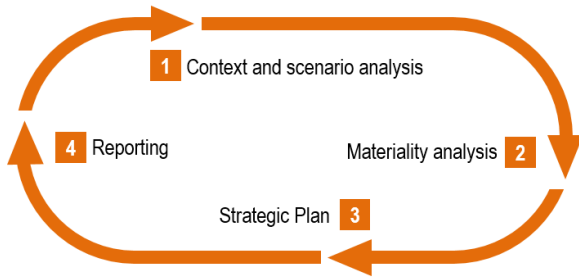


Sustainability Strategy

Economic, environmental and social dimensions integrated into the Group's development strategy in the medium and long term, consistent with the Sustainable Development Goals of the UN 2030 Agenda

SUSTAINABLE STRATEGY

The strategic integration of economic, environmental, social and governance factors is ensured through a structured process as described below.



CONTEXT AND SCENARIO ANALYSIS

Iren Group analyses the environment and the macroeconomic, financial, energy and climate scenarios in the short, medium and long term to support strategic planning to identify the factors that may be important for its business from a competitive, sustainable, regulatory and normative point of view and that may affect the pursuit of its development targets. Detailed information about the energy, regulatory and financial scenarios is provided in the Group's Consolidated Financial Statements.

The **sustainability scenario in 2020** shows how the crisis caused by the Covid-19 emergency has increased awareness of the vulnerability of our development model and brought back into focus the strong interconnection of the environmental and social dimensions.

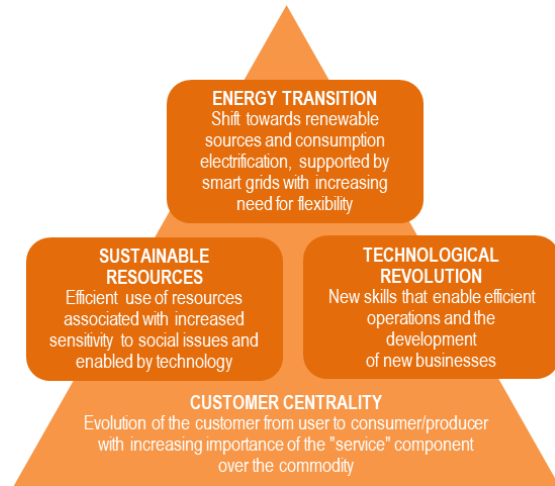
The pandemic has generated backlogs on many of the 17 Sustainable Development Goals of the 2030 Agenda. However, at the same time, it has produced an acceleration of change in essential spheres: from politics and civil society to financial and the most dynamic economic actors. The European Union, China and Japan have made commitments in 2020 to combat climate change. In January 2021, the United States re-joined the Paris Agreements to which 127 countries are committed. Also in 2020, investments in sustainable assets by mutual fund and ETF investors nearly doubled from the previous year.

The **choices made by the European Union** have also given Italy a boost towards sustainable development, which may find a significant opportunity in the Next Generation EU, the European programme for recovery, through investments that have future generations as their primary beneficiaries and are aimed at building increasingly sustainable, resilient and digital societies and economies. Italy, which is one of the primary recipients of this European programme, is offered the most relevant opportunity to implement projects, investments and reforms consistent with the promotion of economic, social and regional cohesion, economic and social resilience, the mitigation of the socio-economic impact of the crisis and the acceleration of green and digital transitions. Italy will allocate a substantial share of the resources to projects linked to the targets of the Green Deal. The European Council, in its recommendations addressed to Italy, has asked for the adoption of measures to improve the water and waste system.

As highlighted by the UN General Secretary, the crisis can be a transformative opportunity to address global threats, focusing on

more significant investment in public health and making the economy more resilient and sustainable, following the framework for action provided comprehensively by the Sustainable Development Goals of the 2030 Agenda.

In the light of this context, Iren analyses and evaluates the **prominent trends** that, in the long term, will be decisive in terms of risks and opportunities for the sustainable development of the Group.



An increasingly important role is attributed to **scenarios related to climate change** and its effects on the Group's activities, deriving from the physical scenario – acute phenomena (heat waves, floods, etc.) and chronic phenomena (structural changes in the climate) – and the transition situation towards a low-carbon economy.

