukraine's needs.

GHG emissions are only one element of our environmental impact though, as is shown in our value chain impact analysis on page 8, and at DTEK we are committed to protecting and enhancing all aspects of the environment. We work to improve air quality and reduce potentially harmful emissions through a pollution monitoring programme which includes laboratory testing of discharges from production facilities, assessment

of waste disposal sites, atmospheric air sample testing, and regular testing of purification equipment. We also aim to reduce our water consumption and maintain purity of water supplies through regular review of operational processes to identify efficiencies and advance sampling and laboratory testing of wastewater.

We manage waste responsibly, handling hazardous waste in line with best practices and identifying opportunities for reuse and reduction of waste to landfill where possible. Even our repair of war damaged power plants has circular economy principles at its heart. Led by our Office for Recovery and Energy Infrastructure, our team is sourcing equipment that can be reused from decommissioned plants across Europe and beyond, saving us money, time, resources and reducing our impact. Our environmental management system is accredited to ISO 14001 international standards and guides our operational activities, ensuring a culture of continuous improvement.

New development projects go through an environmental impact assessment in line with latest legislation to identify ways to minimise their impact and we often deliver ecological enhancement schemes to support nature in communities near DTEK facilities. We're also actively monitoring the interaction of wildlife with our existing infrastructure. For example, DTEK Grids' #EnergyWings project aims to preserve Ukraine's population of white storks, which often nest on power line poles and are at risk of falling onto live wires.

The project involves the transfer of vulnerable nests from power lines to dedicated nesting platforms that have been installed by Grids engineers. In 2024, a monitoring programme identified that 93% of the 674 nests that were inspected were occupied by white storks. It is estimated that over 50,000 white storks in total have been protected by the scheme since its origination in 2013.

674

installed nests inspected in 2024 monitoring programme

50,000

white storks protected since 2013

Case study**Replanting trees in the Mykolaiv region**

A 2024 report by TopLead, sponsored by DTEK, showed that more than 79,300 hectares of forests and plantations have been destroyed since Russia's full-scale invasion. Many Ukrainian territories have been damaged by the war, forests have been burned down and soil has been contaminated by toxic substances. As an environmentally responsible company, DTEK was determined to help. Looking to speed the restoration of Ukrainian nature, our people restored a former forest plantation in the Mykolaiv region in November 2024. Employees together with representatives of the Southern Office of the State Enterprise 'Forests of Ukraine' planted 2,400 acacia saplings over an area covering 0.5 hectares near the village of Anatolivka. Tree planting helps prevent wind erosion of soils and supports the return of other wildlife to the area, giving biodiversity a fresh start.



Planting trees is always a good idea. We all understand how much the nature of Ukraine has suffered as a result of the hostilities and how long it will take to restore a healthy environment for our country. This symbiosis of environmentally responsible business and the state gives us hope for a faster revival of nature.

Tetiana Babich,
Environmental Manager,
DTEK Renewables

An increased role in the European energy market

DTEK and Ukraine's future lies with Europe. Following disconnection from the Russian and Belarusian energy grids in February 2022, Ukraine has continued to reorient towards Europe both in terms of energy partnerships and political allegiances. The country's integration into the European energy system was formalised in 2023, when it became the 40th member of the European Network of Transmission System Operators for Electricity (ENTSO-E).

DTEK is helping to facilitate this repositioning, setting its sights on playing an increased role in the European energy market and supporting Europe's renewable energy ambitions. DTEK aspires to be a pan-European clean energy company, helping to power a more resilient and sustainable energy future for the region.

Our EU renewables arm, DRI, leads this area of work, delivering solar, wind and battery storage projects in countries such as Romania, Poland, Croatia and Italy. DRI's three operational projects, Ruginoasa wind farm and the Glodeni I and Glodeni II solar parks, represent a total operational capacity of 173 MW. Including projects in development, the business has a total renewables portfolio of 1.4 GW. In Italy alone, DRI has seven renewable energy projects in various stages of development, and in Poland it is developing the country's first large-scale battery storage project, with an installed capacity of 133 MW.

Case study

Helping Romania reach its green energy ambitions

Romania is one of DRI's four main priority markets, and in just two years the company has become one of the largest investors in renewables in the Romanian market. The company now has ambitious plans to expand this even further, helping the country to achieve its green energy goals.

The Ruginoasa project was the first wind farm built in Romania in a decade and the Glodeni I and Glodeni II solar parks are together one of the largest solar power facilities in the country. The three projects contribute enough renewable energy to the grid for 77,449 homes.

The latest addition, Vacaresti solar park, has been granted permission for construction from the Romanian Energy Regulatory Authority (ANRE). When completed, it will produce enough green electricity to power around 50,000 homes, avoiding 48,600 tonnes of carbon emissions each year.



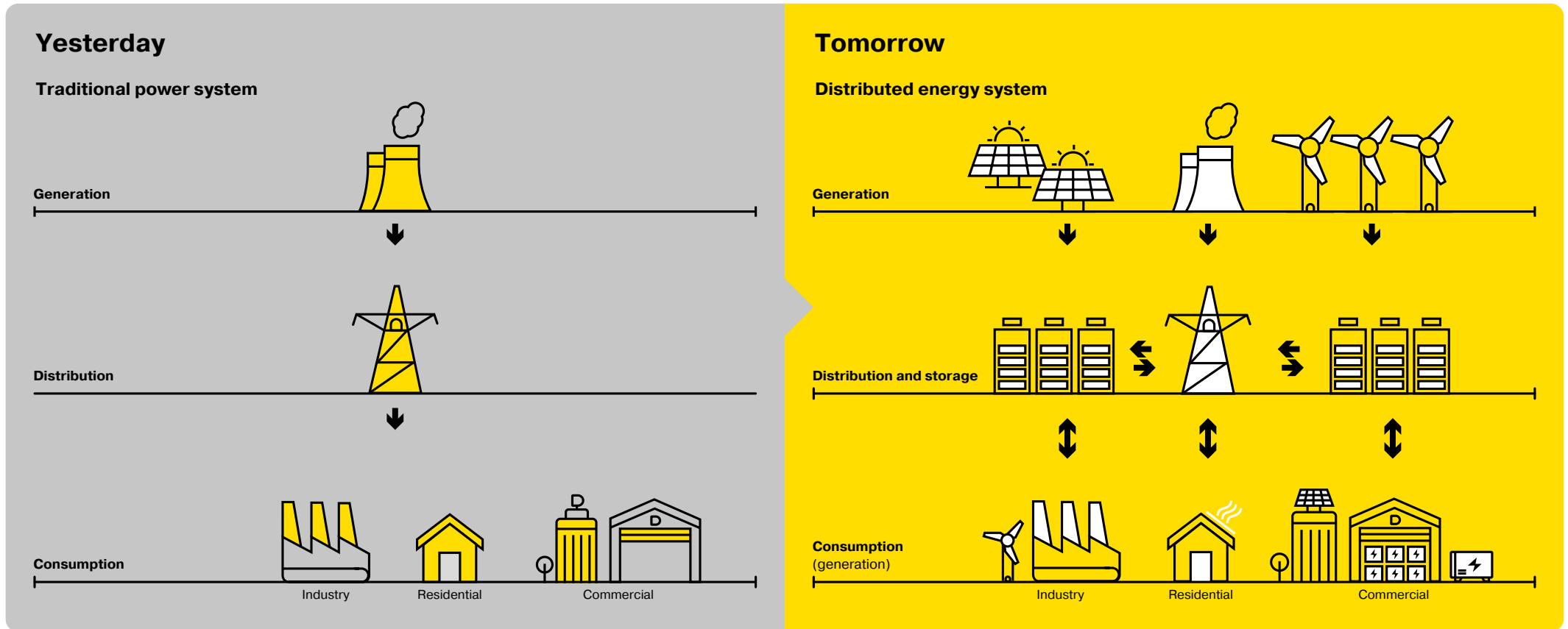
DRI has quickly become one of the main renewable energy investors in Romania. It's great to be at the centre of this acceleration of the country's energy transition. With ambitious targets, there is huge renewables potential in Romania and DRI's contribution to that is important on both national, regional and community level.

