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ELECTRICITY SECTOR KPIs PROPOSED by NIBR – WICI Italy

The target of this framework is to identify relevant KPIs for the electricity industry.

To identify KPIs, we started from the model outlined in the chart presented on the next page (Figure 1), in which we tried to show the link between intangibles and the value creation process in the industry.

In the top section of the mentioned model we tried to ideally outline the typical value chain for companies operating in the electricity business from generation & energy management to after sales activities, while the five core competencies considered "critical success factors" are proposed at the left-side of the chart. In particular, in determining the value chain, some activities (i.e. Engineering and construction, research and development and other support activities) have been considered into the blocks on which they are manly related, The basic idea is a matrix approach, in which value chain blocks and core competencies are matched in order to verify which competencies should be outlined in each phase.

As it can be understood by analysing the model, not all the critical factors have been considered relevant across each block of the value chain. The inner part of the model has then been structured to outline the main relationships between the core competencies and the value chain activities.

The strength of the model lies in its ability to display the critical areas to be investigated and measured, through the proposed KPIs, along the entire electricity industry value chain.

On this regard the identification of KPIs and their allocation to the core competencies have been made taking into account that the result of a certain activity in the value chain depends on and reflects a specific set of core competencies/capabilities, which in turn is driven by a pool of intangibles, each of which (as not measurable *per se*) is approximated in terms of measurement by a certain number of such KPIs.

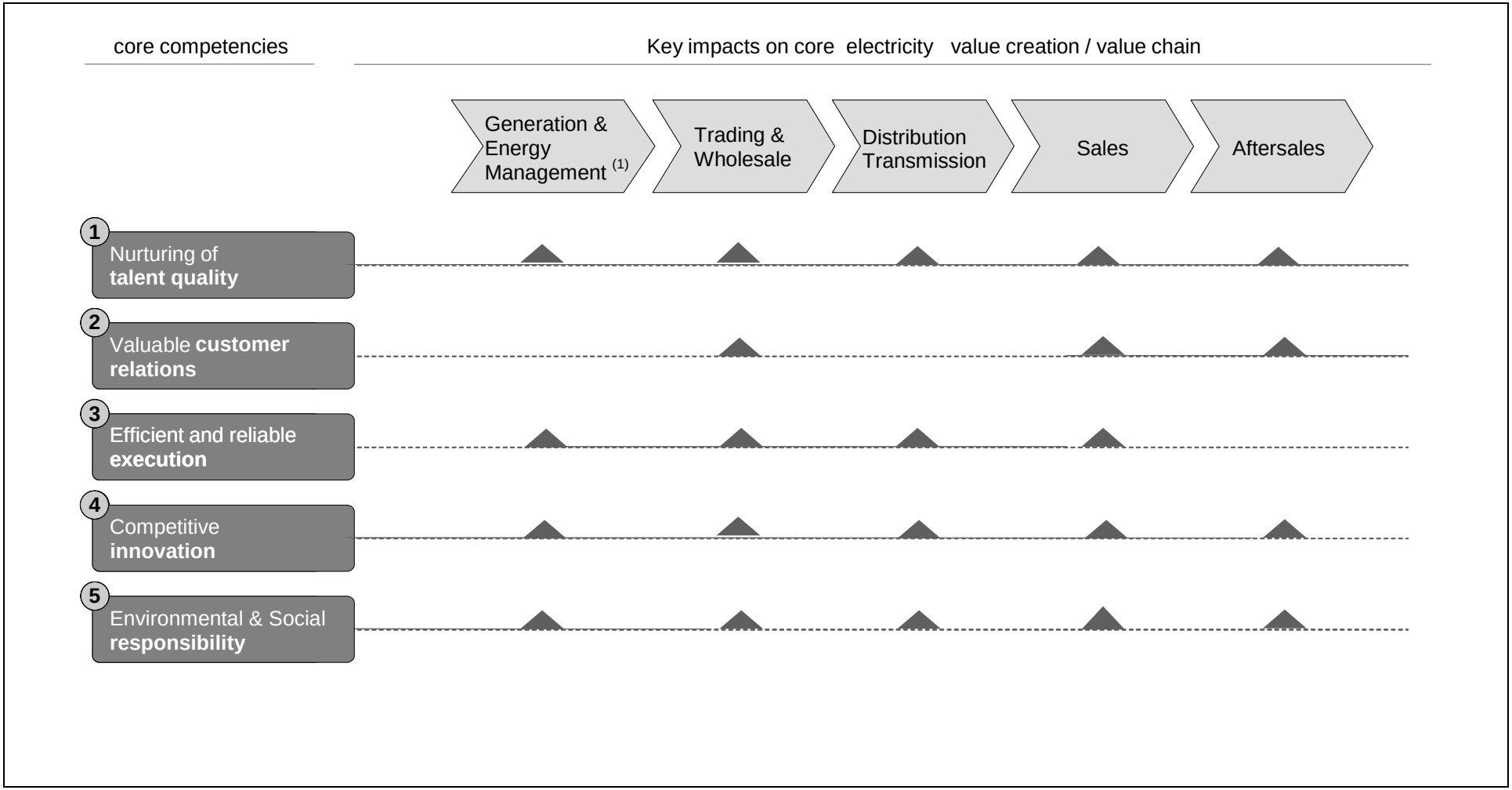
Therefore, for each value chain block we tried to outline the most significant KPIs, explaining for each KPI the intangible to which it is related, the formula used to calculate it and the KPI's features (e.g. number, percentage, value etc.).