Underlying the Group's long-term (2035) and medium-term (2025) strategy are various scenario analyses related to physical and transitional factors. In particular, in addition to the "Integrated National Energy and Climate Plan" and Ref-e's "Italian Electricity Market Study: 2020-2040 scenario" for medium-term energy generation projections, the Group adopts the following scenarios:

- IPCC (Intergovernmental Panel on Climate Change) RCP 2.6 and IEA450, in line with the Paris Agreement, which predicts a temperature increase at the end of the century over pre-industrial levels of 2°C or less;
- IPCC RCP 8.5 and IEA NPS-STEPS (business-as-usual) predicting an end-of-century temperature increase of 4°C;
- WEO (World Energy Outlook) IEA450 and NPS-STEPS the analysis of transition risks.

In long-term planning, the impacts of changing the variables underlying the different scenarios are considered. For example, for physical risks, the rising temperature trend is considered and the impact that it will have on the lower heat production for district heating and the growth of electricity generation to meet the growing demand for summer air conditioning is analysed in marginality. Another analysis concerns the production of electricity from hydropower plants in relation to reduced rainfall. With regard to transition risks, for example, the reduction in margins associated with the sale of natural gas is considered.

The adoption of the scenarios described, which considers the guidelines of the TCFD (Task Force on Climate-related Financial Disclosures), will be further implemented during 2021 by developing a management model enabling the assessment of climate change-related risks and opportunities that will further support strategic planning.

MATERIALITY ANALYSIS

The materiality analysis makes it possible to identify the priority topics for stakeholders, compare them with the Group's priorities and its development strategy, also in order to identify any areas for improvement. The result of this analysis supports the definition of sustainable development targets and topics for the drafting of the Sustainability Report. The methodology for performing the materiality analysis is described in detail on page 8.

STRATEGIC PLAN: THE MULTICIRCLE ECONOMY

The growth strategy, approved by the Board of Directors in September 2020, is consistent with the Group's mission and vision and the **prominent trends** described above.



The Group confirms its **strategic pillars of development**: organic growth, sustainability, customers/residents, digitalisation, people, technological evolution and efficiency, alongside new ambitions that will characterise the coming years.





In fact, the Group, with the strength of the leadership it has acquired in its historical areas of expertise, is ready to **expand nationally**, broadening its horizons towards new areas, not only on a commercial level but also by exporting the excellence it has achieved in the fields of waste and energy efficiency. Therefore, Iren Group faces new environmental and social challenges by reacting to the risks and seizing all the opportunities, with a defined and long-term strategic vision transferred to its daily actions.

The growth strategy is based on overcoming the traditional concept of circular economy with the introduction of the **multicircle economy**: a vision, strongly sustainable in the long term, that emphasises the multi-business nature of the Group, in which the different activities share the value of the responsible use of resources. Approximately 2.25 billion Euro, 61% of total investments, are directed to projects that contribute to the achievement of the commitments made to the UN SDGs, and in particular, 93% of these investments, more than 2 billion Euro, flow into the new vision of the multicircle economy.

2020 highlighted the **resilience of the Group's business model** even in the face of major unexpected turbulence, such as the Covid-19 emergency, and will be further strengthened by the investments planned to support multiple businesses. To that end, a significant portion of investments – more than 2.2 billion Euro – have been earmarked for initiatives to achieve the energy and environmental transition.

Sustainability's integration into the Strategic Plan and among the drivers of capital allocation is taken a step further through the extension of the **time horizon of the Sustainability Plan until 2035**. The Plan defines the role that Iren Group intends to play in fostering development consistent with European policies and in response to the challenges emerging from the environment outlined by the pandemic, as well as in boosting the process of economic recovery in our country.

BUSINESS PLAN OBJECTIVES AND TARGETS

PILLARS AND DIRECTIONS FOR DEVELOPMENT	MAIN TARGETS @2025 @2035		SDGs
 GROWTH <p>Investments</p> <ul style="list-style-type: none"> €2.25 billion in sustainable investments: 21% in circular economy, 31% for water resources, 41% for resilient cities and 7% for decarbonisation 	€ 3.7 billion in 6 years	+12% compared to previous Plan	
<p>EBITDA</p> <ul style="list-style-type: none"> €+243 million compared to 2019 Organic growth increase (water business, waste treatment, district heating and customer base development) Net financial position/EBITDA ratio by 2025 of 2.5x 	€ 1,160 million in EBITDA at the end of the Plan	+4% annual growth rate	
<p>Profits and dividends</p> <ul style="list-style-type: none"> Short-term dividend policy revised taking into account the impact of Covid on 2020 results, capex acceleration in 2020 and 2021, strategic M&A transactions Financial policy that allows to reduce the cost of debt 	~€ 350 million in profit by the end of the Plan	+8% average annual dividend growth	