Laura Lazar,
Country Director,
DRI Romania

The power of a distributed system

In a traditional power system, energy flows one-way from a few, large, centralised fossil fuel sources via distribution networks direct to end users. In a distributed energy system, power is produced by many, smaller and mixed generation assets, is stored in a network of batteries, and flows in both directions to and from consumers who can generate their own energy – adding resilience to the grid.

Transforming the energy system into a distributed network presents significant opportunity for Ukraine and Europe to modernise, decarbonise and secure its energy future. However, such transformations required significant investment in infrastructure upgrades and the policy and legislation to facilitate this. With our track record in developing renewables and battery storage, as well as our leading retail business YASNO, we are well positioned to help drive this transformation.





- 19 Our commitment to society
- 20 Our workforce
- 23 Our customers

- 25 Our communities

A photograph of four workers in a tunnel, viewed from behind. They are wearing hard hats and high-visibility work clothes with 'DTEK' on the back. The tunnel is dimly lit, with a bright light source at the far end, creating a silhouette effect. The workers are standing on a concrete path, and the tunnel walls are made of dark, curved metal segments.

Our people and communities in action

Creating social value

For 20 years DTEK has worked to create social value in the regions where we operate. As we expand into Europe and beyond, we aim to achieve a positive societal impact by supporting our workforce, meeting customers' needs and investing in community programmes. We will also continue to drive local and regional economies by creating employment opportunities, stimulating supply chains and paying taxes fairly.

Our societal impact and value in numbers:

55,000
people employed

24
countries of operation

18
nationalities

37,000
training events by Academy DTEK

900
enlisted employees returned to civilian life

3,800
internally displaced people employed

€35 million
donated to humanitarian and military support

17 million
families reconnected to power

Putting our people first

At DTEK, we never lose sight of the fact that our people are our most important asset. They are essential to the success of each DTEK business and the DTEK Group. Our employees' ingenuity, dedication and skill will be key to driving the energy transition. That is why we work hard to create a strong corporate culture, one that can attract and retain the talent needed to advance our green energy ambitions.

As a responsible employer, this means providing a safe, secure, supportive and inclusive working environment in which all employees can thrive. It means helping to develop their skills and knowledge through training and development programmes, supporting their mental and physical wellbeing and ensuring equal opportunities for all. As such, our people and HR initiatives are vital components of our sustainability programme, empowering our workforce to help us achieve our goals.

DTEK duty of care

Due to the nature of our business, there are inherent health and safety (H&S) risks across our operations. The mining and extraction of natural resources and the operating of power plants expose workers to potential hazards. To manage these, we have developed rigorous H&S policies and procedures.

We are committed to fulfilling our duty of care to all employees. Safeguarding the life, health and wellbeing of our people while they are at work is our number-one priority. For this reason, we have integrated occupational H&S systems into all enterprises where risks are present. A culture of zero tolerance for injuries guides our work in this area, with a range of measures in place to maintain safe working conditions. These include training and briefings on H&S, medical support for all employees and the provision of protective equipment. Our employees can also access voluntary health insurance, corporate psychologists and physical health improvement schemes.

During Russia's war with Ukraine, our duty of care has become even more essential. Throughout the war we have maintained a strong focus on our people, with the personal safety of employees and their families a Group-wide priority.

Through our DTEK Cares programme, for example, we have organised a network of medical centres, caches and shelters, while providing extensive first aid training, emergency response and psychological support for all our employees. We have also improved working conditions, adapting our premises to ensure comfort and safety for our people in the event of air raids. Across our network of 175 shelters, we have continued to make enhancements, providing new furniture, uninterrupted power and internet access. To help employees escape through creativity and relaxation, we have converted one shelter into an Art Hide and, at our Kyiv office, created a Garden of Ideas – a green space to give colleagues somewhere to unwind.

Training and development

Founded in 2010, Academy DTEK provides consolidated resources for the training and development of DTEK employees. Focused on vocational and managerial development, today the Academy helps to create the technical capabilities and leadership skills we need to carry the company forward.

Each employee has access to training opportunities relevant to their role and experience. Since Academy DTEK was created, more than 50,000 employees have received training across 37,000 Academy DTEK events. In 2024 alone, 52 managers completed our leadership pre-MBA programme, 9,463 employees attended our On the Wave of Knowledge education scheme, and 12,050 received training across 34,625 corporate competency sessions.

To ensure we keep at the forefront of our industry and provide world-class education, the Academy cooperates with leading international business schools and professional associations, such as INSEAD, IE Business School and Stanford University. The Academy also provides a platform for knowledge-sharing and engagement, enabling users to stay abreast of the latest innovations and best practices. In 2024, it facilitated presentations and workshops from 20 national and international speakers, including leading thinkers on transformation and growth strategies such as Daron Acemoglu, Scott D. Anthony and Rita McGrath, giving our employees the inspiration and insight needed to navigate our own energy transition.

Case study**Supporting DTEK employees in active service**

As of the end of March 2025, 5,391 DTEK employees have served in the Ukrainian Armed Forces, with 4,045 currently serving. As a company, we support our enlisted colleagues by purchasing helmets, bulletproof vests, military uniforms and boots where needed. We also help resolve any domestic, legal or organisational issues that arise during active service.

Tragically, as of the beginning of March 2025, 347 DTEK employees have been killed, many of whom were mobilised. It is part of our moral duty of care to cherish the memory of our fallen colleagues. We provide dedicated support to the families of those who have lost their lives, while also helping injured employees.

We have also employed more than 3,800 internally displaced people, forced to leave their homes due to russia's war with Ukraine.

Case study**Supporting our veterans**

At DTEK, we are dedicated to supporting our veterans. We provide a comprehensive range of support measures, including Veteran+, an extended voluntary medical insurance package tailored to meet the specific needs of those returning from military service.

Retraining and skill development are other crucial components of our support strategy. We offer extensive training programmes designed to facilitate skills transfer and professional development for veterans re-entering the workforce.

Our teams receive specialised training on how best to interact with veterans and support their reintegration. This focuses on reducing stress, restoring confidence, and helping individuals adapt to new environments. These services are also available to veterans not employed by DTEK, often leading to employment opportunities. To date, 160 veterans from outside the company have joined DTEK during the ongoing war.

To ensure a consistent and effective approach, we coordinate our efforts through the DTEK ProVeteran programme. This, developed in consultation with returning service personnel, aims to facilitate the swift and effective reintegration of veterans into the workforce and civilian life. We also proactively share our expertise with other companies in Ukraine, helping them to develop their own successful reintegration initiatives.

In recognition of our efforts, the ProVeteran team received the UN Global Compact's 'Partnership for Sustainability Award' in 2024.

Case study**People First! Academy DTEK's award-winning programme**

People First! is an Academy DTEK project which addresses critical social challenges in wartime conditions. It does this by providing solutions that combine technological innovation and people-focussed support. Some of the project's initiatives include:

- Training through VR simulators to ensure our workforce can develop critical skills needed for industrial roles when in-person training is restricted.
- Guidance to both employees and the public on energy saving practices through interactive simulators.
- Creation of an 'ID School' to develop change agents within DTEK: participants are equipped with skills to embrace technological shifts and develop long-term growth in a rapidly changing environment.

The project's positive impact was recognised at the Emerging Europe Awards 2024, which celebrated best practices and achievements in social, economic and democratic development in Central, Eastern and Southeastern Europe.

