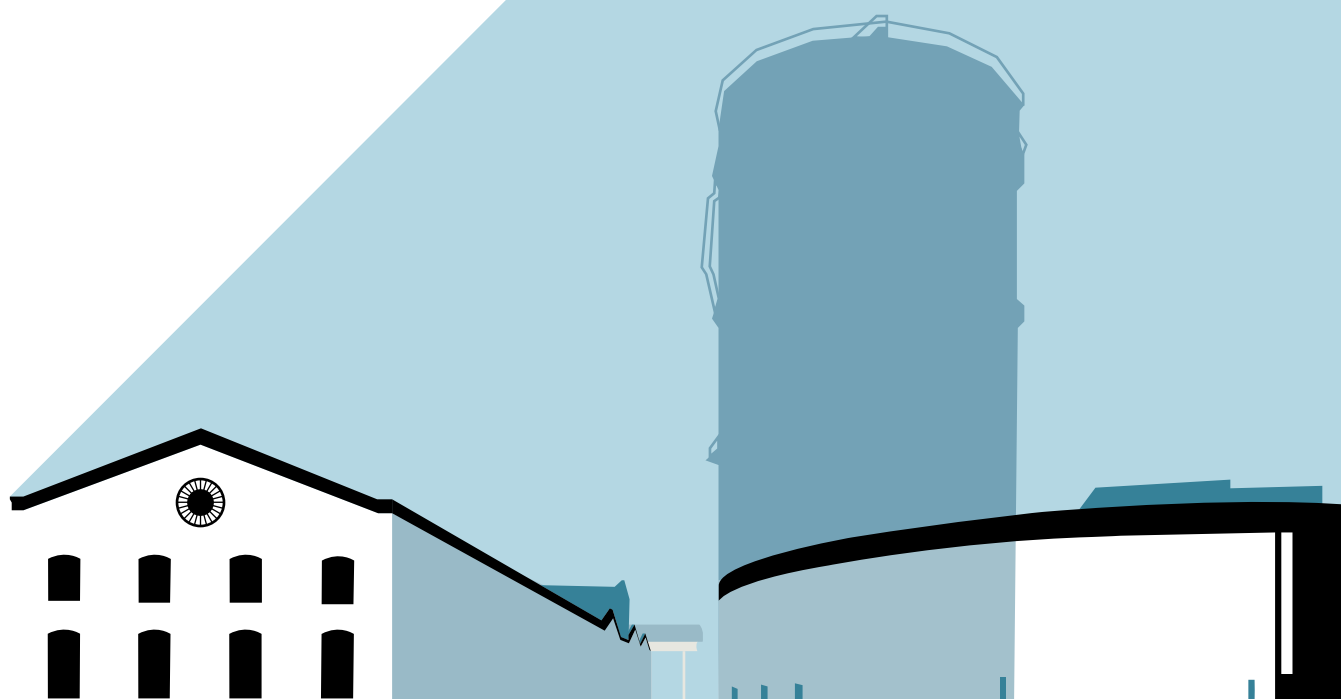


Creating
shared value 2024

CSV/24



What we said we would do, what we did, what
we will do: we report on goals and results for the
sustainability of today and tomorrow



Creating
shared value 2024

CSV/24

HERA GROUP IDENTITY AND LOCAL PRESENCE

Established in 2002 through the merger of 11 municipal companies in Emilia-Romagna - Italy's first experience of this kind, - the Hera Group has embarked on a steady path of balanced growth, incorporating other companies operating in the same businesses. Publicly listed since 2003, as of March 18, 2019, Hera has been part of the FTSE MIB, the main index of the Italian Stock Exchange, which includes the country's 40 largest companies. From 2020, it is the first

Italian multiutility included in the Europe and World indexes of the Dow Jones Sustainability Index. It is active mainly in Emilia-Romagna, Veneto, Friuli-Venezia Giulia, Marche, Tuscany and Abruzzo regions, and mainly operates in the environmental (waste management), water (aqueduct, sewage and purification) and energy (electricity and gas distribution and sales, and energy services) sectors, as well as public lighting and telecommunications.