DIGITALISATION

- Strong acceleration of across-the-board digital transformation, deployment of a new IT model and advanced platform

€ 300
million invested

>50%
of client's full digital question



PEOPLE

- Competence enhancement and reskilling
- New working modes supported by digitalisation
- Diversity enhancement
- People care

25% | 28%
of women among middle managers and executives

95%
of staff engaged in training activities

+27% | +65%
hours of training per capita



CUSTOMERS/RESIDENTS

- National retail clients acquisition
- New product/service lines with added value
- Digital operations and payments
- Greater investment in infrastructure and services

2.4
million clients

€ 900
in investments per inhabitant served in 6 years



SUSTAINABILITY

Circular economy

- Increase of sorted waste collection
- Growth of material recovery in Group plants
- Production of fuels from biodegradable waste
- Wastewater reuse for industrial and agricultural purposes

73.6% | ~80%
sorted waste

1.6Mt | ~2.0Mt
waste recovered in Iren plants

35 Mcm
biomethane produced

15 Mcm
wastewater reused



Water resources

- Increase in purification capacity
- Rational use of water through reduction of water withdrawal and network leaks

29% | ~25%
network leaks

-80%
networks divided into districts

+16% | ~+20%
wastewater plants capacity



Decarbonisation

- Reduction of carbon intensity of energy production
- Energy saving of production processes
- Emission reduction (scope 2)

-4% | ~-20%
power generation carbon intensity

~-35%
scope 2 emissions

+27% | ~+55%
energy saving



Resilient cities

- Extension of district heating networks
- Reduction of corporate vehicle fleet environmental impact
- Energy saving from Iren products and services

+16% | ~+20%
district heated volumes

35% | ~50%
eco-vehicles on total fleet

~25%
of green electricity sold to end clients and wholesalers



TECHNOLOGICAL EVOLUTION AND EFFICIENCY

- Transformation into a lean organisation with an agile management model
- Performance improvement projects
- Advanced analytics projects

€ 55
million in synergies

65
performance improvement projects



REPORTING

Iren undertakes to manage and measure its performance, considering economic, environmental, and social aspects in reporting its activities and the definition of its strategic objectives. An approach in line with the United Nations Global Compact's indications, of which Iren is a member, aimed at ever-greater integration of sustainability in the Company's strategic choices. Therefore, the Sustainability Report is a communication and management tool for monitoring the adherence of operations to the strategy and, precisely with this objective, it reports the progress made towards achieving the targets set for 2025.

IMPROVEMENT PLANS

The Improvement Plans, indicated below, identify the actions taken and the future objectives set to achieve Iren Group Business Plan results for each of the strategic pillars on which the Plan is structured.

GROWTH AND CREATION OF VALUE

Topic area	Actions carried out in 2020	Future objectives
Economic development and value for local areas Competitiveness on the market	685.2 million Euro in investments	3.7 billion Euro in investments by 2025
	235 million Euro in profits	~350 million Euro in profits by 2025
	0.095 Euro dividend distributed	+8% annual dividend growth over the time span of the Plan
	20 online roadshows with institutional investors and financial analysts and intensified contacts with ESG investors	Further increase in contacts with institutional investors in new financial markets and with ESG investors
	Renewal of some sections of the Group's website and creation of specific areas concerning Group strategy and risk management to improve financial communication to investors	Continuous improvement of financial communication: redesign of the Investors section of the Group's website
	Sustainable finance: <ul style="list-style-type: none"> new medium/long-term loans totalling 875 million Euro, consisting mainly of a 10-year public bond issue, including 300 million Euro in Green format new medium- and long-term credit lines for 80 million Euro with the Council of Europe Development Bank and for 100 million Euro with a new EIB "Green Energy Loan" agreement renewal of the bond issue programme up to a maximum amount of 4 billion Euro market-based bond issues to reduce the cost of debt and have liquidity available well in advance to cover maturities liability management operations to reduce the cost of debt with early repayment of loans for 5 million Euro positive annual review by the DNV GL agency and issue of periodic reviews in favour of investors 	Sustainable finance: <ul style="list-style-type: none"> coverage of financial requirements to support the investments with a balanced relationship between short and medium/long term funds and focus on principles of Sustainable Finance optimising the debt portfolio with liability management activities aimed at reducing the cost of debt and the early management of maturities respect of the commitments undertaken to benefit Socially Responsible Investors (SRIs) and defined in Iren's Sustainable Financing Framework
	Confirmation from the Fitch rating agency of the public Investment Grade rating of BBB for Iren and its bond issues	Maintenance of the Investment Grade rating

