



# Clean energy community engagement

Falck Renewables sustainability approach

Powering the future

International workshop EnergyKeeper

29 October 2019 - Lelystad, the Netherlands

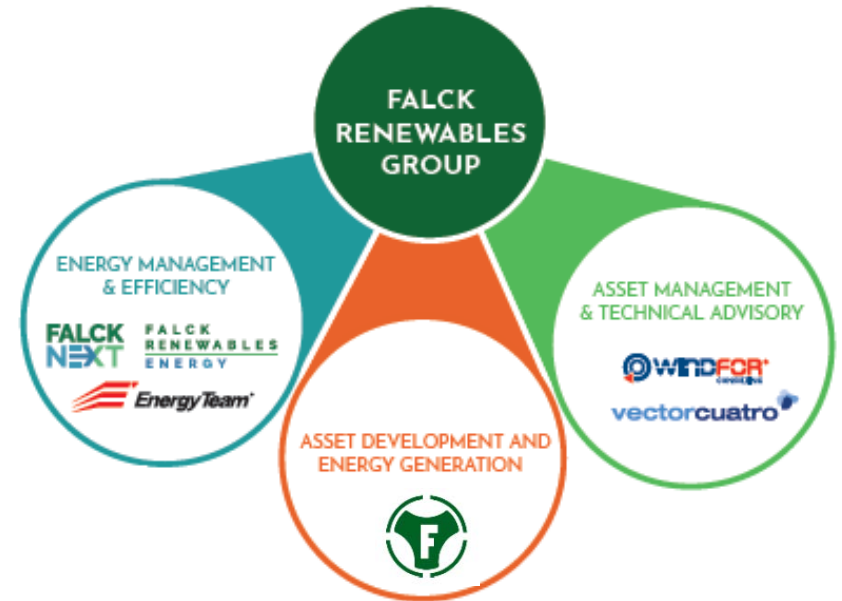


Falck Renewables

# COMPANY OVERVIEW

# About Falck Renewables











- We are an international pure play in the field of **renewable energy**, focused on the development, design, construction and management of electricity production plants
- We provide **highly specialized energy management and downstream services** to energy producers and consumers, while also drawing on our expertise for the technical and administrative management of third-party assets
- We are listed in the **STAR segment** of Milan Stock Exchange and included in **FTSE Italia Mid Cap index**














# Overview

International experience and worldwide presence (assets and services)

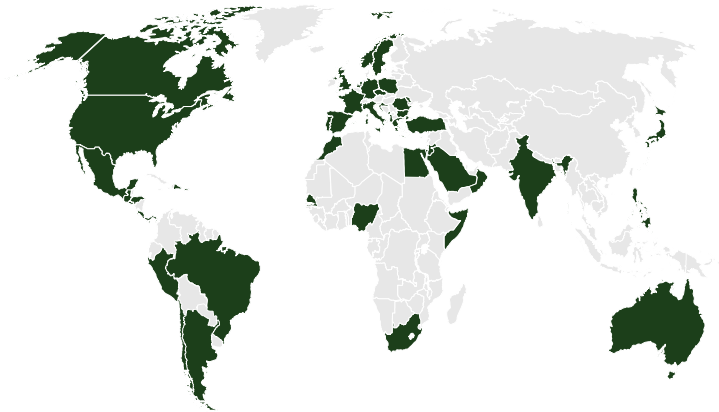
IN OPERATION

MW				
	292	16	46	354
	413			413
		113		113
	98			98
	49			49
	852	129	46	1,026*

UNDER CONSTRUCTION

Country	Source	Project	MW	COD
		Aliden	46.8	Q4 2019
		Brattmyrlyden	74.1	Q4 2020
		Hennoy	50.0	Q4 2019
		Okla	21.0	Q4 2020
		Carreastro	10.0	Q4 2019
			202.0	



\*It includes minority stakes in La Muela windfarm (26%) and Frullo Energia Ambiente (49%) for a total amount of 37 MW



## Asset Management & Technical Services

		
<b>2.5 GW</b>	<b>53 GW</b>	<b>4.6 GW</b>
Asset Management	Technical Advisory	Transaction Advisory

## Energy Management & Energy Efficiency

	
<b>1.0 TWh</b>	<b>1,500 Clients</b>
Energy Management	Metering, Demand Response

# From Steel to Renewable Energy

## 1906 - 1970

The Falck Group is founded in Sesto San Giovanni with the name **Società Anonima Acciaierie e Ferriere Lombarde**

The Group is among the first in Italy to build energy plants to ensure the operation of the steel mills

## 1970 - 2000

The Group gradually shifts the focus of its activities towards the environment and clean energy production, including renewable energy

The Group begins an extensive program in the thermoelectric sector, developing combined cycle cogeneration plants for industrial uses and district heating

## 2000 - 2010

Actelios, a company focusing on the renewable energy market, is created

The Group is listed on the Milan Stock Exchange

## 2010 - Today

The Group changes its name to Falck Renewables S.p.A. and acquires Vector Cuatro (2014) and Energy Team (2018) and creates Falck Next ESCO

The Group diversifies its business in asset management, energy efficiency and energy management services



