



MULTIANNUAL STRATEGIC AND FINANCIAL PLAN **2023 | 2027**



Institutional Mandates

Protecting the interests of consumers, particularly the most vulnerable, and creating the conditions for their empowerment.

Regulating monopolies in the electricity and gas sectors.

Promoting the proper functioning of the wholesale and retail electricity and gas markets.

Supervising the operation of the road fuel, LPG and biofuel markets.

Ensuring user access to electricity and gas networks and infrastructure.

Co-operating with national and international organisations.

Promoting the efficient development of the sector in the context of the energy transition, with an increasing share of renewable energy and more active consumer participation.

Promoting the efficient use of energy resources.

Regulating the management of electric mobility network operations.

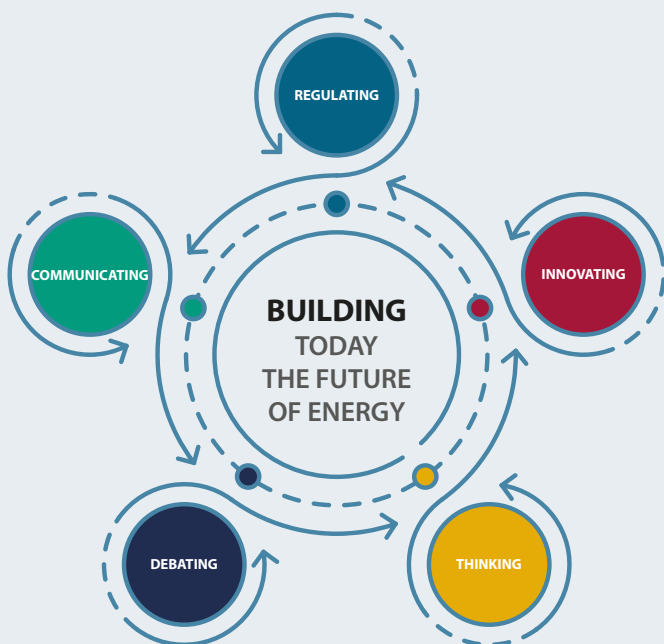
Affirming excellence in the defence of the public interest.



> Mission

**Regulating the energy sector
in defence of its present and
future consumers, promoting
the sustainable functioning
of the sector in the context
of the energy transition.**

>> Vision





>>> Values



Transparency

We strive to convey objectively and accurately the delivery of our mission.



Independence

We act with integrity and impartiality.



Sustainability

We guarantee a balance between the present and future interests of the sector through prudent and predictable regulation.



Innovation

We ensure sound, balanced and innovative decisions, promoting openness to change in the context of the energy transition.



Cooperation

We promote a culture of collaboration, interaction and open and continuous dialogue with all stakeholders.



Excellence

We are governed by principles of efficiency and high standards of technical rigour and ethical conduct.



Regulatory action has three dimensions: **GLOBAL**, **LOCAL** and **CIRCULAR**.

These dimensions are reflected in our work in a holistic way, in an innovative and integrative concept that we call:

GLOCAL



GLOBAL

The creation of the internal energy market in all its temporal dimensions- future, daily and real time- will continue to merit the utmost attention from regulation since markets are an excellent provider of economic optimisation and flexibility.



LOCAL

By way of simplified economic regulation, the empowerment of consumers, the integration of new technologies and the emergence of small, proximity-based business models will all contribute to discovering the potential for flexibility, at least cost, in energy end-use processes.



CIRCULARITY

Promoting the coupling of energy carriers and sectors of activity and between decarbonised gases and hydrogen will be decisive for facilitating the decarbonisation of energy-intensive sectors and achieving an efficient, reliable and carbon-neutral society.



Strategy



S1. Participation and inclusion

Consumer protection and empowerment and stakeholder involvement

1. Ensuring an inclusive and balanced representation of stakeholders in the decision-making process by promoting broad and effective participation in consultation processes, with prompt handling of the contributions received.
2. Developing and implementing actions and mechanisms to promote consumer protection and empowerment through support, clarification and information tools.
3. Promoting energy literacy for conscious decision-making and proactive consumer participation.
4. Communicating the results of ERSE's work and decisions clearly and objectively.
5. Continuously and sustainably assessing the impact of regulatory action and disseminating it to the public.



S2. Transition and transformation

Future networks

1. Ensuring a dynamic and proactive regulatory framework that facilitates new trends in the sector.
2. Ensuring efficient regulation of natural monopolies, in the context of increasing decentralisation, innovation and integration of energy carriers.
3. Ensuring that the decarbonisation of the sector takes place at an efficient cost, with visible benefits for consumers and operators, through investment decisions in energy infrastructure based on the principle of energy efficiency first and economic rationality.
4. Ensuring universal access to energy services for consumers, regardless of their economic, social and geographical situation.



S3. Energy markets

Effective and dynamic regulation

1. Ensuring dynamic regulatory instruments, adapted to the changing architecture of energy markets.
2. Ensuring the efficient functioning of markets, aimed at harmonising the various energy carriers and the correct price signal.
3. Ensuring consumer protection in the face of the growing diversity of new players in the energy sector and the introduction of innovation in the services and products offered.
4. Encouraging active consumer participation and flexible demand.



S4. Knowledge and growth

Independence, integrity and trust

1. Guaranteeing ERSE's integrity and transparency, through the best practices of good financial and functional governance.
2. Implementing a talent management policy at human resources level, providing ERSE with the tools to attract, develop and retain talent.
3. Providing ERSE with the skills to regulate the sector, valuing the specialised training and merit of its employees.
4. Affirming ERSE's distinctive role in creating value for society, through decisions based on technical criteria.
5. Ensuring the smooth running of the sector, supported by the efficient and effective application of its sanctioning powers.

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