

2024 Sustainability Report

Extrait du rapport de gestion 2024

Introduction

The Sustainability Report forms an integral part of the 2024 Annual Report and has been prepared in compliance with GRI 2021 standards. The GRI sector standards applicable to the Romande Energie Group – Utilities and Renewable Energy – have not yet been drafted. As a result, our sole obligation is to comply with the universal standards (GRI 1, 2 and 3) and the standards on material topics. This year we are publishing our climate disclosures in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). References to the GRI and TCFD indicators are shown in the index on page 102. We have disclosed the information listed in the GRI standard content index for the period from 1 January 2024 until 31 December 2024.

GRI 2-1



Foreword by Patrick Bertschy, Interim CEO of Romande Energie

Sustainability, a compass guiding our every move, remains a Group-wide strategic priority for Romande Energie, and we have established ourselves as an organisation that will create long-term value amid the climate crisis. In 2024, we adapted our strategy to the new market realities and are now embarking on a period of consolidation. Our decarbonisation goals remain wholly intact.

While the changes in the legal and regulatory framework for the energy transition provide us with opportunities to support our customers in reaching their own net zero targets, these have also created a number of hurdles for energy companies like us. Reaching our own decarbonisation targets and achieving sustainability are among the goals that have become more complex.

We are changing how we work and how we do business to better accommodate the current challenges, such as the finite natural resources available, the need to conserve biodiversity, and equality. We have also added stringent sustainability requirements to our invitations to tender. In addition, we have educated our employees about the major impact they can have through their conduct and their relationships with our suppliers.

I'd like to thank everyone involved in producing this year's Sustainability Report. Transparency is crucial for us, not only to gain the confidence of our investors but also to drive continuous improvement in our performance in these areas.



Introduction by Florence Schmidt, Romande Energie's Head of Sustainability

2024: a crucial year in our commitment to a sustainable future.

In reformulating our strategy, we have clarified our vision of sustainability, with a bold action plan backed up by a strategic initiative focused on our responsible environmental stewardship.

We are taking action to meet our primary challenge: reconciling the reduction in emissions from our own activities with the growth of the business, which is on a mission to decarbonise Western Switzerland. Our goal is to set emission reduction targets that are both ambitious and realistic in order to maintain our alignment with the Paris Agreement and fulfil our decarbonisation agenda. We made our greenhouse gas inventory more comprehensive following the audit conducted in 2023 and have further tightened up oversight of our sustainability programme.

In parallel, we have again actively invested in electric and thermal renewable energies. Spurred on by the continuous improvement in our digital systems, we have stepped up our building renovation, installation of charging stations for electric vehicles, hydrogen production and smart meter deployment activities.

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We upgraded the skills of all our employees during 2024 by training them on climate issues, organising workshops on sustainable purchasing and supporting the adoption of new environmental practices. These measures aim to enhance each individual's ability to make sustainability a cornerstone of our corporate culture.

Lastly, our employees rallied behind our social and environmental commitments, lending their support to regional non-profit organisations and academies and in so doing helping to further local development.

Together, we will continue to pursue our sustainability and energy transition goals, resolutely combining pragmatism and innovation.

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Methodology and reference framework

Reporting period, frequency and contacts

If you have any questions related to the Romande Energie Group's Sustainability Report, please get in touch:

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GRI 2-3

Scope, content and objectives of the report

This is the fifth Sustainability Report produced by Romande Energie, a group based in Morges (Switzerland). It presents the requisite quantitative and qualitative information for readers to gain a clear understanding of the material sustainable development topics in 2024. It covers all the activities of the Group and entities affiliated with Romande Energie Holding SA.

Note that the health and safety indicators merely cover Romande Energie SA and Romande Energie Services SA.




















It is crucial to understand the limitations and scope of our report in order to be able to interpret our performance accurately. [GRI 2-2](#)

Restatements of information

We have restated our 2023 greenhouse gas inventory and have disclosed the quantitative changes, which affect Scope 3 emissions in particular. The emissions arising from our financial investments have now been included in the inventory. In addition, the methodology used to calculate work-related injuries has been brought into line with the GRI recommendations. [GRI 2-4](#)

External assurance

This report has been read and approved by the members of the Board of Directors. As required by GRI standards, the report has been sent to the GRI. Ernst & Young (EY) has provided limited independent assurance of eight performance indicators (three of which are new in 2024), and these are flagged in the report with their logo. This assurance assignment has been conducted in accordance with ISAE 3000 based on the requirements of the GRI standards and others set by Romande Energie, which are available on page 98. The audit report is provided on page 99. [GRI 2-5](#)

SDG	Priority material topics for Romande Energie and its stakeholders	Indicators	Page number in the 2024 report	2020 values	2021 values	2022 values	2023* values	2024 values	
	Transparency concerning the greenhouse gas footprint	GHG emissions intensity, gCO ₂ e per CHF of revenue (excluding emissions from financial investments) GRI 305-1, 305-2, 305-3, 305-4	76-80	155	140 (revised)	152 (revised)	137 (revised)	148	
		GHG emissions volume, tCO ₂ e, Scopes 1 & 2 GRI 305-1, 305-2, 305-3, 305-4	79	9 102	9 698	10 134	9 005*	10 784	
		GHG emissions volume, tCO ₂ e, Scope 3 GRI 305-1, 305-2, 305-3, 305-4	79	131 680	127 145	103 384	810 442*	764 320	
		Volume of biogenic emissions, tCO ₂ e (from combustion of wood) GRI 305-1, 305-2, 305-3, 305-4	79	-	-	-	91 735*	97 424	
	Carbon footprint reductions	Carbon intensity of Romande Energie's electricity generation activities in Switzerland, gCO ₂ e per kWh	75-76	-	-	-	8.4	9.2	
		Carbon intensity of electricity distributed by our grid in Switzerland, based on marking, gCO ₂ e per kWh	75-76	9.9	10.0	10.0	9.4	11.3	
		Reduction in CO ₂ e emissions at our customers as a result of connections of existing buildings to district heating	79	-	8 655	6 271	6 865	7 217	
		Carbon intensity of thermal energy distributed by our grid, gCO ₂ e per kWh	79	-	-	-	85.5	88.0	
	Waste management and recycling	Percentage recycled of the quantity of waste handled by Thévenaz Leduc	60-83	-	-	-	88%	89%	
	Employee training	Maintaining employee satisfaction	91	-	49	42	39	27	
		Number of days' training per employee	95	-	-	-	1.5	2	
		Number of apprentices being trained	95	47	51	50	57	57	
	Workplace health and safety	Rate of recordable work-related injuries (Number of work-related injuries per million hours worked) GRI 403-9a iii	94	-	-	-	10.71*	15.01	
		Total number of work-related injuries GRI 403-9a iii	94	18	21	28	20*	32	
	Equal pay policy	Total number of employees GRI 2-7	92	1 022	1 175	1 253	1 338	1 493	
		Total number of employees (FTE) GRI 2-7	92	937	1 075	1 149	1 226	1 379	
		Percentage of the total number of employees who are women	92	23%	24%	23%	23%	24%	
		Percentage of the total number of supervisors who are women	92	8%	7%	11%	11%	15%	
	Total investments (renewable infrastructure, goods and services, acquisitions of investments and interests in associates)	Percentage of the total number of managers who are women	92	0%	38%	38%	38%	38%	
		Group total capex since 2021 (CHF million)	60-68-98	-	126.6	305.5	505.6	669	
		Group total EBIT (CHF million)	-	-	53.1	98	198	211.9	
		Price-to-book ratio	-	0.61	0.75	0.60	0.68	0.58	
	Profitable management of energy resources	Electricity generated from renewable sources in Switzerland by Romande Energie's infrastructure, GWh (excluding cogeneration)	86	-	-	427	527	592	
		Renewable electricity generated in France, GWh	86	-	-	136	157	159	
		Electricity distributed, GWh	86	-	-	-	1 677	1 587	
		Thermal energy generated, GWh	86	-	-	-	105	126	
	Contribution to developing the local economy	Customer NPS on a scale from -100 to +100	70	22	22	18	3	-2*	
		Supplier NPS on a scale from -100 to +100	70-85	50	46	55	48	57	
		Contribution to the "Social and environmental percent" (up to 1% of EBIT from operations reported by the Group in the previous year), CHF million	88	-	-	0.444	0.885	-	

* Adjusted following a change in methodology
The “-” represent values that are not available.

The 2024 values have been audited by EY and are identified by their logo 
Romande Energie's sustainable development agenda

A champion of decarbonisation and the energy transition



Our core purpose

Our core purpose and values, fashioned by our employees through a co-construction approach, strengthen our ability to address environmental, social and economic challenges in a perpetually changing world. They guide all our activities and our interactions with our stakeholders on a daily basis, endowing what we do with a sense of meaning and worth.

Our core purpose – “REsourcing our region for a sustainable future” – serves as a beacon guiding our strategic decisions, the development of our products and services, and building even stronger trust with our customers and partners. It reflects our commitment to make a positive contribution to a sustainable world.

Our values

The values shown opposite are fused into our DNA and help underpin who we are and what we stand for. They are the foundations that underpin our interactions, the way we think, act, collaborate within Romande Energie and with our external stakeholders.

The Pathfinders, an internal work group of 21 people representing all areas of our organisation, supports our efforts to embed our core purpose and values in everything we do every day. To do so, it focuses on our corporate culture, our conduct and our processes. The Pathfinders facilitated 25 workshops during 2024 to help make the leap from a “core purpose” to a “reason for acting”. Based on an approach harnessing the collective intelligence of our various business units, these events cover topics such as practical ways of bringing these values to life, translating values into behaviours and aligning the core purpose with objectives.

The Pathfinders implemented various plans in 2024 to help entrench the core purpose in our corporate culture. These included organising a strategy-based game for our 1,493 employees and staging an event during the Easter period to bring everyone together. The workshop has helped participants to understand more clearly what motivates them and which values they hold most dear. The goal was to pinpoint aspects of their activities with Romande Energie that resonate with these beliefs in order to galvanise and energise them.



Audacity

We have the willpower to break habits. We learn from experience and remain responsive so that innovative ideas can come to fruition.



Collaboration

We achieve common goals by working together in a spirit of mutual respect, openness and dialogue.



Authenticity

We prefer open, honest discussions to foster a lasting climate of trust, enabling everyone to be themselves.



Simplicity

We work hard daily to be effective and accessible.



Reliability

We keep our promises by harnessing our skill sets and a professional approach that our customers can rely on.

Activities, value chain and other business relationships

Romande Energie, originally formed from regional electricity companies, has evolved into an energy company by expanding its generating activities and energy services. Today we are championing the region’s decarbonisation drive and support our stakeholders with building a sustainable future.

An electricity supplier

Romande Energie generates, distributes and sells electricity. We have 250 hydro, solar, wind and biomass power facilities generating 100% renewable energy.

Alongside our own generating plants, we have contracts with Swiss renewable energy providers and make purchases in power markets. We sell this energy to approximately 270,000 end customers.

Our teams develop, maintain and operate high-, medium- and low-voltage grids to distribute this energy to the areas we serve across the Vaud and Valais cantons.

An energy provider

We are a major player in heat generation and distribution. We have designed, financed and operate close to 45 district heating and cooling networks fuelled largely by biomass. The Enerbois power plant produces 22,000 tonnes per year of pellets using a nearby sawmill’s waste. In addition, we have introduced novel approaches to produce decarbonised hydrogen from green electricity or biomass.

A champion of decarbonisation

We market an extensive range of sustainable solutions to all our customers – consumers, businesses, property owners and municipalities – helping them to cut their greenhouse gas emissions. We are a multi-technical energy partner and provide support from design through to maintenance. We can install solar panels, heat pumps, charging stations for electric vehicles, energy advice and efficiency solutions (not for consumers), different types of electrical (multimedia, home automation, lighting, etc.), heating, cooling, ventilation and sanitary installations.

We support property owners in particular through every stage of their project, helping them to cut their direct and indirect carbon emissions to the maximum extent possible.

Other business relationships

Romande Energie explores and accelerates the development of ground-breaking initiatives by lending its backing to cleantech and proptech start-ups in Switzerland and across Europe. We test and develop innovative energy solutions through various public and private partnerships with municipalities, local non-profits and academia.

We make co-investments in building solar and wind power plants, district heating plants and develop hydrogen production facilities in partnership with other industry players.

In conjunction with the authorities and industry federations, we actively participate in discussions concerning energy and climate policies at both regional and national level. We engage with industry federations and non-governmental bodies via a number of industry initiatives (see the Membership organisations section on the next page). **GRI 2.6**

REsourcing our region for a sustainable future

Taking effective action with our stakeholders right across our value chain.

Generating renewable energy and optimising management of our assets.

Optimising our energy generation in real time and developing storage solutions and systems providing additional flexibility.

Optimising and developing our power and heat distribution grids and networks.

Marketing energy and helping our customers along the path to decarbonisation. Renovating and transforming buildings

100%
renewable electricity.

CHF83 million
investment in the electricity grid in 2024.

Make Western Switzerland the first net-zero region in the country

45
district heating networks already in place.

Approach to stakeholder engagement

We keep stakeholders looped into our internal business processes and procedures and list them in the ARIS (Architecture of Integrated Information System) tool. Stakeholders’ needs and expectations are analysed on a regular basis to help bring about a steady improvement in how we address them.

We recognise the critical importance of dialogue with our stakeholders and have established a strategic approach to sustainability. Built on constructive conversations, this ongoing trust-based relationship represents a decisive advantage for us. It enhances our understanding of stakeholder expectations and makes it easier to identify future strategic issues and innovation opportunities. Philippe Durr, Head of Partnerships, has been tasked with embedding and entrenching our positions in Western Switzerland and developing our strategic partnerships. Our various representatives on the boards of our shareholdings are working towards the same decarbonisation goal by developing an ecosystem of like-minded partners.

We have made four commitments to our internal and external stakeholders:

- **Inform:** reports, brochures, corporate website, press releases and events, Investor Relations section
- **Listen:** evaluations, media, online surveys, conversations, correspondence, customer area
- **Involve:** meetings, workshops, forums, intranet, social media
- **Work collaboratively:** partnerships, idea sharing platform

GRI 2-29

Customer relationships

Our Customer Service division has 57 employees. It was previously run by Enersuisse AG, but we brought the contact centre, invoicing and disputes activities back in house in 2024.