3.6
**MILLIONS OF CITIZENS
SERVED**
water service



3.3
**MILLIONS OF CITIZENS
SERVED**
gas or power
distribution



2.6
**MILLIONS OF
CUSTOMERS****
electricity sales



2.0
**MILLIONS OF
CUSTOMERS***
gas sales



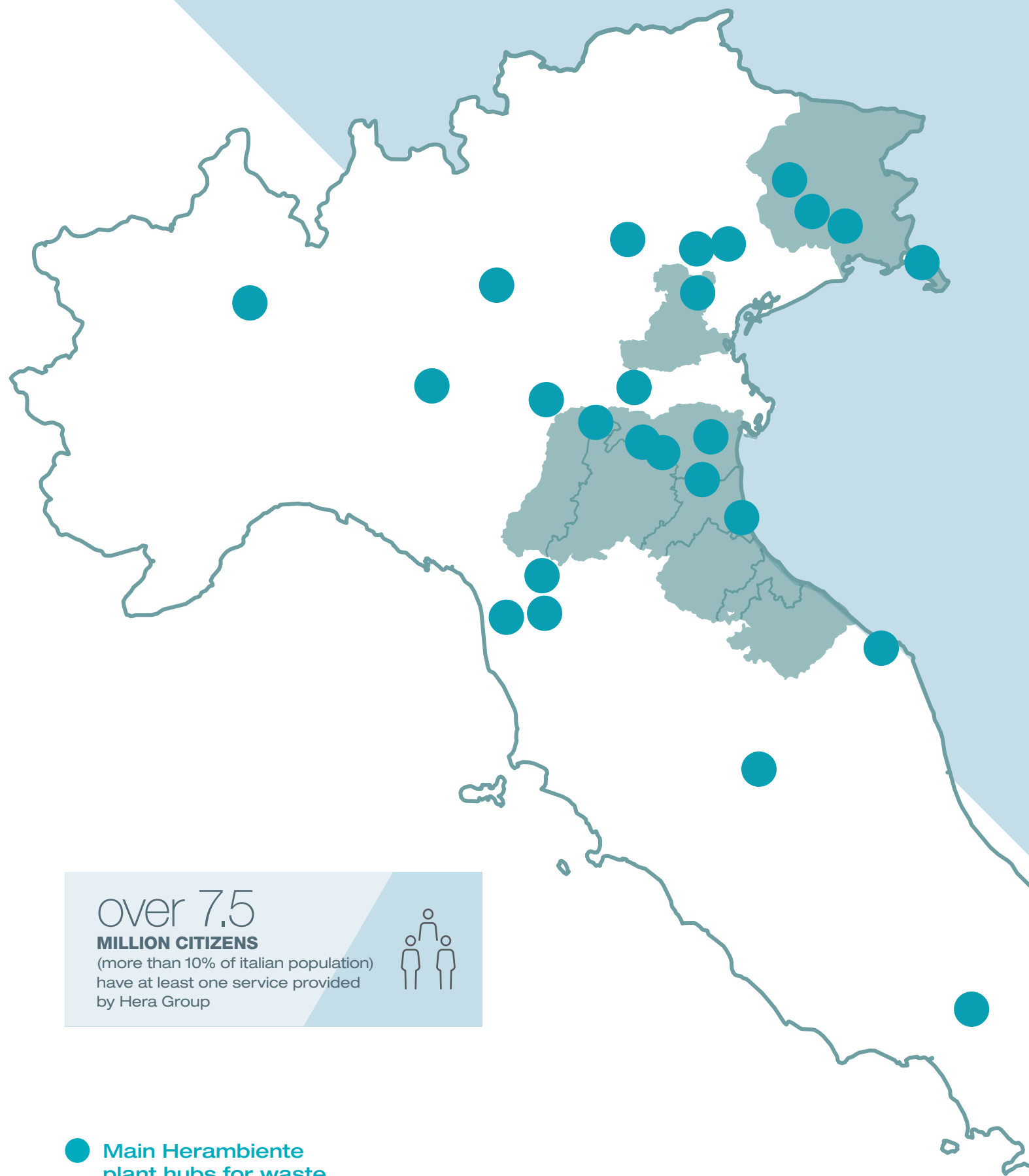
3.2
**MILLIONS OF CITIZENS
SERVED**
environmental service



about 100
**WASTE TREATMENT
PLANTS**
for the circular economy
in Italy and Europe



* of which 1.2 million in the territories served
** of which 1.2 million in the territories served



over 7.5

MILLION CITIZENS

(more than 10% of Italian population)
have at least one service provided
by Hera Group



● Main Herambiente
plant hubs for waste
treatment

Hera Group's positioning in Italy



1ST WASTE MANAGEMENT OPERATOR

by waste treated (8.5 million tonnes)

2ND WATER CYCLE OPERATOR

by volumes supplied (285 million m³)

3RD ENERGY SALES OPERATOR

by customers served (over 4.6 million)

4TH GAS DISTRIBUTION OPERATOR

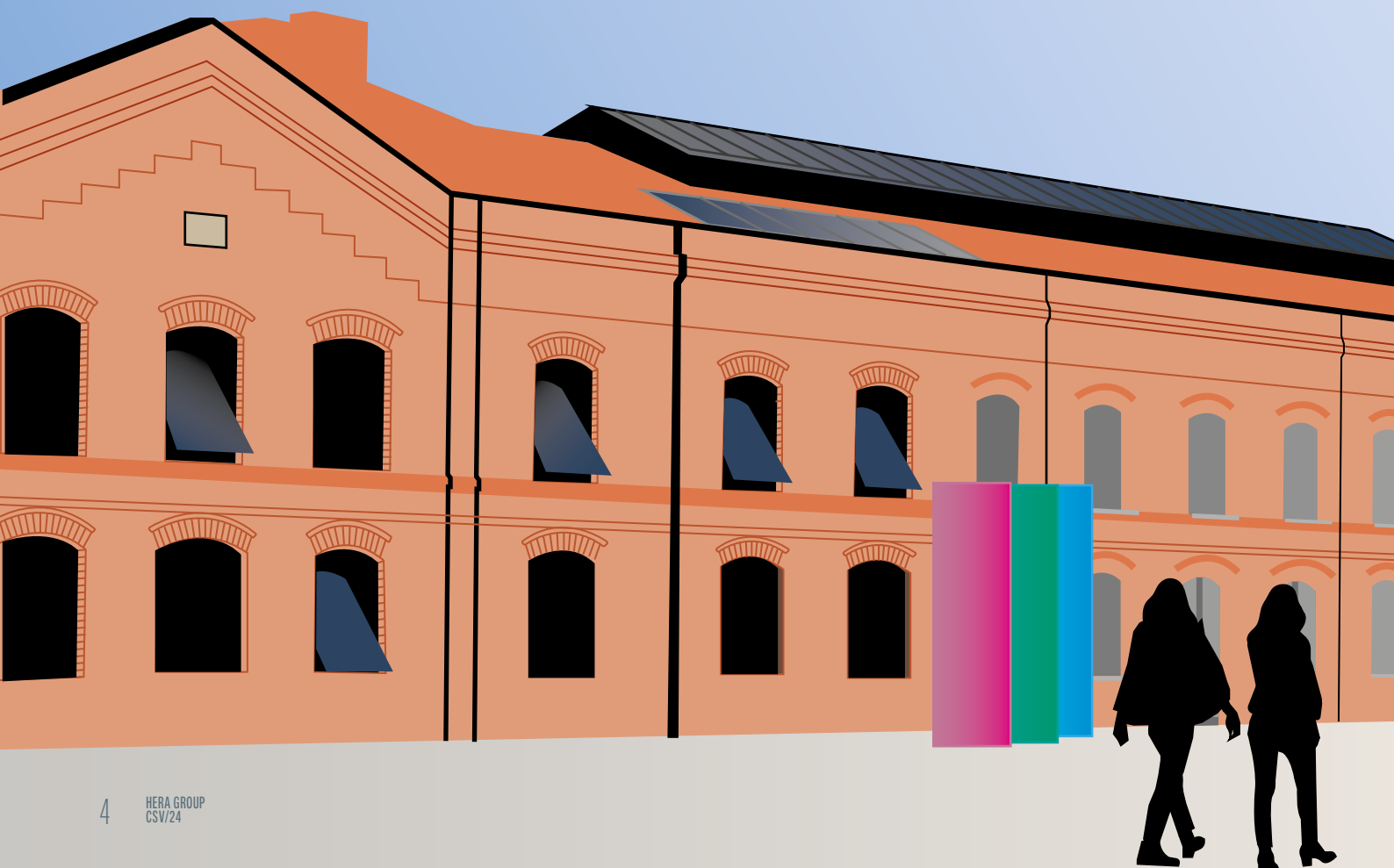
by volumes supplied (2.3 billion m³)

