

TenneT Holding B.V.

Additional CSR data

CSR data linked to
Integrated Annual Report 2020

Introduction

In this additional CSR data document, we provide more details on the 2020 CSR performance of TenneT. Together with over 4,300 employees, either working in one of our 8 offices in Germany and the Netherlands or at other locations, we aim to secure supply of energy for society and strive to make responsible choices in doing so. In our Integrated Annual Report 2020 (IAR2020), we report about the topics that are considered to be most relevant to our internal and external stakeholders taking the TenneT Holding perspective, prepared in accordance with sustainability guidelines defined by the Global Reporting Initiative Standards. The materiality process is fundamental to integrated reporting as it ensures we meet the level of transparency our stakeholders have the right to expect. More information about this, is disclosed later in this document.

Our CSR policy and activities are broader and are not limited to topics resulting from the materiality analysis. Therefore additional CSR data is reported in this document, to provide additional information of the progress of TenneT's ambitions on how we aim to create sustainable value.

In our integrated annual report, most of our data is presented at TenneT Holding level. To give more insight in our operations, KPIs in this document are presented on TenneT Holding level and country level. We have presented the data in line with the structure of the integrated annual report.

For definitions of the reported KPIs please go to the [CSR section of our website](#).

In case there any additional questions considering CSR reporting, please send an email to CSR@tennet.eu.



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1. About TenneT

1.1. Our stakeholders

Our stakeholders have been determined based on an internal assessment and a validation of the stakeholders identified. This has been assessed based on the degree of effect or influence one has to the other. On a daily basis, we are in contact with our stakeholders and aim to include their considerations where possible, in the policies we make and the actions we take. They have been requested to provide their views and input with respect to topics that relate to how we create long term value and are deemed to be material and of strategic importance to us.

In the list below, we have included our key stakeholders identified, which key topics and concerns have been raised in 2020 and where we have addressed this in our reporting, which is in line with GRI102 – 44.

Stakeholder group	Method of engagement	Key topics and concerns raised	Disclosed in IAR chapter
Customers	Informative, close involvement in various areas and contractual agreements	<ul style="list-style-type: none"> • Security of supply • Strategic partnerships and client relations • Driving the energy transition 	<ul style="list-style-type: none"> • Ensure a high security of supply • Solve societal challenges with stakeholders and through partnerships
Debt investors and rating agencies	Close involvement and contractual agreements	<ul style="list-style-type: none"> • Financial health • Responsible supply chain practices • Our own environmental impact • TenneT strategy and Transformation 	<ul style="list-style-type: none"> • Secure a solid financial performance and investor rating • Ensure critical infrastructure for society • Strategy and value creation
Employees	Close involvement	<ul style="list-style-type: none"> • TenneT strategy and Transformation • Safety • Health and development • Diversity and inclusiveness • Talent attraction 	<ul style="list-style-type: none"> • Strategy and value creation • Create a sustainable workplace
Governments, political parties and regulatory bodies	Informative and close involvement	<ul style="list-style-type: none"> • Financial health • Driving the energy transition • Security of supply 	<ul style="list-style-type: none"> • Secure a solid financial performance and investor rating • Ensure critical infrastructure for society • Ensure a high security of supply
Local communities	Local interaction	<ul style="list-style-type: none"> • Stakeholder engagement • Security of supply • Safety 	<ul style="list-style-type: none"> • Solve societal challenges with stakeholders and through partnerships • Ensure critical infrastructure for society • Create a sustainable workplace
Media	Informative and close involvement	<ul style="list-style-type: none"> • Security of supply • Our own environmental impact • Driving the energy transition • Financial health 	<ul style="list-style-type: none"> • Ensure critical infrastructure for society • Create value to transition to a low carbon economy • Solve societal challenges with stakeholders and through partnerships • Secure a solid financial performance and investor rating
Non-governmental organisations (NGOs)	Informative, cooperative, consulting and involvement on project level	<ul style="list-style-type: none"> • Driving the energy transition • Our own environmental impact • Responsible supply chain practices • Talent attraction 	<ul style="list-style-type: none"> • Solve societal challenges with stakeholders and through partnerships • Create value to transition to a low carbon economy • Ensure critical infrastructure for society • Create a sustainable workplace

Stakeholder group	Method of engagement	Key topics and concerns raised	Disclosed in IAR chapter
Other European TSOs	Close involvement	<ul style="list-style-type: none"> • Security of supply • Improving European cooperation and coordination • Sharing of innovation 	<ul style="list-style-type: none"> • Solve societal challenges with stakeholders and through partnerships • Ensure a high security of supply
Shareholders (Corporate and projects)	Close involvement	<ul style="list-style-type: none"> • TenneT Strategy and Transformation • Financial health • Driving the energy transition 	<ul style="list-style-type: none"> • Strategy and value creation • Create a sustainable workplace • Secure a solid financial reputation and investor rating
Suppliers	Market consultations, pre-qualifications, negotiations, meetings	<ul style="list-style-type: none"> • Ensure critical infrastructure for society • Responsible supply chain practices • Safety 	<ul style="list-style-type: none"> • Ensure critical infrastructure for society • Create value to transition to a low carbon economy • Create a sustainable workplace

1.2. Materiality analysis

Our policy is to perform this analysis on a bi-annual basis. This policy has been determined in 2019, as we believe that this provides us with the appropriate amount of insights with respect to the most material aspects related to our policies, actions and reporting. As mentioned in IAR2020, we have redefined our list of relevant aspects in 2019. Here we have reduced the amount of topics as we have clustered certain former topics and we have added and deleted others. For more information on this, refer to the 2019 Additional CSR data document.

