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Profile			
Strategy and analysis			
1.1	Statement from the CEO	5	
1.2	Description of key impacts, risks and opportunities for sustainable development for stakeholders and organisation	4, 162	
Organisational profile			
2.1	Name of the reporting organisation	7	
2.2	Primary brands, products and/or services	7	
2.3	Operational structure and description of divisions, business units, subsidiaries and partnerships	7	
2.4	Location of headquarters	V	
2.5	Countries of residence and operations	6	
2.6	Nature of ownership and legal form	7	
2.7	Markets served (geographical distribution, sectors, customers)	1, 6	
2.8	Size of the organisation	IV, 1, 6	
2.9	Significant changes during the reporting period regarding size, structure or ownership	No significant changes	
2.10	Awards received during reporting period	26, 46	Amsterdam Smart City and Top Employer
EU 1	Installed capacity		Alliander has no installed energy generation capacity.
EU 2	Net energy production by primary source and regulatory regime		Alliander has no installed energy generation capacity.
EU 3	Customer accounts	7	
EU 4	Transmission and distribution lines	7	
EU 5	Allocation of CO ₂ emission allowances		European Trading System (ETS) does not apply to Alliander.
Reporting profile			
3.1	Reporting period		This report covers the period from 1 January 2011 to 31 December 2011.
3.2	Date of most recent previous report		Alliander 2010 Annual Report (1 January 2010 to 31 December 2010)
3.3	Reporting cycle		Annually per calendar year
3.4	Contact point for questions		Questions and comments can be sent via info@alliander.com .
Scope and boundaries			
3.5	Process for defining report content	4	
3.6	Boundaries and scope of the report	4	
3.7	Specific limitations on the scope of the report	4	
3.8	Organisational changes in relation to previous reporting year with impact on comparability of data	4	
3.9	Data measurement techniques, principles and assumptions		In a number of cases, verified assumptions have been made. These are explained in the text or in a footnote to the table or graph.
3.10	Restatements of information		Restatements are disclosed in the text or in a footnote to a table or graph.
3.11	Significant changes that may limit the comparability since previous reports	4	Changes are disclosed in the text or in a footnote to a table or graph.

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GRI Index			
3.12	GRI Content	GRI G3 guidelines were applied, as well as the Electric Utilities Sector Supplement of April 2009.	
Assurance			
3.13	Independent assurance for the report	4, 50	
Governance structure			
4.1	Governance structure	71	
4.2	Leadership role of the chairman of the Management Board	71	
4.3	Number of independent and/or non-executive members of the highest governance body	78	
4.4	Mechanisms for shareholders and employees to provide recommendations to and participate in decision-making of the highest governance body	82	The relationship with the Works Council has been explained.
4.5	Link between Management Board remuneration and the organisation's financial and non-financial performance	86	
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided	72, 81	
4.7	Process for determining the qualifications and expertise of the Management Board for managing the organisation's sustainable development	81	Sustainable development is a responsibility of the Alliander Management Board. The Supervisory Board defines the relevant criteria in its appointment and selection policy for Management Board members.
4.8	Mission statements/codes of conduct and principles and extent of implementation of policy on sustainable development	10, 11, 14	
4.9	Assessment of sustainability performance by Management Board/Supervisory Board	13, 79	
4.10	Evaluation of own sustainability performance by the highest governance body	62, 86	
Commitments to external initiatives			
4.11	Precautionary approach	62	Internal risk management is part of corporate governance and incorporated into the operational processes.
4.12	Voluntary agreements/covenants	32, 44, 47, 162	Green Deals with the government, sector arrangements on employment, training institutes, Urgenda, Smart Energy Collective
4.13	Most important memberships of sector associations and special interest groups	163	Memberships: Netbeheer Nederland, Global Gas Network Initiative, Global Intelligent Utility Network Coalition, GRI, NEN, MVO Nederland, e-Decentraal
Stakeholder engagement			
4.14	Overview of stakeholder groups and their relationship with Alliander	163	
4.15	Stakeholder identification and selection process	163	
4.16	Approach, nature and frequency of stakeholder engagement	163	
4.17	Outcomes of stakeholder engagement and their implementation	4, 38, 162	

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Performance indicators and management approach			
Economic Performance Indicators			
EC	Disclosures of management approach	7, 24, 36, 94	
EU 6	Capacity planning to ensure short- and long-term availability and reliability of electricity	24	
EU 7	Demand-side management programmes for households, services and industry	24	This is primarily a task for energy providers. Alliander facilitates research into and manages smart energy networks.
