

FOCUS AREA	KPI	2020	2023	2024	TARGET 2027*	TARGET 2030*
Decarbonization	Power generation carbon intensity (Scope 1) (gCO <sub>2</sub> /kWh)**	332	337	315	287	176
	Certified renewable electricity purchased (Scope 2) (%)**	0.1%	0.6%	16.0%	95%	100%
	Reduction of Scope 3 emissions - Use of sold products (gas) (%)**	2,464,655	-16%	-10%	-	-25%
	Reduction of Scope 3 emissions - Fuel and energy related activities (%)**	480	-11%	-12%	-	-13%
	Energy saving of production	672	769	767	1,025	1,409
	Emissions avoided from waste recovery	1,021	1,423	1,530	1,863	2,053
Circular economy	Sorted waste collection (%) - Historical territories	69.3%	71.1%	72.1%	74.6%	76.5%
	Sorted waste collection (%) - Other territories	63.1%	60.6%	65.5%	71.1%	74.7%
	Waste recovered in Iren	492	937	1,062	1,501	1,539
	Biomethane produced from	0	9.0	9.9	28.9	28.9
	Wastewater reused (Mmc)	6	6	6.2	10	20
Water resources	Wastewater plants capacity (kP.E.)	3,527	3,675	3,785	3,970	4,265
	Water withdrawals from the environment	281	260	260	261	257
	Water network leaks (%) - Historical territories	33.3%	30.4%	30.2%	25.7%	20.0%
	Water network leaks (%) - Other territories	33.3%	31.1%	31.0%	26.7%	22.0%
	Network division into small and equal areas (districts) (% on total) - Historical territories	56%	69.2%	70.9%	77.7%	85.6%
	Network division into small and equal areas (districts) (% on total) - Other territories	56%	66.8%	69.2%	70.9%	77.7%
Resilient cities	District heated volumes (Mmc)	96.7	101.4	102.3	118.0	125.0
	Eco-vehicles on total fleet (%)	19%	20%	22%	29%	44%
	Green electricity sold to retail clients (GWh)	326	1,887	2,395	2,465	3,000
	Energy saving from Iren Group	71	367	473	543	642
People	New hires (N)***	-	+3,322	+4,384	+4,856	+5,559
	Training hours per capita (N)	24,5	25	21.6	24	25
	Employees evaluated on performance (%)	54%	86%	86%	93%	94%
	Women in managerial roles (%)	22.8%	25.1%	25.9%	26.5%	30.0%
	Hired under 30 out of total hires (%)	50%	56.8%	54%	≥55.0%	≥55.0%
	Accident incidence index (N)	50.2%	45	51.4	44.0	44.0
	Employees with supplementary	71%	72%	70%	94%	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.