Diversity and inclusion

A diverse workforce is a strong workforce. Diversity generates different ideas and perspectives, driving innovation and enhancing decision-making. Recognising that all people are unique, we aim to create an inclusive environment where everyone can realise their potential, reflecting the varied perspectives of the communities we serve.

As we express in DTEK’s Ethics and Business Conduct Code, we pursue a policy of equal opportunity in the workplace and do not tolerate discrimination on any grounds. Through these principles, we are working to create a more inclusive and dynamic future for our employees and other stakeholders. Diversity is not just a goal, it enables us to adapt in a changing world, which is vital to our long-term success.

Ensuring a just transition

In the shift to an energy system powered by renewables, DTEK is committed to ensuring a just transition for our workforce and local communities whose livelihoods depend on work from mining and

thermal power generation. For years we have worked with authorities, stakeholders, and local communities, aiming to listen to the voices of those most impacted by this shift.

We focus on investing in retraining programmes, and developing local transformation plans. Notable examples include pilot projects in three mining communities in the Dnipropetrovsk region and plans for modernising the energy supply system for the Ladyzhyn community, which is currently reliant on DTEK’s Ladyzhynska power plant. Though the war has interrupted some initiatives, we continue supporting communities, including minimising winter risks and exploring alternative energy solutions.

As we progress the development and execution of our Energy Transition Plan we will build on these past efforts, ensuring that our transition to a low-carbon economy is fair, equitable, and inclusive.

Case study

Transferable skills in renewables

Across our operations, we support DTEK employees to retrain and diversify into new roles as they adapt to shifting circumstances or respond to the needs of the business. Increasingly, these new roles are oriented towards renewable power generation. By equipping our people with the skills and knowledge required for the growing green economy, we ensure job retention for our workforce while driving the energy transition in Ukraine and Europe.

During the construction of the first phase of the Tyligulska WPP, we drafted in DTEK engineers whose backgrounds were in coal and thermal power generation. This process involved rapid and extensive retraining and skills transfer. One DTEK worker, Ivan, who is now Chief Specialist at Tyligulska WPP, began his energy career at the Zuyivska Thermal Power Plant (TPP). According to Ivan, his shift from thermal power to renewables and his involvement in the construction of Tyligulska WPP are the defining moments of his professional life.



I loved my job at Zuyivska TPP. My family is an energy family, I was the third generation to work at the power plant. It was tough to leave it behind and retrain. After Zuyivska I worked at several other thermal power plants, then moved to a solar farm. Today I work at Tyligulska WPP. Now that I look back I’m so proud to see what we have achieved. To participate in the creation of the world’s first wind power plant built during a war – it is really the project of my life.

Ivan, Chief Specialist,
Tyligulska WPP, DTEK

Providing light and warmth

DTEK is the largest private energy company in Ukraine. We serve individual residents, small, medium and large businesses, and government organisations through our roles as both an electricity supplier and distribution system operator. As a supplier, DTEK is represented by the brand YASNO which provides electricity supply and energy efficiency solutions to families across three regions of Ukraine and business customers nationwide.

As a distribution system operator, DTEK Grids is responsible for ensuring the efficient operation of the power grid infrastructure, managing electricity distribution across five regions of Ukraine. The company plays a key role in maintaining the power grid, enhancing its resilience, and integrating advanced technologies to improve energy efficiency and reliability.

As such, across the country, many people rely on us for light, warmth and power in their everyday lives. Some of the businesses and public services we supply include offices, manufacturing plants, schools, and hospitals. Maintaining the flow of electricity to Ukrainian cities and homes is one of our major social commitments. We have a responsibility to provide a reliable supply of energy to key domestic and commercial infrastructure, and to support our end-users and customers, especially the vulnerable.

YASNO

3,219,943

Household customers



89,940

Commercial customers

4,232

Government customers

DTEK Grids

4,726,327

Household customers



515,215

Commercial customers

Understanding our customers' needs is critical to our success. It enables us to refine our services and communications to meet and exceed their expectations, which is particularly important in an environment where energy supply can change on a daily basis. Customer feedback is therefore vital: we provide various channels for engagement including a customer contact centre, online surveys, and in-person service point consultations. In 2024, DTEK answered over 14 million calls and undertook over 960,000 visits.

As the world digitalises, we also are transitioning our services to make them as easy and efficient for our customers as possible, moving more interactions online and expanding our services to provide customers with more sustainable solutions. These include installing smart meters, energy efficient appliances, residential solar panels, and electric vehicle charging points.

Supporting customers during war

Upholding our commitments to our customers during the war has been a significant challenge. Since the full-scale invasion began in 2022, our priority has been to protect Ukrainian families from the dark and cold, as Russia has continued to target the country's energy system. Our campaign to repair the damage and restore power is a fight for freedom, peace and progress. We call it the Fight for Light, highlighted in our recent Action Report.

Everything that enables a modern society to function depends on energy. An attack on civilian power stations and grids is an attack on civilian lives and livelihoods. The speed and scale of our restoration efforts are evidence of our commitment and responsibility to Ukrainian people and society.

Our grids teams are often deployed on the front line of the war with Russia. Their job is to repair the power lines, pylons and substations that deliver electricity to Ukrainian cities and homes. Since the start of the war, DTEK engineers have restored 987 energy facilities and 6,477 power lines. They work on an average of ten bombed power facilities per day. And by the end of November 2024, across Ukraine our grids teams had reconnected 17 million families to power, with some homes reconnected multiple times.

This work forms a core part of our social sustainability commitment. Through our restoration efforts, we are reconnecting critical infrastructure, such as hospitals and schools, while keeping the energy flowing to DTEK customers and communities.

Against this challenging backdrop, we are proud to maintain a strong Customer Satisfaction Index (CSI) for both households and businesses. This demonstrates our commitment to meeting our clients' needs and we will continually strive to enhance this.

YASNO

CSI = 93%

Household customers

CSI = 90%

Commercial customers



DTEK Grids

CSI = 89%

Household customers

CSI = 88%

Commercial customers



Action Report:
read more about DTEK's
Fight for Light.

Case study

Restoring power to the people of Bucha

In 2022, the Russian army invaded Ukraine from the territory of Belarus. As its forces made their way south towards Kyiv, they occupied the city of Bucha, 33 km from the capital. Eventually, the Ukrainian army drove the invaders out, but the city and its surrounding area were left in ruins. Predictably, the energy distribution network was totally destroyed, leaving a traumatised civilian population without light, heat and power.

Almost immediately, DTEK Grids moved into the area and began reconnecting and repairing the network infrastructure. In a remarkable display of grit and ingenuity, they restored 10,000 km of destroyed power lines, 71 high-voltage substations and about 3,000 transformation substations, achieving in 45 days what would normally take two years. Their efforts brought back power to 260,000 families.

In 2023, DTEK expanded the restoration project in Bucha, completing the modernisation of five power facilities across this and other energy-deficient districts. Equipment upgrades also helped energy workers improve residents' power supply and enhance essential social facilities. In this way, DTEK is providing vital support to vulnerable Ukrainian communities, helping people rebuild and look towards a brighter future.

Lasting local legacies

Our aim is to have a lasting positive impact on the communities where we operate in Ukraine and Europe. Our commitments in this area are primarily delivered through two channels. First, through investments in infrastructure to provide secure and reliable energy to support people's livelihoods. And second, through community support programmes and social partnership projects.

Our infrastructure investment not only covers major regional assets like renewable power plants, transmission lines and transformers, but also smaller features such as water purification systems and solar-powered streetlights. Our community and social projects range from children's sport initiatives to education schemes and environmental conservation. With all our projects, we work in partnership with the local community, engaging with them to understand their needs and develop schemes that provide the greatest benefit.

It is not just financial support that DTEK provides to local communities, but time and resource through our employees. DTEK Group fosters a culture of volunteering through various humanitarian initiatives. One example is 2024's Marathon of Good Deeds, which involved various charitable activities across the Group's businesses.