In this way, different perspectives of analysis can be provided, since each KPI can be diversely weighted in a company's analysis depending on the KPI's importance in that company's value chain. Since every company has it own way of creating value and utilizing resources, the same KPIs could be not applicable to all companies of the

electricity sector. The KPIs listed in Table 1 represent the identification of the frequently used KPIs as example to guide the companies. On this way, for each KPI a different relevance has been identified and suggested. In particular, as “Relevance 1” it does intend to identify the most representative KPIs used in the sector for the relevant core competencies/capabilities valuation while as “Relevance 2” it does intend to identify the others.

Finally, the model matches the proposal of the WICI concept paper.

Figure 1. The proposed model



(1):Includes Fuel and Logistic, Engineering and Construction/Research & Development activities

Figure 2. Electricity sector: the complete list of proposed KPIs per core competencies/critical success factors

1 Nurturing of **talent quality**

- Employee commitment index
- Annual career review
- Training costs per employee
- Training hours per employee
- Average employee seniority
- Employee turnover
- Absenteeism rate
- Employee Satisfaction Index
- Talent programs activated

2 Valuable **customer relations**

- Average number of electricity sales customers by market
- Average price forward selling
- Average response time call center operator
- Average sales Incentive
- Average sales with ancillary service per MWh
- Average sales without ancillary service per MWh
- End customers free market (including non active customers)
- Energy sold domestic market
- Energy sold foreign markets
- Number of customers acquired by market
- Response time to written complaints
- Accessibility to call center service
- Call center service level
- Average time for invoicing adjustments
- Marketing expenses ratio
- Collection rate
- Forward selling
- Average sales price by market (retail - business)
- Customers disconnected for non-payment
- Electricity sold to power exchange
- Electricity sold to ancillary services
- Electricity sold to incentives market
- Electricity sold via bilateral contracts
- Electricity sold to foreign market (Export)
- Electricity sold via trading & other
- Revenues from electricity sold to power exchange
- Revenues from electricity sold to ancillary services
- Revenues from electricity sold to incentives market
- Revenues from electricity sold via bilateral contracts
- Revenues from electricity sold to foreign market (Export)
- Revenues from electricity sold via trading & other
- End customers regulated market
- Retail clients ratio
- Business clients ratio
- Days from between the activation to and the first invoice
- Retail end customers turnover
- Phone & written complaints with respect to total customer
- Disputes with customers