Our Grids business unit agreed a new contract with a third-party distribution grid manager under which 21 new employees joined us.

Membership organisations

We support Swiss membership organisations through our annual financial contribution to around 50 professional associations. We actively participate at events focusing on regulatory trends, decarbonisation and the energy sector at large.

While we pay special attention to every organisation to which we belong, we have forged especially close ties to the following organisations:

AES – Swiss Electricity Companies Association; CIFER – Industry training centre in Western Switzerland; CREM – Urban energy R&D centre; The Valais Chamber of Commerce and Industry; The Geneva Chamber of Commerce, Industry and Services; The Vaud Chamber of Commerce and Industry; Electrosuisse; Géothermie-Suisse; VSGS – The Swiss smart grid association; GREE – Wind power federation in Western Switzerland; The Nomads Foundation; RegioGrid; Suisse Eole; Swisscleantech; Swissolar GRI 2-28

To sustain and cultivate dialogue...

We have organised webinars on the challenges facing municipalities’ energy transition or photovoltaic installations. We have launched a series of short educational videos. They explain concepts related to our activities, some of them fairly complex such as guarantees of origin.

We held “Impro Watts” events to give customers a chance to learn while having fun. These social gatherings feature an improvised, light-hearted show focused on energy and sustainability issues.



Watch a video clip of these events by clicking on the link below.

<https://www.linkedin.com/feed/update/urn:li:activity:7303339938798841857>

Material topics

Process to determine material topics

We plan to update our materiality matrix, introduced in 2021 then reviewed in 2022, again in 2025, making it a double materiality matrix that includes impact materiality.

The sample of key stakeholders who completed the questionnaire included the members of the Management Committee and the Board of Directors, employees, customers, municipalities, suppliers, academia, specialised rating agencies and certification bodies, investors and shareholders.

List of material topics

Material topics represent the areas in which our business has the greatest impact on the economy, the environment and on people, including on human rights. Based on an analysis of the materiality matrix, the relevant topics (i.e. regarded as “very important” for Romande Energie and/or our stakeholders) in order of priority are as follows: the SDG and sustainability pillar to which they correspond is shown in relation to our business strategy set out below. Our initiatives to address these material topics are still consistent with the objectives set out in Vaud Canton’s Agenda 2030.

GRI 2-14, GRI 3-1, GRI 3-2

Romande Energie Group’s 2022–2024 consolidated materiality matrix

<ul style="list-style-type: none">● Environmental initiatives (e.g. carbon sinks)	<ul style="list-style-type: none">● Workplace health and safety● Equal pay policy● Investments in renewable energies● Impact on biodiversity● Carbon footprint reductions● Environmental compliance● Waste management and recycling● Transparency concerning the greenhouse gas footprint
<ul style="list-style-type: none">● Responsible procurement management● Investments in innovation and digitalisation● Stakeholder dialogue● Recruitment and employee turnover● Employee benefits● Diversity and social inclusion● Freedom of association● Impact of operations on local communities● Evaluation of suppliers’ and customers’ social impacts● Evaluation of suppliers’ and customers’ environmental impacts	<ul style="list-style-type: none">● Contribution to developing the local economy● Profitable management of energy resources● Data protection and security● Compliance with labour law● Employee training

- Important

■ Very important for Romande Energie
- Environmental pillar
 - Economic pillar
 - Social pillar

List of relevant topics and alignment with the UN Sustainable Development Goals

Our business model is underpinned by the three pillars of sustainable development, and we have demonstrated our resolve to play a leading role in Western Switzerland’s clean energy transition and social cohesion. To bed in this approach and align ourselves consistently with the United Nations’ 2030 Agenda, we embarked in 2020 on the process of complying with the 17 Sustainable Development Goals (SDGs).* Of these, 12 are firmly anchored in our business strategy. **GRI 2-14, GRI 3-1, GRI 3-2, GRI 3-3 ***

Management of material topics

SDG	Priority material topics for Romande Energie and its stakeholders		2024 contribution
	Good health and well-being	Workplace health and safety	<ul style="list-style-type: none">• Total number of work-related injuries: 32 in 2024• No work-related ill health reported in 2024• Stress in the workplace poll conducted in 2024 with a view to roll-out of an action plan in 2025• Further implementation of our ISO 45001-compliant occupational health and safety management system (OHSMS)
	Quality education	Employee training	<ul style="list-style-type: none">• 90% of employees were trained in climate issues• 200 employees attended sustainable purchasing workshops• 57 apprentices received training within the Group
	Gender equality	Equal pay policy	<ul style="list-style-type: none">• L&M-Aba-R® certification valid until 2031• Overall percentage of women: 23% in 2024• Percentage of supervisors who are women: 20% in 2024• Percentage of the Group's managers who are women: 38% in 2024
	Affordable and clean energy	Investment in renewable energies	<ul style="list-style-type: none">• Capital expenditure and investment strategy out to 2030• CHF 150 million in green financing raised from a Swiss bank• 100% of the Green Bond (2022) allocated to our renewable assets
		Profitable management of energy resources	<ul style="list-style-type: none">• Increase in electrical and thermal power in 2024• Increasing use of the flexibility of our generating plants
	Decent work and economic growth	Contribution to developing the local economy	<ul style="list-style-type: none">• Continued implementation of the Social and Environmental Percent scheme (up to 1% of EBIT from operations allocated to non-profits)• Donations, plus internal and external patronage• Academia, a programme fostering exchanges with higher education institutions• Employer branding• RE Ventures (support for start-ups based at the Swiss Federal Institute of Technology Lausanne (EPFL))
	Responsible consumption and production	Waste management and recycling	<ul style="list-style-type: none">• Quantity of waste recycled at Thévenaz Leduc: 89% (e.g. legacy electricity meters)
		Transparency concerning the greenhouse gas footprint	<ul style="list-style-type: none">• Transparent reporting of the GHG footprint for five years• Scope 3 emissions added in 2024, with a special focus on emissions related to financial investments
	Climate action	Carbon footprint reductions	<ul style="list-style-type: none">• GHG emissions reported since 2020• Reporting of CO2e savings at our customers as a result of district heating• Calculation of emissions related to grid losses• 100% renewable energy generation and additional electricity distributed with origin certificates• Directive on improving the sustainability of purchases and CSR assessment by our suppliers• Sustainable purchasing charter drawn up in 2024• Switch to an increasingly electric-powered vehicle fleet• Reduction in our customers' emissions: ID GO, Commune Rénove, charging stations for electric vehicles, smart meters, customer audits, calculation of CO2 savings achieved by district heating networks and pellets
	Life below water	Environmental compliance	<ul style="list-style-type: none">• Hydropower: programme to renature watercourses in progress in line with the requirements of the federal government's hydropower remediation plan• New Le Glarey small-scale hydro plant incorporating a fish pass
	Life on land	Biodiversity impact	<ul style="list-style-type: none">• District heating: all wood of Swiss origin – 60% from the Zahnd (PEFC-certified) sawmill and Swiss forests maintained by regional forestry corporations• Around half of purchases FSC-certified• Wind: environmental monitoring of the Sainte-Croix wind farm during operational phase• MV electricity pylon upgrade programme to protect birds
		Environmental initiatives (e.g. carbon sinks)	<ul style="list-style-type: none">• Investment in H2 Bois SA, a Swiss company at the vanguard of the production of renewable hydrogen from wood, using an innovative thermolysis process to convert wood into hydrogen and biochar and generating electricity flexibly• Reforestation agreements sealed since June 2021 with On a Mission and ArboRise
		Data protection and security	<ul style="list-style-type: none">• Information systems governance directive• Mandatory training for all employees• No complaints for data confidentiality breaches received in 2024
	Peace, justice and strong institutions	Compliance with labour law regulations (see previous)	<ul style="list-style-type: none">• No labour law breaches in 2024

* <https://www.un.org/sustainabledevelopment/en/>

Executing our 2030 Strategy

A transformational, value-creating strategy

We aim to take advantage of the significant opportunities presented by the electrification of society and regulatory changes, and to meet the energy industry’s challenges. We have thus decided to review and revise our strategy for leading change and unlocking value.

This strategy, still underpinned by the three pillars of sustainability, iterates on our 2021-2026 strategy and sets new targets for 2030. It also maintains the current pace of investments out to 2030. It will include major initiatives to unlock value through a focus on flexibility and storage. It reaffirms our aspiration to play a central role in decarbonising buildings in our region and the goal of developing state-of-the-art digital expertise in order to increase customer satisfaction. By pursuing this strategy, we will be able to create sustainable value for our customers, our employees and society as a whole.

Statement on sustainable development strategy

Our sustainability action plan comes at a critical juncture for Romande Energie. We have overhauled our strategy to improve our operational execution in keeping with our financial, environmental and social targets.

The priorities of our sustainability action plan are focused on governance, the social pillar and our commitment to achieving ambitious environmental trajectories. To fulfil these goals, we are embarking on a transformation initiative aligned with our responsible environmental stewardship. The top priorities are baking sustainability into the very heart of our business and steering our environmental roadmap. This transformation drive has been supported by our acquisition of a sustainability steering management system that tracks and efficiently manages our non-financial KPIs. **GRI 2-22**

Each business unit has appointed a sustainability ambassador devoting between 10% and 20% of their time to these matters. These employees back up the cross-divisional sustainability team consisting of the Group Head of Sustainability, the sustainable finance specialist and the buyer specialised in sustainability.

	Romande Energie's core pillars	Objectives of the 2030 strategy (No change vs. 2021-2026 strategy)	2030 Strategy's Transformation Initiatives	Related sustainable development objectives
	Social pillar	Increase buy-in from stakeholders	Standardise and simplify the customer experience	3-4-5-7-16
	Environmental pillar	Reduce greenhouse gas emissions	Anchor environmental knowledge and practices in our business activities	6-13-14-15
	Economic pillar	Create lasting value from several sources	Reap maximum benefit from our resources through our culture of responsibility and performance monitoring	8, 9 and 12

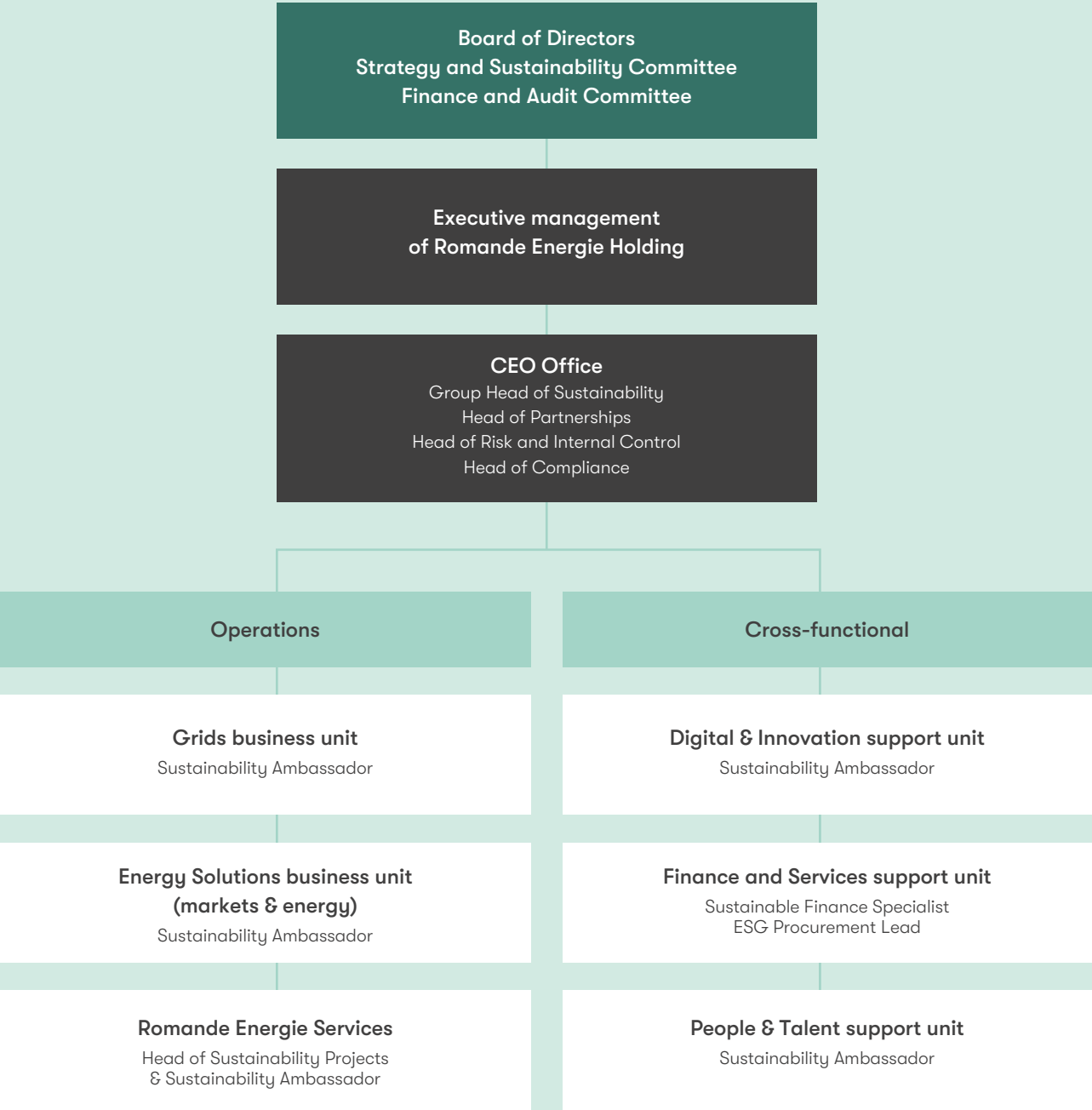
Romande Energie Holding (REH)

On course for greater sustainability since 2020



Structure of the sustainability programme

As at 31 December 2024



Each unit has appointed a Sustainability Ambassador who devotes 10-20% of their time to these issues. These employees complement the cross-functional sustainability team, which comprises the Group's Head of Sustainability, the Sustainable Finance Specialist and the ESG Procurement Lead.

Leading with vision and integrity

Nomination and selection of the highest governance body

The Board of Directors is the highest governance body. The election, diversity of its members and the length of their appointment are set out in section 3.4 of the Governance chapter, on page 22 of the Annual Report.