Case study

'Come On, Let's Play' and 'Energy Efficient Schools'

One of our flagship social projects is Come On, Let's Play – a collaboration with the football club FC Shakhtar Donetsk to support and develop children's football. To date, we have helped set up 20 football grounds in the regions where we have a presence, and another 20 in other regions. Every child is welcome, and in total almost 2,000 children, including girls and children with disabilities, trained at these facilities in 2024.

Another key project we support is Energy Efficient Schools – an online scheme available for all Ukrainian school-age children. It imparts basic knowledge about energy use, the need to preserve energy resources, and how energy saving competencies can be applied to everyday life. In recent years, energy conservation has been vital to help local communities prevent power shortages. Ukraine also needs to reduce energy usage and improve energy efficiency over the long term to lower demand and minimise our impact on the environment.



Community support during the war

Since February 2022, the majority of DTEK’s community activities have centred on supporting the war effort in Ukraine and maintaining domestic energy supply through infrastructure restoration. We have also engaged in ‘energy philanthropy’, providing free electricity worth nearly €8 million to medical and military facilities across our operating regions during the war.

In total, since the full-scale invasion DTEK Group has directed €35 million in support of humanitarian efforts. Our businesses have regularly donated warm clothes, medicines and food kits. We have also provided 200 DTEK fleet cars and continue to purchase and contribute pickup trucks. Some of these activities are managed locally, on an ongoing basis, at DTEK Group enterprises and offices. For maximum impact, DTEK coordinates humanitarian aid via funds raised through its parent company, SCM Holdings.

The Marathon of Good Deeds activities:

Collecting and delivering

429 kg

of humanitarian aid for our colleagues serving in the military (warming supplies, medical products, treats and more).



Collecting and delivering

585 kg

of humanitarian aid for evacuated families supported by the City of Good charity foundation.



Donating

153

litres of blood, potentially saving 1,017 lives.



Producing

1,457

trench candles, a source of heat for front-line soldiers.



Weaving

755 m²

of camouflage nets.



Delivering

1,107 kg

of pet food and medications to animal shelters in various regions of Ukraine.



28	Stakeholder engagement	32	Data and cyber security
29	Governance, ethics and compliance	33	DTEK Advisory Council
31	International partnerships	37	Sustainability governance and oversight











Our governance in action

Working with our stakeholders

As an integrated energy company working across Europe, we have many different stakeholders, both internal and external. Our stakeholders are vital for helping us create value as a business and we in turn aim to generate value for them

through our operations. For this reason, stakeholder engagement is very important at DTEK and we engage with key groups regularly to understand their views and build positive working relationships.

	 Employees	 Customers	 Local communities	 Partners	 Investors	 Government and policy makers	 NGOs	 Industry institutions
Examples	Energy workers, office workers, leadership and management teams.	Individuals, small, medium and large businesses, government and public organisations.	Individual residents, local businesses, civil society bodies.	Manufacturers, developers, utilities companies.	International financial institutions (IFIs), multilateral funding organisations, green investment funds and commercial banks.	MPs and government officials (Ukraine and international), EU policy-makers: Commission and Parliament, embassies.	International advocacy organisations, think tanks, charitable organisations.	Ukrainian, European and international business associations, research organisations, energy standards boards, analysts and advisers.
How we engage	Internal newsletters, leadership webinars, personal development conversations, employee satisfaction surveys.	Customer information and guidance, customer service centre, customer satisfaction surveys.	Official correspondence, public consultations, social partnership projects.	Direct collaborations, industry events, due diligence.	ESG ratings, investor presentations, industry events, direct investor relations dialogue.	High-level meetings (bilateral, round tables, discussions, conferences), working groups, international platforms, industry events.	International events, direct engagement.	Active participation in business associations, contribution to position papers, workshops and knowledge sharing, industry events.
Purpose of engagement	Ensuring employee wellbeing and inclusion, supporting personal development, building positive corporate culture.	Ensuring customers are appropriately informed, addressing concerns, providing a responsible service, enhancing customer satisfaction.	Ensure communities are appropriately informed, addressing concerns, supporting local initiatives, enhancing community services.	Growing business opportunities and shareholder value, building responsible partnerships, supporting the energy transition.	Attracting responsible investment, understanding investor expectations, supporting the energy transition.	Strategic partnerships, attracting investment for Ukrainian energy sector, building energy security, market integration, building reputation.	Awareness of industry standards and best practice, collaboration on sustainability goals.	Awareness of industry standards and best practice, technology and innovation exchange, support for energy market reforms, policy and regulatory alignment.

Our framework for good business

Robust governance provides the framework to drive sustainability. We have worked hard to build our corporate governance structure, compliance management system and business as a whole to align with international best practices. We apply principles comparable to those adopted by public international corporations, and we have developed numerous systems and procedures to ensure strong governance practices. We routinely review our work to align with evolving standards and, above all, we strive for a high degree of transparency and accountability and undertake to disclose important information in a timely, equitable and reliable manner.

Our energy transition will be underpinned by foreign investment. To maximise this flow of funding, we need the confidence of the international community in our ability to uphold the highest standards of corporate governance and compliance.

Behaving in accordance with applicable laws, demonstrating good ethical credentials and helping our people make the right decisions are not only the right thing to do, they are crucial in establishing long-term relationships with international partners and investors.

Recent developments

We have invested significant time, effort and money into enhancing the ethics and compliance culture across DTEK Group. We have taken steps to ensure we comply with labour laws, anti-corruption legislation and sanction regimes, while promoting clear ethical guidance and best practice among our employees.

In 2023, DTEK became an active member of the World Economic Forum’s Partnering Against Corruption Initiative (PACI). In 2024, we established an independent Advisory Council (see page 33) composed of globally recognised leaders from both the public and private sectors. The Council provides strategic guidance to our CEO and senior management, helping to ensure DTEK adheres to the highest governance standards. We also conducted a major corruption risk assessment project to identify business processes exposed to corruption risk. The results of the project were independently verified by EY.

We have increased our engagement with compliance initiatives externally, participating in various high-level international platforms and initiatives. These include World Economic Forum anti-corruption and governance events and UN Global Compact activities. Through our UNGC membership, we participated in the development of a training course to help Ukrainian small and medium enterprises establish anti-corruption programmes and educate their employees on how to prevent corruption and bribery in their day-to-day activities, furthering our leadership credentials in this area.

Our compliance documents

As of 2024, our internal compliance regulatory documents include:

Document	Purpose	Alignment to standards
Ethics and Business Conduct Code	Sets out our core ethical commitments and values, including a zero-tolerance approach to corruption. Sets forth our trust (whistle blowing) line, enabling employees to report unethical behaviour with full discretion.	Drafted in accordance with international standards, as recommended by US and EU regulators.
Anti-Corruption Programme	Sets the rules, measures and procedures to counteract and prevent corruption at DTEK.	Supported by DTEK’s top management and enhanced by our PACI membership.
Compliance Programme	Covers DTEK’s core compliance activities and objectives for 2024 to 2026. Aims to help us achieve geographical diversification and growth. Promotes employee awareness of our compliance management system and function. Sets out the key pillars of compliance at DTEK.	Drafted in accordance with international standards.

Case study**DTEK and the UN Global Compact**

DTEK adheres to the principles of sustainable social development and, since 2007, has been a signatory to the UN Global Compact, joining the Global Compact alliance in Ukraine in 2010. In 2020, DTEK signed the UN Global Compact Memorandum on Joint Anti-Corruption Actions in Ukraine. As part of our partnership with the UNGC, DTEK has contributed to the development of an Anti-Corruption video course launched in February 2023. The course, which focuses on combating corrupt practices in the supply chain, was developed in collaboration with over 40 organisations and 50 compliance experts, and is available to more than 500,000 users.