1.3. TenneT in the supply chain

In our annual report, we have disclosed information on our supply chain management and the way we are aiming to help suppliers we work with to meet our standards with respect to sustainable business practices. In designing, building and maintaining our assets, we purchase goods and services on a worldwide market, from the Netherlands and Germany to e.g. Singapore. These suppliers relate to either contractors that realise our projects and suppliers that deliver goods directly to for building and maintaining our grid. Supply chain management is embedded in our policies and procedures in various ways. An important element of this is related to our Supplier Code of Conduct (SCoC), where we have translated our view on sustainable business practices to. We require all our suppliers to comply to the SCoC, if they would like to do business with us. The SCoC includes principles based on UN Global Compact and the International Labour Organisation. To us, being a responsible grid operator doesn't mean that we just focus on what occurs within our own organisational boundaries. We aim to work together with our suppliers in our quest to take more and more responsibility in our supply chain over time. To us, compliance to the SCoC is a minimum requirement and we also monitor this when we tender for goods and services, whether they have complied to this. In addition, we also perform supplier visits to prevent and mitigate potential misconduct that doesn't meet our standards with respect to quality, environmental and social performance. This is internally recorded and monitored and we report our performance in this area in our Integrated Annual Report. Based on these supplier visits, suppliers are informed that they are either accepted, given the opportunity to make improvements or not accepted, which was the case in one instance in 2020. For instance, for new suppliers, they are informed about the results and whether they are accepted as a supplier, before they are allowed to provide goods and services to us. If non-compliances would occur, our policy is to reach out to the respective supplier to discuss this matter and how this can be resolved. By sharing our views and standards with respect to sustainable business practices, we aim to bring this to a higher level, also for our business partners in the supply chain. In the next years, we strive to further develop our policies and procedures in this area and we will communicate our progress on this in our annual reporting.



1.4. How we create value

In our Integrated annual report, we describe how we aim to create long term value, from inputs, to output and outcomes/impacts. Determining the outcomes/impacts of an organisation is something that we as TenneT have been working on and are still further developing to provide our stakeholders more insights on this. In the visual included in our Integrated Annual Report 2020, we show per 'capital', how each of these are impacted by our purpose, promise, principles, our strategic approach and the end to end processes and lead to outputs, outcomes and impacts. Outputs of the respective capitals are measured by means of key performance indicators. This results in internal or external consequences as a result of these outputs and what the impacts of this are in a broader (societal sense). The insights from this on itself then can have an effect on the input and so on as we strive to reduce our negative impacts and increase our positive impacts over time. We do this by evaluating the results of our policies and actions via the committees and boards which are mentioned in the 'Governance of CSR' section in IAR2020, page 172.

The aforementioned outcomes and impacts for society can be described in multiple ways, such as our human input capital can result in more satisfied employees or in the longer run to better developed labour force. Next to this, this also has negative impacts for instance due to safety incidents. With respect to financial input capitals, this can lead to societal benefits as salary payments for society, being either employees, suppliers or taxes and on the other hand also leads to expenditures and societal costs.

To take a next step in showing how we create value not only in the short but also in the longer run, we started in 2020 with quantifying the outcomes/impacts of our intellectual capital and our natural capital.

Intellectual capital

Our main societal impact is related to our core task: transporting electricity and having a high grid availability. With this, we power and empower society, together with others in the electricity supply chain, such as electricity generating companies and DSOs. Being able to supply electricity has a certain value, based on research performed by the SEO economic research organisation. In their research 'The value of supply security: The costs of power interruptions: Economic input for damage reduction and investment in networks' (De Nooij, M, Koopmans, C and Bijvoet, C, 2006) the researchers state that electricity not delivered has a value. This is on the one hand based on the economic value diminished based on the gross domestic product. On the other hand this relates to the value diminished for consumers that, for instance are not being able to enjoy leisure time. Based on interviews conducted with one of the authors, the same value can be applied for electricity that has been supplied. This is therefore the basis of estimating the societal value due to the availability of our grid. This first assessment was focussed on our Dutch operations, as the researchers have focussed on the Dutch situation as well. To make this estimation more accurate, we have updated the calculation models used by the researchers with the most recent (2019) data from the Centraal Bureau voor de Statistiek and used the 2020 data available from our own systems to estimate the societal value due to the availability of our grid. The result of this estimation is that the total value exceeds the Dutch gross domestic product. This has also been validated with this co-author. This makes sense as the model not only includes economic value generated, which the GDP is related to, but also other societal value for end-users, as described above.

These are just the first steps in our journey to estimate this value, as next steps are still to be taken, such as determining the value that also includes the German part of our grid. We invite others to share their thoughts in further developing this.

Natural capital

As TenneT, we are aware that we have an impact on the environment in building, maintaining and operating the grid. Impacts relate to our carbon footprint and impact on the biodiversity of the areas our assets are built. We are investigating how we can further quantify these impacts. This year, we have started by including the impacts related to connecting renewable energy sources to our grid. In IAR2020, we included the outcome/impact in two ways with respect to this, being the equivalent number of households that have been able to switch to 100% renewable energy and the carbon emissions that we have been able to help avoid, by connecting renewable energy sources to our grid. The basis of both indicators is related to the amount of green electricity we have been able to connect to our grid. The total of this has been divided by the consumption of an average household in the respective part of our service area for the equivalent number of households that have been able to switch to 100% renewable energy.



For the avoided emissions, we have multiplied the aforementioned total with the most recent average grid mix in the Netherlands and Germany available at the time of reporting this information internally and externally via our IAR2020.

1.5. Our balancing act

Our balancing act Securing supply is our core task and our main responsibility. We aim to ensure a safe, reliable and secure supply of electricity to more than 42 million end-users, 24 hours a day, 365 days a year. We are committed to secure supply, not only today, but also tomorrow. That is why we are working together with our stakeholders and through partnerships to shape the future energy landscape. We believe that this requires a multi-dimensional decision-making process in which we not only consider security of supply, but also how our decisions affect sustainability and affordability. This is a constant balancing act, in which we aim to make decisions that satisfy all three dimensions in the best way possible.

For example, when we plan our projects, we balance security of supply with making both sustainable and affordable choices in realising our assets. This is not always easy. An example of this could be, when we are planning a route and we foresee that the capacity might be insufficient to accommodate a future increase of renewable energy sources being connected to the grid. An option would be to increase our capacity now, which may require a larger investment, however, this also has clear benefits. Examples of this include less inconvenience for local communities as we can avoid expanding our capacity later and also avoid certain costs related to permitting. However, this way of forwardlooking working is not encouraged in the current regulatory framework and therefore it is not common practice.