SUSTAINABLE USE OF RESOURCES

Topic area	Actions carried out in 2020	Future objectives
Sustainable use of water resources	Reduction in water withdrawals from the environment for drinking water distribution: <ul style="list-style-type: none"> 33.3% water network leaks -3% of water withdrawals per resident/day in traditional areas compared to 2019 56% of water network divided into districts 	Reduction in water withdrawals from the environment for drinking water distribution: <ul style="list-style-type: none"> network leaks at 29% by 2025 -4.9% of water withdrawals per resident/day in traditional areas by 2025 compared to 2019 81% of water network divided into districts by 2025
	Qualitative and quantitative improvement of the wastewater treatment capacity: <ul style="list-style-type: none"> +3.3% increase in wastewater treatment capacity of the plants (PE) compared to 2019 pollutant reduction in treated water: 93.4% BOD, 90.2% COD and 93.3% SST 	Qualitative and quantitative improvement of the wastewater treatment capacity: <ul style="list-style-type: none"> +16% increase in wastewater treatment capacity of the plants (PE) by 2025 compared to 2019 pollutant reduction in treated water: >94% BOD, >90% COD and >93% SST

Topic area	Actions carried out in 2020	Future objectives
Decarbonisation Emissions	Reduction of emissions: <ul style="list-style-type: none"> +4.6% CO₂ emissions avoided through waste recovery compared to 2019 -5.6% CO₂ scope 2 emissions compared to 2019 repowering and redevelopment works on the hydroelectric plants of Chiomonte and Susa investments in renewable and photovoltaic sources 	Reduction of emissions: <ul style="list-style-type: none"> 43% CO₂ emissions avoided through waste recovery by 2025 compared to 2019 -35% of CO₂ scope 2 emissions by 2025 compared to 2019 -4% carbon intensity of energy production plants by 2025 compared to 2019 investments in mini hydro, photovoltaic and renewable sources sectors and renewal of existing concessions
	Energy efficiency, renewable sources and district heating	Increase in heat accumulation volumes: <ul style="list-style-type: none"> 16,600 cubic metres of accumulation systems launch of authorisation procedure for new accumulation systems
Resilient cities	Energy efficiency: <ul style="list-style-type: none"> +1% TOE saved compared to 2019 over 71,000 TOE saved by Iren Plus and Iren Smart Solutions products/services 	Energy efficiency: <ul style="list-style-type: none"> +27% TOE saved by 2025 compared to 2019 more than 208,000 TOE saved by Iren Plus and Iren Smart Solutions products/services by 2025 additional flexibility of heating systems to guarantee greater efficiency and respond to future challenges of the electricity market
Circular economy: management, sorted waste collection and reuse of waste	Sorted waste collection and reduction: <ul style="list-style-type: none"> growth in sorted waste collection to 69.3% design of 3 new collection centres (PR and RE) extension of home collection with eco-islands for about 25,000 residents expansion of "pay-as-you-throw" collection systems for waste management services to 3 municipalities (Quattro Castella, Ameglia, Luni) 	Sorted waste collection: <ul style="list-style-type: none"> growth in sorted waste collection to 73.6% by 2025 3 new collection centres (provinces of PR and RE) by 2021 extension of home collection with eco-islands for about 140,000 residents expansion of "pay-as-you-throw" collection systems for waste management services to 9 municipalities (provinces of Parma, Piacenza, Reggio Emilia and La Spezia) by 2021