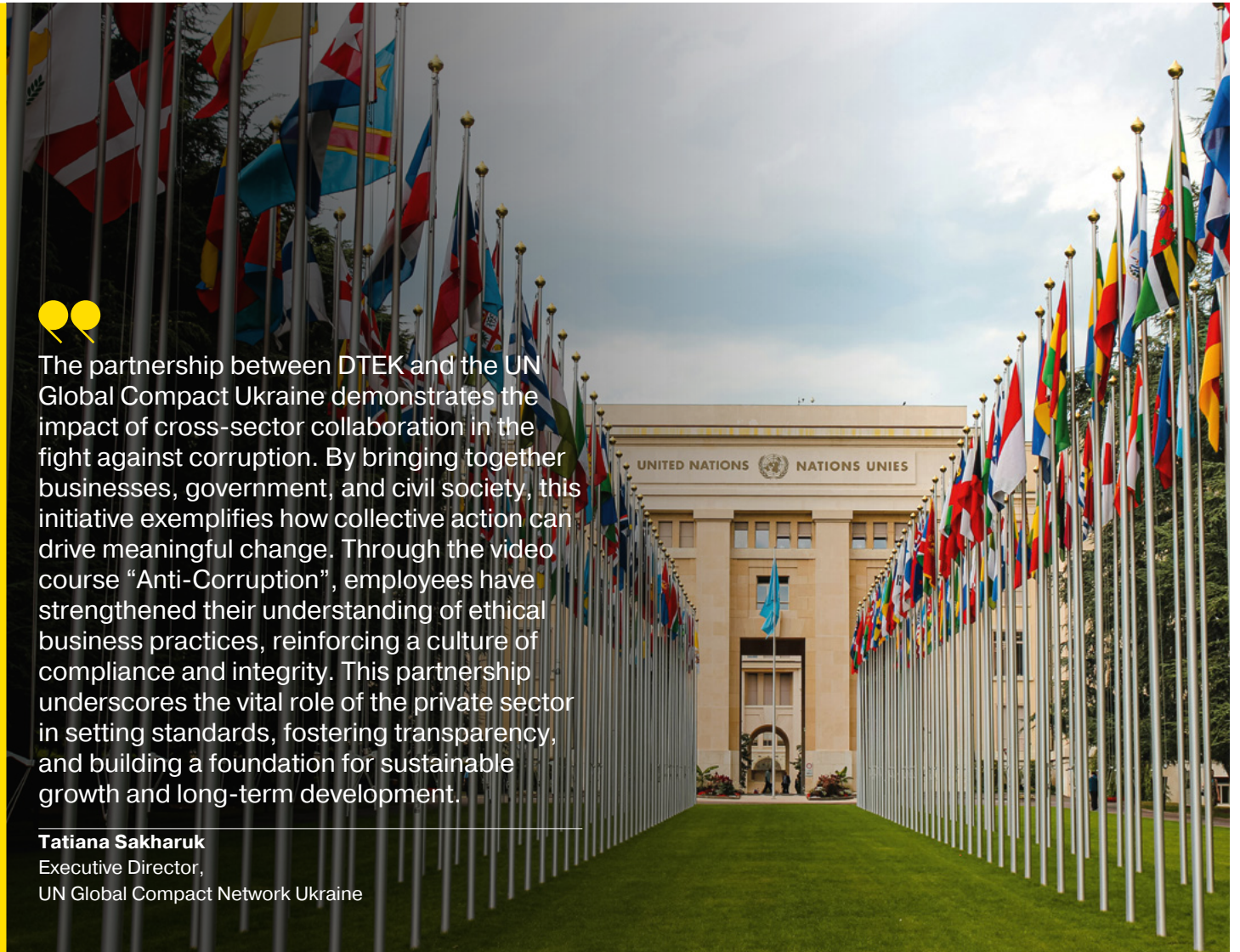
Developed with the support of Ukraine's Ministry of Digital Transformation and the Entrepreneurship and Export Development Office, the course has garnered international recognition for its impact. It has already been integrated into training programmes by leading Ukrainian companies, reaching over 100,000 employees, and is included in the 'Compliance Management of Organisations' Master's programme at the Kyiv National Economic University.



The partnership between DTEK and the UN Global Compact Ukraine demonstrates the impact of cross-sector collaboration in the fight against corruption. By bringing together businesses, government, and civil society, this initiative exemplifies how collective action can drive meaningful change. Through the video course "Anti-Corruption", employees have strengthened their understanding of ethical business practices, reinforcing a culture of compliance and integrity. This partnership underscores the vital role of the private sector in setting standards, fostering transparency, and building a foundation for sustainable growth and long-term development.

Tatiana Sakharuk

Executive Director,
UN Global Compact Network Ukraine



Building strong relationships

DTEK is committed to helping Ukraine and Europe plot a greener and more secure energy future away from fossil fuels. This future will depend on our ability to continue building strong relationships with governments, commercial partners, financial institutions, industry experts and many more. To this end, we are actively engaging in both local and international initiatives, forums and events to increase opportunities for dialogue with global partners.

DTEK is a member of various business associations and organisations, such as the World Economic Forum, European Energy Forum, Eurelectric, AHK (Ukrainian-German Chamber of Commerce), US-Ukraine Business Council, E.DSO, European Business Association, AmCham and others. These memberships provide us with opportunities to keep abreast of latest advancements, share best practice, and contribute to position papers, staying at the forefront of our industry and working together to drive it forward towards a greener future.

We also work in an open and transparent dialogue with local and foreign governments and governing bodies. DTEK representatives engage in bilateral meetings, round tables and working groups with government officials, working together on shared ambitions of achieving energy security and growth for Ukraine and Europe.

These interactions have strengthened during the war, leading to vital and unrivalled support from our global allies. For example, in 2024, European Commission DG NEAR via the Energy Community (Ukraine Energy Support Fund) allocated €63 million for restoring buildings, infrastructure, and equipment at DTEK's thermal power plants and renewable energy facilities. Our construction of the Tyligulska WPP has also been supported by the governments of Ukraine and Denmark, laying firm foundations for future partnerships to drive the energy transition in Europe.



Ukraine's National Energy and Climate Plan, adopted in June 2024, provides a very clear blueprint for a green recovery. So: security, integration, and decarbonisation, these are three of our key priorities. With the announcement of the Tyligulska wind power plant, DTEK and Vestas are making a huge contribution to each of these priorities.

Dan Jørgensen
European Commissioner

Case study

DTEK at COP

In 2022 DTEK played a pivotal role in the creation of Ukraine's first-ever pavilion at the international meeting of the United Nations Framework Convention on Climate Change in Egypt, COP27. It has supported the Ukrainian government with the concept and design of its COP pavilions ever since.

Working closely with the Ministry of Environmental Protection, at each COP event DTEK has showcased our shared vision for Ukraine's green recovery and demonstrated how carbon neutrality can still be achieved despite the devastation of war. The centrepiece of the first pavilion presented a shell funnel, symbolising the destruction caused by Russian bombs, alongside a model for an energy system powered entirely by renewable energy and storage solutions, articulating our vision for the future. The second pavilion, at COP28 in Dubai, reinforced the green recovery message, featuring images of the Kakhovka Dam disaster and its impact on the environment. The most recent pavilion, at COP29 in Baku, focused on leadership for transformative change. The installation was built from eco-friendly Ukrainian paper embedded with live seeds, representing growth, resilience and hope.

The collaboration between DTEK and the Ukrainian Ministry of Environmental Protection has helped raise awareness of the joint challenges of climate and conflict and created a platform for others to show their support.

Strengthening our cyber defences

Data and cyber security are high on the agenda for many organisations today, but for DTEK it is even more important. Protecting Ukraine's energy infrastructure goes beyond the physical protection of assets; russia is also launching persistent cyber attacks, intending to cause power outages, communications disruptions, data leaks and the disruption of operations. Since the beginning of the full-scale invasion DTEK's cyber security team, MODUS X, has defended us against millions of attempted cyber attacks.