The balancing act is also reflected in the choices we make to build, maintain and operate our grid. We need to consider how these choices could affect the supply of electricity, the natural environment and the societal costs. An example of this is the use of SF₆ gas. This is a gas which we use as an insulator and extinguisher in some of our assets. However SF₆ is a strong contributor to greenhouse gas emissions and can have damaging environmental impact if leakages occur. Currently, we face limitations for switching to a more eco-friendly alternative to SF₆. Alternative solutions are still fairly new and relatively untested. They involve higher costs, but more importantly, they cannot be used with the same certainty, which imposes a risk for our ability to secure supply on a constant level. The question of switching to an alternative to SF₆ is therefore a continuous balancing act for us. We are investing in innovations to make new technologies sufficiently reliable for our requirements, while at the same time bringing costs down. These examples illustrate that we do not just choose and find one of these elements more important than the other, but we strive to find the right balance between all three elements.

1.6. Social charters

As TenneT, we have committed ourselves to certain public charters. As mentioned in IAR2020, this relates to the UN Global Compact (we report our progress via a separate report, refer to: <https://www.tennet.eu/nl/bedrijf/mvo-en-duurzaamheid/download-reports/> where we have included our UN Global Compact Communication on Progress report) and the OECD (Organisation for Economic Development) guidelines. In the table below we have included more on where we provide more information on this.

OECD themes	Chapter
Disclosure	More transparency with respect to our policies and activities is disclosed in various parts of our reporting, such as IAR2020, GFR2020 and our website www.tennet.eu
Human rights	<ul style="list-style-type: none"> • Ensure critical infrastructure for society, Sustainable supply chain practices
Employment and industrial relations	<ul style="list-style-type: none"> • Ensure critical infrastructure for society, Sustainable supply chain practices • Create a sustainable workplace



OECD themes	Chapter
Environment	<ul style="list-style-type: none"> • Create value to transition to a low carbon economy • Green Finance Report 2020 • Additional Data Document 2020
Combating bribery, bribe solicitations and extortion	<ul style="list-style-type: none"> • Compliance and integrity • https://www.tennet.eu/company/compliance/compliance-at-tennet/
Consumer interests	<ul style="list-style-type: none"> • Solve societal challenges with stakeholders and through partnerships
Science and technology	<ul style="list-style-type: none"> • Solve societal challenges with stakeholders and through partnerships, Innovative collaborations to unlock flexibility, Flexibility for the future • Deliver a high security of supply
Competition	<ul style="list-style-type: none"> • Secure a solid financial reputation and investor rating • Governance and Risk Management • Consolidated financial statements
Taxation	<ul style="list-style-type: none"> • Consolidated financial statements

2. Our performance in 2020

2.1. Deliver a high security of supply

As an European TSO, our main task is to secure supply of electricity for the people that live in our serving area. TenneT's track record in grid availability is among the best in the world. We work hard to guarantee a reliable electricity grid, a task that is complicated by the volatility of renewable energy, which makes it harder to balance supply with the rising demand. This is one of the main elements of how we as a company create value. Our key performance indicator with respect to this important output is related to the availability of our grid.

2.1.1. Grid availability

In the table below, our on shore grid availability is presented:

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Grid availability	99.9999%	100.0000%	99.9999%	99.9998%	100.0000%	99.9998%	99.9988%	99.9958%	99.9988%
110/150 kV									
Interruptions	3	N/A	-	12	N/A	12	16	N/A	16
Energy not transported	17	N/A	17	10,556	N/A	10,556	1,184	N/A	1,184
220/380 kV									
Interruptions	-	-	-	1	1	2	-	1	1
Energy not transported	-	-	-	156	0.22	156	-	60	60

Our total grid availability (ASAI) is reported as the sum of the availability on the national grids, thereby underestimating the availability for TenneT as a whole. The industry has defined two standard KPIs for grid availability reporting. The SAIDI (System Average Interruption Duration Index) is the average outage duration for each customer served. The ASIDI (Average System Interruption Duration Index) is the average outage duration for interrupted active power flow. Since 2017 TenneT reports according to GRI Standards, which requires more extensive reporting on the identified materials themes. For grid availability this means the SAIDI and ASIDI are reported from 2017.



	2020		2019		2018	
	NL	D	Total	NL	Total	NL
SAIDI						
110/150 kV	0.27	N/A	0.94	N/A	5.50	N/A
220/380 kV	-	N/A	-	N/A	-	N/A
ASADI						
110/150 kV	N/A	N/A	N/A	N/A	N/A	N/A
220/380 kV	-	-	4.19	-	-	0.06

2.2.Ensure a critical infrastructure for society

To ensure that we are able to keep our high level our grid availability is at, we are working hard to maintain our current grid and design and build on a daily basis to help shape the future energy landscape to be able to secure supply not only today but also tomorrow. We are proud that we have been able to exceed our budgeted amount of investments and the progress related to that, despite setbacks we have experienced at some of our projects. This results in the critical infrastructure we are operating 24 hours a day, 365 days a year.

2.2.1. Technical data

In the table below, we have included more information with respect to the critical infrastructure we have realised and are maintaining.

	2020			2019			2018		
Technical data	NL	D	Total	NL	D	Total	NL	D	Total
Number of substations:									
110/150 kV	289	5	294	288	5	293	289	5	294
220/380 kV	46	128	174	44	125	169	45	123	168
Total number of substations	335	133	468	332	130	462	334	128	462
Number of pylons	12,800	14,608	27,408						
Circuit length:									
Underground total	2,708	2,221	4,929	2,140	2,176	4,316	2,106	1,952	4,058
Overhead total	8,166	10,771	18,937	8,112	10,804	18,916	8,113	10,559	18,672
Total	10,874	12,992	23,866	10,252	12,980	23,232	10,219	12,511	22,730
150/300/450 kV DC	583	1,494	2,077	583	1,495	2,078	420	1,335	1,755
220/380 kV	3,334	10,782	14,116	3,199	10,795	13,994	2,986	10,555	13,541
110/150 kV	6,957	716	7,673	6,915	690	7,605	6,945	621	7,566
Total	10,874	12,992	23,866	10,697	12,980	23,677	10,351	12,511	22,862

2.3.Create a sustainable workplace

Our people are our most valuable asset. They are the key to our continued success and growth. That's why we create a safe, healthy, stimulating and energising place for them to work, grow and to bring the best in them. Over 4,300 employees contribute to our mission to provide a secure and reliable supply of electricity, 24 hours a day, 365 days a year. Next to this, we also make use of contractors, e.g. to help us in realising our projects. We aim to work together with our contractors, for instance when it comes to creating a safe working environment. In tables below additional data regarding FTE, headcount, permanent/temporary contracts, CAO/function contracts, male/female ratios, age distribution, inflow/outflow, management/non-management, full-time/part-time employees and education costs is presented. In our current strategy, we focus on a safe and inclusive working environment and on energising our people. In the tables below, we provide more insight on our diversity and safety focus areas.