GRI 2-10

Chair of the highest governance body

Guy Mustaki is the Chair of our Board of Directors, the Group's highest governance body. He does not have any executive responsibilities within the organisation.

GRI 2-11

Role of the highest governance body

The Board of Directors plays a central role in our sustainable governance framework. It approves the strategy, sets the sustainability-related priorities and oversees their implementation. The Board of Directors embeds the ESG indicators in its strategic decision-making and regularly reviews sustainability performance with regard to the climate in line with its climate commitments and stakeholders' expectations. The Management Committee and the Board of Directors review and approve the sustainability report prior to its publication.

The sustainability approach is supported both by the Board of Directors and by all the stakeholders and helps to safeguard our long-term future. To achieve this, shareholders approved a resolution at the 2024 Annual General Meeting enshrining sustainability in our Articles of Association to reaffirm our mission over the long term. In 2024, the Annual General Meeting voted to approve the sustainability report, and shareholders will be asked to approve this latest report in a binding vote in 2025. GRI 2-14

Collective knowledge of the highest governance body

In 2024, the Board of Directors spent part of its annual seminar considering our environmental goals and challenges, with a presentation by the Head of Sustainability and an external expert. Some of its members possess widely respected experience in this area. The Board makes certain that the issue is given attention in the matters it discusses and in our strategy.

GRI 2-17

Evaluation of the performance of the highest governance body

Every year the Board of Directors reviews its own performance on the basis of an evaluation organised by the Appointments and Remuneration Committee and its committees. This evaluation is supported by a third-party evaluation at regular intervals (most recently in 2024). GRI 2-18

Remuneration policies

The remuneration policies of members of the Board of Directors and the Management Committee are presented on page 36 of the Annual Report.

Pursuant to the law, no termination pay is granted or planned for outgoing members of the Management Committee. GRI 2-19

Process to determine remuneration

Social aspects heavily influence the level of remuneration and related trends. Annual increases reflect where the individual employee stands within their pay category and all employees' fixed pay. This tends to lead to higher increases for those on lower salaries in their category and on the lowest salaries overall. The aim is to iron out salary gaps within the business as a whole. GRI 2-20

Annual total remuneration ratio

The ratio of the annual total remuneration for the organisation's highest-paid individual to the median annual total remuneration for all employees (excluding the highest-paid individual) is 7.66.

The ratio of the percentage increase in annual total remuneration for the organisation's highest-paid individual to the median percentage increase in annual total remuneration for all employees (excluding the highest-paid individual) is not relevant this year because the members of our Management Committee did not receive a pay increase. GRI 2-21

Code of Business Conduct

The Code of Conduct¹ states our Core Purpose and values. The revised Code of Conduct is shaped by the principles and convictions that guide our activities and those of our employees, and encapsulates our ongoing transformation. It explains to the various external stakeholders how it intends to operate and the values that must be upheld if they are to collaborate with us.

GRI 2-23, GRI 2-24

Anti-corruption directives

We do not tolerate any form of bribery or corruption. Our policy is to conduct all our business in an ethical manner and to comply with the applicable national and international laws and regulations relating to the fight against bribery and corruption. The principles for combating bribery or corruption are stated in the Code of Conduct and formulated in the Directives applicable to our employees and partners. The Directives were introduced in 2017 and updated in February 2024.

GRI 2-24

Conflicts of interest

Potential conflicts of interest are handled in accordance with Article 13.4 of the Organisational Regulations, as stated in the Corporate Governance section of our Annual Report (page 12) and in Article 6.1 of the Code of Conduct. GRI 2-15

Compliance with laws and regulations

No breaches of the legislation and regulations were evidenced by a formal decision by a competent authority during the reference period. GRI 2-27

Embedding policy commitments

Pursuant to our Code of Conduct, we may not support any party or political candidate. Any public position taken on draft legislation must be subject to the relevant internal process being undertaken in advance. We hold regular meetings with the Vaud cantonal government. We collaborate with the authorities whenever required and were involved in the working parties set up to address energy shortages. We also aim to be there to support and guide them as they undertake their energy transition. GRI 2-24

Processes to remediate negative impacts

Our plants, construction projects and operations undergo environmental inspections during planned or spot visits by the regulatory authorities (canton or federal administration), certification bodies and internal bodies to assess their conformity with the regulatory requirements in force. Where an inspection detects a breach, we work closely with inspectors to resolve the problem as swiftly as possible, immediately implement remedial actions and schedule the related preventative measures.

In addition, we have set up a unit capable of managing crisis situations according to the areas of concern deemed relevant. This crisis unit is able to deploy employees in the event of environmental accidents or harm to society and take emergency measures to remediate the incident. GRI 2-25

Mechanisms for seeking advice and raising concerns, and communication of critical concerns

Employees may report any presumed breaches of the Code of Conduct, critical situations, violations within the organisation or behaviour deemed misconduct internally and at different levels: to the line manager, the People & Talent support unit, the Head of Compliance or externally to an independent law firm. The Head of Compliance has a functional reporting line directly to the Finance and Audit Committee, and the independent law firm reports directly to the Finance and Audit Committee or to the Appointments and Remuneration Committee depending on the concerns raised.

Every concern raised is handled confidentially by the firm. The Board of Directors is always approachable and ready to listen to any concerns expressed by our various stakeholders.

New employees are informed about this mechanism through mandatory training, and information about the whistleblowing system is available to everyone via the intranet, which explains how it works and the people to contact. The number and type of critical situations reported is confidential information not released externally. [GRI 2-16](#), [GRI 2-26](#)

Collective bargaining agreements

We keep our RPRE (employee representative body) regularly updated on business trends and engage with them as much as possible about the decisions impacting them. The RPRE serves as the executive’s point of contact for employee-related measures, especially for the HR policy or working conditions. [GRI 2-30](#)

2024 highlights

To make employees’ daily life easier, we updated or introduced several rules in 2024. The **Anti-Corruption Directive** is an example of this. We clarified certain points and adapted others to specific activities.

In addition, **rules for the use of information systems** became effective on 1 February 2024 to ensure the smooth, secure and effective development of the information systems. These rules set out the rights and duties of our internal and external personnel.

Mandatory training was **introduced in 2024, in tandem with the update to the Code of Conduct (2023)**. The goal is to enable everyone to embrace our action framework, as well as the principles, values and tools available.

We intend to embed and entrench best governance practices right across the organisation.

Managing climate risks and opportunities

Task Force on Climate-related Financial Disclosures (TCFD)

Introduction

These provisions (Code of Obligations, Chapter VI, Art. 964a) to c)) cover environmental issues, including carbon emission targets as well as social, labour, human rights and anti-corruption issues. The Ordinance on Climate Disclosures, which came into force in 2024, obliges affected undertakings to report on climate issues in line with the TCFD’s (Task Force on Climate-related Financial Disclosures) recommendations.

The now disbanded TCFD’s role was to enhance the financial transparency of businesses in the climate arena. The TCFD’s recommendations are built around four core elements: governance, strategy, risk management, and metrics and targets. This section of the Sustainability Report addresses those four core elements. It is the first time we as a Group have published details about them.

The TCFD’s four core elements

Climate issues encompass the impact of climate change on organisations, and the impact of organisations’ businesses on climate change – both of which are crucial for us. Climate change is a source of risk and opportunity.



Climate-related governance

The Board of Directors approves the strategy to decarbonise Western Switzerland proposed by the Management Committee. We incorporate that goal into our activities, which, depending on their size, are scrutinised by the relevant bodies. The greenhouse gas inventory of large-scale projects is a matter given express consideration.

This ensures in particular that our investments are focused on advancing our customers’ energy transition and decarbonisation.

Governance of climate-related issues

GRI 2-9

Board of Directors	<ul style="list-style-type: none">Advises and oversees the Management Committee’s sustainability approach.Makes decisions on the various items on which the Board committees have issued prior opinions and recommendations. Approves the Sustainability Report, which includes our GHG inventory.Makes decisions concerning very large-scale projects (with capital expenditure ≥ CHF 5 million presented together with GHG inventory)	Strategy and Sustainability Committee (SSC)	<ul style="list-style-type: none">Issues prior opinions and recommendations on sustainability and strategy issues affecting the Group
		Appointments and Remuneration Committee (ARC)	<ul style="list-style-type: none">Establishes the appointments and remuneration policy.Proposes the composition of the variable portion of remuneration linked to achievement of sustainable targets supporting our climate policy.
		Finance and Audit Committee (FAC)	<ul style="list-style-type: none">Monitors agencies’ ESG ratings and certifications in the Annual ReportMaintains oversight of the organisation’s risks, including climate risks.
Management Committee	Proposes and oversees implementation of the business strategy, with a focus on sustainability strategy, which includes a climate action plan. Is kept informed of the review of the organisation’s risks and takes part in the process. Approves any matters for submission to the Board of Directors.		
Supervisors	Participate in the process of reviewing our risks and execution of our sustainability strategy. The Head of Sustainability establishes the strategy, implements the action plan and tracks performance.		
TCFD working party	Prepares the publication based on TCFD recommendations and on information compiled internally and submits it to the Management Committee and Board for approval.		
Employees	Take action, apply the new processes (projects with capital expenditure ≥ CHF 5 million with GHG inventories) and adjust their working habits to execute our sustainability strategy.		

The Board of Directors oversees climate-related issues through various processes, reports and decisions. As specialist bodies, the Board committees issue prior opinions and recommendations on various matters within the Board of Directors’ purview. **The Board of Directors is responsible for establishing our climate strategy and its related targets.**

GRI 2-14

Board of Directors’ competencies

The Board of Directors possesses wide-ranging sustainability-related knowledge. Several members boast highly renowned experience in this area.

Risks considered in relation to our investments

When investment projects are considered for approval, in line with the risk management policy adopted by the Management Committee, risks are analysed on an ad hoc basis jointly by the project sponsors and the risk and internal control unit, and presented to the relevant bodies (Management Committee, Board of Directors) in the documents they present. The analysis identifies the risks, presents mitigations and classifies the project’s overall risk level. Elements covered include climate-related issues and the potential impacts on the project.

GRI 203-1

Annual risk review process

Furthermore, an organisational risk map is updated every year and sent to the various decision-making bodies (Management Committee, Board of Directors). This mapping process spans climate-related risks, which are identified through various axes of severity adopted by the Group, as presented in the risk management section of this report. Risk factors are rated according to their materiality and reported to the various bodies (business or support unit management teams, Management Committee, Board of Directors). The Finance and Audit Committee also issues a prior opinion on the report sent to the Board of Directors.

Responsibilities of the various Board committees

The committees are tasked with studying and considering in advance matters requiring the attention of the Board of Directors. A full description of their activities is available in point 3 of the Corporate Governance section on page 19.

Their responsibilities in relation to climate issues are set out below:

- Strategy and Sustainability Committee (SSC): The Strategy and Corporate Development Committee was renamed the Strategy and Sustainability Committee in November 2024. It provides a prior opinion on the strategy proposed by the executive, in particular the sustainability-related action plans, and on investment projects. It also issues a prior opinion on the GHG inventory and related targets.
- Appointments and Remuneration Committee (ARC): The ARC is responsible for approving the organisation’s objectives for the social and environmental pillars proposed by the executive. It provides a prior opinion on the Code of Conduct and business ethics, and monitors the effective corporate governance rules. It also sets the executive’s remuneration in relation to corporate objectives (see below).
- Finance and Audit Committee (FAC): The FAC oversees the management of business risks, which include climate-related issues. It provides a prior opinion on these topics to the Board of Directors. In addition, it conducts an annual review of the agencies’ ESG ratings, certifications and sustainability-related quality audits.
- All the decisions we make are considered from the perspective of the three pillars (economic, social, environmental), and the impacts must be presented when the relevant bodies are considering decisions. The Board of Directors must be informed by the executive of any significant incident potentially arising from climate change. **GRI 2-13**

Corporate objectives

For each financial year, the Board of Directors sets corporate targets for executives and all employees to meet:

- Workplace safety: number of occupational accidents, accidents involving electricity;
- Customer satisfaction and supplier relationships: a target Net Promoter Score (NPS) calculated based on surveys of these stakeholder groups;
- Environment: a 2024 attendance rate of 80% for a training course on climate change and our decarbonisation-related activities. A participation rate of 80% at workshops on sustainable purchasing among employees engaged in activities with a major impact in relation to greenhouse gases (GHG).

The Board of Directors assesses these objectives once every year.

In addition, it considers our GHG inventory, studies trends and sets reduction targets on an annual basis. These targets are presented on page 79.

Management’s remuneration

The variable portion of the executive’s remuneration is linked to performance against financial targets and against the corporate objectives, one of which is the achievement of an environmental objective set by the Board of Directors. Two-thirds of the executive’s variable salary is linked to achievement of objectives for the year and one-third to average results over the past three years (including the most recently ended year). Details of how variable salary is calculated are presented in detail in the Remuneration Report. **GRI 2-19**

Management’s role

The Management Committee has responsibility for implementing and recommending our climate strategy to the Board of Directors. It also acts as the guardian of the three pillars of sustainable development, which also include climate-related aspects.

The Head of Sustainability reports directly to the Chief Executive Officer. Future issues related to sustainability are reported to the Strategy and Sustainability Committee.

To help reduce our GHG emissions, all employees completed climate change and sustainability training during 2024. To validate the training, each participant made an individual commitment to take action within their professional setting. Their line manager will track whether they fulfil this commitment.

Since June 2024, where the Management Committee so decides, a specific GHG inventory analysis must be carried out on all investment projects entailing a financial commitment of CHF 5 million or more and identify potential sources of improvement.

In a similar manner to the Board of Directors, the Management Committee is kept informed of climate-related risks through annual reporting of the compiled risks based on the risk mapping, which is updated once every year.

Risks related to our energy portfolios are reported to an energy risk committee made up of executives (CEO, CFO, Energy Solutions (ENS) department) on a monthly basis, as well as through an annual report for the attention of the Board of Directors. The financial effects of periods of drought, facility outages, or changes in the consumption patterns of our customers are reported and analysed in order to adapt production and consumption forecasts to take account of climate trends and modal changes. **GRI 2-12**

Analysis of the climate-related risks and opportunities

The Group invests in infrastructure projects with a service life that exposes them to climate-related risks and opportunities. The risk and opportunity analysis conducted below is focused on our three operating segments: Energy Solutions, Grids and Romande Energie Services, as well as the various support units grouped under the “corporate” heading. The risk analysis takes into account certain issues identified in the materiality matrix under “health and safety” and “carbon footprint reductions”.