DTEK's successful response to cyber hostilities is based on a combination of advanced technology and operational discipline. Our technology-people-process triad provides the capability to detect, investigate and respond to ongoing challenges promptly.

Since 2022, we have also evolved critical areas of our defence capabilities. We have established a dedicated security operations centre (SOC), which operates 24/7 and enables real-time threat detection. We have implemented security orchestration, automation and response (SOAR) solutions, which optimise incident handling processes and ensure we respond more quickly and efficiently to attacks. And we're enhancing our security systems with tools to detect deepfakes, while employing machine learning for network anomaly detection. This means we're equipped to respond to the challenges of AI-powered attacks.

To further enhance our response capabilities, DTEK has developed a holistic cybersecurity strategy. As part of this shift, we increasingly take advantage of cloud-based services, which offer flexibility and resilience. The cloud environment, combined with on-site resources, reduces the potential impact of localised disruptions, while our distributed hybrid infrastructure bolsters the protection of physical assets, including data centres and communications systems. Despite challenging conditions, our MODUS X employees remain fully committed to their cause. By protecting essential energy services for Ukrainian citizens and helping safeguard the country's independence and sovereignty, they're playing a crucial part in keeping the lights on in Ukraine.

Case study

Partnering with IBM

To better protect its critical infrastructure, MODUS X has been working in partnership with global technology leader IBM. Together, they have implemented a new cybersecurity solution that can automate threat detection and response, provide faster reaction times, and centralise cybersecurity event management. DTEK chose IBM's solution for its robust features, including an integrated User Behaviour Analytics (UBA) module, a centralised event aggregation console, and the IBM SOAR platform. These capabilities were critical for improving efficiency, enabling predictive analytics, and ensuring scalability as DTEK's operations continue to expand. The migration to IBM's cybersecurity software was completed in just three months. The process involved transferring correlation rules, connecting data sources, and establishing centralised event management for Security Operations Centre (SOC) analysts. The result has been a significant improvement in threat detection, response time, and overall efficiency, ensuring that DTEK can confidently protect its critical energy infrastructure against evolving cyber threats.



Experience, insight and guidance

In March 2024, DTEK established a new Advisory Council to provide strategic guidance to our CEO and senior management.

Comprising prominent international public and private sector leaders, one of the Council's main goals is to help rally the global support needed to restore Ukraine's energy security. It is also designed to support our expansion into new markets and our mission to become a global leader in corporate governance.

The Advisory Council offers a blend of experience across governance, sustainability, political engagement, financing and external partnerships. Meeting quarterly in London, Amsterdam or Kyiv, the Council members offer unique insights to help shape DTEK policy and strategy, supporting us in our energy transition and journey to a more sustainable energy future. They are supported by a Secretariat from our International Affairs and Communications team.

The Advisory Council members are:



Anders Åslund
Economist

Specialist area: macroeconomics

Specialist on economic policy covering Ukraine and Eastern Europe, as well as Russia. Åslund is a Senior Fellow at the Stockholm Free World Forum and teaches at Georgetown University in the US. He was Resident Senior Fellow at the Atlantic Council's Eurasia Center and has worked at the Peterson Institute for International Economics, the Carnegie Endowment for International Peace and the Brookings Institution. In addition, Åslund has served as a Swedish diplomat in Kuwait, Poland, Geneva and Moscow. He earned his doctorate at Oxford University.



Victoria Cochrane
Senior Independent Director, Confederation of British Industry

Specialist area: compliance, quality, risk and legal

Member of the Board of Euroclear Bank, the leading global provider of financial market infrastructure services, and Chair of the Audit Committee (with assets under custody of EUR 17 trillion). Cochrane was a member of the Global Executive Board of audit and advisory firm EY from 2008 to 2013, serving as the Global Managing Partner for Quality & Risk Management, having joined as General Counsel. She is a Non-Executive Director of Ninety One Plc (formerly Investec Asset Management) and IntegraFin Holdings plc.



Pascal Lamy
Former Director General of the World Trade Organization (WTO)

Specialist area: international trade and economics, governance

Served two terms as Director General of the WTO and is a board member of Transparency International France. Lamy was Jacques Delors' chief of staff when he was President of the European Commission and his Sherpa at the G7. He is Vice-President of the Paris Peace Forum, European Chair of Brunswick Group, and Coordinator of the Jacques Delors Institutes (Paris, Berlin, Brussels). He has received the title of Doctor Honoris Causa from eight universities.



With this Advisory Council, DTEK has access to world-leading experts in their respective fields. They will offer insights on DTEK's broad strategy and policy direction, and specifically on the risks we face and the opportunities we can seize as the worlds of business, politics and society shift with increasing velocity.

Maxim Timchenko
Chief Executive Officer



Miriam Maes
Senior Energy Sector Executive

Specialist area: sustainability and the energy transition

Co-Chair of the Energy Transition Forum and former Chair of the Sustainability Committee of Urenco, an international supplier of enrichment services for nuclear power utilities. Maes has enjoyed a career at the top of the energy industry, including Chair of the Board at Euronext-listed ELIA, the Belgian and German transmission system operator, and COO of non-regulated distribution networks of EDF in the UK. In addition, she has been an Advisor to the UK Department for Energy and Climate Change, and a Senior Fellow on the Climate and Energy Program of the German Marshall Fund of the United States.



Kuninori Matsuda
Former Ambassador of Japan to Ukraine

Specialist area: Asian and Japanese affairs

A seasoned career diplomat, including roles as First Secretary at the Embassy of Japan in the United States, Director of the Overseas Public Relations Division at the Ministry of Foreign Affairs (MOFA), Minister and Deputy Head of Mission at the Embassy of Japan in Israel, Consul General of Japan in Detroit, Consul General (and Ambassador) of Japan in Hong Kong, and Ambassador Extraordinary and Plenipotentiary to Pakistan.

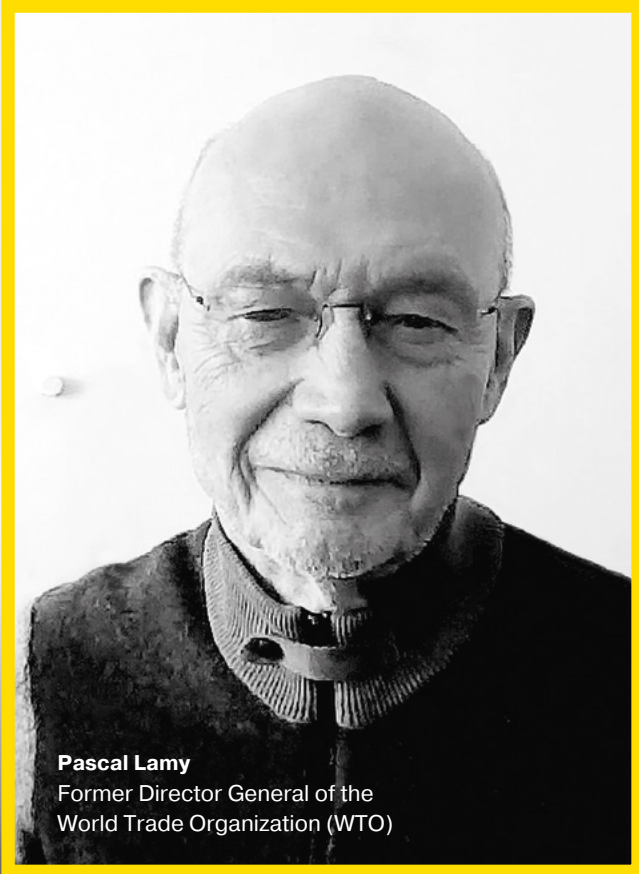


Raffaele Trombetta
Former Italian Ambassador to the UK and Brazil

Specialist area: EU and Italian affairs

Former Italian Ambassador to the UK and to Brazil, and a member of the Italian co-Presidency of COP26. Trombetta was the Italian Prime Minister's personal representative and Sherpa for the G7 and G20, including coordinating the Italian G7 Presidency in 2017. He served as the acting Director General for the European Union and as Chief of Staff to Paolo Gentiloni when he was Italy's Foreign Minister.