EU 8		III, 24, 27	
EU 9	Provisions for decommissioning nuclear installations	Alliander does not own or manage any generation capacity or nuclear installations.	
EC 1	Economic value generated and distributed	1, 93	
EC 2	Financial implications, risks and opportunities due to climate change	14	Alliander's ambition is to be climate-neutral by 2015.
EC 3	Coverage of staff benefit plan for departing staff (dismissal, redundancy, early or normal retirement)	44, 105	Employees of Alliander have compulsory pension and unemployment insurance under Dutch law. In the event of reorganisations, a social plan agreed upon with employee representatives is applicable.
EC 4	Subsidies/Financial assistance received from government	2011: €0.8 million (2010: €1.4 million)	
EC 5	Standard entry-level wage compared to local minimum wage	Not reported on	
EC 6	Policy, practices and proportion of spending on locally based suppliers	Not reported on	
EC 7	Local staff hiring and proportion of senior management hired from the local community	43	Disclosure of the provinces in which employees reside. These largely coincide with Alliander's service area. Virtually all Alliander's employees live and work in the Netherlands. For this reason there is no specific policy.
EC 8	Contribution to development and scale of investments for the benefit of the community	37, 60, 114	
EC 9	Significant indirect economic impacts	Not reported on	
EU 10	Planned capacity against projected electricity demand	Alliander has no generation capacity in ownership or under management.	
EU 11	Average generation efficiency	Alliander has no generation capacity in ownership or under management.	
EU 12	Transmission and distribution efficiency	33	Total grid losses: 4.4% (absolute: 1,427,697 MWh). The figure of 4.4% is attributable for 0.96% to estimated administrative grid losses and for 3.5% to technical grid losses.

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Environmental Performance Indicators		
EN	Disclosures of management approach	<p>Alliander is eager to offer a safe and clean working environment, while limiting the impact on the environment insofar as possible. Departments must therefore stick to strict working arrangements and to environmental laws and regulations. We also want to understand, control and minimise the environmental impact of our current and former activities in the most responsible way possible. Our environmental management is set up in accordance with the international ISO 14001 standard and we are also seeking to comply with ISO 26000. Wherever useful, Alliander has its environmental management system certified according to ISO 14001.</p> <p>Alliander's environmental policy is aimed at complying with laws and regulations; ensuring our activities are executed in a demonstrably clean way, and working according to the best methods and with the best technologies that are reasonably possible ('best practice').</p> <p>We communicate our environmental policy to our employees via all suitable and relevant internal communication channels, such as staff meetings and the intranet. We actively encourage employees to observe the policy guidelines at all times. We aim to avoid and reduce greenhouse emissions such as CO₂, CH₄ and SF₆ in order to contribute to the realisation of Dutch and European objectives for 2020. All our waste materials are collected and removed in a safe and environmentally responsible manner. We minimise the environmental effects of residual and waste flows by promoting useful application and re-use. In addition, we control and reduce the other environmental risks and impact of our activities.</p> <p>Alliander ensures that all residual and waste materials are dealt with and removed in accordance with the applicable legislation and regulations, while also trying wherever possible to avoid creating such waste flows. Asbestos-containing material is waste that has to be disposed of professionally. Although the volumes being disposed of have increased, this is largely because of clean-up projects and maintenance being carried out earlier than previously anticipated.</p> <p>Volumes of other waste flows, including cast iron waste, are also higher than in the past because of higher replacement investments in our cable and pipeline network. We have subjected our metal waste to critical examination. Wherever possible, we aim to have all metal waste recycled as a raw material in the Netherlands. Besides the Netherlands, Sweden and Germany are the only countries where metal fractionations are exported to. The high prices of copper and aluminium are a particular area of concern as this means that these valuable waste materials are regularly stolen. In addition to the financial losses involved, there is also, therefore, a risk of improper processing. Alliander reports all cases of theft and disappearance of such materials to the police.</p> <p>Alliander, Enexis and the producers/suppliers are jointly responsible for collecting and recycling copper and silver fuses (fuse cartridges) and have set up the IFRB (International Fuse Recycling Benelux) association for this purpose.</p>

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EN 1	Materials used	At the request of the Inspectorate of VROM (Ministry of Housing, Spatial Planning and the Environment) and the industry organisation Netbeheer Nederland, Liander along with the other grid managers in the Netherlands took part in a national survey into the proper removal of PCB-contaminated grid components (such as oil-containing transformers and switches) and PCB-contaminated oil. Over the past 15 years, the grid managers have carried out a radical PCB removal operation under the Ministry's supervision. The final PCB-contaminated appliances are now reaching the end of their useful lives and will have to be removed from the electricity grid in the coming period. The network operators want to collectively ensure that no PCBs can enter the environment during the removal of any appliances that may be contaminated with PCB. All oil from transformers and switches is checked for the presence of PCB when taken out of operation. If any equipment is found to contain PCB in excess of 50 mg/kg, the whole appliance, including the oil and the PCB analysis report, is sent to a processing company specifically certified for this purpose. Alliander consequently complies with European Regulation EC/850/2004.