4TH ELECTRICITY DISTRIBUTION OPERATOR

by volumes supplied (2.7 thousand GWh)

5TH PUBLIC LIGHTING OPERATOR

in 226 municipalities (645 thousand lighting points)



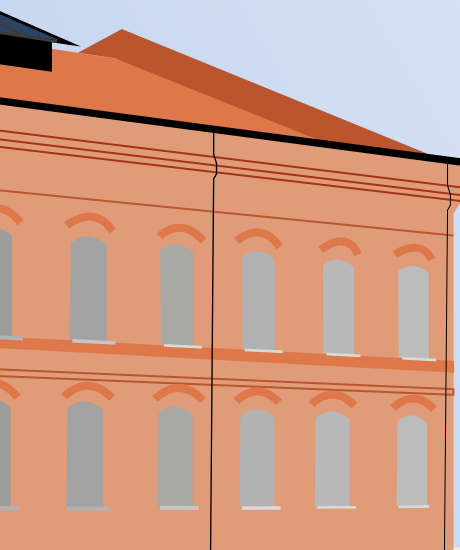
SUSTAINABLE STRATEGY AND SHARED VALUE

A variety of essential services and a business model designed to create long-term value for its shareholders through the creation of shared value.

The corporate purpose is the reference for defining the guidelines to the Hera Group's strategy. There are five strategic references that characterize the development path for generating shareholder value and creating shared value: profitability and financial sustainability; resilience to increasingly frequent and intense exogenous phenomena;

Corporate purpose has entered the bylaws and is the reference point for sustainability strategy and reporting.

carbon neutrality; resource regeneration; social equity and prosperity. The pursuit of these strategic references leverages the support offered by innovation and digitization. Sustainability thus pervades the strategy of Hera Group, and purpose-driven sustainability reporting supports its pursuit.



SHARED VALUE

Our approach to sustainability: creating SHARED VALUE

Since 2016, our approach based on integrating corporate social responsibility and sustainability into our company's strategy and management has been enriched with the perspective of creating shared value.

Creating shared value means generating earnings for the company and thus remunerating shareholders while at the same time generating **social and environmental benefits that meet the goals of the Global Agenda**. By Global Agenda we mean the set of global, European, national and regional policies priorities, notably the UN 2030 Agenda goals.

The Hera Group creates shared value through business activities that aim at:

- pursuing carbon **neutrality**;
- **regenerating resources** and closing the loop;
- enabling **resilience** and **innovation**.

Hera has always integrated corporate social responsibility and sustainability into its corporate strategy and management. This means that we take into account our stakeholders' expectations and concerns and minimise negative impacts by increasing positive effects for the environment and its stakeholders. Creating shared value is an important evolution of this approach, becoming an integral part of it and emerging as

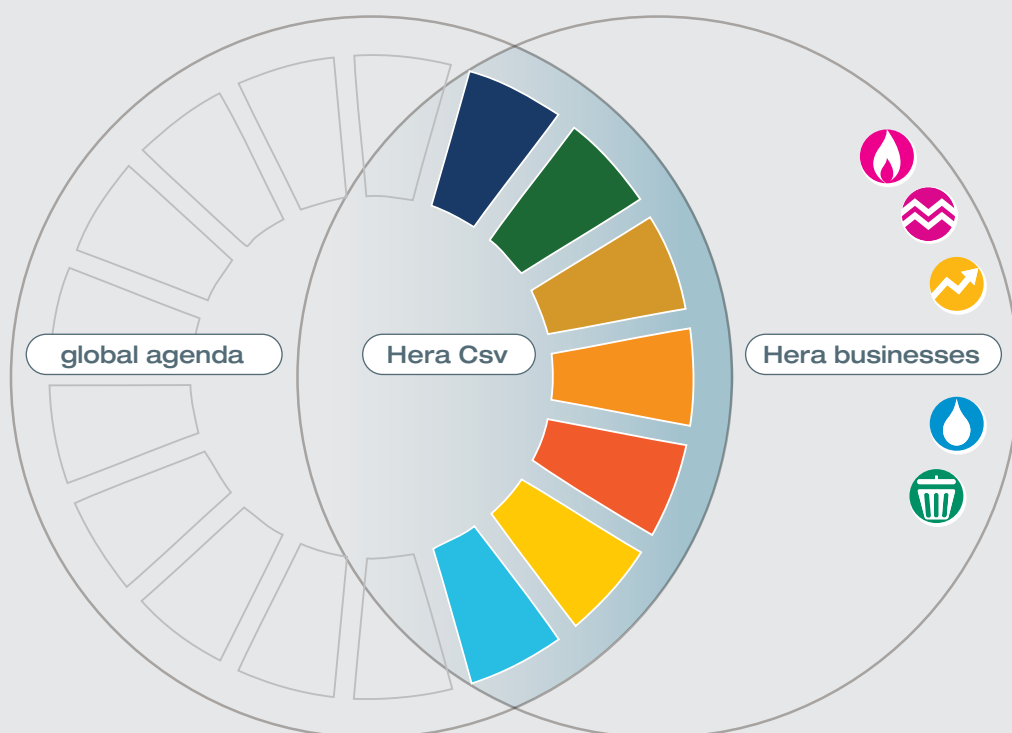
The Purpose in the Articles

In April 2021, the Shareholders Meeting approved the introduction of the concept of purpose - i.e., why Hera exists - into its Articles of Association. The new paragraph introduced in Article 3 "Duration and Purpose" reads as follows: The Company implements a business model aimed at **creating long-term value for its shareholders through the creation of shared value with its stakeholders**. To this end, the Company organises and carries out business activities that include the goal of fostering social equity and contributing to achieving carbon neutrality, regenerating resources and ensuring the resilience of the services managed, to the benefit of customers, the local ecosystem and future generations (Hera for the Planet, People and Prosperity).

a fundamental aspect of Hera's identity and purpose. For this reason, in 2021 **the concept of corporate purpose has been included in the articles of association**.