In discussion with the Advisory Council



Pascal Lamy
Former Director General of the
World Trade Organization (WTO)

A conversation between
**Pascal Lamy and Miriam
Maes, DTEK Advisory
Council members,**
moderated by DTEK's
Patrick Meyer.



Watch
the full discussion, visit
dtek.com/AC-video

Q&A



Miriam Maes
Senior Energy
Sector Executive

What are your impressions after one year on the Advisory Council?



Miriam Coming from the heart, it's been both very impressive to be part of the Advisory Council, but also very touching. Every week, we receive an update on what is happening on the ground. Just to read about all the destruction that's going on, it's heart breaking and sometimes very enraging when you see the loss of life.

It is also impressive because you can actually see how resilient DTEK is and all its employees, and that they are staying positive, energetic, resourceful. I've come to see that DTEK and its employees are extremely robust, extremely resilient.



Pascal The reason why I joined the DTEK Advisory Council in the first place was and remains very simple.

I want to help DTEK fully integrate into the EU energy system. There is a geopolitical background to this journey, which is Ukraine joining the EU. In my view DTEK is nearer to this EU energy system than it was one year ago. If I look at two of the major EU standards that DTEK has to join – sustainability and proper transparent quality governance – I think DTEK is progressing step by step, and we are helping DTEK to do that.



Watch

the full discussion, visit dtek.com/AC-video

How do you reflect on the challenges DTEK faces?



Miriam Well, if you ask about challenging times, we don't have to illustrate that. Everybody is very much aware of it and I can only imagine how it must be when you're in Ukraine. DTEK is probably the only company currently in Europe or in the US that is actually working under war circumstances.

No company and leadership has done a better job. Because on the one hand, they have to focus on repairing constantly the power assets and the power infrastructure – finding the manpower, the financing, the spare parts to actually do so. And on the other hand, they're really looking to continue to invest in building out renewables, building out power plants in wind and in solar, building up storage capacity.

So, I am extremely impressed by the degree of professionalism that I found when speaking to many people in the company. They are so dedicated, there's great sense of responsibility.

In my view, DTEK will get through this, they will continue to strive and achieve their financial goals, their strategic objectives and my sense is it will come out of the war as one of Europe's strongest, if not the strongest, modern utility that I know.

Where is DTEK on its sustainability journey?



Miriam My definition of sustainability is that it's about the long-term sustainability of the company. If you have that definition, it makes it makes the topic a lot more attractive because you're looking, at safety and security, you look at customer satisfaction, you look at employee engagement.

When I joined the board of URENCO, the largest western uranium enrichment company, I was asked to help develop its first sustainability strategy. We came out with what we call the materiality assessment. So, which of the big topics do we really need to address? When we knew what was really important for all our stakeholders and for ourselves, we developed action plans for every single one of them, with actual targets and achievements, and started following them. And put them in as part of the bonus system and long-term incentives plans.

I am super delighted that DTEK is coming out soon with its plan. I will look at it and read it with great interest. It's more important now than ever before.



You can see how resilient DTEK is and all its employees. They are staying positive, energetic and resourceful.

How important are governance and ethics for DTEK?



Pascal The EU has serious, verifiable transparency requirements about governance in general in public life and corporate governance. I want to make this point because I'm sure that this will not change in the EU. It is part of our way of thinking.

DTEK has to keep moving in this direction step by step. This is happening now. We know it's not easy, but I think what DTEK has been doing, including with the creation of this Advisory Council, which opens a series of discussions which might not have been opened before, is crucial.



Miriam I am delighted to see that DTEK is pursuing a zero-tolerance stance on this matter. I think it's the only way it can become the leading European utility that I'm absolutely convinced it will.

What final message would you like to give to DTEK colleagues?



Miriam A big, big thank you for everything you have been doing. Stay the course, keep resilient.



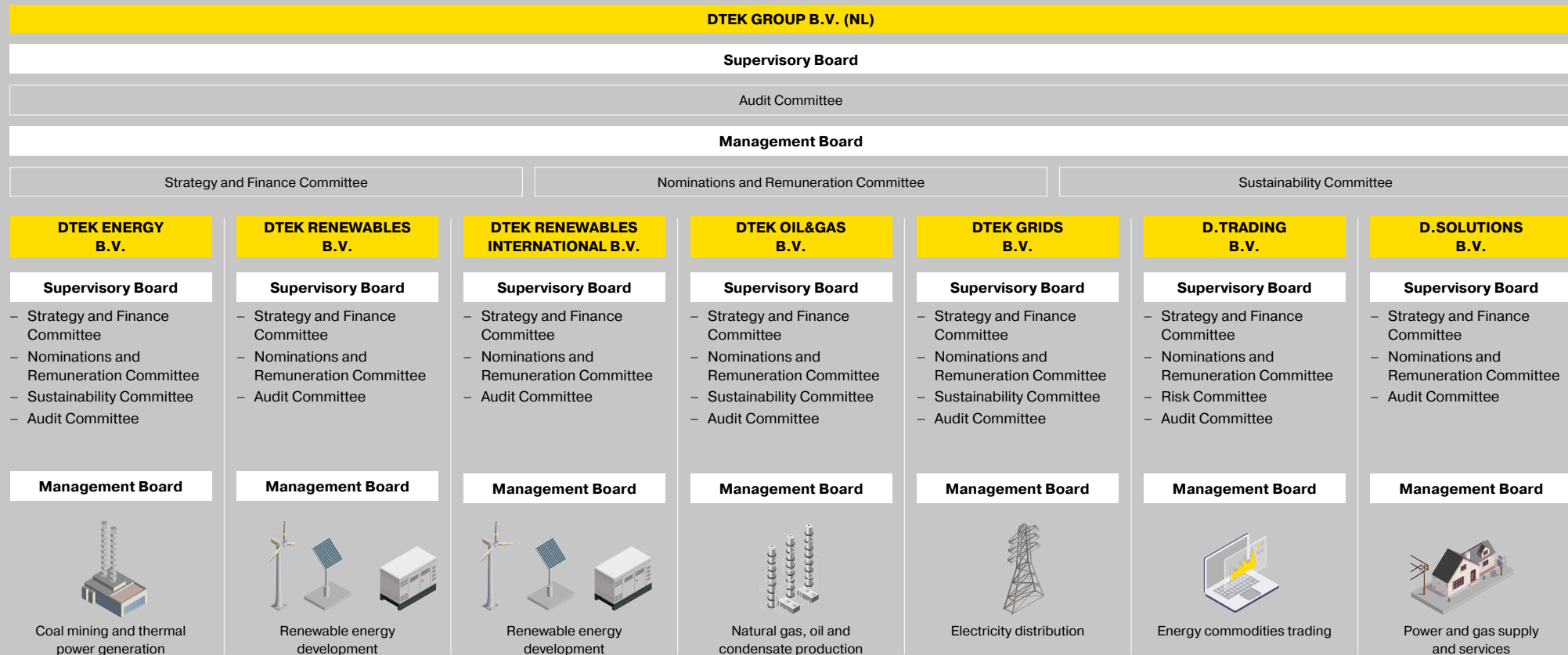
Pascal My message is simple: you've done incredible things so far. And we are here to help you.

Managing sustainability at DTEK

DTEK Group corporate governance system

The corporate governance system of DTEK Group is built in accordance with best international practices. Our boards provide expert guidance, decision-making and management

on all business-critical matters, including sustainability through the dedicated Sustainability Committee which has been established at the Management Board level.