2.3.1. Employee data

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
FTE (end of period)									
FTE internal	1,723	2,417	4,140	1,516	2,088	3,604	1,368	1,903	3,271
FTE external	669	357	1,026	663	332	995	604	399	1,003
Total	2,392	2,774	5,166	2,178	2,420	4,598	1,972	2,302	4,274

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Headcount (end of period)									
Headcount internal	1,789	2,532	4,321	1,580	2,188	3,768	1,422	1,987	3,409
Headcount external	1,038	363	1,401	809	336	1,145	726	403	1,129
Total	2,827	2,895	5,722	2,389	2,524	4,913	2,148	2,390	4,538

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Headcount (end of period)									
Permanent contract	1,549	2,166	3,715	1,402	1,904	3,306	1,292	1,741	3,033
Temporary contract	240	366	606	178	284	462	130	246	376
Total	1,789	2,532	4,321	1,580	2,188	3,768	1,422	1,987	3,409

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Permanent contract									
Permanent contract male	1,549	1,713	3,262	1,086	1,533	2,619	1,004	1,399	2,403
Permanent contract female	240	453	693	316	371	687	288	342	630
Total	1,789	2,166	3,955	1,402	1,904	3,306	1,292	1,741	3,033
% male	87%	79%	82%	77%	81%	79%	78%	80%	79%
% female	13%	21%	18%	23%	19%	21%	22%	20%	21%

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Temporary contract									
Temporary contract male	178	194	372	137	157	294	98	154	252
Temporary contract female	62	172	234	41	127	168	32	92	124
Total	240	366	606	178	284	462	130	246	376
% male	74%	53%	61%	77%	55%	64%	75%	63%	67%
% female	26%	47%	39%	23%	45%	36%	25%	37%	33%

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Collective labour contracts	85%	83%	83%	85%	82%	83%	85%	81%	83%

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Headcount internal gender									
Male	1,378	1,907	3,285	1,223	1,690	2,913	1,102	1,553	2,655
Female	411	625	1,036	357	498	855	320	434	754
Total	1,789	2,532	4,321	1,580	2,188	3,768	1,422	1,987	3,409
% male	77%	75%	76%	77%	77%	77%	77%	78%	78%
% female	23%	25%	24%	23%	23%	23%	23%	22%	22%

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Headcount internal by age									
Under 20 years	1	33	34	6	32	38	-	33	33
20-30 years	134	524	658	109	437	546	84	392	476
30-40 years	393	932	1,325	345	793	1,138	316	702	1,018
40-50 years	583	522	1,105	526	457	983	475	418	893
50-60 years	485	438	923	424	389	813	424	360	784
Over 60 years	193	83	276	170	80	250	123	82	205
Total	1,789	2,532	4,321	1,580	2,188	3,768	1,422	1,987	3,409

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Headcount internal inflow									
Male	233	314	547	185	246	431	122	110	232
Female	84	187	271	56	135	191	35	55	90
Total	317	501	818	241	381	622	157	165	322
% male	74%	63%	67%	77%	65%	69%	78%	67%	72%
% female	26%	37%	33%	23%	35%	31%	22%	33%	28%

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Headcount internal outflow									
Male	78	95	173	82	104	186	57	46	103
Female	30	64	94	28	61	89	13	13	26
Total	108	159	267	110	165	275	70	59	129
% male	72%	60%	65%	75%	63%	68%	81%	78%	80%
% female	28%	40%	35%	25%	37%	32%	19%	22%	20%



	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Headcount internal management									
Male	128	47	175	100	116	216	97	110	207
Female	41	10	51	26	17	43	24	14	38
Total	169	57	226	126	133	259	121	124	245
% male	76%	82%	77%	79%	87%	83%	80%	89%	84%
% female	24%	18%	23%	21%	13%	17%	20%	11%	16%

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Headcount internal non-management									
Male	1,250	1,860	3,110	1,123	1,574	2,697	1,005	1,443	2,448
Female	370	615	985	331	481	812	296	420	716
Total	1,620	2,475	4,095	1,454	2,055	3,509	1,301	1,863	3,164
% male	77%	75%	76%	77%	77%	77%	77%	77%	77%
% female	23%	25%	24%	23%	23%	23%	23%	23%	23%

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Headcount internal full-time									
Male	1,256	1,796	3,052	1,112	1,596	2,708	1,010	1,476	2,486
Female	166	440	606	133	342	475	116	307	423
Total	1,422	2,236	3,658	1,245	1,938	3,183	1,126	1,783	2,909
% male	88%	80%	83%	89%	82%	85%	90%	83%	85%
% female	12%	20%	17%	11%	18%	15%	10%	17%	15%

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Headcount internal part-time									
Male	122	111	233	111	94	205	92	77	169
Female	245	185	430	224	156	380	204	127	331
Total	367	296	663	335	250	585	296	204	500
% male	33%	38%	35%	33%	38%	35%	31%	38%	34%
% female	67%	63%	65%	67%	62%	65%	69%	62%	66%

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Newly hired females at management level	30%	27%	29%	15%	15%	15%	26%	30%	28%

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	NL
Average education costs per employee	2,355	1,766	2,010	2,008	2,180	2,108	2,246	2,092	2,157



2.3.2. Remuneration

We reward our employees for their work by offering an appropriate package of salary, pension and secondary benefits. To illustrate the difference in remuneration between the highest full-time salary and median fulltime salary at TenneT, we have calculated the ratio of fixed salary (including acquired leave days), variable remuneration and pension benefits.