In the evaluations conducted, we apply short-, medium- and long-term timeframes. The medium-term timeframe reflects the period of time covered by our current strategy. The Group long-term timeframe covers a period of 15 years or more. This relates to the service life of our generating assets. Please refer to the Financial Statements section of this report for depreciation periods. **GRI 3-3**

Short term	Medium term	Long term
< 5 years	2030	2040+

2040 also corresponds to the long-term Power sector objective adopted by the Science Based Target Initiative (SBTi).

As things stand, only risks related to our hydro generation in Switzerland have been quantified (impact on generating volumes) based on “CH 2018” Swiss climate scenarios underpinned by an RCP 4.5 scenario. In the future, we intend to extend these analyses to other types of assets on the basis of three representative concentration pathway scenarios (RCP 2.6, RCP 4.5 and RCP 8.5) published in the IPCC’s 2013 report.

The main climate-related risks and opportunities we have identified in these various business areas now chiefly relate to acute or chronic physical risks and transition risks, in particular changes in the market environment and regulatory and technological developments. The longer the timeframe, the greater the degree of uncertainty.

Were various risk factors linked to our monopoly business activities (generating, marketing and distributing power) to materialise, this could have an adverse impact on the pricing of these services in the future or directly on us depending on how the regulatory framework evolves. This represents a major source of uncertainty, which may impact our long-term profitability.

The tables on the following pages present the risks and opportunities that we have identified over the various timeframes that are considered for all the companies consolidated. Transition and physical risks are analysed separately:

We invest in infrastructure projects with a service life that exposes them to climate-related risks and opportunities.

Risks for the Group

Timeframe	Transition risks	Physical risks
Short term	<ul style="list-style-type: none">● Reduction in end customers' consumption (electricity) caused by an increase in decentralised generation and, to a lesser extent, efficiency gains negatively affecting revenue from power sales● Power grid instability risks triggered by the surge in decentralised generating facilities requiring grid improvements● Higher cost of flexibility and balancing power caused by higher levels of intermittent generating	<ul style="list-style-type: none">● Higher frequency and larger scale of extreme climate phenomena, landslides or mudflows affecting the availability and operating costs of generating facilities or distribution grids, posing a threat to the security of supply or negatively affecting trends in our selling prices. These phenomena may increase over the medium and long term, triggering higher insurance costs● Increased prevalence of heatwaves and storms reducing employees' productivity, higher occupational health and safety standards
Medium term	<ul style="list-style-type: none">● Lower demand for end power consumption, intra-year shift in demand patterns (electrification) and greater energy efficiency● Higher operating costs as a result of carbon pricing● Availability and higher cost of key raw materials for the energy transition (such as copper, zinc, nickel and rare earth metals)● Price cannibalisation for assets with an intermittent and correlated generating profile as a result of the increase in installed capacity	<ul style="list-style-type: none">● Reduced demand for heating owing to climate change (decrease in the number of degree-days) affecting heating operations (district heating, pellet production)● Higher operating costs at power plants owing to higher constraints (wear-and-tear from sedimentation, high-water events, flooding, mudflows)● Increased variability and greater intensity of precipitation patterns (more intense precipitation, drought), affecting generating levels at power plants
Long term	<ul style="list-style-type: none">● Decrease in revenue from electricity sales and heating sales owing to increased energy efficiency (reduction in consumption of electricity, energy renovations for buildings that cut demand for heating) and greater decentralised generation of electricity● Water-related conflicts (run-of-river power plants and storage power plants), additional regulatory requirements related to management of water resources	<ul style="list-style-type: none">● Lower revenue from power sales and heating sales owing to global warming and increased decentralised power generation● Uncertainties concerning the long-term effects and changes in the climate on:<ul style="list-style-type: none">• wind patterns• precipitation patterns• evaporation and transpiration• solar radiation● These changes may cause a shift in the intra-year generating profiles of power plants● Timber sourcing for district heating plants (wood mortality caused by hydric stress, variability of timber-cutting volumes, lack of forest renewal)

Opportunities for the Group

Timeframe	Transition opportunities	Physical opportunities
Short term	<ul style="list-style-type: none">● Increased demand for energy overhauls (regulatory environment, subsidies) and energy consulting to support our customers with reductions in their carbon footprint as part of the energy transition● Regulatory changes incentivising the generation of renewable power (local electricity communities, groupings for virtual clean consumption)● Greater need for flexibility and storage linked to the increase in the intermittent generation of renewables. Technological enhancements in storage● Increasing electrification of society (mobility, heating), driving up total energy consumption, leading to grid costs being absorbed across higher volumes. Greater power grid investment requirements to support this transition.	
Medium term	<ul style="list-style-type: none">● Increased demand for generating and storing renewables and for flexible solutions● Greater demand for heating or cooling solutions powered by renewable sources● Development of new energy and storage sources (decarbonised/green H2), deep geothermal sources● Development of transportation in electric vehicles and growing demand for smart charging infrastructure (flexibility)● Tighter regulatory requirements concerning building energy performance and incentive programmes boosting demand for property portfolio energy renovations	<ul style="list-style-type: none">● Increased hydro generation by our facilities in winter as a result of global warming● Increase in revenue from the sale of cooling services as a result of higher temperatures
Long term	<ul style="list-style-type: none">● Development of new hydro asset projects, adjustments to existing infrastructure (dam raising)● Development of new energy storage technologies	

Group strategy for addressing climate change

Our strategy is predicated on harnessing the opportunities arising from climate change in line with our goal to make Western Switzerland the first net-zero region in the country, in particular by prioritising investments in renewable energies and supplying energy services and solutions for renovating collective housing. Under the thermal energy plan, we aim to transition away from the use of high carbon-intensity energy sources to greener solutions. This plan targets a significant increase in the number of district heating networks, while reducing the proportion of non-renewable energy sources. Lastly, the electrification of society and increased decentralised generation require substantial investments in our grids.

We are looking to reduce our environmental impact under our **Transformation Initiative for responsible environmental stewardship**, part of our 2030 strategy. The Head of Sustainability, supported by the Chief Executive Officer, leads on this initiative. It has two main priorities:

1 Embed responsible environmental stewardship firmly into all the businesses to maximise value creation

We have demonstrated on several projects that the environmental dimension is an element of the value proposition that makes a real difference for all the stakeholders. Our working processes and our value chain factor in environmental issues to an increasing extent.

Not only does training raise awareness of climate risks and the environmental-related challenges, but it also provides a common pillar and helps to upgrade all our employees' skills.

Communication and ongoing dialogue with our shareholders unlock synergies and help to engage our whole ecosystem in the necessary transformation of our activities.

2 Steer our environmental trajectory and deploy monitoring metrics with ambitious and pragmatic priority objectives for our carbon emissions and the environment at large. This trajectory and these objectives help to make our organisation more resilient, while respecting the planet's limitations and regenerating nature – so crucial for our activities and our employees' well-being.

2024 was a turning point that put us at the vanguard of greenhouse gas accounting as we set targets for our decarbonisation trajectories.

We acquired sustainability management software, which focuses in particular on GHG emissions, to track progress towards our objectives and remedy any deviations from our trajectory. Trajectories reducing SBTi-validated GHG emissions are being formulated for each unit, harnessing expert assistance and the energy sector's recommendations. Each of our units has its own indicators based on intensity or absolute terms, depending on its activities. **GRI 2-22**

We are stepping up our sustainability commitment right across the value chain. We generate 40% of our business volume from suppliers with ESG-based programmes.

We introduced new purchasing rules, applicable as of 1 January 2025, which significantly tighten up on the ESG requirements for our invitations to tender.

GRI 414-1

Transition plans

During 2025, we intend to focus on devising transition plans for the main GHG-emitting activities together with our business experts. These workshops will consolidate our decarbonisation trajectories, before we make an official commitment to the international bodies and adjust the metrics and targets.

Our strategy seizes the opportunities created by climate change, which we identified as part of our transition to a low-carbon economy. From a **financial planning** perspective, as part of our Strategy 3.0 for the period to 2030, we plan to invest in developing and strengthening our grids to ensure they can handle and support strong growth in renewable energies in the area we serve and guarantee continuity of supply for our customers. Our strategy provides for further investments in district heating to achieve a generating target of over 340 GWh in heating and cooling by 2030. Concurrently, we will wind right down the proportion of fossil fuel energy we use to the point where it merely provides redundancy and back-up during periods of peak demand. Over the same period, investments are planned to strengthen the generating asset portfolio and to develop and enhance flexibility, with storage systems set to play a key part.

Social measures to mitigate impacts on employees

A heatwave plan is activated during periods of very high temperatures. Employees are informed about how they should change their behaviour and steps they can take to reduce risks.

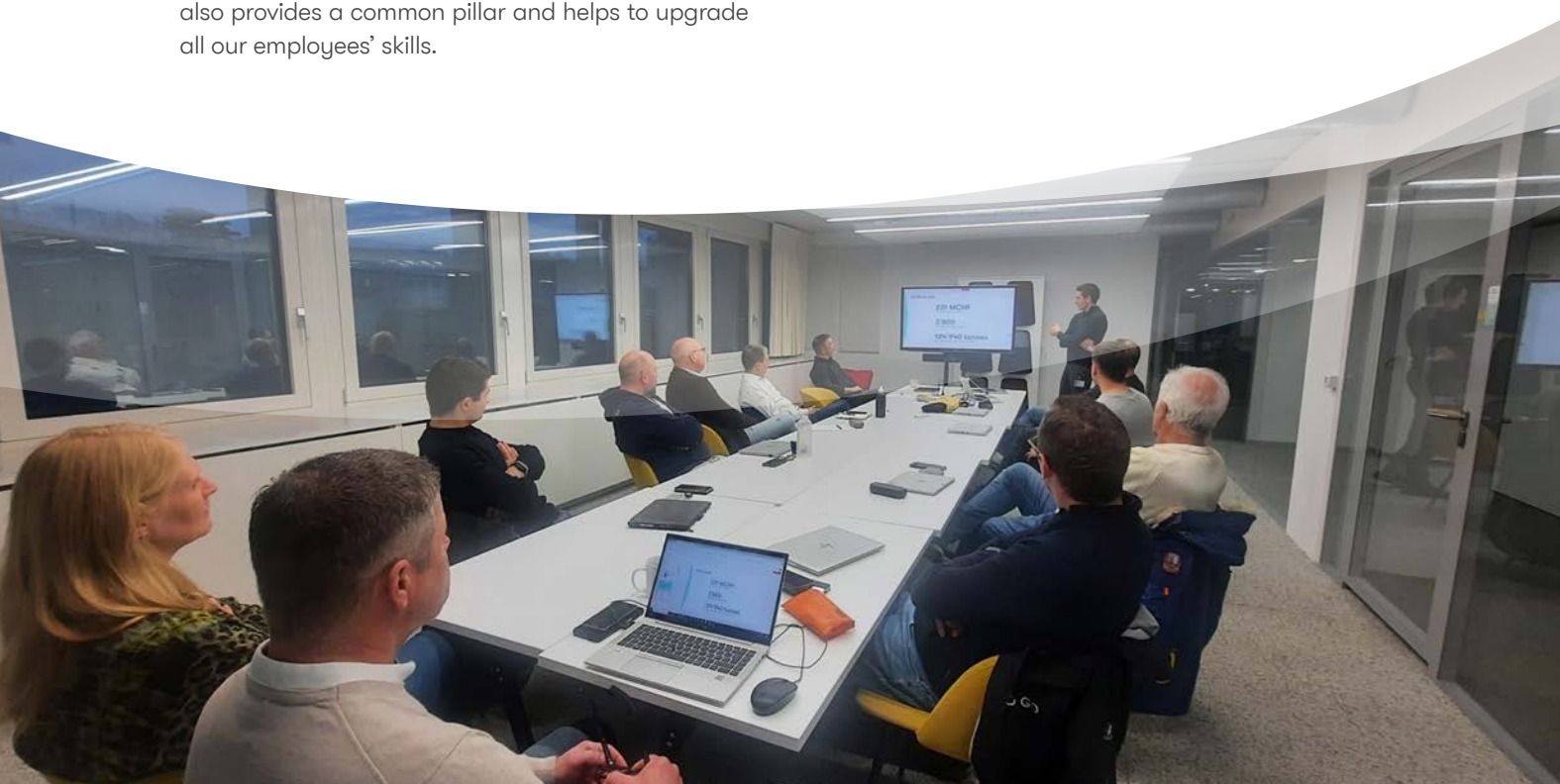
Risk management

We undertake an annual review of all business activities as part of our risk management process. During this review, our supervisors are tasked with identifying, assessing and/or reassessing their risks. Depending on how risks are addressed (accept, reduce, eliminate, transfer), relevant mitigation plans are drawn up jointly with the risk and internal control unit. The risk portfolio is aggregated by business and support unit and discussed at a meeting with all supervisors and relevant department head. Depending on the nature and materiality of the risks, separate reporting is presented to the Management Committee and the Board of Directors.

The risks are analysed from three perspectives: probability of occurrence, risk control and severity were the risk to occur. Severity is assessed using various categories, including direct financial impacts, operational impacts, impacts on the environment, employees' health and safety, impact on our image, on our strategy and legal risk. Climate change is taken into account using these various grids of analysis, especially transition risks and physical risks.

In addition, our large-scale projects are analysed on an ad hoc basis by the risk and internal control unit, together with the project leader. This analysis serves as a decision-making tool for the competent validation bodies under our Organisational Regulations. Depending on the classification of projects (and applicability), the risk analysis attempts to assess the extent to which the impacts of climate change are factored into the project's business plan. It also makes certain that all the climate-related risks have been properly identified and corresponding mitigations implemented, where possible.

During 2025, we intend to focus on devising transition plans for the main GHG-emitting activities together with our business experts.



Metrics and targets

The two main indicators we use to measure and monitor our exposure to climate risks and opportunities are the level of GHG emissions (Scopes 1, 2 and 3) and the carbon intensity of our revenues. In alignment with our goal of leading decarbonisation in Western Switzerland, we also monitor two key indicators: renewable energy generation and the CO₂e savings linked to our district heating networks and our production of pellets.

All these monitoring indicators and the targets are reported on page 55 of this Sustainability Report. Internally, we apply a carbon price of CHF 100 per tonne. With this carbon price, we are able to assess internally each unit's financial performance weighted by the cost of its greenhouse gas emissions.