# 2018 Highlights

## KEY SUSTAINABILITY INDICATORS

**2,187** GWh  
TOTAL RENEWABLE  
ENERGY PRODUCTION

**867,818** <sup>+</sup>CO<sub>2</sub>  
AVOIDED THANKS TO  
WIND AND PV  
GENERATION\*

## KEY EMPLOYMENT INDICATORS

**460**  
NUMBER OF EMPLOYEES

PROPORTION OF WOMEN  
**42%** IN THE BoD  
**31%** IN TOP  
MANAGEMENT  
**+14.3%** in top  
management compared to 2017

## KEY FINANCIALS

**€ 335.9** million  
REVENUES

**€ 191.5** million  
EBITDA

**€ 44.2** million  
GROUP NET EARNINGS

**€ 509.2** million  
NET FINANCIAL DEBT  
without fair value  
derivatives

**€ 164.7** million  
ADDED VALUE  
DISTRIBUTED TO  
STAKEHOLDERS

\* Calculated using the factors published by Terna based on ISPRA data for electricity production in Italy; the factors published in the JRC "Technical Report 2017" for the UK, France and Spain; the factors published by the US Environmental Protection Agency for the United States.

Falck Renewables

# OUR SUSTAINABLE APPROACH

# Our Sustainable Strategy

- For us, **sustainability** is the creation of **shared value** for the **company** and its **stakeholders** that must last over time, without compromising the **quality of the areas** in which we operate.
- **Sustainability** is an essential **driver** of our **industrial plan**, which goes through the complete **alignment of the interests of shareholders and other stakeholders**, which unleashes virtuous development paths between the economy, society and environment.



**Economic Capital**



**Relational Social Capital**



**Natural Capital**

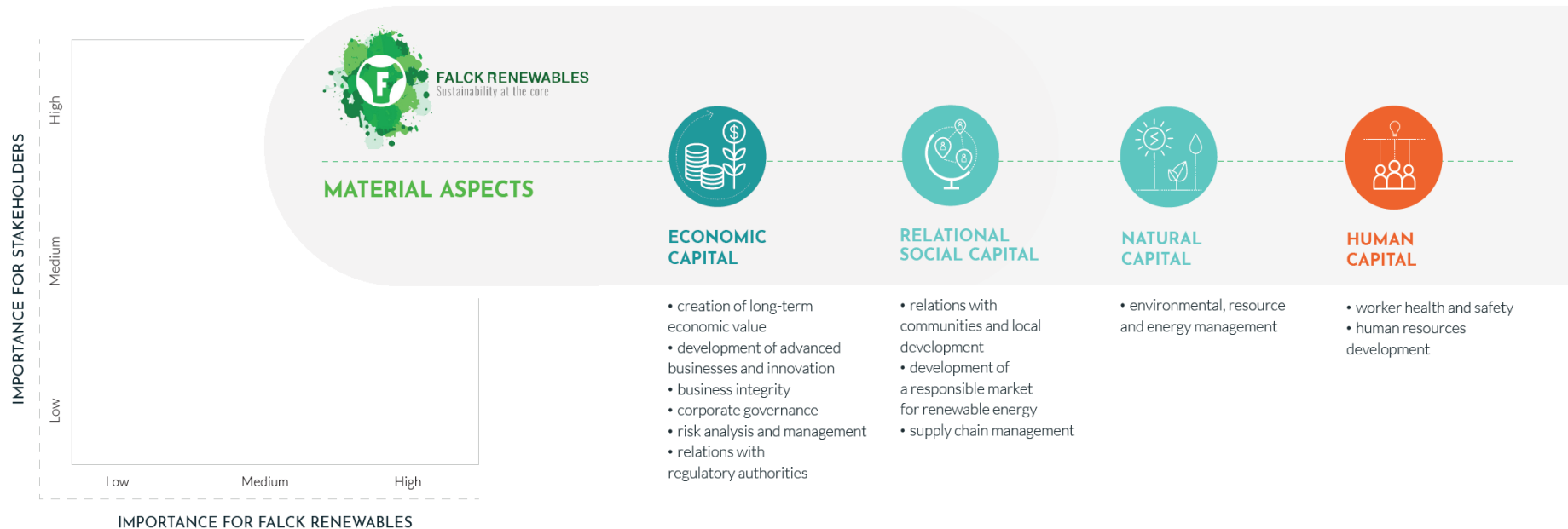


**Human Capital**



# Our commitments aligned with materiality analysis

Our sustainable actions and the impact that they have had on (tangible and intangible) aspects of our business, together with our long-term commitments, are aligned with the **materiality analysis** implemented on the sustainability issues that are most relevant to the company's activities



# The Capitals We Transform through Our Activities



## Economic Capital



- It refers to the **generation and redistribution of value** over the time
- We work to achieve the best **capex/opex balance**, relying on updated financial instruments



## Relational Social Capital



- Meaning our **reputation, history and credibility**
- We aim at pursuing **common goals with local communities** and we want to leave part of the value we create where it is generated



## Natural Capital



- It refers to our **ecological footprint**, both locally and globally
- We are committed to adopt the most advanced practices to **avoid or reduce the environmental impact** of our activities



## Human Capital



- Meaning the people who work with us, with their **values, experience and skills**
- We work to maintain strong internal cohesion through financial incentives, corporate well-being and by **promoting distinct values**