3 Efficient and reliable execution

- Average duration of interruptions
- Average number of outages per electricity customers BT
- Cash cost per customer (LTM – Electricity)
- Consumed fuel cost per unit
- Cost to serve by market
- Coverage of sourcing needs
- Dark Spread
- Duration of interruptions per customer
- Electricity distributed
- Frequency of interruptions per customer
- Fuel mix gross production
- Fuel quantity purchased
- Load factor
- Mean time to repair per customer
- Net electricity production by technology
- Net installed capacity per technology
- Net number of delivery points activated
- Network distribution per voltage
- Number of customer per FTE electricity distribution
- Operating expenses (OPEX) per MW
- Percentage of fraudulent energy recovered
- Plant availability
- Power Production Share
- Smart metering coverage
- Spark Spread
- Theoretical production
- Transmission and distribution efficiency
- Unit cost per MWh per fuel mix
- Volume distributed per FTE (Electricity)
- Expected production for forward selling coverage
- Rewards and penalties' overall adjustments
- Volumes traded on volumes delivered
- Distribution of operation network ratio
- Customer acquisition cost by market

4 Competitive innovation

- Capacity under construction per technology
- Incentived net production
- Investment costs in Research & Development
- Number of Patents
- Patents average age
- R&D expenses (% sales)
- Revenues from new products
- CAPEX in transmission network
- Capacity of renewable projects pipeline
- Number of R&D projects

5 Environmental & Social Responsibility

- Environmental CAPEX
- Fatal accidents
- Frequency Index by employees category
- Net Specific Emissions Of H2S
- Net Specific Emissions Of NOx
- Net Waste produced
- Revenues from ESG products and services
- Underground transmission and distribution lines
- Safety CAPEX
- Local workers
- Total number of significant agreements that include clauses incorporating human rights concerns, or that have undergone human rights screening
- Total number of incidents of violations involving rights of indigenous people and actions taken
- Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments
- Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms
- Percentage of operations with implemented local community engagement, impact assessments, and development programs
- Net direct emissions of CO2
- Renewable Energy Certificates
- Corruption
- Litigation risks
- Brand/Company perception from customer/stakeholder survey’s results

Table 1. The complete list of KPIs for the Electricity sector

Nr	*KPI*	*Value Chain*	*KP's features*	*KPI Formula*	*Core Competencies*	*Suggested relevance*
1	Coverage of sourcing needs	GENERATION & ENERGY MGMT	%	Percentage of fuel purchased with long-term contracts (including self production from upstream) to cover the forecasted needs for the next 5 years	Efficient and reliable execution	2
2	Fuel quantity purchased	GENERATION & ENERGY MGMT	GJ	Fuel purchased expressed in GJ	Efficient and reliable execution	2
3	Net installed capacity per technology	GENERATION & ENERGY MGMT	MW	Installed capacity per generation technology (coal, natural gas, fuel distilled from crude oil, steam, nuclear energy, solar, wind, biomass, geothermal, hydro energy, hydrogen)	Efficient and reliable execution	2
4	Capacity under construction per technology	GENERATION & ENERGY MGMT	MW	Sum of capacity from each projects for new generation under construction (solar, wind, biomass, geothermal, hydro energy, hydrogen)	Competitive innovation	2
5	Incentived net production	GENERATION & ENERGY MGMT	MW	Net production from incentived generation resources	Competitive innovation	2
6	Capacity of renewable projects pipeline	GENERATION & ENERGY MGMT	MW	Sum of production capacity from renewable projects pipeline	Competitive innovation	2
7	Plant availability	GENERATION & ENERGY MGMT	%	Ratio between available hours (AH) and period hours (PU). AH are defined as the sum of all service, stand by, reserve shutdown and pumping hours in a year. PU are defined as the hours of a year.	Efficient and reliable execution	2
8	Net Waste produced	GENERATION & ENERGY MGMT	Tons/MWh	Tons of waste produced by - type (hazardous and non-hazardous) - disposal method (reuse, recycling, composting, recovery, incineration, deep well injection, landfill, on-site storage)	Environmental & social responsibility	2