Transparency concerning the greenhouse gas footprint

Climate change is a reality, as reflected by the numerous climate events that struck Switzerland in 2024. The IPCC (Intergovernmental Panel on Climate Change) experts clearly established the link between the increase in greenhouse gases owing to human activities and acceleration in climate change and global warming. The 2015 Paris Agreement set a framework for reducing GHG emissions to 50% of their 1990 level by 2030 and then for reaching net-zero carbon emissions by 2050. The ultimate goal is to curb the rise in temperature to a maximum of 1.5°C compared with pre-industrial times. Vaud canton adopted this net-zero carbon target by 2050 under the Vaud Climate Plan. The strategic measures include an improvement in buildings' energy efficiency and a significant increase in the generation of renewable energies.

	Reducing our emissions	Contribution to decarbonisation at our customers	Increase in carbon sinks
Impact	In our value chain	In our value chain	Outside our value chain
Monitoring indicator	Carbon intensity	Internal indicator	tCO ₂ e* emissions sequestered
Target	5% reduction p.a. in our carbon intensity (stated in gCO ₂ e per CHF of revenue)	Not disclosed, except for district heating and pellet production	Between 1,900 and 2,100 tCO ₂ e p.a.
Sample actions	<ul style="list-style-type: none">• Romande Energie's vehicle fleet increasingly electric-powered• Calculation of emissions linked to our grid losses and the purchase of origin certificates from our own installations• Employee training validated by a personal commitment from each staff member• Sustainable purchasing charter drawn up in 2024• Commissioning of new renewable energy generating infrastructure: first wind farm in Vaud canton, hydropower, district heating and solar facilities	<ul style="list-style-type: none">• ID GO• Commune Rénové• Calculations of CO₂ savings linked to our district heating and pellet production• Electric charging stations• Smart meters• Customer audits	Two reforestation agreements reached in June 2021 with On a Mission and arboRise – These projects are not reflected in our GHG footprint.

* tCO₂e: tonne of CO₂-equivalent

As a responsible energy company, we recognise the major role we have to play in reducing greenhouse gas emissions and reaching net-zero in the region. Under the 2030 strategy, we have confirmed our ambitious goal of establishing ourselves as a champion of Western Switzerland's decarbonisation.

This role is predicated on the three priorities set out in the adjacent table. [GRI 305-5](#)

Our greenhouse gas inventory methodology

Our greenhouse gas inventory is calculated based on the Greenhouse Gas Protocol, the most widely used global standard.

The approach adopted for determining the scope of the Romande Energie Group's companies is financial control, in line with the scope adopted for the consolidated financial statements (see Note 27, page 138).

The greenhouse gas inventory measures the following gases: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFC), perfluorocarbons (PFCs) and sulphur hexafluoride (SF₆). Biogenic emissions linked to district heating are not among the emissions listed by the GHG Protocol.

The GHG Protocol groups emissions into three categories (scopes) that, for Romande Energie, comprise:

- **Scope 1:** Direct GHG emissions, originating from fixed or mobile installations controlled by the organisation: Building heating and worksite equipment (fossil fuels) District heating (fossil fuels, wood, pellets) Travel in RE-owned vehicles Fugitive emissions (air con./cooling/circuit breakers)
- **Scope 2:** Indirect emissions associated with generation of electricity, heat or steam imported for the organisation's activities: Indirect emissions for internal use Transmission and distribution losses
- **Scope 3:** Indirect emissions not included in Scopes 1 and 2 originating from our upstream and downstream activities right across our value chain: Indirect Scope 1 emissions Electricity sold to customers Business travel Employee commuting Capital expenditure (capex) Purchases of goods and services Inbound transport of goods and materials purchased Waste generated by operations Outbound transport of products and waste

Financial investments. Certain Scope 3 categories have been excluded for various reasons: upstream or downstream assets leased, the method of accounting for products sold and rent-free periods are not currently considered as relevant, and the use and end-of-life of products sold have not been included owing to data insufficiencies and a contribution to total emissions estimated to be small at present. To calculate the CO₂-equivalent emissions (CO₂e), we compile physical data (still known as primary data) for the various scopes, such as distances travelled in km, the weight of materials purchased, kWh consumed or generated, and supplier data. In the absence of such primary data, we use secondary data such as monetary amounts, estimates based on benchmarks, literature reviews or extrapolations from existing data.

Scope 1 emissions are calculated using data in physical units collected within our organisation. Scope 2 emissions are calculated based on electricity transmission. We gather the data used to calculate Scope 3 emissions from various external (waste management, vehicle fleet management) and internal (purchases of goods and services, purchases of guarantees of origin, sale of electricity) sources and apply estimates (for business travel by employees and for inbound transport of products purchased and outbound transport of waste).

These primary and secondary data are then multiplied by an emission factor obtained from nationally and internationally recognised databases:

In descending order of preference, we use the Swiss public databases (KBOB ecobau, mobitool), the Swiss emission factors from version 3.5 of the private Ecolnvent database and, lastly, international emission factors from public databases (carbon database of Ademe, the French ecological transition agency). We applied the same emission factors as in 2023.

The data we publish are the market-based values reflecting the origin certificates we purchase for the electricity consumed by our customers.

Starting from 2024, we will publish revised inventories in the event of changes (deriving from an error correction or a change in method) causing a variation of over 5% in one of the scopes. The sole exception to this rule is a review of the emissions from the electricity sold to customers and for internal purposes (linked to the final make-up of the origin certificates), which is published every year.

GHG inventory – the focus of continuous improvements

We pursue continuous improvement in our GHG inventory. Every year we make improvements to how we collect data to enhance their relevance, completeness, consistency, transparency and accuracy.

As a result of this data review process, we have made improvements to the following categories for 2024 and also restated the 2023 data using the same approach:

- **Scope 1 – District heating:** emissions recalculated based on the size of our interest in the companies that own these sites falling within the scope of our financial control
- **Scope 3 – Indirect Scope 1 emissions:** Indirect emissions from thermal assets (probes, treatment plant, lakewater and groundwater) not considered until 2023, but now taken into consideration in the evaluation of district heating emissions
- **Scope 3 – Capital goods:** We now account for emissions arising from capital goods purchases in connection with the construction of energy generating facilities under this heading. Previously, they were included under “Purchased goods and services”
- **Scope 3 – Goods and services:** We have included purchases of goods and services by Bosson et Pillet SA, Demierre Deschenaux SA, Frigo Service SA and J M Lambelet SA, as well as recurring expenses (rent, electricity, water, internet, mobile phones) that were not incorporated in previous years

- **Scope 3 – Business travel and employee commuting:** we took into account the findings of the Mobilitéée report on distances and employees’ modes of travel
- **Scope 3 – Financial investments:** emissions arising from our financial investment in Alpiq via its interest in EOS Holding have been included for the first time for transparency purposes and for the purpose of achieving alignment with the financial scope of consolidation. As well as factoring in Alpiq’s Scope 1 and 2 emissions, we have also accounted for Scope 3 emissions in proportion to the ownership level owing to its materiality, in line with the GHG Protocol’s recommendations. To date, we have only included Alpiq’s emissions under this heading. Alpiq accounts for the largest proportion of financial results from our financial investments. We estimate that Alpiq accounts for around 95% of the emissions from the portfolio of companies in which we have an interest of between 20% and 50%. The plan is to include the remainder of these emissions from 2025, as the data become available.

Our GHG inventory is the focus of continuous improvement. Every year we make improvements to how we collect data to enhance their relevance, completeness, consistency, transparency and accuracy.

2024 greenhouse gas emissions inventory

(GRI 305-1, 305-2, 305-3)

The 2024 GHG inventory compared with the restated 2023 inventory is as follows:

	2024 GHG inventory (tCO ₂ e)	Restated 2023 GHG inventory (tCO ₂ e)	2023 GHG inventory (tCO ₂ e)	Changes vs. restated 2023 (tCO ₂ e)	% change
Scope 1					
Direct GHG emissions	8 741	7 251	9 976	1 490	21%
Building heating and worksite equipment (fossil fuels)	114	74	74	40	54%
District heating (fossil fuels)	7 453	6 004	8 729	1 449	24%
Travel in RE-owned vehicles	1 108	1 052	1 052	56	5%
Fugitive emissions (air con./cooling/circuit breakers)	66	121	121	-55	-45%
Scope 2					
GHG emissions attributable to distribution grid losses	2 043	1 754	1 754	289	16%
Transmission and distribution losses	2 043	1 754	1 754	289	16%
Scope 3					
Emissions upstream and downstream of Romande Energie	764 320	810 442	113 210	-46 122	-6%
Cat. 3.1 – Purchased goods and services	21 785	19 952	91 812	1 833	9%
Cat. 3.2 – Capital goods (capex)	64 632	75 209	0	-10 577	-14%
Cat. 3.3 – Electricity sold to customers and for internal use	17 877	15 783	15 439	2 094	13%
Cat. 3.3 – Indirect Scope 1 emissions	4 014	3 530	1 949	484	14%
Cat. 3.4 – Inbound transport of goods and materials purchased	1 331	1 437	1 301	-106	-7%
Cat. 3.5 – Waste generated by operations	654	504	351	150	30%
Cat. 3.6 – Business travel by employees	879	638	813	241	38%
Cat. 3.7 – Employee commuting	905	797	1 487	108	14%
Cat. 3.9 – Downstream transport of products and waste	78	58	58	20	34%
Cat 3.15 - Financial investments	652 165	692 534	0	-40 369	-6%
Total	775 104	819 447	124 940	-44 343	-5.41%
Total excluding financial investments	122 939	126 913	124 940	-3 974	-5.13%
Separate inventory of biogenic emissions linked to the combustion of wood, district heating and the Enerbois biomass plant	97 424	91 735	97 539	5 689	6.20%

The 2024 GHG inventory stands at 775,104 tCO₂e all scopes combined, a 5.41% reduction versus 2023.

Scope 3 emissions account for the vast majority (98.6% of total emissions, including financial investments, or 91.2% excluding financial investments).

Excluding financial investments, purchases of capital goods used in the construction or maintenance of facilities for generating or distributing renewable energy (and thereby advancing the decarbonisation of Western Switzerland) accounted for 52.6% of emissions. Purchases of goods and services were the second-largest contributor, accounting for 18% of total emissions. We have introduced a sustainable purchasing programme to reduce these emissions. The main changes are attributable to:

District heating: increase of 1,449 tCO₂e, or 24%: use of heating oil to cover outages in 2024

Capital goods: reduction of 10,577 tCO₂e or 14%: two-thirds of the reduction in emissions reflects the fall in equipment purchases (CHF 24 million), with the remainder arising from a more favourable purchase mix from an emission intensity perspective

Purchased goods and services: increase of 1,833 tCO₂e linked to an unfavourable mix of goods and services purchases from an emission intensity perspective, with purchasing volumes remaining constant

Indirect Scope 1 emissions: 484 tCO₂e increase as a result of the decision made in 2024 to capture all solar origin certificates (photovoltaic generation, third-party photovoltaic installations and feed-in obligation) in the category

Financial investments: reduction of 40,369 tCO₂e or 6%, related entirely to emissions from our holding in Alpiq. The latter’s emissions arising from electricity and gas sold to end customers (Scope 3) declined by 10.2% and 9.8% respectively.

Biogenic CO₂ emissions resulting from biomass combustion for district heating plants have been calculated separately for the 2024 GHG inventory in keeping with the principles of the GHG Protocol. They amounted to 97,424 tCO₂e compared with 91,735 tCO₂e in 2023. The wood burnt is sourced locally from sustainably managed forests in Switzerland.

Advancing the decarbonisation drive

We provide a range of solutions to help Western Switzerland move closer to net zero.

Over the past two years, we have decided to communicate about this aspect with total transparency. The reason is simple: the vast majority of our GHG inventory is accounted for by investments made to decarbonise our home region for the future.

In 2024, on our estimates, we helped to decarbonise Western Switzerland by achieving a reduction of **7,217 tonnes of CO₂e** through the connection of existing buildings to district heating networks and the sale of pellets, generating only **464 tonnes of CO₂e** in the process. That figure is 97% less than would have been generated by an average heating system in residential buildings in Vaud canton in 2023 (based on a life-cycle approach). These savings were made possible through collaboration between stakeholders other than just Romande Energie, which ultimately made it possible to replace gas-fired, heating oil-fired and electric heating systems.

Reduction (tCO ₂ e)	2021	2022	2023	2024
District heating	8 655	6 271	6 913	7 217

Note that we estimated the tCO₂e amount of savings for district heating based on the actual replacement of heating systems installed.

Since pellets are manufactured from the adjacent sawmill’s waste, they count as carbon-neutral.

It is also worth noting that these savings solely consider the CO₂e emissions from fossil fuel energies and not emissions from biogenic carbon. In this regard, we have aligned ourselves with the federal government’s recommendations.

GRI 3-3, GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 302-2

Emissions of ozone-depleting substances (ODS)

We have no longer used refrigerants that contain chlorine (CFCs and HFCFs) since 2015, when the Swiss Chemical Risk Reduction Ordinance (ORRChem) banned refills. We have made the switch over to alternative refrigerants that merely have a greenhouse effect, or natural solutions with a limited greenhouse gas effect. GRI 305-6

Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant air emissions

Vehicle emissions are compliant with existing standards, and we regularly monitor legislative developments to make sure we comply at all times. Our vehicle fleet is gradually switching over to electricity based on usage patterns, except for our emergency vehicles and our large construction project vehicles for security, cost, responsiveness and power reasons. In all, 39% of Romande Energie SA’s (compared with 38% in 2023 after the restatement) and 27% of Romande Energie Services SA’s cars run on electricity. GRI 305-7

Energy consumption within the organisation	2023 MWh	2024 MWh
GRI 302-1		
Non-renewable fuel source		
Gas	7 586	10 693
Heating oil	14 334	16 794
Diesel and SP95	4 374	6 900
Renewable fuel source		
Biomass (wood)	178 127	189 173
Electricity consumption	13 554	15 581
Heating consumption	0	0
Cooling consumption	0	0
Steam consumption	0	0
Electricity sold	1 676 700	1 589 300
Heating sold	103 253	123 663
Cooling sold	2 081	1 995
Steam sold	0	0
Total	2 000 009	1 954 099



Protecting other natural resources



Profitable management of energy resources

Reduction in our customers' energy consumption and in the energy requirements of our products and services

In 2024, as part of a pilot project, we offered our personal customers 30-minute phone meetings to provide them with personalised, objective advice on energy savings and renovation options.

