



Customer orientation

[GRI 2-6, 2-23, 2-25, 3-3, 206-1, 406-1, 416-2, 417-2, 417-3, G4-EU3]

Customer orientation, quality, accessibility and transparency of services are priorities that Iren Group has defined in its Sustainability Policy. High levels of quality and innovation of services, to respond to new and emerging customer needs, constitute a solid foundation for the long-term growth of the Group. The corporate strategy is strongly oriented towards the development of new integrated services to anticipate market trends. Technological innovation, resource sustainability, green transition and digitalisation represent some of the levers used by the Group to expand its market, offering high added value services and consultancy that respond to customer needs with broader satisfaction and loyalty prospects.

Agility, smartness, fairness and transparency guide the Group in constantly improving relationships with customers.



Responsibility and quality in service delivery and customer orientation



Risks

- Failure to meet the targets set out in the Business Plan and consequent negative impacts (operational, economic and reputational)
- Loss of customers
- Inefficiency and inadequate quality of services
- Physical and economic inaccessibility of services for citizens, in particular vulnerable citizens
- Errors in service charges and credit management
- Reduction in customer satisfaction levels
- Commercial practices inconsistent with the existing legal/regulatory framework
- Non-compliance with customer protection protocols and regulations
- Failure or improper management of customer relations
- Delays/defaults by suppliers in the execution of outsourced activities
- Disputes with customers, Consumer Associations/Class action suits
- Ineffectiveness of business strategy



Opportunities

- Market share development
- Development of new products/ services that improve the quality of life and sustainable use of resources
- Changing consumption behaviour of customers and communities
- Customer loyalty
- Brand promotion



Management methods

- Planning and monitoring of business plan objectives and targets (economic/financial and ESG)
- MbO and LTI system with ESG objectives
- Sustainability Policy
- Code of Ethics
- Organisational Model 231 and information flows to the Supervisory Bodies
- ARERA Code of Business Conduct
- Service charters and service specifications
- Integrated Certified Management System (risk assessment, containment measures and third-party audits)
- ERM system integrated with ESG topics
- Multi-channel CRM and caring initiatives
- Specific agreements with consumer organisations and constant monitoring of relations
- Protocols and regulations concerning customer protection via specific processes and procedures
- Annual customer satisfaction surveys and identification of improvement actions
- Local Committees
- Procedures: Iren Plus product and service design; Loyalty marketing initiatives; Retail agency management; Contract acquisition; Complaint management; Invoicing; Credit management; Whistleblowing
- Monitoring and definition of corrective actions in case of claims/complaints
- Joint conciliation

Who we work for

	2023	2022	2021
Electricity sales customers (retail)	1,193,138	1,183,620	1,048,648
Gas sales customers (retail)	978,563	1,032,589	954,419
Electricity distribution customers	732,058	729,252	724,658
Gas distribution customers	757,370	738,427	741,536
Residents served by the district heating service	621,983	613,709	595,772
Integrated water service residents	3,076,783	2,930,662	2,748,268
Integrated water service municipalities	266	239	238
Urban waste management services residents	3,849,252	3,804,201	2,978,164
Urban waste management services municipalities	436	418	300

Relations with customers

Iren Group dedicates great attention to the relationship with its customers and to the communication of the products and services offered, promoting timely and transparent information through a plurality of contact channels.

With this in mind, also in 2023, the Group carried out a rich customer care and customer satisfaction activity, aimed at increasing the value of the relationship with the customer and creating a direct line, with the aim of planning actions aimed at specific customer groups, with commercial proposals and communications modulated according to needs. A focus that also translates into initiatives aimed at the inclusion of all customers » [SEE PAGE 85](#).

In relations with customers, in fact, the Group has transformed its role from a simple supplier to an expert in energy-related services, innovative products for the home, solutions for electric mobility and energy efficiency, adopting a relationship model that evolves, adapting to changing lifestyles, offering personalised experiences and services.

