



# Delos Impact 2025 - 2027

## **ESG Plan**





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# Introduction\_\_\_\_\_

**ESG Plan - *Delos Impact 2025-2027*** - this plan reflects the commitment to generating a tangible impact on the environment and society, marking the beginning of an evolutionary journey in the ESG field. This process is also aimed at preparing the first voluntary Report based on FY2024 data (in line with the ESRS under the CSRD), and the first mandatory Integrated Report based on FY2025 data

## How did we develop Delos Impact?



### Regulatory Context Analysis

SFDR - EU Taxonomy - ESRS Standards



### Double Materiality Assessment



### Benchmark Analysis

in comparison with selected peers



### Interviews with Management



### Corporate Mission



### Foundational Pillars



### Future Ambitions



# Logic and Elements

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**Delos Impact** is structured around three pillars: Environment – People – Governance.

This framework is articulated into 9 areas that best represent the company's functions, and to which the following are assigned:

- Targets (i)
- KPIs (ii)
- Initiatives (iii)
- Programs (iv)

Specific Key Performance Indicators (KPIs) have been identified to measure and monitor the progress of the strategy, which are aligned with the benchmark standards for sustainability reporting.

In line with the 2030 Agenda, the UN Sustainable Development Goals (**UN SDGs**) have also been identified, to which we expect to contribute positively through our initiatives and programs.



# Sustainability Pillars

## Our Mission

*"Optimize the performance of our plants, to maximise the energy production and asset lifespan, while ensuring increased returns for investors and generating a positive environmental impact".*

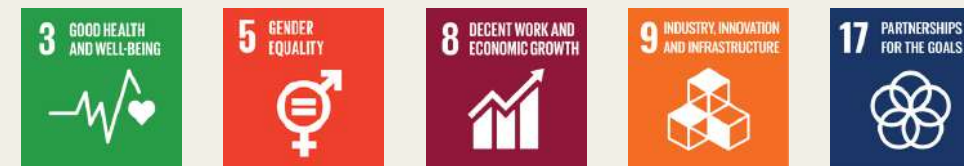
### ENVIRONMENTAL



#### Zero Impact: Energy, Resources and Nature

Promote sustainability by reducing emissions, consumption, and waste, improving efficiency and supporting biodiversity through concrete actions

### SOCIAL



#### Well-being and Inclusivity for a Sustainable Future

Promote employee growth, training, and well-being by fostering an inclusive environment that prioritizes sustainability and safety

### GOVERNANCE



#### Responsible Governance






Strategic initiatives to promote transparency, integrity, and accountability through dedicated training, committees, and procedures





# Targets and KPIs

## ENVIRONMENTAL | Zero Impact: Energy, Resources e Nature






	Target	ESRS	KPI	Target Year
    	Reduction of Scope 2 emissions in plants through the purchase of Guarantees of Origin (baseline 2023)	ESRS E1	-90% (tCO <sub>2</sub> ) of Scope 2 emissions (Market Based Approach)	2026
	Percentage of renewable energy (baseline 2023)	ESRS E1	100% energy from renewable sources*	2026
	Reduction in Scope 1 and 2 emissions intensity (baseline 2023)	ESRS E1	-90% ratio of Scope 1 and 2 emissions to revenue (tCO <sub>2</sub> /revenue)	2026
	Targets related to SBTi (Science Based Targets initiative)	ESRS E1	Commitment and validation of targets	2027
	Reduction in water withdrawal intensity for panel washing (baseline 2023)	ESRS E3	-40% ratio between m <sup>3</sup> and installed MWh	2027
	Number of plants undergoing technological upgrades	Extra ESRS	88 plants undergoing technological upgrades	2026

\* Except for plants whose supply is managed by public entities, for SEU plants, and for co-working spaces. It remains to be evaluated whether the scenarios following Delibera 109/2021/R/eel will allow the purchase of GdO for the plants or if the concept of emissions for auxiliaries will be redefined.



# Targets and KPIs

## SOCIAL | Well-being and Inclusivity for a Sustainable Future

	Targets	ESRS	KPI	Target Year
	Employee performance evaluation	ESRS S1	100% of employees evaluated	2027
	Reduction in Scope 1 and 2 emissions intensity (baseline 2023)	ESRS S1	<ul style="list-style-type: none"><li>• 5 ESG training/information courses</li><li>• +10% training hours delivered</li></ul>	<ul style="list-style-type: none"><li>• 2026</li><li>• 2027</li></ul>
	Survey to measure employee satisfaction level	ESRS S1	100% of employees subjected to satisfaction survey	2025
	Maintaining gender balance in the Management Team	ESRS S1	Female/male ratio (40:60)	2026
	Reduction of the gender pay gap by qualification	ESRS S1	<ul style="list-style-type: none"><li>• Gender pay gap ≤5% for managers</li><li>• Gender pay gap ≤10% for employees</li></ul>	2027
	Maintaining a frequency* and severity** index within a defined threshold	ESRS S1 / ESRS S2	<ul style="list-style-type: none"><li>• Frequency index ≤4</li><li>• Severity index ≤0.3</li></ul>	2025
	Evaluation of suppliers based on ESG criteria	ESRS S2	100% of suppliers with revenue equal to or greater than €25 million evaluated according to ESG criteria	2027
	Initiatives to promote education on Sustainability and renewables	ESRS S3	6 promotion initiatives	2026

\* The frequency rate correlates the number of injuries to the measure of risk exposure (it is calculated by dividing the number of injuries with absence longer than 3 days multiplied by 200,000, by the total hours worked).

\*\* The severity rate relates the severity of the injury to the measure of risk exposure (it is calculated by dividing the number of lost days beyond 3 days multiplied by 1,000, by the total hours worked).

# Targets and KPIs

## GOVERNANCE | Responsible Governance

	Targets	ESRS	KPI	Target Year
<div><div>8 DECENT WORK AND ECONOMIC GROWTH</div><div>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</div><div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div><div>17 PARTNERSHIPS FOR THE GOALS</div></div>	Drafting of the Sustainability Policy	ESRS G1	-	2025
	Creation of a "mixed" ESG Committee	ESRS G1	-	2026
	Drafting of the Anti-corruption Policy	ESRS G1	-	2025
	Drafting of the Supplier Code of Conduct with ESG topics highlighted	ESRS G1	-	2026
	Internal training on anti-corruption topics	ESRS G1	100% of employees trained in anti-corruption topic	2025







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