In total, around 50 consumers benefited from this support and guidance. A switchover of 3,000 public lighting fixtures to LEDs reduced the relevant municipalities' consumption by 634 MWh. Meanwhile, the replacement of boilers, pumps, engines and energy-efficient improvements in businesses helped save 15 MWh. Lastly, the replacement of electric water heaters and wet-rotor circulators in consumers' homes cut consumption by 52 MWh. [GRI 302-4](#) and [GRI 302-5](#)

Environmental compliance

Non-compliance with legislation and environmental regulations

An incident was reported at the Le Day dam in August 2024. The closing of the Les Clées plant's safety valves, triggered by a violent storm, did not harm the river's fish population or flora. [GRI 2-27](#)

Impact on biodiversity

Environmental management system in place

Our environmental management system is ISO 14001-compliant, for which we have secured certification. The system's four objectives are to safeguard compliance with the law, prevent risks, take steps to curb our environmental impact and respond to emergencies. It provides a framework of roles and responsibilities and follows a process-based approach.

Operational sites owned, leased, managed in, or adjacent to protected areas and areas of high biodiversity value outside protected areas

In 2025, we will begin the process of accurately cataloguing sites that have a material impact on biodiversity. [GRI 304-1](#)

Electricity pylon compliance programme

Our Grids business unit is actively pushing ahead with its campaign to install protective devices on the medium-voltage (MV) overhead powerlines to protect medium and large bird species, working closely with Vaud Canton's Biodiversity and Countryside Division and also with the Swiss Ornithological Station in the Lower Valais region. During preventive maintenance operations, every powerline configuration is analysed to ensure there is adequate protection for bird species. We have undertaken to protect any dangerous items of equipment within a 500m radius of the incident whenever an electrical accident is reported. To date, more than 347 units have been protected. [GRI 304-2](#)

Performance upgrades at our hydro facilities

Since 2019, the Vaud Canton Youth, Environment and Safety Department has issued orders requiring several hydroelectric facilities to make improvements in terms of fish migration, bedload balance and storage water. These obligations stem from the canton's strategic planning process, following the 2011 amendment to the federal Waters Protection Act on water renaturing.

Studies in progress range from an analysis of options to a provisional project stage. Progress meetings are attended by canton authorities, environmental associations and NGOs and by the relevant operators. The most advanced remediation project involves downstream fish migration at the water intake in La Sarraz, but a decision from the canton of Vaud is still pending. [GRI 304-3](#)

IUCN Red List species and national conservation list species with habitats in areas affected by operations

Some fish species affected by the hydropower-related remediation project are on Switzerland's Red List of threatened fish species, which is based on the IUCN Red List.

Examples of this include the lake trout and grayling, which are considered as "endangered", and the river trout, bullhead and barbel, which are classified as "potentially threatened". The fish migration improvement project currently on the drawing board will restore the continuity of the watercourse by removing obstructions, which is crucial for the fish species to complete their life cycle. [GRI 304-4](#)

Waste management and recycling

We are committed to sorting our office and industrial waste

- **Offices:** we collect paper separately from other waste (glass, PET, batteries, etc.) and have removed single-use cups from coffee machines.
- **Transformer oil:** we are required to abide by our ESTI permit, which checks compliance with the standards in force.
- **Disposal of project waste:** central services are responsible for disposing of all waste under a partnership with Spontis SA (40%-owned by the Group). Collection and sorting containers for project waste have been set up at our generating/operating sites.
- **Special waste:** this is managed in accordance with the legal requirements (identity of organisation transferring the waste, monitoring slip, transfer solely to officially licensed waste disposal companies, etc.).
- **Analogue and electronic meter recycling:** the gradual phasing-out of meters across our grid has generated a large volume of waste, and we recover the iron and metal content (both bakelite analogue and electronic meters). [GRI 301-1](#), [GRI 301-3](#)

Waste generation and significant waste-related impacts

We continue to outsource a large proportion of our waste management.

In 2024, Thévenaz Le Duc, our service provider, handled 1,440 tonnes of waste. Of this, 1,282 tonnes, or 89% of the total, was recovered, a stable percentage compared with 2023.

[GRI 306-1](#), [GRI 306-2](#), [GRI 306-3](#), [GRI 306-4](#), [GRI 306-5](#)

2024 highlights

Several of our initiatives helped to reduce our carbon footprint, including the commissioning of the Sainte-Croix wind farm and the new L'Etivaz and Bex hydroelectric installations. Environmental support measures have been put in place for all our generating projects. We have rehabilitated surfaces for rare amphibian species at Bex, commissioned bird-radar systems and replanted topsoil after construction at Sainte-Croix.

We have also pursued collaboration with other businesses in order to support them in their own decarbonisation drives. Among these initiatives, a **solar energy contracting** agreement was entered into with Holcim and a **power purchase agreement with Denner** to generate a new agrivoltaic installation in Conthey. That follows on from the pilot project we launched together with Insolight and Agroscope in 2021. This facility protects the berry crops while generating around 600 MWh electricity per year, equivalent to the consumption of 240 households. Under the power purchase agreement, Denner has secured 100% renewable power at a stable tariff for several years, contributing to the energy transition.



Find out more about our collaboration with Holcim.
<https://youtu.be/-WBUPm6Of6E>



Solar power plant at Holcim's Marin site

Lastly, we worked together with SolydEra and Zwahlen & Mayr on **producing renewable hydrogen at Aigle**. Commissioning is currently scheduled for 2025. The aim of the project is to reduce greenhouse gas emissions by producing hydrogen locally through water electrolysis powered by a photovoltaic facility, which will be self-consumed on-site. With the support of the SFOE and Vaud Canton's Business and Innovation Unit, the project targets annual output of 20 tonnes of hydrogen for 15 years, with benefits for the circular economy and industrial ecology.

At the same time, we pushed ahead with our rewooding commitments under two partnerships: On a Mission and arboRise.

On a Mission

In 2024, we planted 41,000 trees in Nepal, raising the total planted since the partnership with On a Mission began to 164,000. These efforts have restored damaged ecosystems, reduced soil erosion, enhanced the protection against landslides and tapped into new sources of income for local communities.

At the beginning of 2024, On a Mission broke through the '2 million trees planted since 2019' mark thanks to the collective endeavours of its Climate Partners, of which we are one.

arboRise

For the fourth year in a row, the arboRise Foundation has rewooded 50 hectares in Guinea, adopting a participatory and sustainable approach made possible with our support. More than 500 local families from 26 villages played a part in restoring the soil, from harvesting forest grains (40 local species) through to regularly tending to the cultivated land. Satellite analysis found evidence of a reduction in bush fires within the project area. A study conducted with the Swiss Federal Institute of Technology Lausanne (EPFL) is trialling use of mycorrhizae to boost tree growth. The Gold Standard certification audit by arboRise began in 2024.

Investing in the energy and digital transition

Customer focus

Customer focus is a centrepiece of our Strategy 3.0.

Three aspects of the customer experience lie at the heart of our aspirations: simplifying journeys, standardising customer relationships and developing employees' customer consciousness.

Since our strategic objective is to satisfy our customers, we have carried out a survey of all our customers every year since 2015. Our goal is to measure overall satisfaction, the recommendation rate and perception of Romande Energie's image. We then use these indicators to make improvements to our programmes and services.

Changes to our methodology, sampling techniques and questionnaire in 2024 preclude direct comparisons with the results for previous years. In particular, we replaced the interviews with digital questionnaires.

As in 2023, we experienced the negative impact of higher electricity charges, as well as of the lack of knowledge of our non-monopoly activities in the private sector. The year's **Net Promoter Score was -2**. It is important to note that customers who came into contact with our employees reported a high satisfaction level.

We drew up an action plan based on transparent communication in 2024, and will continue the process.

The Management Committee regularly invites a customer service representative to present a customer complaint and how it was resolved. **GRI 2-25**

Supplier satisfaction

Every year since 2022 we have also conducted a survey of our suppliers. Our goal in conducting the study was the same as for the customer survey. We made the same methodological changes here, too, rendering direct comparisons impossible. Our Net Promoter Score among suppliers was +57, a very high level that was ahead of our targets.

During 2024, we added new sustainability requirements to our purchasing policy. New rules on purchases of goods, services and construction work came into force on 1 January 2025. This initiative aims to set a framework for responsible purchasing. It emphasises supplier evaluation and the adoption of CSR (corporate social responsibility) criteria to buying processes with a minimum weighting of 20%. This criterion is valid for invitations to tender for public procurement contracts and for an invitation to tender for contracts worth CHF 500,000 or more.

Three aspects of the customer experience lie at the heart of our aspirations: simplifying journeys, standardising customer relationships and developing employees' customer consciousness.

Investments in renewable energies

Total investments in 2024

Over the period from 2020 to 2024, we made investments totalling CHF 163 million. The primary purpose of these investments was:

- Generating more fully renewable electricity (hydro, wind and photovoltaic) and renewable thermal energy (district heating harnessing renewable energy, such as biomass or lakewater)
- Introducing new energy efficiency and money-saving solutions for our customers (insulation, building renovations) and decentralised generation of renewable energies (heat pumps, solar generation)
- Developing smart grids and metering (177,650 smart meters installed as of year-end 2024, or 62% of metering spots in our service area) to help advance the electrification of society and optimise energy flows across our grid and third-party grids (integrated microgrid solution).

This investment plan is aligned with our vision of long-term earnings growth. It aims to provide a diversified business portfolio resilient to market fluctuations that will help secure our future and deliver the returns expected by investors over the long term. Recurring investments are covered by our cash flow. Our growth plan is supported by fundraising in capital markets – from banks, financing platforms and co-investments.

GRI 203-1

Green financing

In July 2024, Romande Energie Holding SA entered into an agreement with another financial partner. The deal secured a 15-year, CHF 150 million green loan. This financing will support our ambitious strategy of investing in the development of renewable energies.

The new loan facility fits perfectly with our sustainable finance policy as it increases the diversification of funding sources and ensures a smooth maturity profile.

Lastly, all the proceeds from the issue of the 2022 green bond were allotted in late 2023, in accordance with the Green Finance Framework, demonstrating our commitment to invest massively in 100% renewable source infrastructure. A breakdown of allocations by project type is available in the 2024 Green Finance Impact Report (available only in English). GRI 203-1

100% renewable installed capacity and electricity generation

(based on the financial scope of consolidation)

	2023		2024	
	MW	GWh	MW	GWh
Hydro	165	500	168	548
Switzerland	148	445	151	474
France	17	55	17	74
Solar	109	100	123	106
Switzerland	61	46	75	55
France	48	54	48	51
Wind	37	91	51	100
Switzerland	0	0	14	20
France	37	91	37	80
Biomass				
Switzerland	8	29	8	29
Facilities owned by Romande Energie	318	719	349	782

Romande Energie France holds a majority interest in and manages a portfolio of 13 hydro, wind and solar assets in France. In total, they represented 204 GWh in generating capacity in 2024 (based on the financial scope of consolidation).

Hydro

Several small-scale hydro plants were commissioned in 2024.

The power plant generating power using the waters of the Grande Eau in Le Glarey, which is owned by Energie Renouvelable de l’Avançon SA (51% owned by Romande Energie, 49% by FMA), was commissioned with generation estimated at 74 GWh per year.

Between 2023 and 2024, we finalised the commissioning of the turbine power plant for the Pays-d’Enhaut’s drinking water network, with generation totalling 3.1 GWh per year.

Other projects are currently being developed to boost our local and renewable generation.

In 2024, we rose to several challenges, such as managing natural hazards triggering the temporary shutdown of certain installations.

Wind

After 25 years of administrative processes and two years of construction, we commissioned the six wind turbines at the Balcon du Jura site in January 2024. Alongside the Environmental monitoring committee (EMC), including Vaud canton, BirdLife and Pro Natura, the Sainte-Croix and Baulmes municipalities, the Ecoscan office, we oversaw the effectiveness of the environmental offset measures. These measures were finalised in 2024 and include the landscape integration of the wind turbine erection platforms, the rehabilitation of the tracks created for the construction project and the remodelling and restoration of the erection platforms to their original condition. Civil engineering work was also undertaken in partnership with the Sainte-Croix municipality to complete the wastewater system and bury the electricity and telephone cables connected with the La Gittaz hamlet. We covered most of the costs arising from these operations. Despite teething problems during the run-in phase, the six wind turbines generated an impressive 20.1 GWh during the year.

In France, our portfolio of wind farms under development consisted of five projects with construction permits as at 31 December 2024, pending the availability of connection capacity. They represent 116 MW in installed capacity.

Solar

In 2024, we brought new photovoltaic generating assets into service, adding 14.4 MWp in new capacity and 14.4 GWh p.a. to our installed base. We also launched two new agrivoltaic projects in 2024 – the Les Serres des Marais project in Veyrier (26 kWp) and the Conthey project in partnership with Valais Canton (265 kWp).

Heat

In 2024, the major investments by our thermal generation division culminated in the following projects being finalised:

- The Bois de la Lonay (La Tuilière area) thermal power plant was brought into service during the final quarter of 2024. Ultimately, this installation will generate close to 7 GWh/year in renewable heat for our customers.
- The Jowa cogeneration plant at Ecublens took delivery of its turbine in July 2024. The 700 kW-rated unit will eventually generate 4.5 GWh per year in renewable electricity. The installation is scheduled to enter service during the second half of 2025.

- In late 2024, we commissioned the Château-d’Oex thermal power plant, which runs on woodchips. With the main construction work now complete, the installation has close to 2 MW in thermal capacity supplying close to 4 GWh in renewable thermal capacity per year.

The majority of our projects run on renewable fuels. Backup from fossil fuel may sometimes be required, during spikes in consumption or outages, for example.

Thermal energy sold

(based on the financial scope of consolidation)

GWh	2023	2024
Heating	106	124
Cooling	2	2
Total	108	126

Support for the energy transition in buildings

In 2024, the Romande Energie Services business unit set up ID GO to help accelerate the energy transition in Western Switzerland’s property portfolio. The new company aims to be a full-service sustainable player, providing its customers with holistic support for their renovation projects under general contracting agreements.