Nr	*KPI*	*Value Chain*	*KP's features*	*KPI Formula*	*Core Competencies*	*Suggested relevance*
9	Net direct emissions of CO2	GENERATION & ENERGY MGMT	Tons/MWh	Direct emissions of greenhouse gases from generation of electricity, heat, or steam	Environmental & social responsibility	1
10	Renewable Energy Certificates	GENERATION & ENERGY MGMT	MWh	Renewable Energy Certificates assigned due to incentivised generation plants/technologies	Environmental & social responsibility	2
11	Theoretical production	GENERATION & ENERGY MGMT	GWh	Theoretical production of plants; it's calculated as follows: average net generation capacity by technology * hours of a year. The Net Generation Capacity of a power station is the difference between the maximum electrical active power it can produce continuously throughout a long period of operation in normal conditions and the auxiliary electricity consumption of the power plant/unit (e.g. for pumps, vans, etc.).	Efficient and reliable execution	2
12	Load factor	GENERATION & ENERGY MGMT	%	Ratio between Net electricity production by technology (coal, natural gas, fuel distilled from crude oil, steam, nuclear energy, solar, wind, biomass, geothermal, hydro energy, hydrogen) and Theoretical production	Efficient and reliable execution	1
13	Fuel mix gross production	GENERATION & ENERGY MGMT	GWh	Gross production from thermo plants detailed for fuel used (coal, crude oil, fuel oil, gasoline, diesel, natural gas)	Efficient and reliable execution	2
14	Unit cost per MWh per fuel mix	GENERATION & ENERGY MGMT	Cur/MWh	Ratio between Total fuel costs by each fuel and Net electricity production by technology - (Only thermoelectric and nuclear)	Efficient and reliable execution	2
15	Operating expenses (OPEX) per MW	GENERATION & ENERGY MGMT	Cur/MW	Operating expenses per MW of generation capacity	Efficient and reliable execution	2
16	Net electricity production by technology	GENERATION & ENERGY MGMT	GWh	Net electricity generated at the power plant terminals, by technology, within a period of time (Year To Date)	Efficient and reliable execution	2

Nr	KPI	Value Chain	KP's features	KPI Formula	Core Competencies	Suggested relevance
17	Power Production Share	GENERATION & ENERGY MGMT	%	Market share calculated as the ratio between net power production and net power production of country where located	Efficient and reliable execution	1
18	Consumed fuel cost per unit	GENERATION & ENERGY MGMT	Cur/GJ	Ratio between Total fuel costs and quantity of fuel consumed expressed in GJ	Efficient and reliable execution	2
19	Dark Spread	GENERATION & ENERGY MGMT	Cur/MWh	The dark spread is the difference (gross margin) between the price received by a generator for electricity produced and the cost of coal needed to produce that electricity. It's calculated as follow: power price (Cur/MWh) – [coal price (Cur/ton) + transportation cost (Cur/ton)]* [(heat rate (mmBtu/MWh)/heat content (mmBtu/ton)] - Fonte: www.eia.gov	Efficient and reliable execution	2
20	Spark Spread	GENERATION & ENERGY MGMT	Cur/MWh	The spark spread is the difference (gross margin) between the price received by a generator for electricity produced and the cost of the natural gas needed to produce that electricity. It's calculated as follow: power price (Cur/MWh) – [natural gas price (Cur/mmBtu) * heat rate (mmBtu/MWh)] - Fonte: www.eia.gov	Efficient and reliable execution	2
21	Number of R&D projects	GENERATION & ENERGY MGMT	#	Number of R&D projects	Competitive innovation	2
22	Investment costs in Research & Development	GENERATION & ENERGY MGMT	%	Ratio between Total R&D costs and Total project costs	Competitive innovation	1
23	R&D expenses (% sales)	GENERATION & ENERGY MGMT	%	Ratio between Total R&D costs and Total revenues	Competitive innovation	2
24	Environmental CAPEX	GENERATION & ENERGY MGMT	Mio of Currency	Current environmental investments and expenses (e.g. plant operation, environmental taxes, local agreements)	Environmental & social responsibility	1