In 2023, in the face of a still complex international situation in terms of energy and climate change phenomena, Iren continued its commitment to disseminate the culture of sustainability and information on the strategies of the Business Plan to all stakeholders. To this end, the communication focused on the actions put in place by the Group to pursue the objectives of the Business Plan to 2030, in particular the 'green' investments in the local areas to confirm itself as a leader in the green transition and as an essential partner for the territories, alongside the administrations in responding to citizens' needs.

CUSTOMER INITIATIVES AGAINST HIGH ENERGY PRICES

The year 2023 was marked by a gradual realignment of price levels in the international gas and electricity markets, which had seen extraordinary increases in 2022. However, the initiatives taken by the government to contain both costs and consumption continued throughout the year, as did the attention of Iren to these issues.

The various initiatives launched in 2022 and continued in 2023 include:

- customer awareness-raising and **communication campaigns**;
- policy of **discounts on fixed-price contracts** the fees of which were set at times of peak energy costs and high market uncertainty;
- active role in the **promotion and development of energy communities**;
- **bonus for district heating service** as an invoice discount paid at the company's expense to its customers
» SEE PAGE 280;
- **instalments and instalment plans without interest and without charges** (first half year 2023);
- opening of **new counters** in the area and **extension of call centre hours** to improve service and listening skills;
- **involvement of Local Committees** to investigate and monitor the energy scenario, the actions put in place by the Group and behaviour to reduce energy consumption, a useful tool for containing expenses and a sustainable approach to the use of resources;
- **strengthening dialogue with Consumer Associations** to ensure maximum effectiveness of actions against high energy prices and to identify possible proposals for regulatory interventions.

The Group's communication was developed in a synergic manner online and offline, so as to reach all stakeholders through the creation of institutional, advertising and commercial campaigns, the organisation of public and institutional events, conferences and workshops, the management of digital channels, the development and coordination of environmental education activities, and relations with the media, institutions, trade and voluntary associations.

At the same time, territorial citizenship involvement events were organised with the aim of strengthening brand awareness, consolidating brand loyalty and reaching diversified targets. Of particular impact and interest were the activities organised at large public events such as Iren Loves Energy Genoa Edition:

a certified 100% green event that saw the active involvement of citizens with workshops and street artist activities, with the aim of enhancing the territory through the redevelopment of public areas.

Product communication activities (advertising and events) followed the guidelines and objectives set out in the Business Plan to 2030, for commercial development with a focus on quality, loyalty and enhancing the value of the customer as a person; strengthening ties with local areas, thanks to partnerships with local institutions and cultural bodies; positioning the Group as a single supplier of commodities and advanced services for smart home, electric mobility and energy efficiency, with a particular focus on the digitalisation of customer services. To this end, in the last quarter of 2023, a communication campaign was carried out

to reach diversified targets of customers and prospects across the country - through TV, press, radio and digital channels - with the aim of strengthening brand awareness and the positioning of Iren Luce Gas e Servizi as a single supplier of commodities and advanced services (smart home, electric mobility and insurance products).

TOOLS AND CHANNELS FOR DIRECT AND TRANSPARENT RELATIONSHIPS

New lifestyles and purchasing behaviour have brought more and more customers closer to digital channels. To respond to this evolution, Iren Group has strengthened the digital communication and contact channels that complement the classic communication and relationship tools available to customers.

over
3 million
people
spoke to an Iren
operator

Single toll-free number for commercial services: customer behaviour, in line with the evolution of the energy scenario, saw a reduction in incoming calls in 2023, to be linked to the greater stabilisation of the energy market, which eased the climate of uncertainty. Overall, calls decreased by 9% compared to 2022 and more than 3,090,000 people spoke to an operator with an average waiting time of about 48 seconds. With the aim of improving the customer experience, the continuous evolution of the call centre - the main contact channel - continued in 2023, which led to the redesign of the entire toll-free number tree and the adoption of new, more effective technologies for handling telephone contact. In fact, the integration of computer systems has been realised, thanks to which it is possible to recognise the customer and direct them to management teams that have been appropriately trained to respond to specific requests.