	Increase in waste recovery: <ul style="list-style-type: none"> 492,000 tons of waste to be recovered in Group plants authorisation of 3 plants for the treatment of organic waste with biomethane production (Reggio Emilia, Santhià and Cairo Montenotte) start of construction works on the paper and plastic treatment and recovery plant at Borgaro and PAI in Parma request for a permit to build an MBT in Genoa 	Increase in waste recovery: <ul style="list-style-type: none"> 1,630,000 tons of waste to be recovered in Group plants by 2025 construction works on 3 treatment plants for organic waste with production of 35 million m³ of biomethane by 2025 (Reggio Emilia, Santhià and Cairo Montenotte) construction works on the paper and plastic treatment and recovery plants at Borgaro and PAI in Parma Genoa MBT construction
Innovation and smart cities Resilient cities	<ul style="list-style-type: none"> +1.9% of district heated volumes compared to 2019 completion of the work on the district heating network and Turin waste-to-energy plant for connection to the Grugliasco network extension and development of the district heating network in Turin and Piacenza 	+16% of heated volumes by 2025 compared to 2019
	Go-live of the Just Iren project (digital transformation of the entire waste chain: technical and commercial chain, customer management, planning, design, service and plant management) in Turin	Go-live of the Just Iren project (digital transformation of the entire waste chain: technical and commercial chain, customer management, planning, design, service and plant management) in the Emilia region by 2021
	19% of eco-friendly vehicles in the Group's fleet	35% of eco-vehicles in the Group's fleet by 2025
	8.4% of green electricity sold on the total sold to end customers	25% of green electricity sold on the total sold to end customers by 2025
Efficient and reliable services Resilient cities	Improvement of the security level of the gas network: <ul style="list-style-type: none"> inspection of 98.8% of the entire gas network commissioning of 13.66 km of network for the renovation of obsolete sections search for leaks and replacement of electronic meters 98.7% of emergency calls with on-site arrival times within 60 minutes 	Improvement of the security level of the gas network: <ul style="list-style-type: none"> 100% inspection of the entire gas network under management upgrading of the gas network to replace the most obsolete sections (cast iron and steel pipelines) continuation of searches for leaks and replacement of electronic meters maintenance of levels achieved on % of emergency calls with on-site arrival time within 60 minutes
Responsible management of business segments	Reduction of impacts of electricity substations: <ul style="list-style-type: none"> verification of electromagnetic fields (EMF) on new or reconditioned substations safety measures for EMFs at electricity distribution plants 41 new and 59 reconditioned substations and about 100 safety checks decommissioning and disposal of 16 pieces of equipment containing PCB-contaminated oil 	Reduction of impacts of electricity substations: <ul style="list-style-type: none"> prosecution of the design and construction of the new MV/LV substations and EMF safety checks decommissioning and disposal of additional equipment containing PCB/PCT-contaminated oil
	Implementation of the QSA certified system: <ul style="list-style-type: none"> QSA certification for ReCos, Acam Acque and Acam Ambiente integration of the documentation of the Certified Systems of Iren Mercato and Iren Ambiente by extension of the perimeter ISO 9001 certification for Iren Energia with extension to the Turbigio and Tusciano plants renewal of certifications and transition to ISO 45001 for Group companies 	Implementation of the environmental organisational model: <ul style="list-style-type: none"> ISO 45001 certification for Iren Energia and Iren Smart Solutions extension of Iren Ambiente's ISO 14001 and 45001 certifications to AMA, Gheo Suolo e Ambiente and Sereco plants acquisition and maintenance of EMAS registrations for the Gheo Suolo e Ambiente and Sereco plants drafting and publication of Group procedures relating to the monitoring and control of environmental compliance and environmental emergency management