Nr	KPI	Value Chain	KP's features	KPI Formula	Core Competencies	Suggested relevance
25	Net Specific Emissions of H2S	GENERATION & ENERGY MGMT	Tons / MWh	Quantity of H2S emitted in atmosphere per MWh generated	Environmental & social responsibility	2
26	Net Specific Emissions of NOx	GENERATION & ENERGY MGMT	Tons / MWh	Quantity of NOx emitted in atmosphere per MWh produced	Environmental & social responsibility	2
27	Volumes traded on volumes delivered	TRADING & WHOLESALE	%	Ratio between Volumes traded and volumes actually delivered	Efficient and reliable execution	2
28	Electricity sold to power exchange	TRADING & WHOLESALE	GWh	Electricity sold to power exchange	Valuable customer relations	2
29	Electricity sold to ancillary services	TRADING & WHOLESALE	GWh	Electricity sold via dispatching services market	Valuable customer relations	2
30	Electricity sold to incentives market	TRADING & WHOLESALE	GWh	Electricity sold to incentives market	Valuable customer relations	2
31	Electricity sold via bilateral contracts	TRADING & WHOLESALE	GWh	Electricity sold via bilateral contracts	Valuable customer relations	2
32	Electricity sold to foreign market (Export)	TRADING & WHOLESALE	GWh	Electricity sold to foreign market (Export)	Valuable customer relations	2
33	Electricity sold via trading & other	TRADING & WHOLESALE	GWh	Electricity sold via trading & other	Valuable customer relations	2
34	Revenues from electricity sold to power exchange	TRADING & WHOLESALE	Mio of Currency	Total revenues from electricity sold to power exchange	Valuable customer relations	2

Nr	*KPI*	*Value Chain*	*KP's features*	*KPI Formula*	*Core Competencies*	*Suggested relevance*
35	Revenues from electricity sold to ancillary services	TRADING & WHOLESALE	Mio of Currency	Total revenues from electricity sales via dispatching services market	Valuable customer relations	2
36	Revenues from electricity sold to incentives market	TRADING & WHOLESALE	Mio of Currency	Total revenues from electricity sold to incentives market	Valuable customer relations	2
37	Revenues from electricity sold via bilateral contracts	TRADING & WHOLESALE	Mio of Currency	Total revenues from electricity sold via bilateral contracts	Valuable customer relations	2
38	Revenues from electricity sold to foreign market (Export)	TRADING & WHOLESALE	Mio of Currency	Total revenues from electricity sold to foreign market (Export)	Valuable customer relations	2
39	Revenues from electricity sold via trading & other	TRADING & WHOLESALE	Mio of Currency	Total revenues from electricity sold via trading & other	Valuable customer relations	2
40	Average sales with ancillary service per MWh	TRADING & WHOLESALE	Cur/MWh	Average sales per MWh, including ancillary services. Calculated as follow: (REVENUES FROM ELECTRICITY + ANCILLARY SERVICES REVENUES) / NET ELECTRICITY PRODUCTION WITH ANCILLARY SERVICE	Valuable customer relations	2
41	Average sales without ancillary service per MWh	TRADING & WHOLESALE	Cur/MWh	Average sales per MWh without ancillary services. Calculated as follow: (REVENUES FROM ELECTRICITY) / NET ELECTRICITY PRODUCTION	Valuable customer relations	2
42	Average Sales Incentive	TRADING & WHOLESALE	Cur/MWh	Average sales incentive per MWh. Calculated as follow: (REVENUES FROM SALES INCENTIVE) / ELECTRICITY SALES INCENTIVE	Valuable customer relations	2
43	Forward selling*	TRADING & WHOLESALE	GWh	Quantity of electricity already sold plus quantity contractually closed for year	Valuable customer relations	2