+81%
e-mail and web
contacts for
environmental
services

Waste management services Customer Care: the service provides information on waste collection and management services. All incoming contacts - telephone, e-mail and web - are tracked on a specific management system that allows subsequent calculation and statistical re-processing. Reports and requests are automatically transferred to the local waste management services. The number of telephone calls handled in 2023 was over 680,000 (down 17% compared to 2022), while e-mail and web contacts increased by 81% (over 220,000), also thanks to the implementation of the IrenAmbiente app dedicated to supporting citizens in all activities concerning waste collection and disposal services. The calls and contacts highlight the importance of the role of customer care dedicated to waste management services in guiding citizens towards sorted waste collection, collecting their requests and reports, and providing answers quickly and with effective solutions. Of customers (over 587,000), 86% who contacted the service by telephone in 2023, spoke to an operator, with an average waiting time of 52.5 seconds.

Integrated customer relationship management (CRM) system: the CRM system is integrated with many communication channels, allows all information relating to each customer interaction to be collected, recorded and managed. Provides for the sending of proactive multi-channel communications (e-mail, SMS, mail) that allow customers to receive notifications regarding their supplies and updates on the progress of their practices or requests, on an ongoing basis, until they are resolved.

Iren Counters and Spaces: in 2023, work continued on setting up new stores and commercial spaces in the territory or completely renovating existing ones. Six new points were set up in the historical territories and two refurbishments were carried out (stores in Scandiano and Gualtieri in the province of Reggio Emilia) with the aim of providing a better service in terms of both reduced waiting times and greater finalisation of new contracts. The increase in counter visits made it possible to promote to customers the adoption of good practices concerning the dematerialisation and direct debiting of bills. In addition to providing customer support, the counters maintained a strong focus on customer care and loyalty activities, as well as the promotion and sale of services and products ancillary to the commodity: in 2023, the stores were the most effective channel for finalising Luminea insurance offers.

The network of Iren Spaces is growing: 105 physical points for managing requests and providing professional advice to customers



The counters are increasingly becoming the point of reference for customers and citizens for the management of electricity and gas utilities, water services and waste management services. In 2023, the channel recorded a further increase in the number of visits, also in connection with the development of gas and electricity commodity prices, which generated requests to adjust economic conditions.

Help desk activities	2023	2022	2021
Counters (no.)	105	96	92
Customers served (no.)	810,529	693,525	541,513
Average waiting time (min.)	7.2	8.2	5.3

Direct contact channels: consolidation work continued in 2023 to foster interaction with condominium administrators and Consumer Associations to handle requests from their members. In addition to the dedicated e-mail address - which registered a stable number of requests with respect to 2022 - meetings were organised with representatives of Iren Group aimed at providing periodic updates on topics with an impact on customers, such as billing and free market contractualisation methods.

46,600
visitors per
month on
www.gruppoiren.it

Websites: the process of renewing the Group's digital ecosystem, the set of websites that provide information and describe the activities carried out by Iren Group, continued in 2023. An open and integrated system, which presents contact points for stakeholders and aims to provide clear, practical and processed information to meet the criteria of usefulness, timeliness, accuracy, availability and customisation. During the year, the site of the new company for the management of the Reggio Emilia water service was built, while work began on the renovation of the ASM Vercelli site, which will see the light of day at the beginning of 2024. A new version of the irenlucegas.it website was also released, optimised to offer an integrated user experience between offers and products, e-commerce and advanced digital assistance services. Through the use of a data cloud, the site uses real-time data and, with the help of artificial intelligence, is able to propose a customised interface for a more stimulating, engaging and loyalty-enhancing experience. On both the new irenlucegas.it site and the www.gruppoiren.it portal, moreover, in order to make the pages more and more usable, the monitoring of visits and the creation of dedicated texts for increasingly effective SEO (Search Engine Optimisation) positioning continued, as well as audits to comply with the most recent accessibility regulations, with optimisation actions designed to improve the browsing experience of users with various types of deficit. The operation led to the publication of an accessibility declaration, available on both portals. The site averages more than 100,000 views per month from over 46,600 users, with a total of 1,4 million views per year from around 560,000 users. Also with a view to improving the customer experience, in 2023, Iren Group joined the pagoPA platform, thus expanding the range of channels available for the payment of electricity, gas and water bills, with concrete benefits for its customers. In addition to the existing payment channels, there are also the physical and online channels made available by the pagoPA ecosystem: banks, IO apps, post offices and tabacconists.