CUSTOMERS AND COMMUNITIES

Topic area	Actions carried out in 2020	Future objectives
Service levels, offered customer focus and changes in customer expectations	<p>Optimisation of market position:</p> <ul style="list-style-type: none"> +3.4% retail customers compared to 2019 national television, digital and newspaper campaigns on new offers consolidation of the social media project and new campaigns to support the sale of commodities, Iren Plus and IrenGO products digital events dedicated to electric mobility, energy efficiency and regulatory aspects related to the 110% bonus consolidation of partnerships for the scooter (Turin) and electric scooter sharing service (Rome) evolution of IrenGO App for expansion of public recharging points 	<p>Optimisation of market position:</p> <ul style="list-style-type: none"> +32% retail customers by 2025 compared to 2019 minimise churn rate, increase the sale of extra-commodity and e-mobility products and services in areas of traditional presence strengthen brand awareness in the commodity and extra-commodity segments throughout Italy promote the brand and range through digital events and communication campaigns strengthen and expand IrenGO's presence in the traditional areas involved in sustainable mobility projects
	<p>Expansion of channels:</p> <ul style="list-style-type: none"> restyling and opening of new exhibition corners restyling of the exhibition spaces in Sanremo and new space at Green Pea (Turin) 	<p>Expansion of channels:</p> <ul style="list-style-type: none"> development of new sales channels restyling and modernisation of Iren spaces replacement of physical touchpoints in Iren spaces and stores new stores dedicated to commodity offers
	<p>Digital evolution of the customer experience:</p> <ul style="list-style-type: none"> continuation of the data lake marketing project, with advanced analytics to support marketing and business analysis activities strengthening of digital services with the new IrenYou and IrenPay Apps 	<p>Digital evolution of the customer experience:</p> <ul style="list-style-type: none"> conclusion of the data lake project for an improved level of service, optimisation of management costs and monitoring of key indicators in real time creation of "customer journey" to interact with customers with the most suitable proposals and channels
	<p>Improving the customer experience:</p> <ul style="list-style-type: none"> optimization of customer management processes through dedicated structures and a team for continuous training of operators, monitoring and control of service levels 	<p>Improving the customer experience:</p> <ul style="list-style-type: none"> involvement of the customer in the different phases of the commercial relationship with targeted and bidirectional communications improvement of contact management performance and waiting times
	<p>Loyalty programmes:</p> <ul style="list-style-type: none"> enrichment of the portfolio of agreements, benefits and rewards for customers of the IrenConTe loyalty programme monitoring of the service levels through videos on digital channels 	<p>Loyalty programmes:</p> <ul style="list-style-type: none"> launch of the new Be Iren loyalty programme and development of content for customer engagement voucher caring to personalize the customer experience in the choice of prize
	<p>Development of the range of products and services:</p> <ul style="list-style-type: none"> differentiation of supply by local areas "Iren Plus" offer (Superbonus energy efficiency) light mobility offer with incentive formulas sale of e-bikes and scooters with state bonus long-term lease of electric vehicles for domestic and corporate customers expansion of the network of agents for the sale of Iren Plus products launch of the payment order service for Iren customers and enablement of payments for water service customers 	<p>Development of the range of products and services:</p> <ul style="list-style-type: none"> expansion of range with new products/services offered through partnerships 110% Superbonus offer and 65% and 50% Ecobonus for the whole range of Iren Green Plus products (thermal coat) ad hoc offers for new areas growth in payment order service operations customer information service for better management of energy expenditure and optimisation of financial flows continuation of the digitalisation and personalisation of products and services and strengthening of brand reputation also in the digital payments sector
Internal and external communication	<p>E-mobility services:</p> <ul style="list-style-type: none"> partnership for the construction and maintenance of the recharging units in Turin and Parma and launch of the authorisation procedures for the installation in Genoa and La Spezia consolidation of the range of recharging infrastructures and light mobility vehicles for companies 	<p>E-mobility services:</p> <ul style="list-style-type: none"> completion of the network of recharging units in Turin and start of installations in Genoa and La Spezia market analysis and segmentation to better target electric mobility service offerings commercial launch of the mobile App
	<p>Implementation of the Procurement Portal: definition of the project for the creation of the e-catalogue</p>	<p>Implementation of the Procurement Portal: re-engineering of the Supplier Register</p>
	<p>38% of suppliers on the Group Register involved in the annual survey on sustainability and business ethics profiles</p>	<p>Growing involvement of suppliers on the Group's Register in the annual survey on sustainability and business ethics profiles</p>
Sustainable management of the supply chain	<p>Supplier monitoring:</p> <ul style="list-style-type: none"> vendor remediation through the cancellation of longstanding inactive suppliers even after reminders 	<p>Supplier monitoring:</p> <ul style="list-style-type: none"> assessment of supplier suitability with regard to Group standards (balance sheet indices, quality of tender proposals, performance ratings) and possible exclusion of suppliers that do not meet the required standards
	<p>Strengthening networks in the local areas to provide educational responses adapted to the Covid-19 emergency</p>	<p>Overall redefinition of the Eduiren offer for schools, families and citizens</p>
Environmental education	<p>Design of educational offers 0-99 years old on sustainability topics accessible via web</p>	<p>Reorganization of the use and narration of the Group's plants both online and with visits</p>