Nr	KPI	Value Chain	KP's features	KPI Formula	Core Competencies	Suggested relevance
44	Average price forward selling	TRADING & WHOLESALE	Cur/MWh	Average price of electricity already sold plus contractually closed for year	Valuable customer relations	1
45	Expected production for forward selling coverage	TRADING & WHOLESALE	%	Ratio between Forward selling and Expected production to cover forward selling	Efficient and reliable execution	2
46	Cash cost per customer (LTM – Electricity)	DISTRIBUTION TRANSMISSION	Cur/cust	Cash cost per customer. Calculated as follow: (OPEX without provisions) + (CAPEX without reimbursements of related works) / number of customers	Efficient and reliable execution	2
47	Number of customer per FTE electricity distribution	DISTRIBUTION TRANSMISSION	#	Number of customers per FTE (Full Time Equivalent) employees in electricity distribution	Efficient and reliable execution	2
48	Electricity distributed	DISTRIBUTION TRANSMISSION	GWh	Quantity of electricity distributed to distributors, netted by any losses	Efficient and reliable execution	2
49	Mean time to repair per customer	DISTRIBUTION TRANSMISSION	Min	Average time to repair a fault experienced by a customer. Calculated as follow: total outage time / number of outages	Efficient and reliable execution	1
50	Volume distributed per FTE (Electricity)	DISTRIBUTION TRANSMISSION	GWh	Volume of electricity distributed, netted by any losses, per FTE (Full Time Equivalent) electricity distribution employee	Efficient and reliable execution	2
51	Network distribution per voltage	DISTRIBUTION TRANSMISSION	Km	Extension of distribution network per H/M/L voltage	Efficient and reliable execution	2
52	Percentage of fraudulent energy recovered	DISTRIBUTION TRANSMISSION	%	Recovery of energy fraudulently subtracted (through meter manipulation), expressed as a percentage	Efficient and reliable execution	2
53	Rewards and penalties' overall adjustments	DISTRIBUTION TRANSMISSION	Mio of Currency	Rewards and penalties' overall adjustments	Efficient and reliable execution	2

Nr	KPI	Value Chain	KP's features	KPI Formula	Core Competencies	Suggested relevance
54	Average number of outages per electricity customers Low Voltage	DISTRIBUTION TRANSMISSION	#	Average number of electricity outages (service continuity interruptions) per customer LV - Low Voltage)	Efficient and reliable execution	1
55	Underground transmission and distribution lines	DISTRIBUTION TRANSMISSION	Km	Extension of underground transmission and distribution network	Environmental & social responsibility	1
56	Transmission and distribution efficiency	DISTRIBUTION TRANSMISSION	%	Transmission and distribution losses as a percentage of total energy	Efficient and reliable execution	1
57	Distribution of operation network ratio	DISTRIBUTION TRANSMISSION	%	Ratio between Distribution of operating network and Total distribution network	Efficient and reliable execution	2
58	CAPEX in transmission network	DISTRIBUTION TRANSMISSION	Mio of Currency	Investments realized on transmission network	Competitive innovation	2
59	Frequency of interruptions per customer	DISTRIBUTION TRANSMISSION	#	Number of interruptions per customer	Efficient and reliable execution	2
60	Duration of interruptions per customer	DISTRIBUTION TRANSMISSION	Min	Duration of interruptions per customer	Efficient and reliable execution	2
61	Average duration of interruptions	DISTRIBUTION TRANSMISSION	Min	Average duration of interruptions	Efficient and reliable execution	1
62	Smart metering	DISTRIBUTION TRANSMISSION	#	Electronic meters installed (stock as of ….)	Efficient and reliable execution	1
63	Energy sold domestic market	SALES	GWh	Energy sold (excluding losses) from selling companies to domestic end customers, belonging to both the free and regulated markets	Valuable customer relations	2

Nr	KPI	Value Chain	KP's features	KPI Formula	Core Competencies	Suggested relevance
64	Energy sold foreign markets	SALES	GWh	Energy sold (excluding losses) from selling companies to foreign markets end customers	Valuable customer relations	2
65	End customers free market (including non active customers)	SALES	#	Final number of end customers (with existing contracts) belonging to the free market, including not active customers	Valuable customer relations	1
66	End customers regulated market	SALES	#	Number of end customers (with existing contracts) belonging to the regulated market	Valuable customer relations	1
67	Average number of electricity sales customers by market	SALES	#	Average number of electricity sales customers detailed by market	Valuable customer relations	2
68	Average sales price by market (retail - business)	SALES	Cur/KWh	Average price of electricity per client typology (retail - business)	Valuable customer relations	2
69	Retail clients ratio	SALES	%	Ratio between Number of retail clients and Total of clients	Valuable customer relations	1
70	Business clients ratio	SALES	%	Ratio between Number of clients business and Total of clients	Valuable customer relations	1
71	Cost to serve by market	SALES	Mio of Currency	Third parties and intercompany related costs incurred to manage the customer	Efficient and reliable execution	2
72	Customer acquisition cost by market	SALES	%	Ratio between Total acquisition costs of a new customer by market and Total new customer acquired in the market	Efficient and reliable execution	2