This strategic choice formalises, at the highest possible level, the company's commitment to responsible and long-term management, responding to the priorities of the Global Agenda and more generally to the social and environmental priorities of the communities toward which it operates.

The Articles updated in this way - in line with Borsa Italiana's new Corporate Governance Code and European best practices - allow the Hera Group to strongly affirm its commitment to the **energy transition** and the **circular economy** through innovation and digitalisation, as well as to the promotion of **social equity**. As the infographic below shows, Hera will be able to increase the creation of shared value by increasing the overlap between business activities and the Global Agenda priorities.



SHARED VALUE

Ebitda and investments

655.1 M€
CSV INVESTMENTS
76% of total investments



Since 2016, Hera has been measuring the creation of shared value through shared-value Ebitda (CSV Ebitda), i.e. the share of Ebitda deriving from business activities that generate social and environmental benefits in the three areas of shared value creation defined in its CSV framework.

In 2024, 54% of total Ebitda was shared-value Ebitda (with the target of reaching 66% in 2028): 857 million euro, 10% more than in 2023. Shared-value Ebitda is the most important indicator for measuring sustainability in the Group and is verified by external auditors.

In addition to CSV Ebitda, the Hera Group's investments that create shared value are also quantified and in 2024 accounted for 76% of total investments - 655.1 million euro - linked to the three CSV drivers: **Enabling resilience and innovation**, 359.4 million; **Regenerating resources and closing the loop**, 349.2 million; **Pursuing carbon neutrality**, 137.3 million*. The main investments are linked to the maintenance and resilience of electricity, gas and aqueduct distribution networks, management of the integrated water service, dissemination of innovative technologies linked to the energy transition and digital transformation, and projects for the transition towards a circular economy.

SHARED-VALUE (CSV) EBITDA*

2023	2024	2024 vs 2023
776.0 million euro	856.6 million euro	+80.6 million euro (+10%)
52% of total Ebitda	54% of total Ebitda	

The CSV framework consists of three drivers of change and nine impact areas, which in turn are linked to 11 UN Agenda goals to which the Group contributes. Of these, seven are priorities for the Hera Group because they are more directly related to its business activities and on which it has a direct impact. The other four are objectives on which the Group has an indirect impact.

*The total CSV Ebitda and investments do not correspond to the sum of the CSV Ebitda and investments of the individual drivers, due to activities affecting several components.

Drivers of change

470.2 million euro 30% of total Ebitda	319.4 million euro 20% of total Ebitda	279.4 million euro 18% of total Ebitda
drivers of change regenerating resources and closing the loop ENVIRONMENT	pursuing carbon neutrality ENERGY	enabling resilience and innovation LOCAL AREAS (and businesses)

impact areas

288.9 million euro
Sustainable management of water resources

147.6 million euro
Transition towards a circular economy

33.7 million euro
Protection of air, land and biodiversity



45.1 million euro
Promotion of energy efficiency

274.3 million euro
Energy transition and renewables



169.9 million euro
Resilience and adjustment

68.4 million euro
Innovation and digitisation

41.1 million euro
Economic development and social inclusion



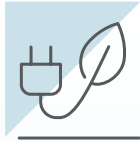
KEY INDICATORS OF SHARED VALUE

SHARED VALUE CREATION



Shared-value
Ebitda

PURSUING CARBON NEUTRALITY



Energy transition
and renewables



Climate change
mitigation

REGENERATING RESOURCES AND CLOSING THE LOOP



Transition towards
a circular economy



Sustainable
management of
water resources

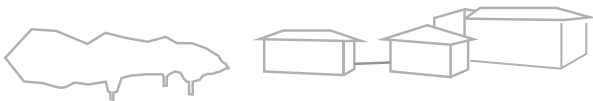
ENABLING RESILIENCE AND INNOVATION



Creating jobs
and development
of new skills



Resilience
and adjustment



2023

2024

2028

Shared-value Ebitda
(% of total Ebitda)

52%

54%

66%

Renewable electricity sold to free market customers*
(% of total volumes sold to free market)

43%

49%

58%

Renewable gases produced
(GWh)

80.6

95.4

147

Installed photovoltaic capacity
(owned, sold and at third parties) (MW)

18.4

19.1

300

Reduction in greenhouse gas emissions compared to 2019 with SBTi calculation methodology (%)**

-14%

-14%

-32%

Separate waste collection
(%)

72%

74%

78%

Plastic recycled by Aliplast
(thousands of tons)

84.6

83.9

158

Purified wastewater reusable/reused***
(% of total purified wastewater)

10%

12%

14%

Water users served in areas with Water safety plans
(% of total users served by aqueduct)

66%

76%

100%

Employees with digital transition skills
(% of total company population)

56%

63%

80%

Employees with energy transition skills
(% of total company population)

36%

46%

56%

Employees with environmental transition skills
(% of total company population)

32%

47%

56%

Districted aqueduct network
(%)

42%

47%

89%

Aqueduct network with predictive maintenance
(%)

78%

85%

99%

* Final figure for previous year has been updated based on the latest Gse data available at the time of preparation of this report. Data do not include Aresgas.

** Final figure for Scope 3 - methane gas sales does not consider transitory increases in volumes connected to gas services in the last resort market.