EN 2	Use of recycled material and waste from third parties	Indicator does not apply to Alliander's processes.
EN 3	Direct energy consumption	33
EN 4	Indirect energy consumption	33
EN 5	Energy savings and efficiency improvements	23, 33
EN 6	Initiatives to provide energy-efficient or renewable energy-based products and services	23
EN 7	Initiatives to reduce indirect energy consumption, and reductions achieved	23, 33
EN 8	Total water withdrawal by source	Alliander does not withdraw any cooling water.
EN 9	Water sources and habitats affected by water withdrawal	Alliander does not withdraw any water for cooling purposes.
EN 10	Percentage and volume of water recycled and reused	Alliander does not use any recycled water.
EN 11	Land use in/near protected areas of high biodiversity	Not reported on
EN 12	Impacts of activities on areas of high biodiversity	In order to preserve European nature areas, the European Union has taken the initiative to set up a cohesive network of nature protection sites under the name of Natura 2000. A total of 162 areas in the Netherlands have been designated part of Natura 2000, including a forecast 60 areas within Alliander's service area. This has consequences for Alliander's operations and operating assets in these areas. In 2011 Alliander started drawing up a code of conduct for our operations in nature reserves. This will be finalised and adopted after the Ministry of Economic Affairs, Agriculture and Innovation has finished reviewing the Nature Conservation Act and the Flora and Fauna Act.
EN 13	Habitats protected or restored	155 As the legal successor of a large number of municipal gas companies, Alliander is involved in cleaning up a total of 28 sites in the provinces of Gelderland, Noord-Holland and Zuid-Holland, which were severely polluted in the past as a result of the production of coal gas. The soil clean-up programme will eradicate this legacy from the past and restore the sites to their original state. A large number of sites have already been eradicated. All the remaining gas plant sites in Gelderland, Noord-Holland and Zuid-Holland will be eradicated up by 2015.
EU 13	Biodiversity of offset habitats	Not material
EN 14	Strategies, measures or plans for managing impacts on biodiversity	See note to EN 12
EN 15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not reported on
EN 16	Total direct and indirect greenhouse gas emissions	33
EN 17	Other relevant indirect greenhouse gas emissions	33

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EN 18	Initiatives to reduce greenhouse gas emissions and reductions achieved	33
EN 19	Emissions of ozone-depleting substances	Not material
EN 20	NOx, SOx and other air emissions	Not reported on
EN 21	Total water discharge	Not reported on
EN 22	Total weight of waste	36
EN 23	Significant spills	A total of 53 incidents occurred in 2011, of which 17 were reported to the Safety Council and State Supervision of Mines (2010: 49 and 26 respectively). A total of 96% of the environmental incidents were resolved. In order to minimise the environmental risks, we determine which replacement investments are necessary in the coming period. We do this based on investigations according to the type, age and environmental risks related to the various oil pressure cable routes. Good management prevents unnecessary leakages in oil pressure pipes. Any pollution resulting from leakages is traced and cleaned up so as to ensure compliance with the duty of care pursuant to the Soil Protection Act.
EN 24	Weight of hazardous waste transported, imported/exported or processed	Not applicable
EN 25	Water sources and related habitats significantly affected by water discharge	Not applicable
EN 26	Initiatives to mitigate environmental impacts of products and services	23
EN 27	Percentage of products sold where packaging materials have been reclaimed	Indicator is not applicable to Alliander's primary processes.
EN 28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	In 2011 Alliander received a fine of € 3,000 for failing to appoint an environmental consultant in a clean-up programme.