Falck Renewables

# **CLEAN ENERGY COMMUNITY ENGAGEMENT**

# FinCoops, Energy Cooperatives & Energy Communities...

## FinCoops

The scheme encourages residents around a RES infrastructure (wind farms) to establish cooperatives whose members participate in the **financing of a project owned by a private company**

## Energy cooperative

Cooperatives where members are **small-scale renewable energy producers**

## Energy community

Legal entity where citizens, SMEs and local authorities come together, as final users of energy, to cooperate in the generation, consumption distribution, storage, supply, aggregation of energy from renewable sources, or offer energy efficiency/demand side management services  
([www.rescoop.eu](http://www.rescoop.eu))

## Community shared solar (USA)

Solar-electric system that provides power and/or financial benefit to multiple community members  
([www.nrel.gov](http://www.nrel.gov))

# Our shared value model with local communities

A focus on the **impact** we have in the territories and the local communities in which we operate is a fundamental part of our understanding of the business.

We believe that the local community should be given a **benefit, in economic and social terms**, against our presence in the area.



“...it is not only about **WHAT** we do, but **HOW** we do it, and the **VALUES** that we live by”

## Sustainability Charter

*WE PROMOTE THE **LOCAL WORKFORCE AND SUPPLY CHAIN**.*

*WE WELCOME THE PARTICIPATION OF COMMUNITIES IN OUR BUSINESS, ALSO THROUGH **OWNERSHIP SCHEMES**.*

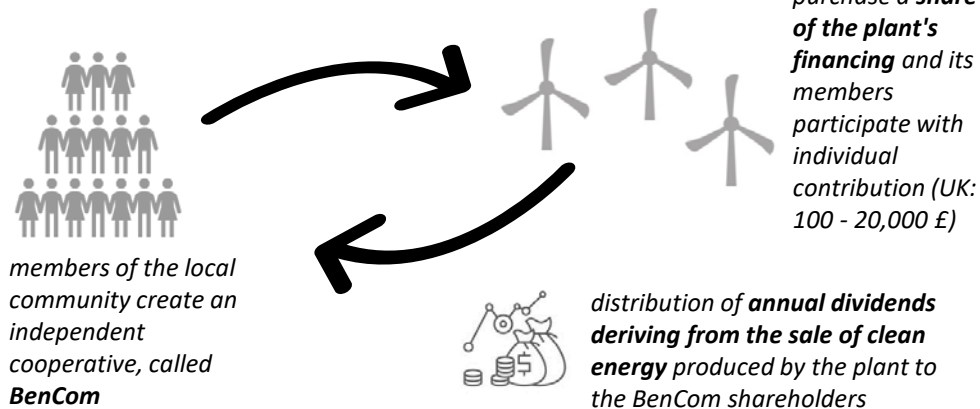
*WE BACK **COMMUNITY PROJECTS** - FROM SOCIAL & EDUCATIONAL TO ENVIRONMENTAL & INFRASTRUCTURAL – AND WE ENCOURAGE COMMUNITIES TO SHARE PROJECTS PRACTICES TO MAXIMIZE BENEFITS FOR OTHERS.*

*WE SHARE OUR **KNOWLEDGE** OF ENERGY SUSTAINABILITY TO SPREAD THE WORD ABOUT ITS IMPORTANCE.*

*WE ENSURE ALL OUR OPERATIONS HAVE THE **MINIMUM IMPACT** ON THE ENVIRONMENT.*

# Communities participating in our business: co-operative investment scheme (fincoop)

We encourage the local community to establish **cooperatives**, whose members contribute to financing the energy plant. Returns on investment are attractive and the **initial investment is repaid in full**.



WE ARE AN INTERNATIONAL BENCHMARK



NSW's largest windfarm highlights power of community investment  
*Simon Holmes à Court*

The Sapphire Wind Farm in northern NSW has invited the locals to invest in it - the first such co-investment project in Australia



▲ Local landowners dwarfed by a Sapphire Wind Farm turbine blade in the New England region of northern NSW. Photograph: Simon Holmes à Court

OVER **3,500** INVESTORS IN **7** CO-OPS,  
RAISED OVER **£10.5M** AND DISTRIBUTED  
CLOSE TO **£6M** IN DIVIDENDS



THE **FIRST** FALCK RENEWABLES COOPERATIVE  
ESTABLISHED IN **BOYNDIE**  
**2006 GREEN ENERGY AWARD** FOR  
BEST COMMUNITY PROJECT IN SCOTLAND



# Falck Renewables co-operatives

Wind farm	Location	Co-ops
Boyndie (16,7 MW)	Banff, Aberdeenshire (UK)	Boyndie Wind Farm Co-op
Ben Aketil (27,6 MW)	Dunvegan, Isle of Skye (UK)	Isle of Skye Renewables Co-op
Millennium (65 MW)	Invergarry, Highland (UK)	Great Glen Energy Co-op
Kilbraur (67,5 MW)	Brora, Sutherland (UK)	Kilbraur Wind Energy Co-op
Assel Valley (25 MW)	Girvan (UK)	Assel Valley Community Renewable Society
Westbrowncastle (30 MW) Nutberry (15MW)	Strathaven, South Lanarkshire (UK) Coalburn, nel South Executive (UK)	Spirit of Lanarkshire Wind Energy Co-operative
Auchrobert (36MW)	Strathaven, South Lanarkshire (UK)	Auchrobert Community Energy Society





# Communities participating in our business: separate ownership scheme

**Virtual ownership** of a turbine at the Earlsburn plant located in Fintry, Scotland.

The community has set up the **Fintry Renewable Energy Enterprise Limited (FREE)** which, having received a loan from Falck Renewables, has invested the sum in the purchase of the virtual property.