*** Water reused within the Group or in plants outside the Group and reusable indirectly for irrigation purposes in compliance of Legislative Decree 152/06.



what we said we would do...



Promotion of energy efficiency

-9% ENERGY CONSUMPTION

of the Group by 2027 and -10% by 2030 compared to 2013



Energy transition and renewables

152 MW PHOTOVOLTAIC POWER INSTALLED

on Hera sites and in other areas; 150 MW of photovoltaic power sold and from the development of energy communities by 2027

56% RENEWABLE ELECTRICITY

sold on the free market by 2027

184 GWh RENEWABLE GASES

produced by 2027 (200 GWh by 2030): 17 million m³ of biomethane and 770 tonnes of green hydrogen



Climate change mitigation

-37% GREENHOUSE GAS EMISSIONS

(Scope 1+2+3 from gas and electricity sales) by 2030 with SBTi method compared to 2019. Launch the Hera Net Zero project

PURSuing CARBON NEUTRALITY

Our environment as a heritage must be preserved and protected, and this lies at the core of our strategy geared towards creating shared value.

This is why we defined our Climate transition plan, which charts the path to net-zero emissions by 2050, with an intermediate step in 2030. Our goal is to reduce emissions by around 90% and to remove from the atmosphere the residual emissions, acting on three levels: reducing our own consumption (continuing to power with 100%



renewable electricity), and the footprint of our operations; offering solutions to accompany our customers in the energy transition; and continuing to invest in renewable energy. These actions not only reduce the emissions produced, but avoid producing new ones, combining economic growth and climate change mitigation.

what we did...

-8.0% ENERGY CONSUMPTION

of the Group as of 2024 (vs -7.6% as of 2023), compared to 2013, thanks to measures taken

19.1 MW PHOTOVOLTAIC POWER INSTALLED

as of 2024. Ongoing cooperation with municipalities and condominiums in developing renewable energy communities

49% RENEWABLE ELECTRICITY

sold on the free market in 2024 (42.6% in 2023)

95.4 GWh RENEWABLE GASES

produced in 2024 thanks to 10.1 million m³ of biomethane from organic waste. Work have started on the power-to-gas plant at the Bologna Corticella purification plant and the design of green hydrogen production facilities in Modena and Trieste

-14% GREENHOUSE GAS EMISSIONS

in 2024 compared to 2019. Climate transition plan at 1.5 °C published with the Hera Group's Net Zero commitment

what we will do...

-10% ENERGY CONSUMPTION

of the Group by 2028, compared to 2013

OVER 300 MW PHOTOVOLTAIC POWER

installed by 2028 (owned, sold and at third parties, such as energy parks and agrivoltaic systems), of which 177 MW on Hera sites