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Ratio CEO to median	5.3	5.7	5.6	5.5	5.6	5.6	7.1	7.6	7.5

2.3.3. Health

We help our people to live healthy and active lives, and find a stimulating work-life balance. We encourage all employees to join our Always Energy programme, which is open to all our employees and also includes events where their partners are invited to participate. In 2020, this majority of this program needed to be redesigned as the measures to combat the COVID-19 pandemic prevented us to have our programme in the traditional way. Nevertheless, having this programme proved to be perhaps even more needed, as working from home away from the office and ones colleagues provides different challenges to face. That is why the Always Energy programme focussed on both physical and mental health programmes that all colleagues could attend and perform themselves online or offline, at home or outside considering the measures provided by the governments in the areas the colleagues are located. This has resulted in around 130 activities being organised for our employees, related to running, cycling, yoga, mindfulness and other activities related to either mental or physical health. This also includes online workshops and webinars, which was attended by approximately 600 of our employees. Furthermore virtual challenges were organised, where around 300 of our colleagues were motivated to make healthy choices such as a daily walk or attending events to remain connected with other team members.

2.3.4. Safety

The safety of everyone involved in our activities – our employees and our contractors – is a top priority. We continually strive for zero work-related incidents and accidents. Our goal is to become a safety leader and to have a pro-active safety culture. We aim to be recognised as such by our own employees as well as by our stakeholders. Our safety performance is presented in the table below.

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
LTIF	2.0	5.8	3.2	2.7	6.0	3.6	1.0	3.1	2.4
TRIR	1.0	6.5	4.1	2.7	6.8	4.8	1.3	4.1	3.1
HRI	1	3	4	19	28	47	19	30	49
Fatalities	-	2	2	-	-	-	-	-	-
Investigation index	95%	99%	97%	89%	99%	95%	100%	100%	100%



2.4. Create value to transition to a low carbon economy

As TenneT, we believe that we are able to make a significant contribution with respect to the energy transition. With the knowledge and experience we have gained in more than 20 years of securing supply of electricity to the people that live in the areas we serve, we want to serve society and help shape the future energy landscape. To us, this means that we also want to set the right example ourselves in being a green and responsible grid operator. That is why we have defined ambitions and targets to reduce our own impact with respect to climate, circularity and nature.

2.4.1. Climate

We present our gross CO₂ footprint for 2020, 2019 and 2018 in three scopes: direct emissions from our own operations; indirect emissions related to purchased energy; and indirect emissions related to other purchased goods. Our net carbon footprint takes our measures to green our electricity use into account, resulting in a lower carbon footprint. Our calculations are based on the CO₂ Footprint Network Operators Manual, of the Association of Energy Network Operators in the Netherlands, CO₂emissiefactoren.nl and document "Entwicklung der spezifischen Kohlendioxid- Emissionen des deutschen Strommix in den Jahren 1990 bis 2019". The detailed carbon footprint of 2020 is presented below, which includes since 2017 the helicopter and vessel transport to our offshore platforms. The 2019 and 2018 figures can be found in the appendix.



2020

Scope 1			conversion factor	emission in ton CO ₂ e	net emissions in ton CO ₂	Percentage
Lease						
14,049,895	km	DE	0.000163 ton CO ₂ /km	2,290	2,290	0.09%
12,758,727	km	NL	0.000163 ton CO ₂ /km	2,080	2,080	0.08%
Total Lease				4,370	4,370	0.18%
Gas use offices						
7.17	GWh	DE	178.5 tonnes CO ₂ e/GWh	1,280	1,280	0.05%
133,934.50	m ³	NL	0.001785 ton CO ₂ e/m ³	239	-	0.01%
Total energy use office				1,520	1,280	0.06%
SF₆ leakage						
102.11	kg	DE	23.5 ton CO ₂ e/kg SF ₆	2,400	2,400	0.10%
994.86	kg	NL	23.5 ton CO ₂ e/kg SF ₆	23,379	23,379	0.95%
Total SF₆ leakage				25,779	25,779	1.05%
Total Scope 1				31,668	31,429	1.29%
Scope 2						
Electricity use offices						
4.35	GWh	DE	0 tonnes CO ₂ e/GWh	-	-	0.00%
6.35	GWh	NL	0 tonnes CO ₂ e/GWh	-	-	0.00%
Total Electricity use offices				-	-	0.00%
Grid losses						
4,208.00	GWh	DE	401 tonnes CO ₂ e/GWh	1,687,408	887,413	68.91%
1,321.69	GWh	NL	476 tonnes CO ₂ e/GWh	629,124	-	25.69%
Total grid losses				2,316,532	887,413	94.60%
Electricity use stations						
197	GWh	DE	401 tonnes CO ₂ e/GWh	79,157	-	3.23%
20	GWh	NL	476 tonnes CO ₂ e/GWh	9,498	-	0.39%
Total Electricity use stations				88,655	-	3.62%
Total Scope 2				2,405,187	887,413	98.23%
Scope 3						
Business and commute						
14,475,000	km	DE	0.000163 ton CO ₂ /km	2,359	2,359	0.10%
8,194,361	km	NL	0.000163 ton CO ₂ /km	1,336	1,336	0.05%
Total business and commute				3,695	3,695	0.15%
Air travel						
703,396	km	DE	0.000278 ton CO ₂ /km	196	196	0.01%
2,502,177	km	NL	0.000278 ton CO ₂ /km	696	696	0.03%
Total air travel				891	891	0.04%
Train						
1,385,011	km	DE	0.000005 ton CO ₂ /km	7	7	0.00%
823,779	km	NL	0.000005 ton CO ₂ /km	4	4	0.00%
Total Train				11	11	0.00%
Offshore transport						
Helicopters						
613,983	l	DE	0.00354 ton CO ₂ /l	2,173	2,173	0.09%
Supply vessels						
1,717,250	l	TenneT Offshore	0.00292 ton CO ₂ /l	5,014	5,014	0.20%
Total offshore transport						0.00%
Total Scope 3				11,785	11,785	0.48%
Total				2,448,640	930,627	100.00%

Grid losses

TenneT's main impact with respect to climate is related to grid losses. Around 95% of the carbon footprint is related to this. Grid losses are calculated as the difference between the amounts of electricity produced entering our transmission system and the amount that leaves our system for consumption. The grid losses presented per country and voltage level can be found in the table below.