CSO function and focus areas

In 2024, we appointed a new Chief Sustainability Officer (CSO), Jeff Oatham, who reports directly to our Group CEO to provide strategic direction and accountability for sustainability at the highest level within DTEK.

Jeff is supported by a core CSO team of sustainability professionals at Group level and dedicated sustainability leads within each of the businesses. Governance is provided through the newly created Group Sustainability Committee. The Committee oversees all sustainability activities and is responsible for reviewing sustainability strategy and policy, analysing sustainability impacts, risks and opportunities (IROs), and ensuring compliance with relevant regulations.

The CSO team's current focus is on developing our Energy Transition Plan and aligning our business with international standards such as the GHG Protocol, Corporate Sustainability Reporting Directive (CSRD), and Corporate Sustainability Due Diligence Directive (CSDDD).

In 2024, we made significant progress establishing strong foundations for our revamped sustainability programme. This included embedding the sustainability leads within each business, building capability through a tailored education programme, and establishing sustainability strategies, goals and KPIs. We also completed our inaugural double materiality assessment (DMA) and greenhouse gas (GHG) inventory.

In 2025, we will develop a programme to address the outputs of the DMA and use the GHG results to model decarbonisation scenarios. We will create new policies, procedures and

controls where required, taking action and setting targets to monitor progress.

Our aim is to drive more responsible operations, reduce our impact on society and the environment, mitigate risks and enhance business opportunities. At the same time, we will generate the information required to meet our CSRD obligations, readying the business for future reporting requirements.

As an energy company, transitioning to a lower carbon-intensive energy supply is a fundamental part of our sustainability journey. In 2025, we aim to finalise our Energy Transition Plan, which will outline how DTEK intends to decarbonise power generation and drive the energy transition in Ukraine towards more distributed and renewable forms of power.

Also in 2025, we will continue to build our internal sustainability capabilities and further empower our sustainability culture. As part of our sustainability education programme, we will roll out technical sustainability trainings to identify and address any specialist capacity needs. Additionally, we are continuing to develop a sustainability awareness programme including communications, webinars, and interactive sessions to build knowledge of sustainability principles and encourage sustainable practices across DTEK.

Finally, we want to increase our visibility as a sustainability leader through continuing our major investment in renewables and enhanced engagement via international forums and events.



It's hugely exciting to be part of DTEK's sustainability journey. We've already made good progress putting the foundations in place to enhance our sustainability performance. We're looking forward to finalising our Energy Transition Plan and helping DTEK become a responsible European energy company and key player in the shift to more renewable, distributed and secure energy for all.

Jeff Oatham

Chief Sustainability Officer

Policies and public statements

Privacy and data protection

- **Data and Cyber Security Statement:** we implement a comprehensive approach to information security management.
- **General Data Protection Regulation (GDPR) Compliance Statement:** we are committed to protecting the privacy of our employees, customers, partners, and other stakeholders.
- **Intellectual Property (IP) Policy Statement:** we safeguard intellectual property, reflecting our dedication to innovation, competitive advantage, and respect for global IP rights.
- **Website Privacy Statement:** we protect the personal data of our website users, and undertake to process and store the data responsibly.

Ethics and compliance

- **Anti-Corruption Programme:** we follow a clear set of rules, measures and procedures to counteract and prevent corruption in DTEK’s activities.
- **Anti-Fraud and Financial Irregularities Statement:** we maintain a zero-tolerance policy to fraudulent behaviour.
- **Anti-Trust Statement:** we are committed to the principles of free market economy, which is based on fair competition and trade.

- **Corporate Security and Counter-Terrorism Policy Statement:** we recognise our responsibility to maintain energy security, prevent fraud, money laundering and terrorist financing, and protect our employees, contractors, and stakeholders.
- **Ethics and Business Conduct Code:** our employees behave in line with a common set of rules of corporate ethics and business conduct.
- **Ethics and Compliance Statement:** our compliance function identifies emerging risks in the daily activities of DTEK’s business, develops mechanisms for mitigation, and oversees controls established for business process owners.
- **Trust and Whistleblowing Statement:** we operate a whistleblowing hotline that any DTEK employee, business partner or other third party can turn to with confidence.

Sustainability and environment

- **Animal Welfare Statement:** no animals are used in DTEK’s operations and we seek to minimise any harm caused to animals through our supply chain.
- **Biodiversity Statement:** we strive to ensure respect and protection for the flora and fauna around all DTEK sites.
- **Environment Statement:** we aim to prevent environmental harm and pollution, using resources efficiently, and conserving ecosystems.
- **Water Resources Statement:** we take the stewardship and use of water seriously.

Employment, human rights, workplace

- **Diversity and Inclusion Statement:** we are committed to fostering a workplace that embraces diversity and inclusion, recognising and valuing the unique contributions of every individual.
- **Human Rights Statement:** we are committed to upholding and respecting the human rights of all individuals connected with the company.
- **Tax Statement:** we are committed to responsible tax management, ensuring compliance with all applicable tax laws in the countries where we operate.



Read more

Read more on our positions and approaches to key issues: dtek.com/policies-and-statements

Explore the next chapter of our story

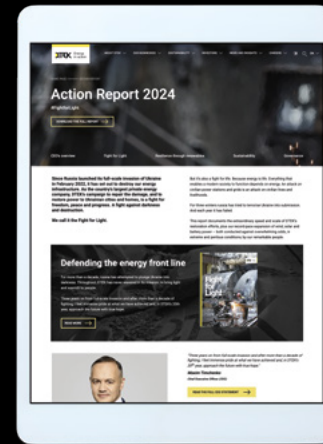
Visit dtek.com/en to watch exclusive videos, stay updated on news, and access inspiring stories and materials that showcase how we're energising the future.

 Find out more:
dtek.com

20 years of shared success

From origins in eastern Ukraine, DTEK this year celebrates 20 years of success, resilience and innovation. As the company looks forwards to a bright future of delivering the energy that millions of people depend upon, we explore the key moments from DTEK's history and the unique qualities that have ensured our success.

 Explore more:
dtek.com/20



Action Report

Since Russia launched its full-scale invasion of Ukraine in 2022, it has set out to destroy our energy infrastructure. As the country's largest private energy company, DTEK's campaign to repair the damage, and to restore power to Ukrainian cities and homes, is a fight for freedom, peace and progress. A fight against darkness and destruction. We call it the Fight for Light.

Our Action Report documents the extraordinary speed and scale of DTEK's restoration efforts, plus our record-pace expansion of wind, solar and battery power – both conducted against overwhelming odds, in extreme and perilous conditions, by our remarkable people.

 Read the full report:
dtek.com/action-report

Get the latest news

As DTEK works to bring light and warmth to the people of Ukraine and Europe in a rapidly evolving situation, the activities of our dedicated people feature regularly in international media. Whether it's stories about the women who are stepping into new roles in Ukraine's mines, the workers who are restoring power generation in thermal power plants, or the teams battling to reconnect millions to the grid near the front line, our website is the destination for the latest stories.

 Read the latest news:
dtek.com/media-centre



dtek.com | [in](https://www.linkedin.com/company/dtek) | [X](https://twitter.com/dtekukraine)



Printing of this report

This report is printed on paper certified in accordance with the FSC® (Forest Stewardship Council®) and is recyclable and acid-free.

Pureprint Ltd is FSC certified and ISO 14001 certified showing that it is committed to all round excellence and improving environmental performance is an important part of this strategy.

Pureprint Ltd aims to reduce at source the effect its operations have on the environment and is committed to continual improvement, prevention of pollution and compliance with any legislation or industry standards.

Pureprint Ltd is a Carbon / Neutral® Printing Company.

D.TEK | **20** YEARS
OF SHARED
SUCCESS