58% RENEWABLE ELECTRICITY

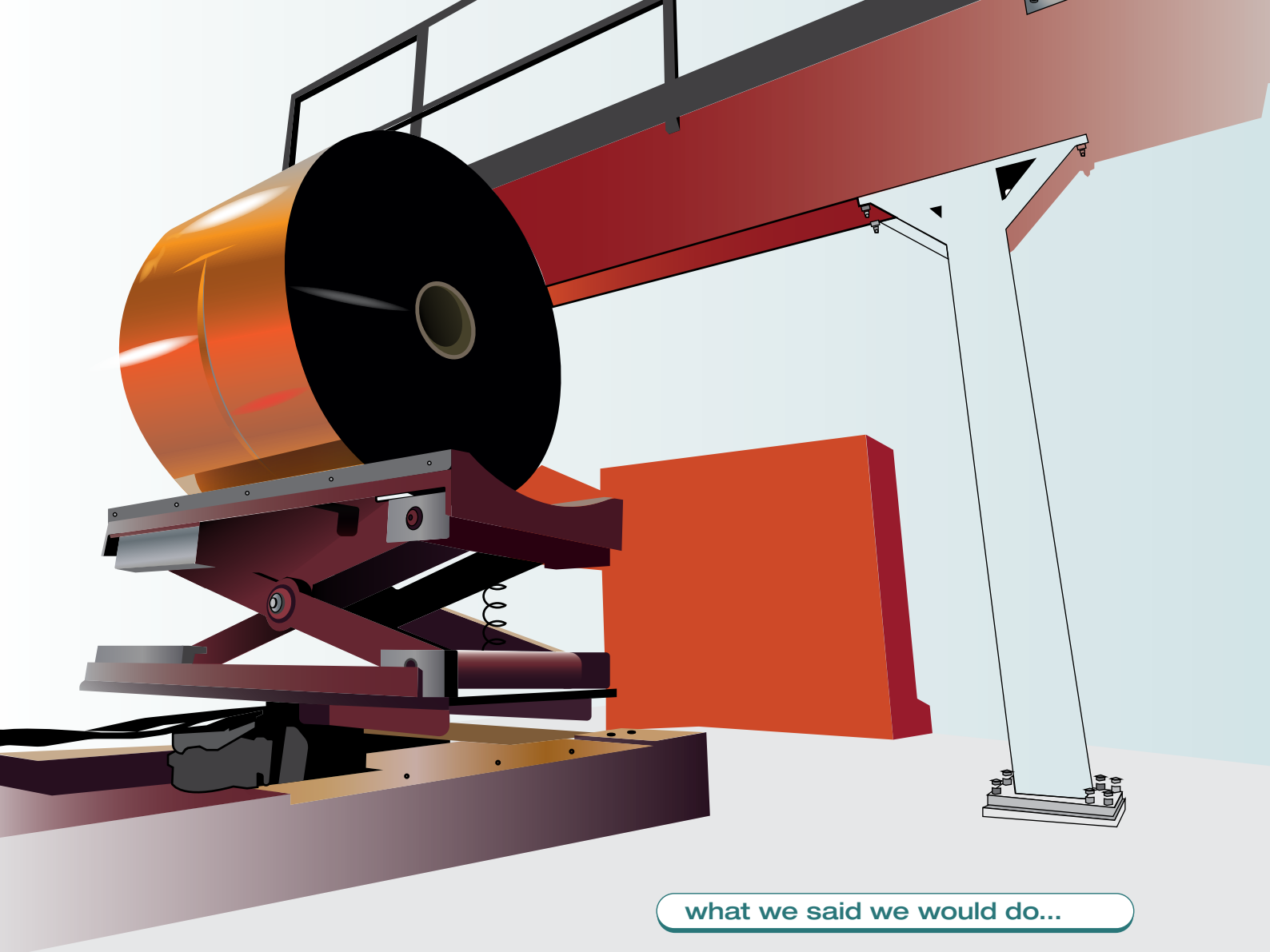
sold on the free market by 2028

147 GWh RENEWABLE GASES

produced by 2028: 12 million m³ of biomethane and 770 tonnes of green hydrogen

-32% GREENHOUSE GAS EMISSIONS

by 2028 with SBTi method compared to 2019 thanks to internal and pro-customer decarbonisation measures. Approximately 90% reduction by 2050 with removal of all residual emissions to achieve Net Zero



what we said we would do...



Transition towards a circular economy

78% SEPARATE WASTE COLLECTION

by 2027 (80% Hera, 68% AcegasApsAmga, 74% Marche Multiservizi)

+122% RECYCLED PLASTIC

by Aliplast by 2027, compared to 2017. Launch a plant for recycling rigid plastics in Modena in 2026 and one for recycling carbon fibre in Imola in 2024

-24% INTERNAL WATER CONSUMPTION

in 2027 compared to 2017

13.6% REUSABLE/REUSED WASTEWATER

by 2027 and 18% by 2030



Sustainable management of water resources

91% USERS SERVED

in areas with Water safety management plans by 2027

-8.6% LINEAR WATER LOSSES

by 2027 compared to 2022



Protection of air, land, and biodiversity

-

REGENERATING RESOURCES AND CLOSING THE CIRCLE

Acting as a driving force behind the transition towards a circular economy is part of our purpose.

We look towards the future of our stakeholders, focusing on recovery and regeneration across the board. On municipal waste, we have already exceeded the recycling targets set by the EU, sending a residual share of the waste to landfills, but not only that: over half of industrial waste is recovered in the form of material and energy. We do this with attention to air



quality, thanks to plants with emissions well below legal limits. We regenerate soil, reclaiming and reusing it for our new plants, and we have committed to reduce our water consumption and to promote the reuse and regeneration of wastewater, in a circular action that aims to limit the extraction of new resources from the environment.

what we did...

74% SEPARATE WASTE COLLECTION

in 2024 (77% Hera, 58% AcegasApsAmga, 73% Marche Multiservizi), up from 72% in 2023

+41% PLASTICS RECYCLED

by Aliplast in 2024, compared to 2017. Construction started on the rigid plastics recycling plant in Modena; carbon fibre recycling plant in Imola is now in industrial operation

-25.5% INTERNAL WATER CONSUMPTION

in 2024, compared to 2017 (vs. 21.5% in 2023) thanks to specific water-saving initiatives

11.9% REUSABLE/REUSED WASTEWATER

in 2024 (vs. 10% in 2023)

76% USERS SERVED

in areas with Water safety management plans in 2024 (vs. 66% in 2023)

8.4 LINEAR WATER LOSSES

m³/km of network/day in 2024 (Italian average in 2023: 18 m³/km/day)

what we will do...

78% SEPARATE WASTE COLLECTION

by 2028 thanks to the engagement of residents and businesses

+165% PLASTICS RECYCLED

by Aliplast by 2028, compared to 2017. By 2026: start up the Modena plant for rigid plastics recovery; build a second line of the carbon fibre recycling plant in Imola and a plant for recycling LDPE (low-density polyethylene)

-26.2% INTERNAL WATER CONSUMPTION

by 2028 compared to 2017

14.4% REUSABLE/REUSED WASTEWATER

by 2028

100% USERS SERVED

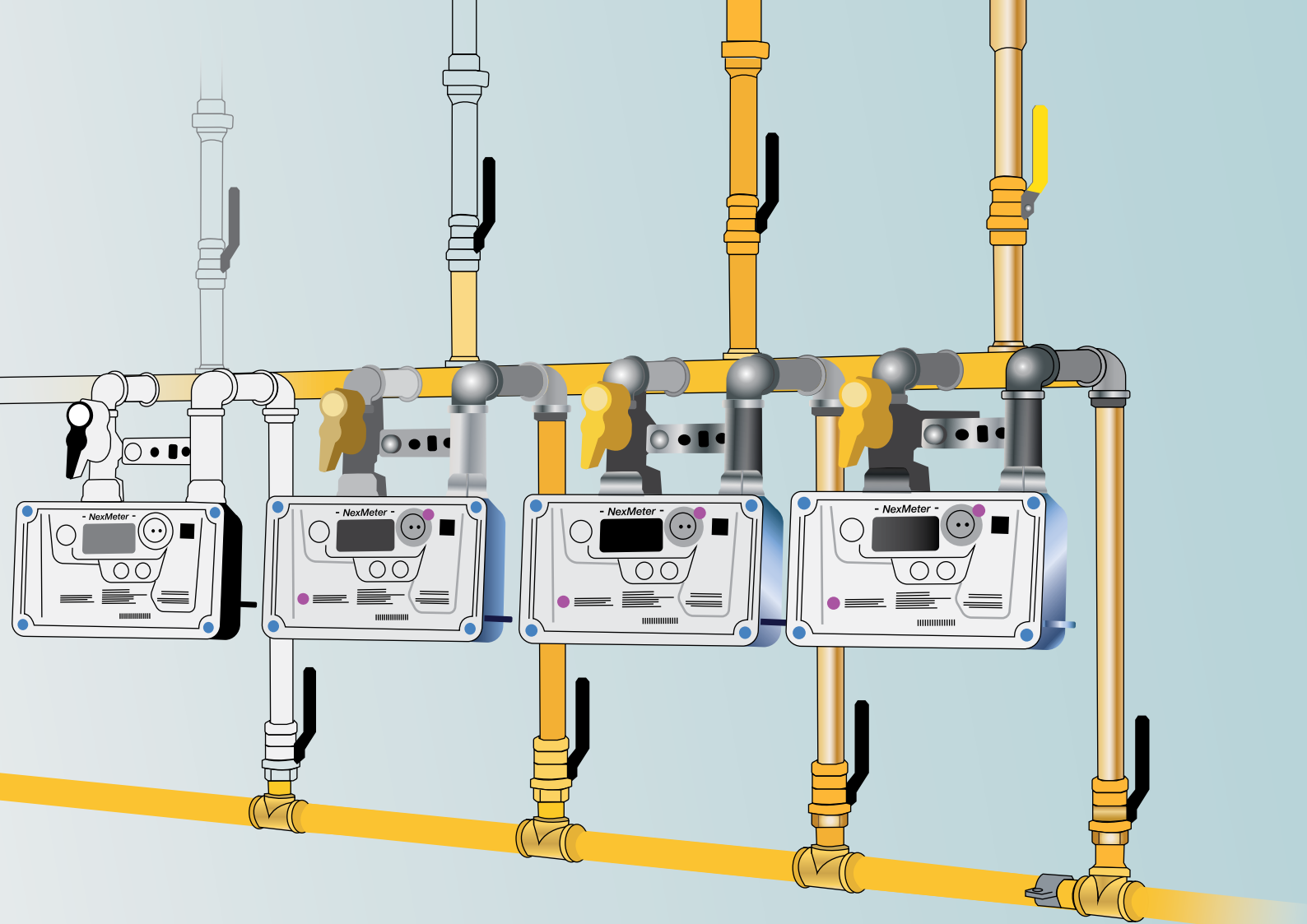
in areas with Water safety management plans by 2028, in line with European regulations