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
110/150 kV									
Grid losses (GWh)	375	N/A	375	382	N/A	382	167	N/A	167
Transported GWh	82,791	N/A	82,791	89,618	N/A	89,618	27,020	N/A	27,020
% grid losses of transported GWh	0.45%	N/A	0.45%	0.43%	N/A	0.43%	0.62%	N/A	0.62%
220/380 kV									
Grid losses (GWh)	952	4,209	5,161	868	3,785	4,653	979	3,894	4,873
Transported GWh	71,457	173,023	244,480	74,358	164,464	238,822	81,046	168,110	249,156
% grid losses of transported GWh	1.33%	2.43%	2.11%	1.17%	2.30%	1.95%	1.21%	2.32%	1.96%
Total grid losses (GWh)	1,327	4,209	5,536	1,250	3,785	5,035	1,146	3,894	5,040



SF₆

SF₆ is used in high-voltage equipment on substations because it is an excellent electrical insulator and is necessary for interrupting currents in circuit breakers. However, SF₆ is a strong contributor to greenhouse gas emissions, as this is over 23,000 times more polluting than CO₂. Below the leaked and banked amounts are reported.

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
SF ₆ leaked (kg)	995	102	1,097	862	117	979	606	463	1,069
SF ₆ banked (kg)	175,696	272,373	448,069	163,661	236,315	399,976	162,151	197,954	360,105
SF ₆ leaked %	0.57%	0.04%	0.24%	0.53%	0.05%	0.24%	0.37%	0.23%	0.30%

2.4.2. Circularity

As part of our strategy to Drive the energy transition and lead as a green grid operator, we have included our ambition to minimise use of scarce materials, reusing materials and reducing waste in our operations. To this extent, we are currently working on obtaining more insights in the materials we use by means of obtaining material passports from our suppliers and identifying all sources of waste. Based on the insights currently available, we have estimated a range for both metrics. For waste, this relates to the available 2019 data of our German operations and for virgin copper, this relates to the raw material passports currently obtained. We aim to reduce both the use of virgin copper, as well as non-recyclable waste with 25% by 2025.

2.4.3. Nature

Environmental incidents

With our operations we have undoubtedly impact on nature. We recognise that we have a responsibility to care for the well-being of the natural environment, and are therefore transparent about the oil leakages and environmental incidents caused by our actions.

	2020			2019			2018		
	NL	D	Total	NL	D	Total	NL	D	Total
Oil Leaked (litres) from cables	5,391	-	5,391	1,842	1,995	3,837	954	5,425	6,379
Environmental incidents	29	28	57	24	26	50	28	27	55

Areas managed in regions of high biodiversity

The majority of TenneT's lines and cables are outside regions with high biodiversity, since these areas are protected by national and international laws. However, some of our infrastructure does cross areas of high biodiversity and below we report the surface areas managed in protected natural areas in the Netherlands and Germany. Since different types of natural areas overlap, for instance protected bird and habitat areas, the sum of protected areas does not sum up to the total. We aim to collect this data regarding our nature ambition on a periodical basis. The most recent data is collected in 2016, or updated more recent where stated otherwise.

Type of natural protected area Netherlands	Surface area managed in protected area (km ²)
Total forest and heather	11.6
Total Natura 2000	6.2
Bird guideline area	5.1
Habitat guideline area	4.1
Protected natural area's	0.7
Type of natural protected area Germany	Surface area managed in protected area (km ²)
Natura 2000 (Bird, Habitat and Flora and Fauna areas)	13.1
Nature conservation areas	6.5
National parks	1.7
Natural parks	63.3
Biosphere reserves	2.3
Special protection area (Birds Directive)	17.4
Wadden Sea World Heritage property	1.6
Ramsar Convention	1.2
Total area (without overlap)	85.8



2.5. Secure a solid financial performance and investor rating




We notice that there is a growing interest from the investor community with respect to our Environmental Social and Governance (ESG) policies and performance. This growing interest is also visible when it comes to our green bonds and other forms of green financing.












In 2019, Standard & Poor's has performed an ESG evaluation, an assessment of its ability to operate successfully, now and in the future. Standard & Poor's awarded TenneT the classification 'strong', with a score of 83 out of 100. For more information with respect to this evaluation, please read the full [report](#). In 2020, Sustainalytics performed their ESG evaluation and ranked us in the 'low risk' categories, amongst the frontrunners in our sector.

To finance its renewable energy activities, TenneT has developed a Green Financing Framework, which is aligned to the ICMA Green Bond Principles published in June 2018 and the LMA Green Loan Principles published in December 2018. As part of this framework, we have committed ourselves to report on certain performance data with respect to our green financing instruments issued. That is why we publish our Green Finance Report on an annual basis. Here we provide information on the advancement of proceeds and projects, as well as performance information regarding the projects included in the Green Finance portfolio such as the environmental and safety performance of these projects. Our 2020 Green Finance Report is available on our [website](#).

2.6. Solve societal challenges with stakeholders and through partnerships

We believe in the power of partnerships and that these are crucial in achieving our goals with respect to the future energy landscape and helping society transition to a low carbon economy. We are working with many stakeholders to find solutions and solve these societal challenges. As we have many partnerships, we have highlighted a selection of this in the overview below.

Partner	Logo	Description
Drive the energy transition		
North Sea Wind Power Hub		A partnership together with Energinet, Gasunie and the Port of Rotterdam to evaluate and develop technical concepts for an internationally coordinated roll out of 'hub-and-spoke' powerhubs in the North Sea to help shape a more integrated European energy market.
NSON II		Together with project partners Fraunhofer IEE, Leibniz University Hanover and University of Kassel, TenneT has been invited by the German Federal Ministry of Economic Affairs and Energy (BMWi) to participate in this research project, which explores the cost efficient and international integrated connection of offshore wind energy in the North Sea. TenneT's main input is in system and grid control and optimised (grid-) planning and operation of offshore systems.
Infrastructure Outlook 2050 with Gasunie		This joint project together with Gasunie aims to find the answers for the energy transition. A scenario where the electricity and gas energy infrastructures are seamlessly integrated is a key element of this partnership. A pilot project together with Thyssengas has been initiated in 2019 called Element Eins, which involves the construction of a power-to-gas installation of 100MW in Lower-Saxony, Germany, which is expected to come into operation gradually from 2022 onwards. https://www.tennet.eu/nl/nieuws/nieuws/studie-integraal-energiesysteem-2050-biedt-kompas-bij-urgente-keuzes-energietransitie/
Groene Netten coalition		An initiative of MVO Nederland is the Groene Netten coalition. Here key infrastructure companies are working together with the aim to work together to accelerate aspects with respect to sustainable practices, such as circularity and energy reduction. https://www.groenenetten.org/groene-netten/home/

