

**2014-2018 SUSTAINABILITY PLAN AND MEDIUM-TERM GOALS**

The infographics shown provide an overview of the **2014-2018 Sustainability Plan: the targets** the Group is pursuing in relation to the stakeholders' interests and **medium-term goals**. The aforesaid goals, which were updated in the light of and are consistent with the 2014-2018 Business Plan (see *Outlook and Strategic Plan*), were **redefined** in 2014 **by the heads of the industrial areas and**

**Divisions/Companies involved** and then **approved by the Acea SpA Chief Executive Officer and Chairman**. Below is a diagram outlining again the goals, with the **main actions taken during the year being placed next to them**. A more detailed description of such actions is given in the *Sustainability Report* sections.



**MEDIUM-TERM GOALS (2014 – 2018)**

- Reach and exceed the changing standards for technical and commercial quality, set by the AEEGSI.
- Improve the layout of the energy bill. Reduce service-desk waiting time. Gain customer loyalty.
- Improve performance of the digital electricity meters, for fair and quick billing of consumption.
- Organise on-line access to information about the plants with highest environmental impact.
- Develop customer/citizen awareness about the correct use of water and energy resources.
- Plan generous sponsorships, in keeping with Point 8.1 of the "Communication Plan" Group executive rule.
- Support artistic, cultural and sports initiatives for the benefit of the community, with special attention to the suburbs. Introduce systemised pre and post-event evaluation of Group sponsorships.
- Make on-line content more complete, timely and easier to access.
- Launch the SAP "Workforce Management" (WFM) project, with application of advanced IT processes to operations management, for optimisation of resource use and reduction in task times.
- Improve the quality of customer service and relations, through development of high-technological content in the services (digital and multichannel)
- Provide a vendor rating system for the operations of the different business areas.
- Provide a supply chain monitoring tool for GRI-G4 reporting.
- Develop Green Procurement for at least 50% of goods categories included in the NAP.
- Develop a simpler and more efficient supply process for works and services: the "Single Tender" Project.
- Extend the culture of merit to the entire company population, and the tools for its evaluation.
- Promote the values of change and innovation as a way of company life, increasing the engagement and contribution from all individuals.
- Develop professional development and training paths, including through intra-group mobility, which improve Group know-how: capable of meeting Acea's new challenges.
- Apply an industrial relations model that enhances the prerogatives of the Trade Unions to take an active part in the Group's paths towards change.
- Develop innovative organisational interventions for optimal performance and synergies.
- Create a working environment and organisational culture that encourage merit and diversity.

# PEOPLE



## SHAREHOLDERS AND INVESTORS

- We will ensure our governance system meets the highest principles of transparency and fairness.
- We will support our management in the identification and assessment of business risks.



## THE COMPANY

- We will ensure that Group companies are at the forefront of technological, process, and product innovation.



## ENVIRONMENT

- We will develop enhanced methods of environmental management.

- Monitor the function and sufficiency of the Internal Control System. Confirm adherence to legislation, internal procedures and values.
- Regularly update the list of main risks to Acea and its subsidiaries, through application of corporate risk self-assessment (CRSA).
- Support management in identifying improved controls for mitigation of risks and prevention of fraud.
- Provide financial communication geared to the markets, respecting principles of fairness, transparency and equal information among all interested parties (the general public, analysts, Italian and foreign investors).
- Introduce "non-financial" information in the Acea Annual Financial Report (European Union Directive No. 95, 22/10/2014)
- Develop electric transport in the City of Rome.
- Modernise the electricity networks for correct function in response to the evolving demands of the system and markets, and for improved reliability, transport capacity and efficiency. Apply new technologies as part of the modernisation.
- Participate in EU-initiated projects for technological innovation.
- Centralise and standardise the IT hardware and software solutions of the Group companies.
- Maintain and consolidate all management systems certified under ISO 14001 (Environment) and ISO 50001 (Energy) standards, integrated with ISO 9001 (Quality) and Safety (BS OHSAS 18001) systems standards. Pursue the extension of these systems to all Group companies.
- Begin implementation of Social responsibility management system SA 8000, in Acea SpA.
- Define the guidelines for the organisation of company events with low environmental impact, in keeping with ISO standard 20121.
- Reduce consumption by:
  - 10% for internal use of drinking water;
  - 3% for internal use of electrical energy
  - 5% for heating and vehicle operation.
- Reduce the "real losses" of water in the water distribution networks by 1%.
- Reduce the consumption from Joule effect (technical loss in networks) by 1.5% in the Rome electrical distribution network.
- Rome public illumination network: develop massive installation of LED lights within 2020.
- Monitor CO<sub>2</sub> emissions from processes, for estimation of the carbon footprint and planning of potential interventions.
- Carry out an energy diagnosis audit for the main Acea SpA and Acea Distribuzione buildings (operations centres).