The community uses the proceeds to fuel energy sustainability initiatives aimed at creating a **sustainable zero-emission community**.

## Scottish villagers stun developers by demanding extra turbine

Fintry in Scotland claims to be first community in UK to run its own wind turbine to cut carbon emissions and energy bills



**6.62 GWh** PRODUCTION OF  
THE COMMUNITY TURBINE  
IN 2018,  
**3,330 tCO<sub>2</sub> GHG** EMISSIONS  
AVOIDED,  
**112 tCO<sub>2</sub> EQ** GHG  
EMISSIONS AVOIDED WITH  
THE CAMPSIE GLEN  
BIOMASS DISTRICT HEATING  
SYSTEM



# Falck Renewables separate ownership scheme

Wind farm	Location	Social enterprise
Earlsburn (37,5 MW)	Fintry, Stirlingshire (UK)	Fintry Renewables Energy Enterprise Ltd



GET SWITCHED ON

# Working with USA energy communities

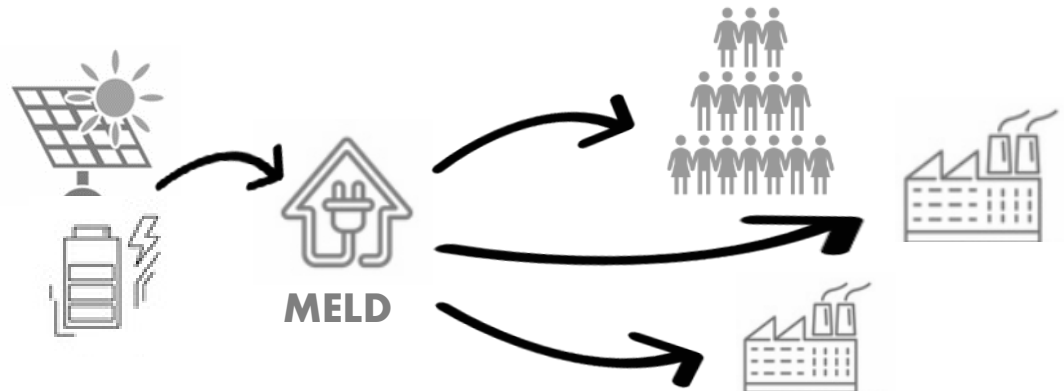
The Middleton plant operates under the **Solar Renewable Energy Credit II program**, sold on the independent energy market, and sells energy to the Middleton Electric Light District (MELD) a Massachusetts' utility with a long-term PPA.

Last May 2019, Falck Renewables announced an investment in **energy storage system** to be integrated with the existing solar Middleton PV plant.

MELD has entered into a **long-term capacity service agreement** with Falck Renewables to dispatch the energy storage system during periods of high demand charges on the power grid.

**197 END CONSUMERS** IN ENERGY COMMUNITIES THAT HAVE SIGNED A PPA AND CARRY OUT COLLECTIVE SELF-CONSUMPTION

**OVER 88,000 RESIDENTS** SHARE THE BENEFITS OF SPENDING REDUCTION THANKS TO COMMUNITY SOLAR PROJECTS IMPACT



*MELD distributes energy to customers based on a **community shared solar agreement**, signed by 197 customers (including two large industries), which provides a discount on the electricity bill.*



# Our storage in Middleton PV plant



TOTAL CAPITAL INVESTMENT:  
**\$3.6M**

CAPACITY / COD:  
**3.0 MW<sub>DC</sub>/6.6 MWh**  
**COD: 3Q'19**

TECHNOLOGY: **NEC BESS**  
**BUNDLED FOR FALCK (LG CHEM**  
**BATTERY, SMA INVERTERS)**  
**MELD TO PROVIDE EPC**

OFFTAKER: **MELD**  
**CAPACITY SERVICES AGREEMENT**  
**20-YEAR TERM**





# Working with US energy communities

In Massachusetts we provide clean energy through an on-site exchange program: the **Net Metering Credit program**.

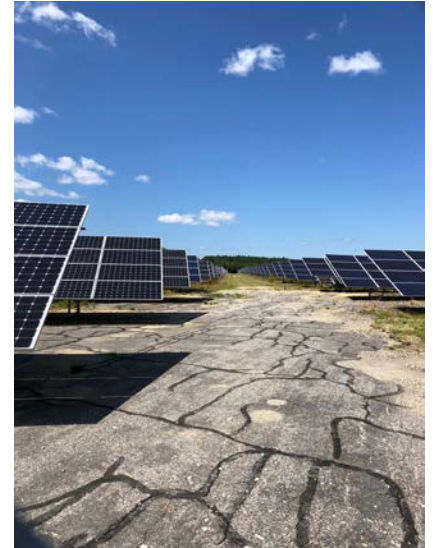
The program provides a percentage of electricity needs to participants, with **discounts** compared to the retail rates charged by utilities, clearly **benefiting local communities**.