ID GO won two major environmental projects in 2024:

- Improvements to the Morges ice rink, for which sustainability criteria counted for up to 50% of its final rating.
- Development of a lower-impact, SIA:390/1 standard-compliant alternative of our new building in Echallens (based on an initial internal environmental impact analysis).

In 2024, ID GO strengthened its environmental impact analysis capabilities by developing tools based on KBOB (Swiss sustainable construction authority) recommendations applied to certain business segments such as district heating. At the same time, the company continued to develop its innovative Building Relationship Manager (BRM) solution. The goal is to add new components linked to the environmental impact analysis.

Contribution to developing the local economy and employment

GRI 203-2

Significant indirect economic impacts

The Social and Environmental Percent is our patronage programme. It aims to help combat deprivation, foster diversity and inclusion, and support the energy transition in Western Switzerland.

Through the Social and Environmental Percent, we help to facilitate the development of a not-for-profit, decarbonised, social and community-focused economy in our home region.

It helps to fund projects selected by our employees, with a budget of up to 1% of the EBIT from operations in the previous year.

In 2024, the programme supported seven partners, namely La Fête de la Nature, Suspend'us, Pro Juventute, Caritas Vaud, Vaud CSP, La Maison de la Rivière and Le Repuis.

In 2024, 85 volunteers from Romande Energie took part in social and environmental initiatives, including workshops on green tips and tricks, a campaign to plant 400 trees and assistance with the Samedi du partage (collections for food bank).

Donations and external patronage

In 2024, we received more than 300 requests from a whole spectrum of horizons and categories. Some were selected as a result of their local associations, their sustainability or their positive impact on society, such as respectively L'Espérance in Étoy, Pattes Tendues, an organisation that trains volunteers and their dogs on how to make hospital visits and Réunis sous la canopée - OneAction, which creates public-private partnerships to increase urban greenspace.

Internal sponsorship

We have established an internal sponsorship plan to support our employees and create positive momentum. Under the programme, employees can access support for projects close to their own heart. Applications are reviewed by a committee, which selects beneficiaries through a collective decision-making process. The support provided may be either financial or time, but not both. Eligible projects must be in the sports or arts fields, or have a positive social

or environmental impact. In 2024, four applications were accepted, and they received a total of CHF 5,000 in funds and 120 hours of support.

Academia

Académia, the programme to maximise the value of our relationships with academia, launched its first "Dies Energetica" seminar during the year. The event was attended by a large number of representatives from Western Switzerland's academic circles. During the discussions, participants were able to share their views and expectations concerning our three academic priorities: energy restraint and adaptability, flexibility and storage, open data and digital.

A project involving students from the E4S academic programme (EPFL, HEC Lausanne, International Institute for Management Development), of which we are a partner, identified several ways to speed up the decarbonisation of building renovations. These recommendations focused on embedding a culture of sustainability and sustainable purchases in property developments.

RE Ventures supports start-ups and innovation

RE Ventures follows through on our commitment to a sustainable energy transition with support for start-ups and innovations shaping the future, helping to fulfil our mission to decarbonise Western Switzerland. It is located on the EPFL campus and supports innovation in energy, climate and the energy transition via its three areas of interest:

- **Corporate Venture Capital (CVC):** Investments in cleantech and proptech start-ups in Switzerland and Europe
- **Corporate Venture Building:** Development of innovative products/services in conjunction with start-ups and the Group
- **Innovation strategy:** Analysis of trends, new sectors and emerging business models.

Projects completed by RE Ventures in 2024

In 2024, the Corporate Venture Building unit, RE Ventures' incubation and acceleration entity, was involved in developing streamlined consumption, collective self-consumption and power grid flexibility solutions.

It also played a part in acceleration programmes such as EPFL Innovation Park's Tech4Regeneration and the European Kickstart Innovation platform.

In 2024, the Corporate Venture Capital unit made strategic investments in the following start-ups:

- **Proxipel:** mobile pellet plant that turns biomass waste into pellets.
- **Yord:** smart heating using a connected device that can reduce a building's energy consumption by up to 40%.
- **Popety.io:** A mapping tools facilitating prospecting and property analysis through an all-in-one platform for building-based energy renovations.

Data protection and security

Corporate digital responsibility and digitalisation

Digital responsibility, which is part of our governance framework, supports the three pillars of sustainability. Since 2020, the Digital & Innovation support unit has harnessed technologies in support of the energy transition. In line with our strategy, it aims to make Romande Energie the leading digital player in the field in Western Switzerland.

At Romande Energie, we have put ethics and the environment at the heart of our digital transformation. Responsible management of data and solutions reduces CO₂ emissions.

We have reaffirmed our commitment to ethical and sustainable digital technology that advances the energy transition.

In 2024, we pushed ahead with our digitalisation drive in support of the energy transition. Agile portfolio management made it possible to give priority to digital projects generating significant added value, while the cloud-first IT strategy favours software-as-a-service solutions to unlock grey energy and operational savings.

The migration of our on-premise SAP environment to the SAP private cloud enhanced our security and resilience and elevated our employee experience. Deployment of our Digital RE portal helped steer value creation and to link up the information system components. We also

modernised the Romande Energie corporate website to provide an intuitive and accessible interface in synch with our digital ambitions.

To support these advances, we have made greater use of artificial intelligence. We use it to help grid planning, model the financial impact of new pricing charges and improve energy purchase forecasts. Our exploration of generative AI solutions has opened up new possibilities for raising internal efficiency, automating certain tasks and enriching customer interactions, while maintaining a robust level of cybersecurity.

Data protection and security

IT and industrial security is high up on our list of priorities amid the proliferation of cyberattacks. To guard against them, we have formulated a cybersecurity strategy predicated on three areas: strategy, operations and people. Our information system security policy reflects management's strategy vision translated into technical and organisational measures adapted to our requirements.

Our **information systems governance** directive aligns technologies with our strategic objectives, fosters value creation, manages risks and optimises resources. This directive also guides the digital transformation towards greater security, agility and innovation – crucial characteristics to support the energy transition.

To fend off increasingly sophisticated attacks, we use advanced technologies based on artificial intelligence. They are monitored round the clock by a security operations centre. We also pay special attention to securing smart metering, which underpins the confidentiality and reliability of the data we collect. To keep the supply chain safe and secure, we have introduced a process to assess suppliers' degree of maturity, backed up by technical audits depending on how mission-critical the solutions acquired are.

Cognisant of the importance of the human factor, we have developed a programme raising employee awareness about cybersecurity. We conduct simulated attacks on a regular basis to enhance vigilance and our skills. The efficacy of measures we take is assessed every year through independent audits by cybersecurity experts.

Compliance with data protection rules

We undertake to protect the personal data we process. In response to the changes to the new Data Protection Act (DPA), we have tightened up our compliance framework with organisational and technical measures aligned with the new statutory requirements.

Mandatory training on the new law gave our employees an understanding of the legal framework, the principles of data protection, related risks and compliance measures. Case studies were used to help them take these concepts on board and apply them properly in their everyday activities.

Our strategy is based on data protection by design and guarantees security by default at every stage in the processing chain. The subcontractor verification process also reviews their compliance with the statutory requirements, continuously managing the risks across the entire subcontracting chain.

In 2024, we did not receive any complaints about breaches of data confidentiality. Nor did any thefts, leaks or losses of data occur. **GRI 418-1**

2024 highlights

SAP migration

We began our migration to S/4HANA, a new higher-performance and more flexible version of SAP's ERP based on HANA technology, to improve our business processes and capitalise on the latest technological innovations.

Our digital teams rallied to the cause, and the switchover aims to enhance performance, tighten up security, increase resilience and improve employee experience. Our environmental impact has also decreased as a result, since SAP's data centres are 100%-powered by renewable energies.

Voltage change

In 2024, we completed a project originally set in motion back in 2006 to alter the voltage in Aigle, Ollon and on the Leysin back-up line. The colossal task required an overhaul of 55 transformer stations and 22 medium-voltage links. The plan, which necessitated an investment of over CHF 4 million, has strengthened our grid and advanced the electrification drive.

H2 Bois

We acquired a minority shareholding in H2 Bois SA, a Swiss company at the vanguard of the production of renewable hydrogen from wood. With its innovative thermolysis process, H2 Bois SA plans to convert wood into hydrogen and biochar while generating electricity in a flexible manner. The process has a negative carbon footprint, and so it will help to decarbonise its customers' activities. The ultimate goal is to create a hydrogen ecosystem in the Jura, which can leverage a network of conduits. This will also support local and sustainable generation and use in a micro-regional activity zone.

500th Click&Charge car park kitted out

In 2024, we fitted out our 500th car park with a Romande Energie Click&Charge solution, enabling owners to install EV charging stations without any upfront investment.

Delivering a fair transition

Maintaining employee satisfaction

Our annual Reussir satisfaction survey, which was conducted by Geneva-based Qualintra, generated almost 1,000 responses, beating all previous participation scores (82%). The engagement rate remained stable compared with previous years (7.6). Conversely, the Net Promoter Score (NPS) moved 12 points lower, slipping from 39 to 27. Nonetheless, this score was still positive since the Swiss benchmark is 13 points.

Number of temporary employees

In 2024, we worked with 251 temporarily assigned employees, chiefly in technical professions. Of these, 13 were subsequently signed to permanent contracts with us. **GRI 2-8**

We are committed to diversity and inclusion, not only to help meet the current challenges facing society but also to raise our overall performance.

We have made significant progress in this arena over recent years. And we are relentlessly seeking to become more inclusive, more inspirational and more responsible.

Gender balance is a priority for our Executive Board, which is implementing an action plan with three priorities – communication, HR processes and internal training.

Gender balance within the organisation and comparison with the Swiss sector at large

The gender balance varies from one business unit and one support unit to another. It also fluctuates across different business segments (technical or administrative). Our analysis revealed that women do not reach management and supervisory levels as easily as men, even though three women joined the executive in 2021 and four female supervisors were appointed in 2024 (one external recruitment and three internal promotions). Our executive has far better gender balance than the Swiss average. It is very slightly below the average for less senior managers.

Achievements in 2024

- Our business units restated their five-year gender balance targets.
- We met the Swiss federal requirements on equal pay (based on Logib analysis).
- We trained our managers on how to avoid unconscious bias during recruitment and team/employee management.

Our commitments

Since 2018, we have raised awareness concerning unconscious bias and stereotyping among HR teams and executives, and then among senior managers and supervisors in 2024.

Practical measures to support parenting and to provide employees with greater flexibility help to make our teams more diverse.

- Since 2020, the number of our part-time staff has increased (up 73% for men, and up 47% for women). They accounted for 14% of our male and 61% of our female workforce in 2024.
- Support for those on maternity and paternity leave before, during and after the leave
- 4-week paternity leave
- Childcare support (daycare) and trial project underway enabling children aged 4 and over to spend their day at the workplace during school holidays.
- Flexibility: calculation of working hours on an annual basis, access for all to part-time working and, where the nature of the job permits, working from home, flexible hours for most employees
- Access to unpaid leave.

Management is driving change to forge a more inclusive culture at every level of our organisation.



Romande Energie’s and Romande Energie Services’ employees

GRI 2-7

Number of employees analysed by gender and canton



	Employees (male)	Employees (female)	Total
Vaud	898	316	1 214
Geneva	110	13	123
Valais	72	11	83
Neuchâtel	43	4	47
Fribourg	19	4	23
France	3		3
Total	1 145	348	1 493

Number of full-time and part-time employees analysed by gender and canton



	Employees (male)	Employees (female)	Total
Full-time	980	136	1 116
Vaud	749	123	872
Geneva	108	8	116
Fribourg	67	3	70
Valais	37	2	39
Neuchâtel	17		17
France	2		2
Part-time	165	212	377
Vaud	149	193	342
Geneva	2	5	7
Fribourg	5	8	13
Valais	6	2	8
Neuchâtel	2	4	6
France	1		1
Total	1 145	348	1 493

Ratio of basic salary and remuneration of women to men

Equal pay for men and women is what we strive to achieve. The amended Federal Act on Gender Equality aims to implement the constitutional right to equal pay for a job of the same value. Romande Energie SA and Romande Energie Services SA have been awarded L&M-Aba-R gender pay equity certification. Both companies conducted an in-depth pay analysis with Logib in 2024, which demonstrated compliance with the principles of pay equity. [GRI 405-2](#)

Number of employees on hourly contracts analysed by gender and canton



	Male	Female	Total
Vaud	25	30	55
Fribourg	1	1	2
Total	26	31	57

Net turnover

	2021	2022	2023	2024
Net turnover	7.9%	6.8%	9.0%	8.2%

% of women at:

	2021	2022	2023	2024
Executive level	38%	38%	38%	38%
Supervisor level	10%	14%	13%	20%
Management level	5%	10%	9%	12%
Employees	24%	23%	23%	24%
Overall percentage of women	22%	22%	22%	23%

GRI 2-7, GRI 405-1

Occupational health and safety

Occupational health and safety management system

Focus on safety issues

We continue to implement our ISO 45001-compliant occupational health and safety management system (OHSMS). The system monitored by a specialised team aims to prevent occupational accidents and illnesses. More new members have been recruited to strengthen the team in 2025.

Site monitoring and audits will include tighter controls to keep a grip on their environmental impact.

Our ISO 45001 compliance audit is still ongoing. Several hundred audits have been completed across all areas of our organisation’s activities. [GRI 403-1](#), [GRI 403-3](#)

Hazard identification, risk assessment and incident investigation

We identify and analyse hazards across all our sectors and activities. We will continue to monitor risk analysis in 2025. [GRI 403-2](#)

Worker participation, consultation, and communication on occupational health and safety

Our Occupational Health and Safety Committee represents employees. Employees’ active participation is encouraged so we can detect needs, devise solutions and develop a genuinely safety-conscious culture. [GRI 403-4](#)

Worker training on occupational health and safety

When they are hired, every employee is asked to complete the mandatory training on regulatory compliance and best health and safety practices. Training programmes tailored to each business are arranged regularly under the statutory framework and the ISO 45001 standard. [GRI 403-5](#)

Promotion of worker health

Quality of life at work

As part of our quality of life at work initiatives, we promote activities fostering the mental and physical well-being of our employees. The Sports & Leisure Committee’s remit is to make progress in this area, so everyone feels part of the organisation and can fulfil their potential. It runs various non-professional initiatives to make the work environment more inclusive, collaborative and dynamic.

As a result, groups such as the ski, football and shooting clubs, and AvenuRE, organise regular events and outings.

