

Connectivity matrix

In the connectivity matrix, we show how the elements like value, material issues, indicators, objectives and results, strategy, and the contribution to the Sustainable Development Goals are connected.

Value stream	Material issues	Indicators	2018 results	2019 results	Objective for 2019	Long-term goal	Contribution to Sustainable Development Goals
High reliability of supply at low costs	Security of supply	Electricity outage duration (in minutes)	30.6	21.9 ¹	22	The objective is high reliability of supply.	SDG 7.1
		Gas outage duration (in seconds)	39	40			
		Unique cable number with more than five interruptions	17	17	17	The number of unique cable numbers with more than five interruptions will remain at 17 or lower in the coming years.	
	Innovative solutions	Smart meters offered	644,000	624,000	585,000	In 2020, all customers were offered a smart meter.	
		Access to energy	Number of customer connections	5.7 million	5.8 million		
	Satisfied customers	Customer satisfaction (NES score)	Consumer: 50% Business: 38%	Consumer: 55% Business: 33%	Consumer: 50% Business: 40%	Customer convenience for consumers in the business market to rise over the coming years.	N/A
Being a creditworthy company with solid returns	Responsible investment policy	Credit rating	S&P AA-/A-1+/stable outlook Moody's Aa2/P-1/stable outlook	S&P AA-/A-1+/stable outlook Moody's Aa2/P-1/stable outlook	Maintain solid A rating profile.	Our objective is to remain a creditworthy company. Continuously outperform the sector in terms of costs and operational excellence. Solid profits within the boundaries of what is permitted in the regulated domain.	N/A
		FFO/Net debt	32.2%	29.0%	Target: > 20%		N/A
		Interest cover	12.9	13.3	Target: > 3.5		N/A
		Net debt / (net debt + equity)	33.8%	36.5%	Target: < 60%		N/A
		Solvency ratio	57.3%	55.6%	Target: > 30%		N/A
Achieving sustainability in energy supply and operations	Facilitating renewable energy generation	Number of feed-in installations at our customers	270,646	381,429	The capacity to connect all the new decentralised generation capacity (distributed generation) in our areas	The capacity to connect all the new decentralised generation capacity (distributed generation) in our areas every year.	SDG 7.2 SDG 11.3
		CO ₂ emissions (in kilotons)	288	264	271 ¹	We have set ourselves the target of making our operations climate-neutral by 2023.	
	Corporate social responsibility in the supply chain	Percentage of circular procurement of primary assets ¹	16.5%	30% ¹	25%	By 2025, 60% of our primary assets will be procured on a circular basis.	SDG 12.5
A safe energy network and a safe work and data environment	Future-proof network	Investments in the networks (in millions of €)	671	755			SDG 7.1
	Safe working practices and safe infrastructure	Lost Time Injury Frequency (LTIF)	1.4	2.1	None ¹	Safety is key to our operations. We create a proactive safety culture.	SDG 8.8
		Privacy and safety of data	Substantiated complaints concerning breaches of customer privacy and/or loss of customer data	Not reported	4 ²		Adequate complaints handling
		Training costs as a percentage of salary costs	3.4%	2.7%		3% of salary costs	
An attractive, inclusive employer with equal opportunity for all	Training and development	Number of apprenticeships offered to people with poor employment prospects ¹	95	101 ¹	100	We offer long-term work to people with poor employment prospects who meet the criteria of the Labour Participation Act. In addition, we offer work experience placements, internships and other learning experiences for a broad target group. We will meet the requirements of the Dutch Labour Participation Quota Act by 2024.	SDG 8.5
		Employee satisfaction rating	70%	2018: 70% ¹	71%	Being a top-class employer: an innovative and successful company where we develop future-oriented knowledge and competencies.	N/A
	Workplace well-being	Sickness absence rate	4.7%	4.2%	4.3%	The maximum sickness absence rate is 4.3% in the coming years.	SDG 8.8
		Organisational capacity for change ³	Employees confronted with measures relating to corruption/fraud	9	10		
	Corporate Governance and business ethics	Number of reported cases of undesirable behaviour (and discrimination) by employees	Not reported	19			SDG 8.8
	Percentage of women in leadership positions	28.8%	26.9%	29.3%	By 2024, at least 33% of our leadership positions will be held by women.	SDG 8.5	

¹ For further details, please see our 'Objectives and results' table presented previously in this report.

² In three of the four data breaches reported to the Dutch Data Protection Authority, these were situations where the network operators had joint responsibility, given that the breaches concerned centralised processing.

³ 'Company's adaptability' is a new material issue and Alliander is currently working on determining an indicator for this. This annual report explains what this issue entails.