*The **Dartmouth PV** plant powers the **Silver Lake School District** and the **City of Carver**.*

*The **Leominster plant** provides electricity to both the **City of Leominster** and the **Hoosac Water District**.*

*The **Palmer Airfield plant** supplies **Worcester State University** and the **municipalities of Spencer and Leicester**.*



Falck Renewables

# SUSTAINABILITY IN ACTION

# Promote Local Workforce and Local Supply Chain

We place contracts for the construction, operation, and maintenance of our plants with **local companies**, wherever possible and commercially viable

## CLOSING THE GAP BETWEEN JOB OFFER AND DEMAND

Supporting the creation of **local technical capacity**. Involving our tech partners in screening for talents



## PRESENTING PROCUREMENT NEEDS TO LOCAL COMPANIES

We locally stage **Contractors' Open Days**, where our procurement needs are first presented to the local entrepreneurial community

2017 Hennøy  
(Norway)

2018  
Åliden &  
Brattmyrliden  
(Sweden)



# Supporting Community Projects

## COMMUNITY BENEFIT SCHEMES

Falck Renewables supports the implementation of **community projects** establishing community benefit schemes.

Funds are delivered to a **local community trust or association**.

Over **100 supported projects**.



CILL CHUIMEIN MEDICAL  
CENTRE REBUILD  
MILLENNIUM WIND FARM  
(UK)



RESTORING GOLSPIE BIG  
BURN WALK  
KILBRAUR WIND FARM  
(UK)



SOLAR PANELS FOR  
THE BOYNDIE VISITOR  
CENTRE BUILDING  
BOYNDIE WIND  
FARM (UK)



SCOTTISH AMBULANCE SERVICE  
COMMUNITY RESPONSE VEHICLE  
BEN AKETIL WIND FARM (UK)



# Encouraging communities project practice sharing



## Creating a (virtual) community of communities



[www.community.falckrenewables.eu](http://www.community.falckrenewables.eu)



[HOME](#) [ABOUT](#) [COMMUNITIES](#) [SHOWCASES](#) [INITIATIVES 2018](#) [NEWS](#) [FORUM](#) [CONTACTS](#)

## FALCK RENEWABLES SUSTAINABLE COMMUNITY PORTAL

Through the **Falck Renewables Sustainable Community portal**, the different local communities hosting Falck Renewables' UK wind farms become a (virtual) **community of communities**.

This is a space where communities can **showcase** projects supported through wind energy benefit funds, they can **exchange** experiences and practices in the use of the funds, they can mutually **reach out** for advice, and they can **promote** new local initiatives in the area of sustainable development and sustainable energy.

For this is what, at Falck Renewables, a virtual community is for.

Below the list of Falck Renewables Sustainable Community members grouped by wind farm. Hover on pictures to see associated communities

[SUSTAINABLE COMMUNITY](#)



Assel Valley wind farm



Auchrobert wind farm



Ben Aketil wind farm



Ben Aketil wind farm

## An additional program of initiatives exclusively dedicated to the **Falck Renewables Sustainable Community**.



**Call for project proposals for Decarbonisation 2019**

**Does your community have an idea for a project to lower CO2 emissions in your area? You have the chance to win up to £8,000 support to help make it real.**

**More about the Call for project proposals**

Negative consequences of climate change are becoming more and more evident worldwide. Action is needed even at a local level.


At Falck Renewables we are willing to support communities belonging to our network that have ideas to tackle the issue of **green house emissions reduction** in their territory. Projects in the areas of **clean energy, energy efficiency, sustainable mobility, enhancing green features and education** are all eligible. Two different projects can receive up to 80% of the proposed project budgets (max £ 6,000 each) from Falck Renewables. Two awarded projects will be announced at the **2nd Falck Renewables Sustainable Communities Awards Dinner** in Dunblane on 20 November 2019.

**HOW TO APPLY**

Each community benefit fund or BenCom can enter **one** project.

The proposed project must:

- be located within the geographical area covered by the fund or BenCom
- help towards lowering CO2 emissions in the local area
- start within **12 months** from the application and demonstrate results within a further 12 months
- be supported by the local community
- be able to be measured and evaluated



**Are you a student considering a career in the renewable energy sector? Apply to the 'Falck Renewables Support Scheme for Sustainable Energy Studies 2019'**

**Tell us more**

At Falck Renewables partnerships with the communities around our wind farms are at the heart of everything we do.

Our approach to business is based on a strong belief that all our wealth and jobs come from the land on which our projects are built and the people we share these sites with.

We believe in nurturing talents and we are committed to supporting young people develop professional skills related to the renewable energy sector.

We are particularly interested in supporting students working towards a qualification in energy and renewables.

Our support scheme provides funding to help young people access training opportunities which will develop them into the professionals we could work with in the future!

