Delos Power



ESG PLAN

Delos Impact 2025 – 2027

The ESG Plan update is published

Goals rise to 20. Two new governance commitments come in and the link with the industrial plan grows stronger.

2026 UPDATE

November 2026

The Plan at a glance

Delos has published the 2026 update of the **Delos Impact 2025-2027 ESG Plan**. Compared with the previous version, the number of goals rises **from 19 to 20**.

The Plan is drawn up on a voluntary basis. It confirms Delos's commitment to being at the forefront of environmental, social and governance issues, in line with the expectations of the investors of the Shareholder Funds.

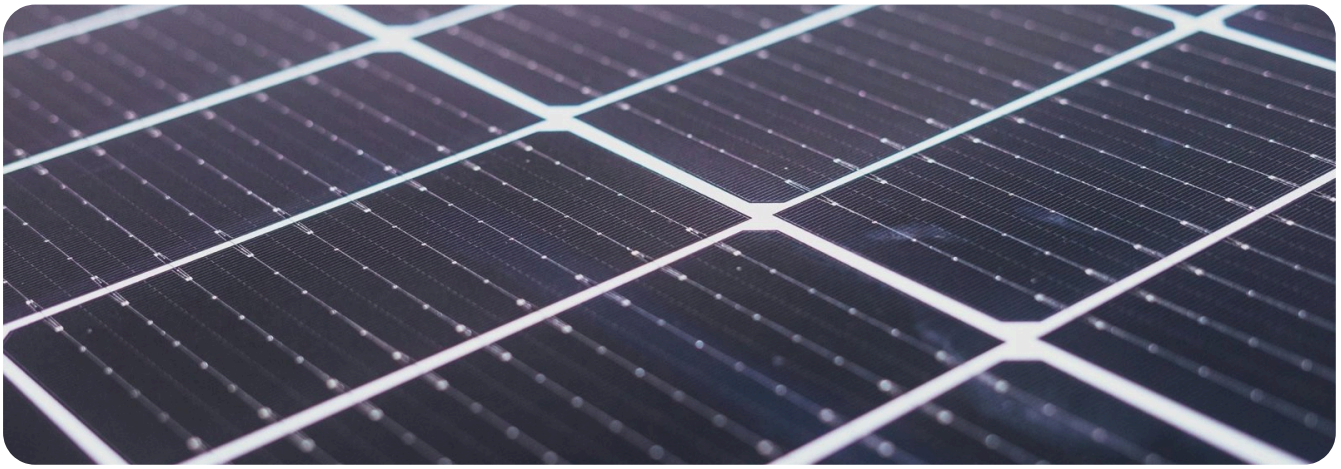
20
goals
19 in the previous plan

3
pillars
Environmental, Social, Governance

2027
Mixed ESG Committee
to be set up by 2027

OUR COMMITMENT

The regulatory framework is changing, but the centrality of sustainability is not.



Introduction

The **Delos Impact 2025-2027** Sustainability Plan reflects our commitment to generating a real impact on the environment and society. It marks the start of an evolutionary ESG journey that began with the preparation of our first voluntary Report on FY2024 data (**aligned with the CSRD ESRS**) and a strengthened commitment, despite the lapse of the CSRD regulatory obligation.

How we developed Delos Impact

- **Regulatory context analysis**
  SFDR, Taxonomy, ESRS
- **Benchmark analysis**
  against selected peers
- **Double materiality matrix**
- **Management interviews**

What Delos Impact is based on

- *Corporate Mission*
- *Core pillars*
- *Future ambitions*

OUR MISSION

"To optimise the performance of our plants, maximising their energy output and useful life, ensuring higher returns for investors and generating a positive impact on the environment"

Logic and Elements

3 Pillars *Environment, People, Governance*

9 Areas *representing the corporate functions*

4 Elements *assigned to each area*

I Goals

The result each area commits to achieving

II KPI

The indicator that measures progress towards the goal

III Initiatives

The concrete actions put in place

IV Programmes

The paths that organise initiatives over time

Indicators aligned with standards

To measure and monitor the progress of the strategy, KPIs have been identified in line with the reference standards for Sustainability reporting.

Alignment with the 2030 Agenda

We have identified the UN SDGs to which we expect to contribute positively through initiatives and programmes.

