



Connectivity matrix

Trends and market developments	Risks	Strategic pillars	Focus area	Our mission	Material themes	Stakeholder groups	Objectives 2019	Output/results 2018	Impact	SDGs
Phasing out of natural gas	Long-term regulatory focus	Support for customers in making choices	Energy transition portfolio	Reliability, affordability, accessibility	Satisfied customers	Customers	Customer satisfaction measured by the NES score is higher than 51% (consumer market) and 46% (business market)	Consumer: 50.3% Business: 37.9%	Manufactured capital Social capital	SDG 7
Growth in renewable generation	Privacy of energy data		Engineerability		Encouraging renewable energy generation	Customers			Natural capital	SDG 7
Economic growth	Required capacity and competencies Anticipating and keeping up with impact of energy transition				Access to energy	Customers			Manufactured capital Natural capital	SDG 11 SDG 7
Phasing out of fossil gas	Long-term regulatory focus	New open networks	Energy transition portfolio		Innovative solutions	Customers Shareholders and investors	Offer 584,000 smart meters	644,000 smart meters offered	Intellectual capital	SDG 8
(Digitisation)	Required capacity and competencies		Heating transition		Encouraging renewable energy generation	Customers			Natural capital	SDG 7 SDG 11
Growth in renewable generation					Responsible investment policy	Shareholders and investors			Financial capital	SDG 11 SDG 12
Economic growth										
Digitisation	Completion of work package	Digitisation	Cost-awareness		Data-driven network management	Employees/Customers	Electricity outage duration Maintain low outage duration Objective is 22 minutes max.	33 minutes	Manufactured capital Natural capital Financial capital Social capital	SDG 7
Economic growth	Long-term regulatory focus		Engineerability				Number of unique cable numbers with more than five interruptions is 17 or lower	Repeat outages: 17		SDG 7
	Cybercrime Required capacity and competencies				Privacy and data protection	Customers	Offering 584,000 smart meters	644,000 smart meters offered	Social capital	SDG 7
(Digitisation)	Safety	Excellent network management	Cost-awareness	Safe and healthy working practices	Employees Customers	No accidents with absence  (change in measuring method)	LTIF: 1.4 Safety culture: 38%	Social capital Human capital	SDG 8	
Shortage of technical staff (labour shortage)	Completion of work package		Engineerability	Safe infrastructure	Employees			Social capital Human capital	SDG 8	
Economic growth	Long-term regulatory focus			Security of supply/reliability of supply	Customers Customers	Maintain low outage duration Objective is 20 minutes max.	Outage duration: 33 minutes	Manufactured capital	SDG 7	
	Cybercrime Required capacity and competencies				Shareholders and investors	Number of unique cable numbers with more than five interruptions is 17 or lower	Repeat outages: 17			
				Satisfied customers	Customers	Customer satisfaction measured by the NES score is higher than 51% (consumer market) and 46% (business market)	Consumer: 50.3% Business: 37.9%	Manufactured capital Social capital	SDG 7	
				Social responsibility in the chain.	Shareholders and investors	25% of all our primary assets are purchased on the basis of circular procurement	16.4% of purchases are climate-neutral and circular	Natural capital	SDG 12	
				Corporate governance and business ethics	Employees Shareholders and investors	At least 27.8% of all leadership positions filled by women Maintain a solid A rating profile	28.8% women in leadership positions S&P AA-/A-1+/stable outlook Moody's Aa2/P-1/stable outlook	Financial capital Social capital	SDG 8	
				Workplace wellbeing	Employees	Offer 100 apprenticeships to people at a distance from the labour market At least 27.8% of all leadership positions filled by women	95 apprenticeships 28.8% women in leadership positions	Human capital	SDG 8	
				Training and development	Employees	Great Place to Work employee survey score of at least 75 Maximum absenteeism rate of 3.9% Great Place to Work employee survey score of at least 75	Great Place to Work Score: 70 4.70%	Human capital	SDG 8	
						Offer 100 apprenticeships to people at a distance from the labour market	95 apprenticeships			