**HOW TO APPLY**

- Applicants must be 16 or over at the start of the course
- Applicants must live in local communities hosting Falck Renewables wind farms
- Applicants must be studying a qualification that would help them gain professional skills they can use in the renewable energy sector, preferably with a focus on wind energy
- Applicants must demonstrate an offer of a place on the course of their choice before applying
- Applicants must complete the online application form, including details of a referee willing to support the application
- Falck Renewables will provide a portion of the support required for:
  - Applicants who will be studying a qualification that would help them gain professional skills they can use in the renewable energy sector, preferably with a focus on wind energy
  - Applicants who will be studying a qualification that would help them gain professional skills they can use in the renewable energy sector, preferably with a focus on wind energy
- Falck Renewables will provide a portion of the support required for:
  - Applicants who will be studying a qualification that would help them gain professional skills they can use in the renewable energy sector, preferably with a focus on wind energy
  - Applicants who will be studying a qualification that would help them gain professional skills they can use in the renewable energy sector, preferably with a focus on wind energy

**SEE ALL SHOWCASES**





# Sharing knowledge on sustainable energy

We are committed to **disseminating knowledge** in the field of clean energy and sustainability by:

- collaborating with the academies and research institutions;
- developing education and training programs;
- participating in national and international events on the themes of green economy and sustainable development.



**Falck Renewables** @falckrenewables · Mar 20

A group of students and two of their professors from @uofcincy enjoyed a visit to #FKR Ben Aketil wind farm in #Scotland #isleofskye #universityofcincinnati #Renewables #windenergy Read the news on FKR sustainable community portal [bit.ly/2JrRh9W](https://bit.ly/2JrRh9W)



# Protecting the environment

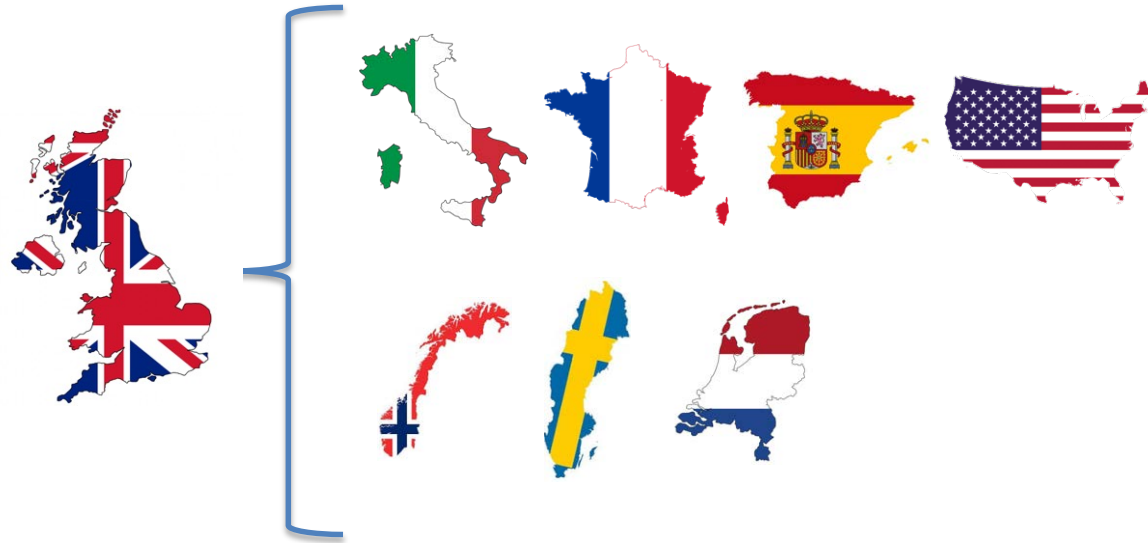


We aim at performing beyond legal compliance:

- Working with **BD, E&C, O&M, QHSE, and procurement**
- Involving our partners and suppliers

Domain	Area of intervention	Procurement guideline
Environmental impact (local, global)	GHG emission reduction & low-carbon society	<b>Reducing carbon footprint of purchased goods and services</b>
	Pollution prevention & control (air, water, soil, groundwater)	Reducing the environmental impact of supplied goods & services
	Protecting biodiversity	<b>Assessing the impact of supplied goods &amp; services on the biosphere</b>
	Responsible use of resources (water, energy, natural resources; i.e. ecological footprint)	Minimising water & other scarce resources consumption in the products/services we purchase
	Adopting 3R philosophy: recycle, reduce, reuse (circular economy)	<b>Fostering the purchasing of recycled/recyclable products</b> Rightsizing of indirect procurement

# Adopting (and adapting) the sustainability model



A bit of a challenge... (to be done not in a single day!)

# Nesting the sustainability culture in our staff

In meeting company's sustainability goals, we have to make sure **we share these values among us**, at first place.

To do so, we are developing for our staff a **sustainability knowledge base** around our community engagement approach.

In the **recruitment process**, new hires are assessed also on how they share our approach to sustainability and on their ability to deliver within a responsible framework.



# The results obtained and the effects on the business

The Falck Renewables plants have a **good degree of acceptance** in all the countries where we are present. This has allowed us to extend the size of our projects over the years.

The community engagement model has become a benchmark in the sector.



*Community co-investment is not uncommon overseas. Italian developer Falck Renewables has built a number of wind farms in Britain using the model and it is now law in Denmark that every onshore wind farm must offer at least 20% of equity to those who live near the project. Some projects have allowed the community to name and paint a turbine and have provided "visitation rights" for community events.*

Rather than saying "We don't want these things" we said "can we have more?"



