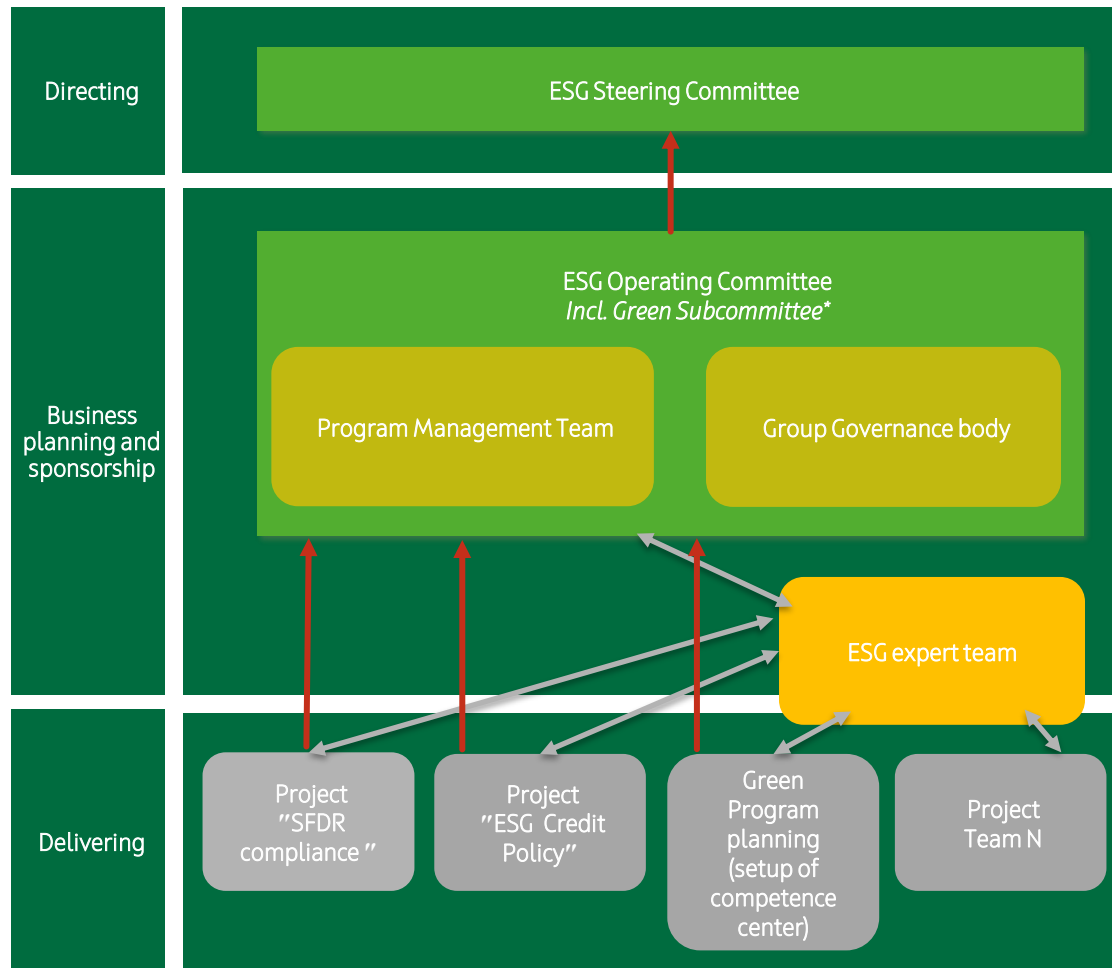


ESG Program Framework

↑ Reporting line in project ↑ Information flow



Project teams

- Responsible for delivery of projects: create detailed project plans, make operative decisions and solve issues and risks regarding execution, identify interdependencies, manages project budget
- Escalate issues and risks to program management team if necessary and provide information

Steering Committee

- Exercises overall control as ultimate decision making forum of the program
- Sets program goals, prioritizes projects and approves timeline
- Manages ESG project portfolio expansion, proposes launch of new projects

Operating Committee

- Handles program level risks, escalation issues & iterations
- Ensure cross-divisional information flow
- Manages dependencies & program cohesion
- Exercise decision control over all projects
- Green subcommittee ensures the application of horizontal green standards

Program Management Team

- Act as the common platform of project sponsors and coordinators of project level functions
- Communicates with stakeholders, facilitates cross-divisional work
- Ensures regular reporting, focusing on budget, scope, schedule & dependencies
- Manages agenda for Operating & Steering Committees
- Supports delivery of projects with project management expertise
- Offers content support to selected projects on an as-need basis

ESG expert team

- Virtual team, supports delivery of projects with special domain expertise
- Act as consultant/ expert contributor in various projects, on an as need basis
- Provides environmental expert competencies (via collaboration with ZPI)

Group Governance Body

- Operates reporting to subsidiaries about the projects delivered at OTP Core entities
- Supervises the adequacy of the planned implementation methods
- Manages any demands from subsidiaries for best practice sharing/program rollout/central support in the domain

**Op.mech of Green Subcommittee, its relations with other program participants to be defined and aligned with stakeholders by Chair of subcommittee, latest by YE 2020.*

Program management groups & composition