-10% LINEAR WATER LOSSES

by 2028 compared to 2024

>35% ELECTRIC VEHICLES

or biofuel-compatible (HVO - Hydrotreated Vegetable Oil) of the company fleet by 2028 (vs. 1% in 2024)



what we said we would do...



Innovation and digitisation

ARTIFICIAL INTELLIGENCE

develop solutions to improve service quality and promote more innovative services to customers, optimise asset management, and make processes more efficient and effective



Creating jobs and development of new skills

75% EMPLOYEES WITH DIGITAL SKILLS

and 53% with skills for the energy and environmental transitions by 2027

CONTINUE TO INCLUDE THE SOCIAL CLAUSE

to guarantee employment in contracts for networks emergency services and services related to customer management (internalisation excluded)



Resilience and adjustment

67.5 KM ELECTRICITY GRID UPGRADED

in 2024 (100% of the total Electricity resilience plan in the territory of Modena)

WATER SERVICE RESILIENCE

100% of network undergoing predictive maintenance and 73% of district-based network by 2027 (focus on containing network losses) in Emilia-Romagna and Triveneto territories

ENABLING RESILIENCE AND INNOVATING

For us, enabling resilience means contributing to the sustainable development of the local areas and communities we serve and facing the challenges that lie ahead, first and foremost climate change.

Every year we generate economic value that is mainly distributed to local stakeholders, and support customers in financial difficulty with instalments and other

what we did...

ARTIFICIAL INTELLIGENCE

new solutions developed in various areas in 2024, including searching for information on company systems and sites and digitising operational processes. Microsoft Copilot adopted by a growing corporate population in 2024 to promote the use of AI tools in everyday work

63% EMPLOYEES WITH DIGITAL SKILLS

in 2024. 46% and 47% of the company population have achieved skills for energy and environmental transitions respectively

18 TENDERS WITH THE SOCIAL CLAUSE

guaranteeing employment among the most significant tenders

63 KM ELECTRICITY GRID UPGRADED

by 2024, 91.2% of the overall Electricity resilience plan in the territory of Modena

WATER SERVICE RESILIENCE

100% network under predictive maintenance (vs 90% in 2023) and 53% district-based in 2024 (vs 49% in 2023) in Emilia-Romagna and Triveneto territories



initiatives. We have also always invested in stable, quality employment with a strong focus on the supply chain, aware of our significant impact in terms of induced employment. Innovation is an enabling factor for the environmental and digital transitions, and this is why we invest in new technologies and the development of the necessary skills.

what we will do...

ARTIFICIAL INTELLIGENCE

develop further cases of generative AI using advanced functionalities in different business processes

DIFFUSION OF OPEN INNOVATION

as a lever for innovation. Develop procedures with business units to accelerate the line from origination to execution

80% EMPLOYEES WITH DIGITAL SKILLS

and 56% of the company population with skills for energy and environmental transition by 2028. 62% with artificial intelligence skills by 2025

CONTINUE TO INCLUDE THE SOCIAL CLAUSE

in contracts for networks emergency services and customer-related services

67.5 KM ELECTRICITY GRID UPGRADED

by 2025 (100% of the total Electricity resilience plan in the territory of Modena). 12.3 km of grid upgraded in Bologna and Modena in 2025.

WATER SERVICE RESILIENCY

99% network under predictive maintenance (vs. 90% in 2023) and 89% district-based network by 2028 at a Group level



what we said we would do...



Value for stakeholders

EU TAXONOMY

59% of gross operating investments in 2023-2027 in eligible aligned activities

>2 BILLION EURO

the economic value distributed to local stakeholders by 2027



Governance and business conduct

DISSEMINATION OF THE CODE OF ETHICS

ongoing training for new employees with AlfabEtico, also involving employees as trainers



Dialogue with stakeholders

HERALAB

continue listening to and involving stakeholders on the topic of carbon neutrality. Launch the third edition of HeraLAB in two additional localities in 2024

GOVERNANCE AND VALUE FOR STAKEHOLDERS



The Hera Group is a multi-utility with a broadly diversified shareholder base and strong roots in the local areas in which it operates.