EN 29	Significant environmental impacts of transportation	33
EN 30	Total environmental protection expenditures and investments by type	155
		The total estimated costs of the soil clean-up at former gas plant sites (see EN 13) is € 41.1 million. As at year-end 2011, a total of € 28.7 (2010: € 27.1) million had been spent on these programmes. The provision for environmental clean-up costs at the end of 2011 amounted to € 12.4 million.
		Alliander is currently researching new techniques and methods for reducing environmental pollution. Field research is being used to determine whether biological techniques, such as using bacteria to break down or convert oil pollution, can be used to clean up network components (such as cables and transformers) on site. Wherever possible, oil pollution relating to oil pressure cables is dug up and removed immediately. In some cases, however, this may not be possible – if, for example, there are lots of cables or pipelines that could be damaged, if dykes are polluted or if the pollution is under a building, a busy road or valuable green spaces. In other words, not all pollution is equally easily accessible. We are therefore currently seeking to identify alternative clean-up methods in conjunction with Wageningen University. Research has been conducted into opportunities for biologically breaking down and chemically oxidising cable oil. In this way, we can establish whether it is possible to clean up pollution on site.

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Social Performance Indicators		
Labour practices and decent work		
LA	Disclosures of management approach	42, 49
EU 14	Knowledge and competence management	45
EU 15	Percentage of employees eligible for pension scheme in five and 10 years' time by job group and region	five years: 25% Employees (2010: 25%) 10 years: 40% Employees (2010: 41%) These figures relate only to Alliander employees in the Netherlands.
EU 16	Health and safety policy and conditions of employees and contractors/subcontractors	44
LA 1	Workforce profile	42
LA 2	Employment and employee turnover	47
		Departures are not reported by age groups. Average employment duration is not reported.
EU 17	Total volume of work carried out by contractors/subcontractors	Not reported on
EU 18	Percentage of contractor and subcontractor employees that have undergone relevant health and safety training	Not reported on
LA 3	Differences in benefits provided to full-time and part-time employees	Not reported on
LA 4	Employees covered by collective bargaining agreements	44
		Collective labour agreement with trade unions and network managers; these cover all employees.
LA 5	Minimum notice period in event of significant operational changes	44
		Alliander has drawn up a social plan and temporary contracts are subject to the legal standard.
LA 6	Workforce represented in formal joint management H&S committees of employer and employees that help monitor and advise on H&S programmes	
		The Works Council has a legal status in the Netherlands and, as an employee representation body, has the right to consultation and the right of consent. Company schemes concerning working conditions, conditions of employment and reorganisations, etc. are put to the Works Council for information purposes and/or consent.
LA 7	Absenteeism, accidents, occupational diseases and work-related fatalities	44,45
LA 8	Education, training, counselling, prevention and risk control programmes to assist workforce members, their families or community members	45
		Alliander College, technical training and electricity and gas safety instructions are reported on.
LA 9	Health and safety agreements covered in formal agreements with trade unions	44
		Arrangements with trade unions are made at network operator sector level as part of the CAO negotiations. The resources to be made available for various themes, such as education, employment, vulnerable groups and working conditions, are determined as part of this process.
LA 10	Average number of hours per year that an employee spends on training	
		As in 2010, training hours are not reported on; 3.6% of wage bill spent on training in 2011 (2010: 3.1%).
LA 11	Competence management and lifelong learning programmes	45
LA 12	Employee information on performance and career development	43
		Employees can give their views and ratings by taking part in the annual employee survey. Manager and employee annually discuss individual performance and development.
LA 13	Diversity	43, 37
		The age and gender dimensions are reported on, as are vulnerable groups in the labour market and Step2work programme. As it is forbidden by law in the Netherlands to report on, for example, ethnic origins, Alliander has no precise insight into the extent to which minority groups are represented within the company.
LA 14	Male/female basic remuneration	
		Shown according to average ratio: 0.90 (2010: 0.87). No account is taken of job comparability.

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Human Rights			
HR	Disclosures of management approach	36, 70, 44, 48	Disclosures concern SRP policy, whistleblower policy, collective labour agreement and employee representation.
HR 1	Investment agreements that include human rights clauses or that have undergone human rights screening	36	
HR 2	Major suppliers and contractors who have been assessed for compliance with human rights and implementation of measures	1, 36	Example of tender in Bulgaria
HR 3	Assurance of human rights in operations		Policy recorded in Alliander Code of Conduct. No figures on number of training hours available.