Partner	Logo	Description
Equigy		TenneT has teamed up with other TSOs in Italy and Switzerland to create a European crowd-balancing joint-venture, called Equigy. This platform uses blockchain technology to register and validate a multitude of transactions with owners of distributed energy sources. It gives TSOs visibility of the flexible capacity offered by home-storage devices and allows them to manage the transactions securely. So far, Equigy has been launched in the Netherlands, Germany, Italy, and Switzerland, but it is a platform designed to accommodate a bigger scale. The plan is for it to progressively roll out in other European countries and discussions with other TSOs and partners (manufacturers of electric appliances and aggregators) are ongoing. For more information on Equigy: www.equigy.com .
Vandebron		TenneT is working together with Vandebron in a pilot project. to aggregate power from electric cars and household batteries. This provides flexibility, helping to balance the grid and prevent congestion.
Sonnen E-services		Comparable to our partnership with Vandebron, we are performing a similar pilot with Sonnen E-services in Germany.
GOPACS		A partnership partnership with the Dutch Distribution System Operators (DSOs) to launch a new smart solution to reduce congestion in the electricity grid by using flexible power from the market.
De Vlinderstichting		Together with 'De Vlinderstichting' we are working to take next steps with respect to our Nature ambition, aiming to improve the biodiversity near our assets.
St. de Noordzee		In collaboration with St. de Noordzee a positive impact of the Dutch offshore activities in the Netherlands on marine biodiversity is pursued. Stichting de Noordzee and TenneT together gather academics to open a discussion on the possibilities to improve nature and biodiversity in the North sea.
Energy cooperation in the North Sea: NOGEPA, NWEA, TNO, TenneT and Stichting Natuur & Milieu		Dutch offshore North Sea oil and gas operators, the offshore wind sector and NGO's, have joined forces and declare that they will collaborate in order to contribute to a safe, sustainable, reliable and affordable energy system in balance with improving eco-systems.
Green Deal Infra-nature		<p>Via the Green Deal, an instrument from the Dutch ministries to progress sustainability, we are able to:</p> <ul style="list-style-type: none"> • learn from the experience of other companies • create a relevant network with Ministries, NGO's and similar infrastructure companies. <p>set up a joint lobby for biodiversity related issues. The Ministry of Economic Affairs for example, wants to look upon a solution for the regulatory issues related to biodiversity.</p>
Natuur & Milieu		We signed a partnership agreement with Natuur & Milieu in October 2014 for 'Wind op Zee' (NL). Natuur & Milieu is coordinating the input for the EIA procedure for Wind op Zee.
Cigre, workgroup corridor management		Cigre is an international non-profit association for promoting collaboration with experts from all around the world by sharing knowledge and joining forces to improve electric power systems of today and tomorrow. One of the working groups focusses on biodiversity and landscape to have effective corridor management.
Best Grid / Renewables Grid Initiative (RGI)		Cooperation with a local NGO to analyse how to connect biotopes via power lines 2014-2015 – Partner was the Renewables Grid Initiative and NABU lower Saxony.

Partner	Logo	Description
NABU (German BirdLife), under Best Grid		For the project SuedLink, TenneT is cooperating very closely with the regional branch of NABU (German BirdLife) in Lower Saxony. Since 2017, we have agreed with other TSOs and the NABU (Naturschutzbund Deutschland) to set-up a bird hot line. People that find a dead bird in the vicinity of our lines can call this line, managed by the NABU, which keeps a register. The information will be used to change the type of bird flaps we use and potentially help us design new lines that are safer for birds in the future.
The European Grid Declaration on Electricity Network Development and Nature Conservation		Under the RGI, a coalition of 24 organisations, including nine of Europe's largest TSOs, and NGOs such as WWF, Greenpeace, Birdlife International and Friends of the Earth Europe, work together.
Secure supply, today and tomorrow		
Innosys 2030		TenneT is working with partners to find new solutions to help shape the future energy landscape. This programme was initiated by the German government and the four German TSOs to find innovative solutions to boost grid flexibility and automation, thereby allowing existing grid networks to handle greater capacity while ensuring security of supply and preventing system failure. InnoSys aims to design future-proof electricity systems, optimised for the complexities of renewable energy in the years ahead.
ENTSO-E		TenneT works together with other TSOs in the European Network of Transmission System Operators for Electricity (ENTSO-E). This is a collaboration of 42 TSOs from 35 countries working together in key areas including establishing technical and market-related network codes, coordinating plans to develop European infrastructure and promoting technical cooperation between TSOs. As a member of ENTSO-E, TenneT is helping to build a more integrated European electricity market, contributing to a sustainable energy landscape, and ensuring electricity in Europe is affordable, sustainable and secure.
Netbeheer Nederland		TenneT is a member of Netbeheer Nederland, the association of electricity and gas grid operators in the Netherlands. Netbeheer Nederland aims to facilitate cooperation between these grid operators representing the interests of its members in conversations with other stakeholders.
ENSURE		TenneT is a key partner in the Kopernikus project ENSURE in which scientists, industrial companies and civil society organisations are developing the energy grid of the future. The Kopernikus projects are among the largest research initiatives in Germany in the field of the energy transition. Their aim is to make it possible for Germany to be climate neutral by 2050. Power-to-X technologies play a key role in this, as they can transform electricity into other forms of energy, for example fuels (Power-to-Fuel), gases (Power-to-Gas), and heat (Power-to-Heat).
Energise our people and organisation		
Refugee Talent Hub		To find qualified refugee talents in the Netherlands, TenneT partnered up with the Refugee Talent Hub and TENT Partnership – both initiatives linking refugee talent and employers, with paid employment as the goal. The Refugee Talent Hub and TENT Partnership provide a network, bringing affiliated employers into contact with job-seeking newcomers through small-scale, customised meet & greet meetings.
TENT		
Integrated High Voltage Laboratory with TU Delft		TenneT is working together with TU Delft via the Integrated High-Voltage Laboratory at TU Delft. Through this, TenneT can gain insight into the latest knowledge and research undertaken by Masters and PhD, who are the talent of the future.
Safeguard our financial health		
Cooperation with co-investors		To finance the expansion of offshore grid connections, TenneT cooperates with external co-investors such as Copenhagen Infrastructure Partners (CIP) and Chubu Electric Power. Via separate legal entities the co-investors contribute equity and receive economic participation rights in return. Their contribution helps to ensure adequate financial ratios. Furthermore their participation strengthens TenneT's interest in a reliable and stable regulatory framework as reasonable co-investors interests are communicated towards policy makers and regulators.
Cooperation related to our Revolving Credit Facility		ABN AMRO, BNG, BNP Paribas, Commerzbank, Deutsche Bank, HSBC, ING, Lloyds, Rabobank, NatWest and SMB are participating in our current sustainable Revolving Credit Facility (RCF) of EUR 3.3 billion. The majority of these house banks also participated in TenneT's 2009 RCF, showing our commitment to long-term relationships.