SmartPod: is the Group's web portal dedicated to electricity distribution that provides registered customers with information on their metering figures and the possibility of sending self-readings. With the start of the mass installation plan for second-generation meters, the customer can view on SmartPod the details of the time slot scheduled for replacement, the company in charge, and the name and photo of the operator. Finally, SmartPod offers a series of reports to MV (medium voltage) customers and the Electricity System Security Emergency Plan outage plan.

more than
5,000
requests per
month on
socials

Social networks: social channels (Facebook, Instagram, Twitter, LinkedIn) allow customers to make caring enquiries, as well as obtain commercial information and, together with WhatsApp, represent a valuable support in the management of requests for information, offer changes, switches, as demonstrated by the number of customers who turned to these channels in 2023, reaching peaks of even 5,000 requests per month. The Group uses social channels also to spread messages about the world of energy, services, regulations and environmental sustainability. The language used is simple and encourages interaction with customers. On these channels, the Group tells its story in a more immediate way, including through videos and photographs. Thanks to the collaboration with different content creators, Iren carried out visibility and outreach to Generation Z also on the social TikTok, through which tests were carried out to assess the effectiveness of dedicated e-commerce discount codes conveyed through the use of influencers.

more than
1.7
million
downloads
of the Apps

Mobile App: the services have been appreciated by customers, who in 2023 recorded more than 1.7 million downloads of the Group's apps (Iren You, Junker, IrenAmbiente, Luce in Città), an increase of 21% compared to 2022.

+70%
of downloads
of IrenYou

IrenYou: in 2023, new features were added to improve the experience and make customers increasingly autonomous and aware of how their requests are handled. New digital payment systems have been enabled for all users (including self-employed persons), the possibility of viewing any credit amounts and being able to request a refund has been introduced, and the possibility of requesting bill instalment plans directly through the app. To support users in the use of the new functions, video tutorials were created and more details on active contracts, including economic conditions and validity period, were included. The increase in weekly downloads of IrenYou was 70% over the previous year, reaching more than 1.6 million users.

IrenAmbiente: through the IrenAmbiente app (also active in Turin to replace the Junker app from 2024), it is possible to access all the waste management services in the municipality. The app provides a tool to help the user to sort household waste, with the possibility of recognising it by scanning the bar code and disposing of it in the correct way according to the indications in the local area. It is also possible to consult the map of collection points throughout the territory and the dedicated counters, always have the collection calendar at hand and receive reminder notifications for garbage placement, book the collection of bulky waste in a few steps and make environmental reports. The app provides access to all the latest news and alerts on any changes in the service.

Luce in città: the app allows users to report any faults or anomalies related to Turin's public lighting service, thus speeding up restoration activities to the benefit of service efficiency and quality. In a few simple steps, the app allows the fault to be reported by taking a photo or sending the code of the malfunctioning light point, automatically geolocalising the affected area. Once the repair work is completed, users who reported the fault or failure receives timely feedback on the resolution of their report.

47,000
recharging
points in Italy

IrenGO: the app, integrated in the IrenYou app, allows users to search for a recharging station, among IrenGO stations and those of other operators with which interoperability agreements exist (more than 47,000 recharging points on Italian territory), to plan routes to understand where and how many times to recharge their car to get to their destination, to check if the recharging station is available and to make the payment, record recharges and payments made.

IrenCollabora.it platform: this is a tool that was created within the context of the Iren Local Committees >> SEE PAGE 123, to establish an innovative channel of dialogue, discussion and participatory planning between Iren Group and the local community stakeholders. The platform collects project ideas to support and initiate environmental and social sustainability actions.