HR 4	Cases of discrimination and actions taken		Not reported on
HR 5	Operations posing a risk to the right to universal freedom of association and collective labour agreements and actions taken to support these rights		Not material
HR 6	Activities posing child labour risks as well as measures taken to eradicate such risks		Alliander excludes child labour from its activities via the Code of Conduct.
HR 7	Activities posing forced labour risks and measures taken to eradicate these risks		Not material
HR 8	Training of security personnel in relevant human rights aspects		Not material
HR 9	Incidents of violations involving rights of indigenous people and actions taken		Not material: Alliander is active in the Netherlands and Germany.
Society Performance			
SO	Disclosures of management approach	10, 22, 37, 63, 71	
EU 19	Participatory decision-making processes and engagement of stakeholders and outcomes	26, 162	
EU 20	Approach to managing the impacts of displacement		Not reported on
EU 21	Emergency plans and repair of damage	22	See also EN 13.
SO 1	Management programmes to limit adverse effects of operations on communities	21	In conformity with the Act on Information Exchange on Underground Networks (WION), Liander accurately documents the location of cables and pipelines and also registers when these are taken out of service and left in the ground. As abandoned cables and pipelines pose a potential environmental risk for the future, Liander seeks to remove them while carrying out planned activities. Our aim, when digging up abandoned cables and pipelines, is to create as little disturbance as possible to the direct surroundings. The cables and pipelines are then removed in an environmentally responsible manner and registered in the geographical information system.
EU 22	Number of people displaced/dispossessed by activities		On incidental occasions cables or gas pipelines must be constructed across land owned by third parties. Indicator is not reported on.
SO 2	Percentage of business units with corruption risk analysis		Not reported on
SO 3	Employees trained in anti-corruption policies and procedures		Not reported on
SO 4	Action taken in response to instances of corruption	70, 67	In 2011 a total of 15 situations involving violations of the Alliander Code of Conduct were identified. Various measures, including written warnings, reprimands, suspension or dismissal, were imposed in respect of these violations.
SO 5	Public policy positions and participation in public policy development and lobbying		Not reported on: no registration system available.
SO 6	Value of financial and in-kind contributions to political parties, politicians, and related institutions by country		Not reported on
SO 7	Legal actions for anti-competitive behaviour and monopoly practices and their results		Not applicable: Alliander's position is regulated by law.
SO 8	Fines and sanctions for non-compliance with laws and regulations	23	In 2011 Alliander was fined € 60,000 relating to three cases of failure to report excavation work.

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Product Responsibility		
PR	Disclosure of management approach and specific explanations	22, 18, 24, 66, 162
EU 23	Measures supporting access to and promoting safe energy use	22
EU 24	Programmes to improve or maintain access to electricity for vulnerable groups	18
PR 1	Assessment of health and safety impacts of products and services	18, 22
PR 2	Incidents of non-compliance with regulations and codes concerning health and safety impacts of products and services	Not reported on: no registration system available.
EU 25	Accidents and health complaints from citizens involving company installations	Not reported on
PR 3	Type of product and service information required and percentage of products and services subject to such information requirements	Not reported on
PR 4	Non-compliances with regulations and codes concerning product and service information and labelling	Not reported on: no registration system available.
PR 5	Customer satisfaction policy and results	18
PR 6	Programmes for adherence to laws, standards, and codes related to marketing communications	Not reported on: no registration system available.
PR 7	Non-compliance with marketing communications regulations and codes	Not reported on
PR 8	Substantiated complaints regarding breaches of customer privacy and losses of customer data	24 Number of complaints relating to privacy not reported. Policy on privacy outlined.
PR 9	Fines for non-compliance with laws and regulations concerning the provision and use of products and services	No fines in 2011 for non-compliance with legislation and regulations on supply and use of products and services.
EU 26	Percentage of population unserved in licensed distribution areas	There is a statutory obligation to connect customers to the electricity network.
EU 27	Number of residential disconnections for non-payment	19 Total number of disconnections is reported. No reasons for disconnections are mentioned in communications between the supplier and network operator.
EU 28	Power interruption frequency	20 Power interruption frequency is reported (SAIFI): Liander: 0.30 Endinet: 0.46
EU 29	Average power outage duration	20 Outages SAIDI: Liander 20 minutes, Endinet 35.2 minutes CAIDI: Liander 66 minutes, Endinet 77 minutes
EU 30	Average plant availability factor	Alliander has no generation capacity in ownership or under management.