Nr	KPI	Value Chain	KP's features	KPI Formula	Core Competencies	Suggested relevance
73	Number of customers acquired by market	SALES	#	Total new customer acquired in the market	Valuable customer relations	2
74	Net number of delivery points activated	SALES	#	Net number of new delivery points, activated in a given time period, netted by any switch related delivery points	Efficient and reliable execution	2
75	Days from between the activation to and the first invoice	SALES	Days	Average number of days between the customer activation date and the first invoice issue date	Valuable customer relations	2
76	Retail end customers turnover	SALES	Mio of Currency	Total revenues from sales to retail end customers	Valuable customer relations	2
77	Revenues from new products	SALES	Mio of Currency	Revenues from new sales initiatives	Competitive innovation	2
78	Revenues from ESG products and services	SALES	Mio of Currency	Revenues from Environmental, Social and Governance (ESG) products and services	Environmental & social responsibility	2
79	Corruption	SALES	Mio of Currency	Revenues for each region in which the Transparency International Corruption index is below 6.0 (source: EFFAS)	Environmental & social responsibility	2
80	Marketing expenses ratio	SALES	Mio of Currency	Ratio between Total expenses for marketing activities and initiatives and Total costs	Valuable customer relations	2
81	Collection rate	SALES	%	Ratio between Total collected amount coming from invoices and Total turnover	Valuable customer relations	1
82	Average response time call center operator	AFTER SALES	Min	Call center operator average response time	Valuable customer relations	1

Nr	KPI	Value Chain	KP's features	KPI Formula	Core Competencies	Suggested relevance
83	Phone & written complaints with respect to total customer	AFTER SALES	#	Ratio between Total phone and written intervention and Total customers	Valuable customer relations	2
84	Response time to written complaints	AFTER SALES	Days	Average reply time to written complaints	Valuable customer relations	2
85	Customers disconnected for non-payment	AFTER SALES	#	Number of customers, broken down by total length of time between disconnection and arrangement of payment, following five categories	Valuable customer relations	2
86	Disputes with customers	AFTER SALES	#	Number of total proceedings vs customers	Valuable customer relations	1
87	Accessibility to call center service	AFTER SALES	%	Time of one free line at least/ total time of call center opening	Valuable customer relations	2
88	Call center service level	AFTER SALES	%	Ratio between Number of clients who successfully spoke with a call center operator and total calling to the call center	Valuable customer relations	1
89	Average time for invoicing adjustments	AFTER SALES	Days	Number of days occurred to adjust an invoicing starting from the request	Valuable customer relations	2
90	Fatal accidents	CROSS	#	Number of deaths, included both employees and contractors	Environmental & social responsibility	1
91	Frequency Index by employees category	CROSS	#	Accidents per million of working hours, by employee category	Environmental & social responsibility	1
92	Number of Patents	CROSS	#	Number of patents	Competitive innovation	1