Gordon Cowtan, Director, Fintry Development Trust

**Please In My Backyard!**



# The results obtained and the effects on the business

When Falck Renewables decided to expand its activities in the **Nordic market**, the Norwegian local communities / landowners considered the previous successful experiences in the **local relations** of Falck Renewables as a **determining factor**.

This allowed Falck Renewables to reach an **agreement** with a local Norwegian utility for the construction of two wind farms with the consent of the same local communities.



## MEETING LOCAL COMMUNITIES IN NORWAY, 7 November 2018

*Falck Renewables intends to replicate the successful community integration model implemented in the United Kingdom in the other geographies where it operates.*

*Falck Renewables Vind is currently building a wind farm in Hennøy, Norway. The company has a long-term and sustainable strategy for its activity in Bremanger Municipality, with great emphasis on cooperation with municipality, landowners and local communities.*

*Next Wednesday 14th November, Falck Renewables Vind will hold a public consultations and information meeting in Svelgen Samfunnshus with the purpose of communicating about the company and its activity in the Bremanger municipality with emphasis on the wind power project being under construction at Marafjellet / Hennøystranda and on illustrating the sustainability approach Falck Renewables adopts in the places where it operates.*

# Business International - Finance Award 2019



*"The Report 'Sustainability at the Core' was able to showcase how Falck Renewables generates added value for its stakeholders and how it aims, in a long-term perspective, at consolidating the advantages of a strategy that looks to sustainability not only in environmental but also in social terms.*

*The company, in fact, succeeded in creating an investment method that allows a local community to finance the local energy plant through a specially established cooperative. The residents, members of the cooperative, purchase a share of the plant's funding with individual holdings and receive an annual interest on the funding, partly calculated based on the sale of energy. These are therefore low-risk investments for local communities, but which lead to rather interesting returns.*

*A particularly innovative form of local communities involvement that allows for having them as investment supporters, overcoming the typical "NIMBY" (not in my backyard) problems and conflicts, meaning the potential local opposition to the construction of the plants that would delay the investment in the construction of the plant and therefore the economic returns for the Group."*



**Category: Non-Financial Indicator, Sustainability Report**

# Contacts & Info



## Communication & Sustainability

**Alessandro Costa**

alessandro.costa@FALCKGROUP.EU

+39 348 47 19 241

**Monica Airoidi**

monica.airoidi@FALCKGROUP.EU

+39 347 27 36 096



*sustainability@falckgroup.eu*



*www.falckrenewables.eu*



BACK UP

# Economic Capital

## IMPACT INDICATORS

€ **164.7** M

ADDED VALUE  
DISTRIBUTED TO  
STAKEHOLDERS

**56** %

ORDERS TO LOCAL  
SUPPLIERS EQUAL TO  
€110.8 M

## CORPORATE GOVERNANCE



### BoD Composition

- Executive Director
- Non Executive Director
- Independent Dir. according to T.U.F. and Corporate Governance Code



**12** members  
**5** women  
**6** independent members



**12** BoD meetings per year

The new Board of Directors – as approved at The Shareholders' Meeting on 27 April 2017 – reflects the group's international presence and includes members with relevant experience.

## OUR COMMITMENT



### CREATION OF LONG-TERM ECONOMIC VALUE

- geographical diversification of assets
- balancing of asset types
- business diversification towards the sustainable consumption services sector



### DEVELOPMENT OF ADVANCED BUSINESSES AND INNOVATION

- further growth in the services sector
- continued investment in digitalisation
- PPA market growth
- creation of synergies between traditional technical activities and new services
- research technical knowledge and experience on the market and create new skills, including digital and agile working methods

### CORPORATE GOVERNANCE



entrust supervision of sustainability actions to the Group's highest governance structures

### RISK ANALYSIS AND MANAGEMENT

- optimise the financial community's perception of corporate risk
- predictability and reliability of financial targets and reporting

### RELATIONS WITH REGULATORY AUTHORITIES



develop proposals for improving the efficiency of the markets that we are involved in, with attention to local energy communities and collective self-production