The Sustainability Pillars

ENVIRONMENTAL

Zero Impact: Energy, Resources and Nature

Promoting Sustainability by reducing emissions, consumption and waste, improving efficiency and fostering biodiversity through concrete actions

SOCIAL

Well-being and Inclusion for a sustainable future

Promoting employee growth, training and well-being, creating an inclusive environment focused on Sustainability and safety

GOVERNANCE

Responsible Governance

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

What's new in each pillar

Achieved In progress Revised New

ENVIRONMENTAL | *Revised goals*



Zero Impact: Energy, Resources and Nature

Some goals have been revised in light of ARERA regulatory updates on UPSA. They are now more closely linked to the industrial plan and to the targets for renewable energy production and emissions reduction.

STATUS

SOCIAL | *Goals confirmed*



Well-being and Inclusion for a sustainable future

The goals of the previous plan have been confirmed. At the halfway point, most of the targets have already been achieved.

STATUS

GOVERNANCE | *+2 new goals*



Responsible Governance

Two new goals have been introduced: the adoption of a **Diversity & Inclusion Policy** and a **Policy setting out guidelines for the use of artificial intelligence**.

STATUS

ENVIRONMENTAL

Goals and KPIs

Zero Impact: Energy, Resources and Nature



Goal	KPI	ESRS	Baseline	Target	Status
100% renewable energy production	4 TWh of renewable energy produced	ESRS E1	2023	*2027*	In progress
Avoided emissions	2.5 million tonnes of CO_2 emissions avoided	ESRS E1	2023	*2026*	In progress
Reduction of Scope 3 emissions	20% reduction in emissions on a like-for-like category basis	ESRS E1	2023	*2026*	In progress
Reduction in total water withdrawal intensity	-40% reduction in total water withdrawal	ESRS E3	2023	*2027*	Achieved
Number of plants undergoing technological upgrades	185 plants undergoing technological upgrades	Extra ESRS	2023	*2027*	In progress

SOCIAL

Goals and KPIs

Well-being and Inclusion for a Sustainable Future



Goal	KPI	ESRS	Baseline	Target	Status
Employee performance evaluation	100% of management lines evaluated	ESRS S1	2023	*2027*	In progress
Employee training courses on Sustainability topics	5 ESG training/awareness courses; +10% hours delivered	ESRS S1	2023	*2026*	Achieved
Survey to measure employee satisfaction	100% of employees surveyed	ESRS S1	2023	*2025*	Achieved
Maintaining gender balance in the Management Team	Female/male ratio (40:60)	ESRS S1	2023	*2026*	Achieved
Reduction of the gender pay gap by job category	Gender pay gap ≤5% for middle managers and ≤10% for office staff	ESRS S1	2023	*2027*	In progress
Keeping injury frequency and severity rates within a defined threshold	Frequency rate* ≤4; severity rate** ≤0.3	ESRS S1 / S2	2023	*2025*	Achieved
Supplier assessment based on ESG criteria	–	ESRS S2	2023	*2027*	In progress
Initiatives promoting education on Sustainability and renewables	6 promotional initiatives	ESRS S3	2023	*2026*	Achieved

** Number of injuries with absence of more than 3 days × 200,000 / hours worked.*
*** Number of days lost beyond 3 days × 1,000 / hours worked.*

GOVERNANCE

Goals and KPIs

Responsible Governance



Goal	KPI	ESRS	Target	Status
Drafting of the Sustainability Policy	–	ESRS G1	*2025*	Achieved
Creation of a "mixed" ESG Committee	–	ESRS G1	*2027*	In progress
Drafting of the Anti-Corruption Policy	–	ESRS G1	*2025*	Achieved
Drafting of the Supplier Code of Conduct, including ESG topics	–	ESRS G1	*2027*	In progress
Internal training on anti-corruption topics	100% of employees trained on anti-corruption	ESRS G1	*2025*	Achieved
Diversity and Inclusion Policy	–	ESRS G1	*2027*	In progress
Internal AI Guidelines Policy	–	ESRS G1	*2027*	In progress

BY
2027

A mixed ESG Committee

For governance matters concerning the Board of Directors, a mixed ESG Committee will be set up. It will strengthen oversight and coordination of sustainability topics across the company.

Consolidating our ESG journey

The update consolidates the ESG journey that began with our first voluntary Sustainability Report. Sustainability goals are increasingly integrated with industrial priorities and with the evolving regulatory and organisational framework.

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