Nr	KPI	Value Chain	KP's features	KPI Formula	Core Competencies	Suggested relevance
93	Litigation risks	CROSS	# or/and Cur	Lawsuits, expenses and fines (compliance, environmental, social risks)	Environmental & social responsibility	1
94	Patents average age	CROSS	Years	Patents average age	Competitive innovation	2
95	Employee turnover	CROSS	%	Ratio between total terminations and total workforce at the end of the period	Nurturing talent quality	1
96	Absenteeism rate	CROSS	%	Ratio between Net of nr. of absence days and total working days x 200.000 (US standard)	Nurturing talent quality	1
97	Average employee seniority	CROSS	Years	Average employee seniority	Nurturing talent quality	1
98	Employee Commitment Index	CROSS	Index	It is scored from an annual Employee Survey which provides a reliable measure of employees' commitment to their work and the company. Score defined by the employees on commitment (min=1;max=10)	Nurturing talent quality	2
99	Employee Satisfaction Index	CROSS	Index	It is scored from an annual Employee Survey which provides a reliable measure of employees' commitment to their work and the company. Score defined by the employees on personal satisfaction (min=1;max=10)	Nurturing talent quality	1
100	Annual career review	CROSS	%	Ratio between Nr. of employees assessed in terms of personal competence and skills and Total employees	Nurturing talent quality	2
101	Talent programs activated	CROSS	#	Number of programs activated and people involved	Nurturing talent quality	2
102	Training hours per employee	CROSS	Hours	Ratio between total training hours and total employees	Nurturing talent quality	1
103	Training costs per employee	CROSS	Thous of Cur	Ratio between total training costs (internal and external costs) and total training hours (including web training)	Nurturing talent quality	2

Nr	*KPI*	*Value Chain*	*KP's features*	*KPI Formula*	*Core Competencies*	*Suggested relevance*
104	Local workers	CROSS	#	The term "Local" refers to individuals either born in or who have the legal right to reside indefinitely (e.g., naturalized citizens or permanent visa holders) in the same geographic market where the company operates	Environmental & social responsibility	2
105	Brand/Company perception from customer/stakeholder survey's results	CROSS	Index	Measure of how the company is perceived by external parties (i.e. consumers)	Environmental & social responsibility	2
106	Safety CAPEX	CROSS	Thous of Cur	Current safety investments and expenses	Environmental & social responsibility	1
107	Total number of significant agreements that include clauses incorporating human rights concerns, or that have undergone human rights screening	CROSS	%	Report the total number of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	Environmental & social responsibility	2
108	Total number of incidents of violations involving rights of indigenous people and actions taken	CROSS	#	Report the total number of identified incidents involving indigenous rights during the reporting period	Environmental & social responsibility	2

Nr	*KPI*	*Value Chain*	*KP's features*	*KPI Formula*	*Core Competencies*	*Suggested relevance*
109	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	CROSS	#,%	Report the total number and percentage of operations that have undergone human rights reviews or human rights impact assessments, by country	Environmental & social responsibility	2
110	Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms	CROSS	#	Report the total number of grievances related to human rights filed through formal organizational grievance mechanisms during the reporting period	Environmental & social responsibility	1
111	Percentage of operations with implemented local community engagement, impact assessments, and development programs	CROSS	%	Report the percentage of operations with implemented local community engagement, impact assessments, and development programs	Environmental & social responsibility	2

Legenda	
Tons	Tonnes
Mc	Cubic meters
MW	Megawatt
KWh	Kilowatt hour
MWh	Megawatt hour
GWh	Gigawatt hour
Cur	Currency
#	Number
Mio	Millions
Min	Minute
Km	Kilometer
Thous	Thousand

*__Forward Contract__: A cash market transaction in which delivery of the commodity is deferred until after the contract has been made. Although the delivery is made in the future, the price is determined on the initial trade date.

About the Network Italiano per il Business Reporting (NIBR) – WICI Italy

NIBR – WICI Italy was founded in December 2010 and is the official Italian jurisdiction for the "World Intellectual Capital / Assets Initiative" (WICI Global), the global Network for business reporting, and for the "World Intellectual Capital / Assets Initiative Network for Europe" (WICI Europe).

As of September 2013, NIBR members who have contributed to the preparation of the document "*ELECTRICITY SECTOR KPIs*" are:

Stefano Zambon	WICI Europe & University of Ferrara
Nevio Benvenuto, Marco Montanini	Assirevi & PriceWaterhouse Coopers
Fabrizio Ceppi	Borsa Italiana
Angelo Scipioni	Enel
Stefano Tezza	Multiutility