Appendix

2019

Scope 1			conversion factor	emission in ton CO ₂ e	net emissions in ton CO ₂
Lease					
16,979,007	km	DE	0.000163 ton CO ₂ /km	2,768	2,768
-	km	NL	0.000163 ton CO ₂ /km	2,761	2,761
Total Lease				5,529	5,529
Gas use offices					
6.30	GWh	DE	178.5 tonnes CO ₂ e/GWh	1,125	1,125
133,934.50	m ³	NL	0.001785 ton CO ₂ e/m ³	239	-
Total energy use office				1,364	1,125
SF₆ leakage					
117.00	kg	DE	23.5 ton CO ₂ e/kg SF ₆	2,750	2,750
862.00	kg	NL	23.5 ton CO ₂ e/kg SF ₆	20,257	20,257
Total SF₆ leakage				23,007	23,007
Total Scope 1				29,899	29,660
Scope 2					
Electricity use offices					
4.61	GWh	DE	0 tonnes CO ₂ e/GWh	-	-
6.35	GWh	NL	476 tonnes CO ₂ e/GWh	3,025	-
Total Electricity use offices				3,025	-
Grid losses					
3,785.00	GWh	DE	401 tonnes CO ₂ e/GWh	1,517,785	1,517,785
1,249.80	GWh	NL	476 tonnes CO ₂ e/GWh	594,905	-
Total grid losses				2,112,690	1,517,785
Electricity use stations					
178	GWh	DE	401 tonnes CO ₂ e/GWh	71,378	-
20	GWh	NL	476 tonnes CO ₂ e/GWh	9,413	-
Total Electricity use stations				80,791	-
Total Scope 2				2,196,505	1,517,785
Scope 3					
Business and commute					
12,620,000	km	DE	0.000163 ton CO ₂ /km	2,057	2,057
15,966,137	km	NL	0.000163 ton CO ₂ /km	2,602	2,602
Total business and commute				4,660	4,660
Air travel					
4,246,915	km	DE	0.000278 ton CO ₂ /km	1,181	1,181
5,624,332	km	NL	0.000278 ton CO ₂ /km	1,564	1,564
Total air travel				2,744	2,744
Train					
4,915,334	km	DE	0.000005 ton CO ₂ /km	25	25
2,419,233	km	NL	0.000005 ton CO ₂ /km	12	12
Total Train				37	37
Offshore transport					
Helicopters					
447,496	l	DE	0.00354 ton CO ₂ /l	1,584	1,584
Supply vessels					
1,083,800	l	TenneT Offshore	0.00292 ton CO ₂ /l	3,165	3,165
Total offshore transport					
Total Scope 3				12,189	12,189
Total				2,238,593	1,559,634



2018

Scope 1			conversion factor		emission in ton CO ₂ e	net emissions in ton CO ₂
Lease						
480,822	km	DE	0.000181	ton CO ₂ /km	87	87
-	km	NL	0.000181	ton CO ₂ /km	5,445	5,445
Total Lease					5,532	5,532
Gas use offices						
4.43	GWh	DE	179.1	tonnes CO ₂ e/GWh	793	793
126,474.18	m ³	NL	0.001791	ton CO ₂ e/m ³	227	-
Total energy use office					1,020	793
SF₆ leakage						
463.00	kg	DE	23.5	ton CO ₂ e/kg SF ₆	10,881	10,881
606.00	kg	NL	23.5	ton CO ₂ e/kg SF ₆	14,241	14,241
Total SF₆ leakage					25,122	25,122
Total Scope 1					31,673	31,447
Scope 2						
Electricity use offices						
3.49	GWh	DE	248	tonnes CO ₂ e/GWh	866	866
6.23	GWh	NL	572	tonnes CO ₂ e/GWh	3,561	-
Total Electricity use offices					4,426	866
Grid losses						
3,894.00	GWh	DE	489	tonnes CO ₂ e/GWh	1,904,166	1,904,166
1,146.20	GWh	NL	572	tonnes CO ₂ e/GWh	655,626	-
Total grid losses					2,559,792	1,904,166
Electricity use stations						
176	GWh	DE	489	tonnes CO ₂ e/GWh	86,054	86,054
20	GWh	NL	572	tonnes CO ₂ e/GWh	11,311	-
Total Electricity use stations					97,365	86,054
Total Scope 2					2,661,584	1,991,086
Scope 3						
Business and commute						
18,816,692	km	DE	0.000181	ton CO ₂ /km	3,406	3,406
14,494,221	km	NL	0.000181	ton CO ₂ /km	2,623	2,623
Total business and commute					6,029	6,029
Air travel						
5,474,568	km	DE	0.000278	ton CO ₂ /km	1,522	1,522
2,926,069	km	NL	0.000278	ton CO ₂ /km	813	813
Total air travel					2,335	2,335
Train						
4,341,889	km	DE	0.000005	ton CO ₂ /km	22	22
1,916,132	km	NL	0.000005	ton CO ₂ /km	10	10
Total Train					31	31
Offshore transport						
Supply vessels						
446,886	l	DE	0.00354	ton CO ₂ /l	1,582	1,582
Supply vessels						
1,579,500	l	TenneT Offshore	0.00292	ton CO ₂ /l	4,612	4,612
Total offshore transport						
Total Scope 3					14,590	14,590
Total					2,707,847	2,037,122