Topic area	Actions carried out in 2020	Future objectives
Development of local communities	Growth in participatory planning with stakeholders for the sustainability of local areas: 12 projects carried out by the 5 Iren Local Committees	Development of new participatory planning with stakeholders for the sustainability of the local areas
	<ul style="list-style-type: none"> Dissemination of Irencollabora.it platform: 1,780 profiles registered on Irencollabora.it, +17% compared to 2019, thanks to the initiatives carried out in 2020 Restructuring of Irencollabora.it platform to facilitate participatory planning with local communities 	New initiatives for the dissemination of the Irencollabora.it platform as a participatory planning tool
Dialogue with Public Authorities	<ul style="list-style-type: none"> Integration of sustainability objectives and targets in the Business Plan to 2025 presented in 2020 Regional roadshow (in streaming) for the presentation of the Business Plan 	Updating of the integrated Strategic Plan
Internal and external communication	<ul style="list-style-type: none"> Streaming presentation of the study "The value of the multicircle economy for the development of the country", carried out by The European House Ambrosetti on the model developed by Iren Group and its impact on the local areas Events, information and awareness-raising campaigns aimed at residents on: correct disposal of disposable gloves and masks, correct waste collection and fight against illegal waste dumping, circular economy, waste collection services and new collection centres, saving and conscious use of water resources, energy saving and urban redevelopment 	<ul style="list-style-type: none"> Strengthening of communication and information channels addressed to residents in the perspective of multicircle economy Consolidation of communications relating to the Group's plant assets serving communities Continuation and strengthening of communication related to extensions or new environmental programmes, with particular attention to the start-up of new circular economy plants Group events in the local areas and their development also in response to regional needs

PEOPLE

Topic area	Actions carried out in 2020	Future objectives
Occupational health and safety	Establishment of working groups to monitor cross-cutting topics (PPE, G.AM.MA. application development, surveillance, chemicals, operational controls)	
	Computerisation of the safety system: development of the G.AM.MA. application for the management of the safety and health of every Group employee through the implementation of training requirements and mobile accessibility	Computerisation of the safety system: development of the G.AM.MA. application for the computerised management of accidents
Employment, development of human resources and welfare	Improving business monitoring: <ul style="list-style-type: none"> issue of Group procedures for the uniform management of operational controls revision of DUVRI management procedures and updating of Group accident procedures 	Improving business monitoring: <ul style="list-style-type: none"> regular meetings with lines and companies
	Gender diversity: <ul style="list-style-type: none"> +62% hours of training aimed at female staff compared to 2019 22.8% female executives and managers 	Gender diversity: <ul style="list-style-type: none"> further increase in training hours for female staff increase in the % of female hires (>23% by 2021) 25% female executives and managers by 2025
Industrial Relations	Continuation of demographic rebalancing: exit incentive of employees who have accrued the right to a "Q100" pension in 2020, and new recruitment of young people (mainly under 35)	Continuation of demographic rebalancing: implementation of the plan to encourage the exit of employees who have accrued the right to a "Q100" pension in 2021, and new recruitment of young people (mainly under 35)
	Smart working: extension to 3,166 employees (also in response to the Covid-19 health emergency)	Smart working: consolidation of the number of resources to which the smart work option is offered on a permanent basis (70% of non-operational staff) and signing of a new trade union agreement
Diversity and inclusion	Launch of the integrated platform for organisational, management, selection and performance processes	Implementation of development and compensation processes in the integrated platform
Diversity and inclusion	Development and enhancement of skills: <ul style="list-style-type: none"> completion of the new skills assessment system through mapping of "core" knowledge and skills in all company sectors, association of skills/role/resource and start of assessments (over 6,300 assessed) +29.6% hours of training per capita within the traditional boundary compared to 2019 88% of staff involved in training activities 	Development and enhancement of skills: <ul style="list-style-type: none"> definition of individual two-year development plans on core competencies +27% hours of training per capita within the traditional boundary by 2025 compared to 2019 95% of staff involved in training activities by 2025
	Leadership development: definition and implementation of Iren Group's Leadership model and start of the assessment and development of skills for executives and senior managers (121 resources involved)	Extension of the course on the new leadership model to all company management (350 resources by 2023)
		Increased uptake of supplementary healthcare (72% of company population by 2021, 90% by 2025)