

FOCUS AREA	KPI	2020	2025	TARGET 2028*	TARGET 2030*	TARGET 2040 *
Decarbonization	Power generation carbon intensity (Scope 1) (gCO ₂ /kWh)	332	313	315	312	129
	Certified renewable electricity purchased (Scope 2) (%)	0%	3%	25%	50%	100%
	Reduction of Scope 3 emissions - Use of sold products (gas) (%)**	2,464,655	-9%	-14	-17%	-26%
	Reduction of Scope 3 emissions - Fuel and energy related activities (%)**	480,459	10%	-14	-1%	-40%
	Energy saving of production processes (kTep)	672	703	793	828	1,162
	Emissions avoided from waste recovery (ktCO ₂)	1,021	1,550	1,630	1,654	2,036
Circular economy	Sorted waste collection (%) - Legacy regions	69.3%	73.0%	74.2%	75.5%	80%
	Sorted waste collection (%) - All territories	63.1%	66.9%	69.9%	70.8%	74%
	Waste recovered in Iren Group plants (kton)	492	1,036	1,522	1,533	1,539
	Biomethane produced from biodegradable waste (Mmc)	0.0	13.2	31.1	31.1	31.1
	Wastewater reused (Mmc)	6.0	6.2	6.2	6.2	20
	Wastewater plants capacity (kP.E.)	3,527	3,921	4,243	4,438	4,438
Water resources	Water withdrawals from the environment	281	266	245	240	228
	Water network leaks (%) - Legacy regions	33.3%	30.8%	27.8%	26.5%	22%
	Water network leaks (%) - All territories	33.3%	31%	28.8%	27.5%	24%
	Network division into small and equal areas (districts) (% on total) - Legacy regions	56.0%	73.2%	76%	78.9%	89.2%
	Network division into small and equal areas (districts) (% on total) - All territories	56.0%	65.4%	71.1%	76%	87.2%
	District heated volumes (Mmc)	97	115	122	125	135
Resilient cities	Eco-vehicles on total fleet (%)	19%	24%	29%	35%	53%
	Green electricity sold to retail clients (GWh)	326	1,940	2,000	2,500	3,000
	Energy saving from Iren Group products/services (kTep)	71	470	445	513	587
	New hires (N)**	612	+5,326	+5,900	+6,740	+9,400
People	Training hours per capita (N)	25	22	22.9	23.8	25
	Employees evaluated on performance (%)****	54%	84%	85%	89%	90%
	Women in managerial roles (%)	22.8%	25.5%	26.5%	27%	30%
	Hired under 30 out of total hires (%)****	50%	52%	≥50%	≥50%	≥50%
	Accident incidence index (N)	50.2	42.9	46	44	41
	Employees covered by corporate health care plans (%)	71%	71%	100%	100%	100%

* Targets shown as a percentage increase/decrease have 2020 as their base year.

** Progressive VS. 2020.

*** On eligible population: executives, middle managers and white collar workers in service for more than 6 months in the year.

**** Progressive percentage on cumulative hires from 2020 on permanent contracts and independent of contracting and internalisation.