Encouraging sports activities and well-being

To help our employees stay in better health, we provide reduced-rate sports equipment and appropriate infrastructure (showers, changing rooms). Flexible working times also help to make participating in physical activity easier.

Non-occupational accidents

The number of non-occupational accidents remains a concern (14.2% in 2024). In 2025, we will pay special attention to non-occupational accidents, taking targeted measures to raise awareness and support employees in their activities outside work. We have adapted our action plan accordingly. [GRI 403-6](#)

Prevention and mitigation of occupational health and safety impacts directly linked to business relationships.

Our ISO 45001 accreditation helps us stand out and manage our activity-related risks effectively, preventing accidents and occupational conditions. It also facilitates continuous improvements in our occupational health and safety performance.



External service providers

Occupational health and safety aspects are a key point of focus for us in our dealings with our service providers. We provide them with the additional safety rules by which we expect them to abide in addition to the laws in force. **GRI 403-7**

Work-related injuries

Workplace health and safety KPIs

Note that only employees of Romande Energie SA and Romande Energie Services SA are included in the statistics presented below.

- Number of work-related injuries per million hours worked: 15.01
- Total number of work-related injuries: 32

These indicators are published in the Sustainability Report to guarantee transparency. They have been audited by E&Y this year and the methodology used to calculate them has changed (results stated in millions of hours worked and on a full-time equivalent basis).

403.9a iii

Work-related ill health

To date, no work-related ill health cases have been reported for 2024. **GRI 403-10**

A total of 57 apprentices have enrolled on a Romande Energie Group course covering a variety of aspects such as administration, geomatics, electricity and building technology.

Employee training

We are a learning organisation committed to the well-being and personal development of our employees. We are breaking new ground and implementing new training solutions to help embed our corporate culture predicated on mutual respect, sympathetic listening and collective intelligence.

The People & Talents support unit is helping to drive forward our cultural realignment through an ambitious training policy. It encourages our employees to play an active role in our organisation and to prepare themselves for the challenges ahead.

What's more, 57 apprentices have enrolled on a Romande Energie Group course covering a variety of aspects such as administration, geomatics, electricity and building technology. We are training them in 16 professions and aim to strengthen the support organisation in place for them, while gradually increasing the number of apprentices and/or training areas.

Average hours of training per year per employee

In 2024, the average amount of training per employee was two days per year.

GRI 404-1

Programmes for upgrading employee skills and transition assistance programmes

Several training courses are available:

- Onboarding
- Manage your teams
- Workplace health and safety
- Basic training programme for electricians to facilitate retraining and return to work

We also encourage employees to gain sustainability-related qualifications. **GRI 402**

Percentage of employees given regular performance and career development reviews

We give every employee with a permanent contract at the very least a "Partage" annual career development review with their manager. We measure performance collectively based on three targets, each one linked to one of the three pillars. An identical annual bonus is paid out to everyone. **GRI 404-3**

To support our internal and external stakeholders with understanding and learning about our sustainability priorities, we developed a number of learning and information tools during 2024.

Over 90% of employees completed a course on the challenges posed by climate change and our sustainability strategy. They were also given the possibility of pledging to carry out a specific initiative in their own professional area.

As a responsible employer, Romande Energie launched several initiatives during 2024 to improve employees' occupational health and safety.

These included a campaign raising awareness of the dangers of non-occupational accidents during leisure activities or journeys, as well as training on psychosocial risks.

In addition, we carried out a poll on stress in the workplace, and will use the results to draw up an action plan for implementation in 2025.

At the same time, we rolled out advice and tips on the best practices for building customer relationships within the organisation throughout 2024 in order to better meet expectations.

Lastly, Romande Energie Services launched a sustainable outreach initiative in Cameroon, which is expected to take shape in 2025. In partnership with the national committee for the development of technologies, the plan is to build a solar power plant in a village in Cameroon and to train local engineers in how to install the photovoltaic panels.

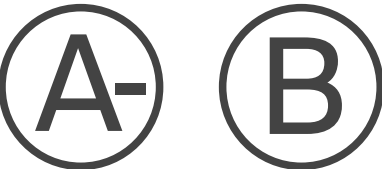
Quality – Certifications

ESG ratings

The details provided by the organisations shown every year provide input for our sustainability strategy and governance. Our sustainable finance specialist meticulously examines these reports. Areas for improvement identified are then circulated internally to define the actions to be taken. Every year, we commit to make these improvements in our Annual Report. Aspects that may need to be strengthened are discussed by the Management Committee and subsequently presented to the Board of Directors so potential remedial measures can be decided upon. For example, the completeness of our greenhouse gas inventory was improved during the year.

GRI 2-12, GRI 2-13, GRI 2-17

Ethos/Inrate ratings



Ethos Services' ESG rating Inrate's ESG rating

Continuous improvement and certification

We have maintained our trajectory towards operational excellence. We retained ISO 9001, 14001, 45001 and EcoCompany certification in 2024 for our Romande Energie Services, Energy Solutions and Grids business units. ID GO Management SA, our subsidiary, joined the scope of the certification in May 2024. The Grids business unit was also reawarded ISO 55001 certification for its management of the HV, MV and LV grid distribution assets.

The stricter assessment criteria applied account for the ratings, despite our continuous improvements in sustainability.

An additional 20 employees were trained in lean management in 2024. Added to that, in May 2024 we were awarded Great Place to Work certification, officially recognising Romande Energie as one of the companies paying greatest attention to quality of life at work.



Outlook for 2025

In 2025, we will initially seek to stabilise our GHG emissions. Subsequently, the transition workshops, which are to be organised with the businesses with the largest impacts, will scrutinise the decarbonisation trajectories with input from experts. We will continue to develop renewable energies, energy flexibility and storage, electric and thermal infrastructure and to invest in innovation and in high-potential businesses in the sector.

Our sustainability strategy will be enhanced by the addition of a new double-materiality matrix, providing better understanding and management of our environmental, social and governance impacts and identifying the risks and opportunities related to these challenges. This approach will enable us to fine-tune the use of our resources even more effectively and cut the relevant costs.

The environmental and social challenges we face may be very large indeed, but they also represent unique opportunities to innovate and build a more sustainable future.

Our decarbonisation and lifelong training programmes and our efforts to share best practices with our employees and stakeholders put us in a stronger position to contend with current and future challenges.

We are looking to the future with firm resolve, knowing that every step we take today brings us closer to a more sustainable and prosperous world for everyone.

Acknowledgements

We wish to express our sincere gratitude to everyone who has provided their insights and expertise and helped to produce this report. Their contribution to its quality and breadth of views has been invaluable.

Definition of specific indicators in 2024

Limited assurance provided by EY

GHG emissions gCO₂e per CHF of revenue

Total emissions included in the greenhouse gas (GHG) inventory according to the GHG Protocol, excluding financial investments, divided by Romande Energie Group revenues, both of which are published in the Annual Report.

The reference year for comparisons is 2020, and the indicator is recalculated if a greenhouse gas inventory is restated after its initial publication.

Contribution to decarbonisation

Since there is no internationally recognised standard, we have opted for an ad hoc approach, which takes into consideration two types of contribution to the decarbonisation of Western Switzerland: district heating and the sale of pellets for heating purposes.

The organisational scope we apply for this purpose and the data sources we have used are the same as for the GHG inventory. Contributions are assessed against the situation during the reporting year (rather than at its end). However, the emission factors we use are not the same as for the GHG inventory because they are based on a standardised life-cycle-type approach (direct and indirect emissions linked to power generation and infrastructure are considered, with indirect emissions smoothed over the product's lifespan).

District heating

The reductions we take into account are emissions that would have been generated without a district heating connection less emissions actually generated by Romande Energie for the district heating. We only consider the replacement of existing heating systems (rather than heating systems installed in new builds). We have used the Swiss federal database (KBOB) for emission factors (final energy for district heating and effective heat for the heating systems replaced) except for electricity, which is based on the emission factor for the electricity we distribute (approach based on guarantees of origin certificates). Biogenic emissions are not taken into consideration. We do not take into account cooling and electricity sales: all district heating emissions are thus allocated to the heating sold.

Pellet sales

Our contribution to Western Switzerland's decarbonisation drive through pellet sales stems from the manufacture of pellets in our Enerbois biomass plant from the waste originating from the Zahnd sawmill located at the same site in Rueyres. We only consider the portion of pellets sold to external customers (not those used internally for district heating purposes). On our estimates, each kilo of pellets contains 4.8 kWh of energy (source: EN14961-2 European standard) and the yield on pellet-based boilers is 90%. The emission factor for replaced heat is the 2023 average emission factor for heating systems in residential buildings in Vaud canton (source: FSO - Population Survey, Buildings and Dwellings Statistics), since the end users of the pellets are not known following the sale to an intermediary. The pellets emission factor comes from the Ecoinvent database, with a major correction (>80%) to take into account the fact that the wood used is sawmill waste and that its emissions are considered to be zero (under the cut-off approach). Pellets' biogenic emissions are not considered. However, we do take biogenic emissions linked to pellet manufacturing into account in the biogenic emissions published in the GHG inventory.

Work-related injuries

Occupational accidents according to the legal definition that led to an absence of over one day, as logged and accepted by our insurer (SUVA). Minor cases, as defined by SUVA, are omitted. All employees of Romande Energie SA and Romande Energie Services SA have been included. We have calculated them based on the number of accidents per million hours worked on average for 2024.

Note that in-progress cases, in particular for accidents that occurred towards the end of the year, have been included in the reporting scope, and may be redesignated.

Total number of employees (full-time equivalent - FTE)

All the employees under permanent contract within the scope of consolidation (fixed-term and permanent contracts), including apprentices and interns as at 31 December 2024. Members of the Board of Directors are not counted.

Number of apprentices being trained

Number of apprentices on training courses and under contract to Romande Energie SA or Romande Energie Services SA as at 31 December 2024. This number includes CFC apprentices (3- or 4-year vocational training certificate) and AFP apprentices (2-year vocation training programme).

Total capex

Sum of investments and acquisitions of interests in associates reported in the Annual Report from 1 January 2021 up to the date of the current annual close.

Other definitions

Total EBIT

Sum of EBIT reported in the Annual Report from 1 January 2021 up to the date of the current annual close.

Price-to-book ratio

The price-to-book ratio is calculated by dividing the market value of REHN shares by shareholders' equity per share (in CHF) reported in the financial results section of the Annual Report.

List of material topics

The identification process for GRI 3 disclosures aims to draw up a list stating "how it has identified actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships".

Customer Net Promoter Score

This indicator measures the satisfaction of our various customer segments within the regions we serve: Consumers, Businesses, Local and Municipal Authorities, Specifiers.

Supplier Net Promoter Score

This indicator measures the satisfaction of our various suppliers.

Employee Net Promoter Score

Employees on permanent contracts at Romande Energie SA, Romande Energie Services SA and Eiffitec SA at the launch date of the annual campaign in September 2023. This indicator measures the degree to which employees would recommend working for the Group.




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To the Board of Directors of
Romande Energie Holding SA, Morges

Lausanne, 4 April 2025

Independent Assurance Report on a selection of indicators of the Sustainability Report 2024 of Romande Energie Holding

We have been engaged to perform assurance procedures to provide limited assurance on selected non-financial matters indicators included in Romande Energie Holding SA and its consolidated subsidiaries' (the Group's) Sustainability Report 2024 (the Report), marked with the check mark  on the pages 55, 92, 98 for the reporting period from 1 January 2024 to 31 December 2024.

We did not perform assurance procedures on other information included in the Report, other than as described in the preceding paragraph, and accordingly, we do not express a conclusion on that information.

Applicable criteria

The Group defined as applicable criteria (the Applicable Criteria):

- ▶ Romande Energie Group Methodology (page 98)
- ▶ Global Reporting Initiative Sustainability Reporting Standards (GRI Standards)

A summary of the standards is presented on the GRI homepage. We believe that these criteria are a suitable basis for our limited assurance engagement.

Inherent limitations

The accuracy and completeness of selected indicators (including GHG emissions) are subject to inherent limitations given their nature and methods for determining, calculating and estimating such data. In addition, the quantification of the non-financial matters indicators is subject to inherent uncertainty because of incomplete scientific knowledge used to determine factors related to the emissions factors and the values needed to combine e.g. emissions of different gases. Our assurance report should therefore be read in connection with the Group's Methodology (page 98), its definitions and procedures on non-financial matters reporting therein.

Responsibility of the Board of Directors

The Board of Directors is responsible for the selection of the Applicable Criteria and for the preparation and presentation, in all material respects, of the selected indicators (including GHG emissions) in accordance with the Applicable Criteria. This responsibility includes the design, implementation, and maintenance of internal control relevant to the preparation of the selected indicators that are free from material misstatement, whether due to fraud or error.



Independence and quality control

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.



Our responsibility

Our responsibility is to express a conclusion on the selected indicators (including GHG emissions) based on the evidence we have obtained.

We conducted our limited assurance engagement in accordance with International Standard on Assurance Engagements (ISAE) 3000 Assurance Engagements Other than Audits or Reviews of Historical Financial Information. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the selected indicators (including GHG emissions) are free from material misstatement, whether due to fraud or error.

Summary of work performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.


Our limited assurance procedures included, amongst others, the following work:

- ▶ Assessment of the suitability of the underlying criteria and their consistent application
- ▶ Interviews with relevant personnel to understand the business and reporting process, including the sustainability strategy, principles and management
- ▶ Interviews with Romande Energie Group's key personnel to understand the sustainability reporting system during the reporting period, including the process for collecting, collating and reporting the KPIs
- ▶ Checking that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the applicable criteria
- ▶ Analytical review procedures to support the reasonableness of the data
- ▶ Identifying and testing assumptions supporting calculations
- ▶ Testing, on a sample basis, underlying source information to check the accuracy of the data

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.



Conclusion

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the indicators presented in the Sustainability Report 2024 of the Group for the reporting from 1 January 2024 to 31 December 2024 and marked with the check mark  have not been prepared, in all material respects, in accordance with the Applicable Criteria.

Ernst & Young Ltd



Laurent Bludzien
(Qualified Signature)

Licensed audit expert
(Auditor in charge)



Miriel Steudler
(Qualified Signature)

GRI
 TCFD
 content index

We have disclosed the information listed in this GRI standard content index for the period from 1 January 2024 until 31 December 2024.

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