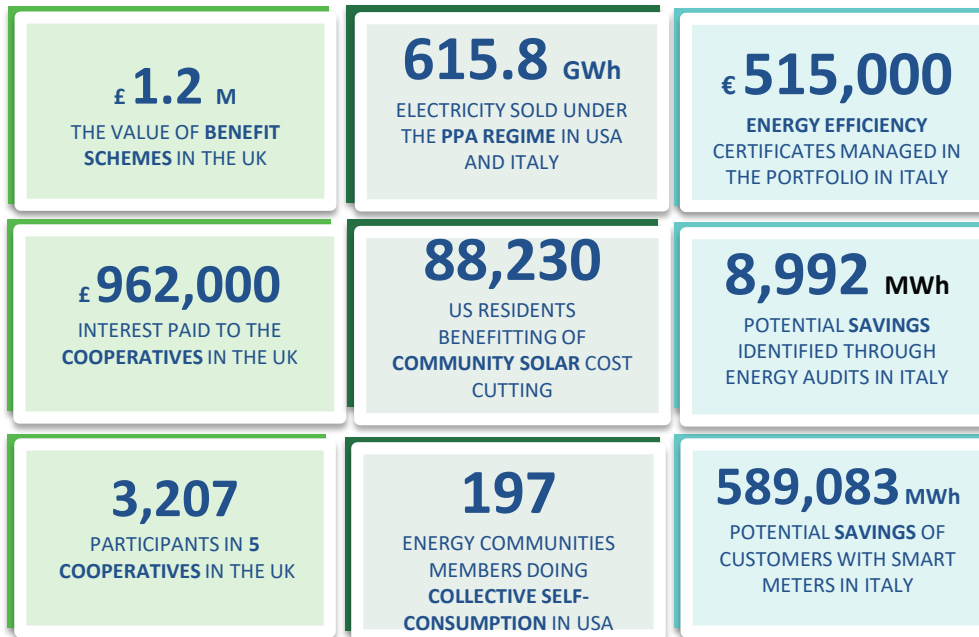


### BUSINESS INTEGRITY

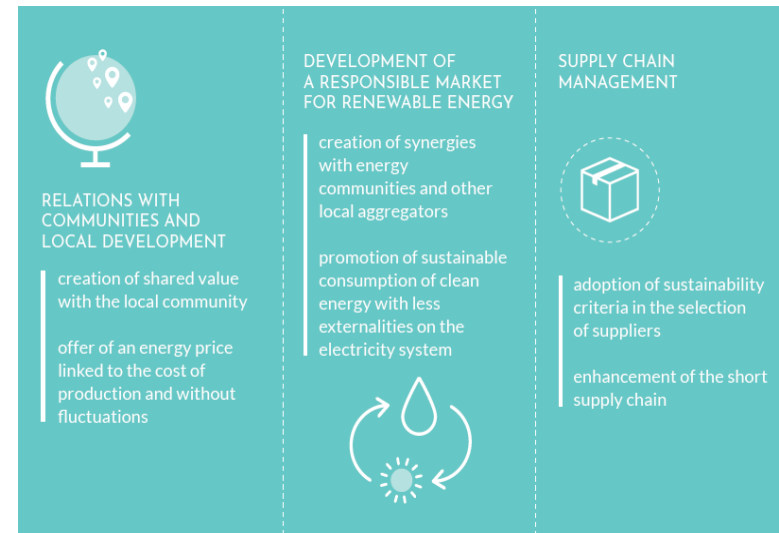
spread a highly ethical culture inside and outside the Group

# Relational Social Capital

## IMPACT INDICATORS



## OUR COMMITMENT



# Natural Capital

## IMPACT INDICATORS

**2,187** GWh  
TOTAL RENEWABLE  
ENERGY PRODUCTION

**867,800** tCO<sub>2</sub>  
GHG EMISSIONS  
AVOIDED\*

€ **2.8** M  
FOR ENVIRONMENTAL  
RESTORATION OR  
COMPENSATORY  
ACTIVITIES

**13,324** MWh  
WIND POWER AND PV  
PRODUCTION INCREASE  
THANKS TO VC SERVICES

**4,146.8** tCO<sub>2</sub>  
AVOIDED GHG EMISSIONS  
THANKS TO VC SERVICES

**471.1** tNO<sub>x</sub>  
**141.9** tSO<sub>x</sub>  
**189.8** tCO  
**11.3** tPM<sub>10</sub>  
AIR POLLUTION AVOIDED  
THANKS TO WIND AND PV  
PRODUCTION\*\*

## OUR COMMITMENT



### ENVIRONMENTAL, RESOURCE AND ENERGY MANAGEMENT

reduction of environmental impact throughout the life cycle of assets through continuous adoption of advanced sustainability practices in their construction and management

CO<sub>2</sub> footprint minimisation

reduction of polluting emissions

participation in the decarbonisation economy

- Calculated using the factors published by Terna based on ISPRA data for electricity production in Italy; the factors published in the JRC "Technical Report 2017" for the UK, France and Spain; the factors published by the US Environmental Protection Agency for the United States.

\*\* Calculated using the factors published by Terna based on ISPRA data for electricity production in Italy.

# Human Capital

## IMPACT INDICATORS

**460**  
EMPLOYEES

**75 %**  
OF EMPLOYEES INVOLVED  
IN **TRAINING** ACTIVITIES

**746** HOURS  
OF **HEALTH AND**  
**SAFETY** TRAINING IN 2018

**31 %**  
OF **EMPLOYEES** ARE  
FEMALE

**7**  
AVERAGE HOURS OF  
**TRAINING** PER EMPLOYEE  
IN 2018

**0**  
**INJURIES** IN 2018

**+ 14 %**  
**FEMALE PRESENCE** IN  
TOP MANAGEMENT  
COMPARED TO 2017

**20**  
AVERAGE HOURS OF  
**TRAINING** PER  
FEMALE EMPLOYEE

## OUR COMMITMENT



### HUMAN RESOURCES DEVELOPMENT

- continuous active employee involvement and close relationship between the management and the company
- creation of a flat organisational structure, with plenty of room for personal initiative
- continuous professional development
- consolidation of a welfare policy with a strategic focus on the family, well-being and work-life balance
- investment in talent growth and gender and culture diversity
- code of ethical conduct based on shared values
- recruitment based on skills, behaviours and values

### HEALTH AND SAFETY

- continuous monitoring of the application of QHSE standards
- greater involvement of staff in QHSE training activities