We have robust governance designed to generate value over time for our shareholders through the creation of shared value. Communicating with our stakeholders is part of our DNA and takes the shape of numerous consolidated initiatives. These include HeraLABs, local multi-stakeholder councils that address priority issues for communities, and periodic meetings with local authorities to meet their requests; environmental educa-

tion projects in schools to promote sustainability; and employee and customer satisfaction surveys aimed at improving the internal climate and service quality. Our relationship with investors and lenders is aimed at promoting sustainability, as is demonstrated by Hera's presence in several ESG stock exchange indices - including the Dow Jones Sustainability Index - and the Group's periodic issue of green or sustainability-linked bonds.

what we did...

EU TAXONOMY

55% of gross operating investments in eligible aligned activities in 2024

2.1 BILLION EURO

the economic value distributed to local stakeholders in 2024

DISSEMINATION OF THE CODE OF ETHICS

AlfabEtico training course continued for all new permanent employees in 2024

HERALAB

the third edition of HeraLAB started in the Ravenna area in 2024. The area in which to launch the second HeraLAB is still under assessment

what we will do...

EU TAXONOMY

55% of gross operating investments in 2024-2028 in eligible aligned activities

2.2 BILLION EURO

the average economic value distributed to local stakeholders over the five-year period 2024-2028

DISSEMINATION OF THE CODE OF ETHICS

give continuity to the training of new employees with AlfabEtico by involving workers as trainers: 900 workers trained by early 2026

HERALAB

continue listening to and involving stakeholders on the topic of carbon neutrality.
Launch HeraLAB in two local areas in 2025



what we said we would do...



Service quality

91% 2G ELECTRICITY METERS

installed by 2027, 60% of which made of recycled plastic

95% ELECTRONIC GAS METERS

installed and remote-controlled by 2027.

310 thousand NexMeters installed by 2027, 18% of total meters

310 THOUSAND SMART WATER METERS

installed by 2027, 21% of total meters



Safety and service continuity

GAS EMERGENCY RESPONSE

maintain the percentage of calls arriving within 60 minutes at a level significantly higher than Authority obligations



Customer relations

10 MINUTES AVERAGE WAITING TIME

at counters and 80 seconds at call centres

CUSTOMERS

Customers are key actors of change and it is also with them that we create shared value.

Our services aim at full compliance with commercial quality standards, involving more than 7.5 million residents, and are offered as part of a sustainable business model that pursues growth objectives while promoting social equity, resource regeneration and the transition to carbon neutrality.

This also translates into the adoption of circular economy principles and innovative technologies to guarantee the quality, continuity and safety of services for both businesses and households, with the ultimate goal of continuously improving business performance for the benefit of our customers.

what we did...

74% 2G ELECTRICITY METERS

installed by 2024 (42% in 2023), 50% of which made of recycled plastic

89% ELECTRONIC GAS METERS

installed and remote-controlled by 2024 (88% in 2023). 290 thousand NexMeters installed by 2024, 17% of total meters (vs. 250 thousand in 2023)

89 THOUSAND SMART WATER METERS

installed by 2024, 5.6% of total meters (vs. 7 thousand in 2023)

96.2% ARRIVAL AT THE PLACE OF CALL WITHIN 60 MINUTES

(vs. a service obligation of 90%)

9 MINUTES AVERAGE WAITING TIME

at counters and 38 seconds at call centres in 2024 (vs 12 minutes for calls and 59 seconds respectively in 2023)

what we will do...

92% 2G ELECTRICITY METERS

installed by 2028

97% ELECTRONIC GAS METERS

installed and remote-controlled by 2028. 523 thousand NexMeters installed by 2028, 31% of total meters

642 THOUSAND SMART WATER METERS

installed by 2028, 40% of total meters

GAS EMERGENCY RESPONSE

maintain the percentage of calls arriving within 60 minutes at a level significantly higher than Authority obligations

12 MINUTES AVERAGE WAITING TIME

at counters and 95% of successful calls to call centres in 2025



what we said we would do...



Employees

HEXTRA

continue the Group's commitment to develop new welfare initiatives dedicated to the individual well-being of workers



Managing skills and training / People development

≥26 AVERAGE HOURS OF TRAINING PER CAPITA

by 2027

≥40% INTERNAL MOBILITY

needs covered by internal mobility

INCLUSIVE LANGUAGE

continue awareness-raising activities with dedicated events and dissemination moments



Health and safety

10.4 ACCIDENT FREQUENCY RATE

in 2027. Continue with training and awareness-raising initiatives on the culture of safety with the active involvement of the corporate population. Carry out an awareness-raising event. Complete the installation of the variable message sign on the vehicles of the Networks Central Department

PEOPLE

Each person working for the Hera Group is a protagonist of its growth and participates in creating shared value.

We focus on people and support their professional and personal development along a path whose cornerstones are inclusion, gender equality, and attention to sustainability. The most important Group companies are certified for gender equality, the number of women in positions of responsibility is constantly growing, and the variable portion of remuneration is

linked to sustainability goals and the creation of shared value at all levels. The aim of combining economic prosperity, collective wellbeing and the protection of our planet is precisely what led to the Good Work Pact, a policy document developed with trade union organisations that outlines our concrete commitments to face this challenge together.

what we did...

HEXTRA

continued the Group's commitment to employee well-being also through new projects dedicated to health and prevention

30 AVERAGE HOURS OF TRAINING PER CAPITA

in 2024

40% INTERNAL MOBILITY

needs covered by internal mobility in 2024

INCLUSIVE LANGUAGE

carried out an awareness-raising event in 2024 aimed at all workers, followed by the dissemination of a document facilitating its application

9.5 ACCIDENT FREQUENCY RATE

in 2024 (10.2 in 2023). Training and awareness-raising initiatives on health and safety issues completed; new course in the training centre in Ferrara on safety launched; two awareness-raising events carried out

what we will do...

HEXTRA

continue the Group's commitment to develop new welfare initiatives dedicated to the individual well-being of workers

27 AVERAGE HOURS OF TRAINING PER CAPITA

in 2028 to implement the Learning plan to enhance diversified competences

≥40% INTERNAL MOBILITY

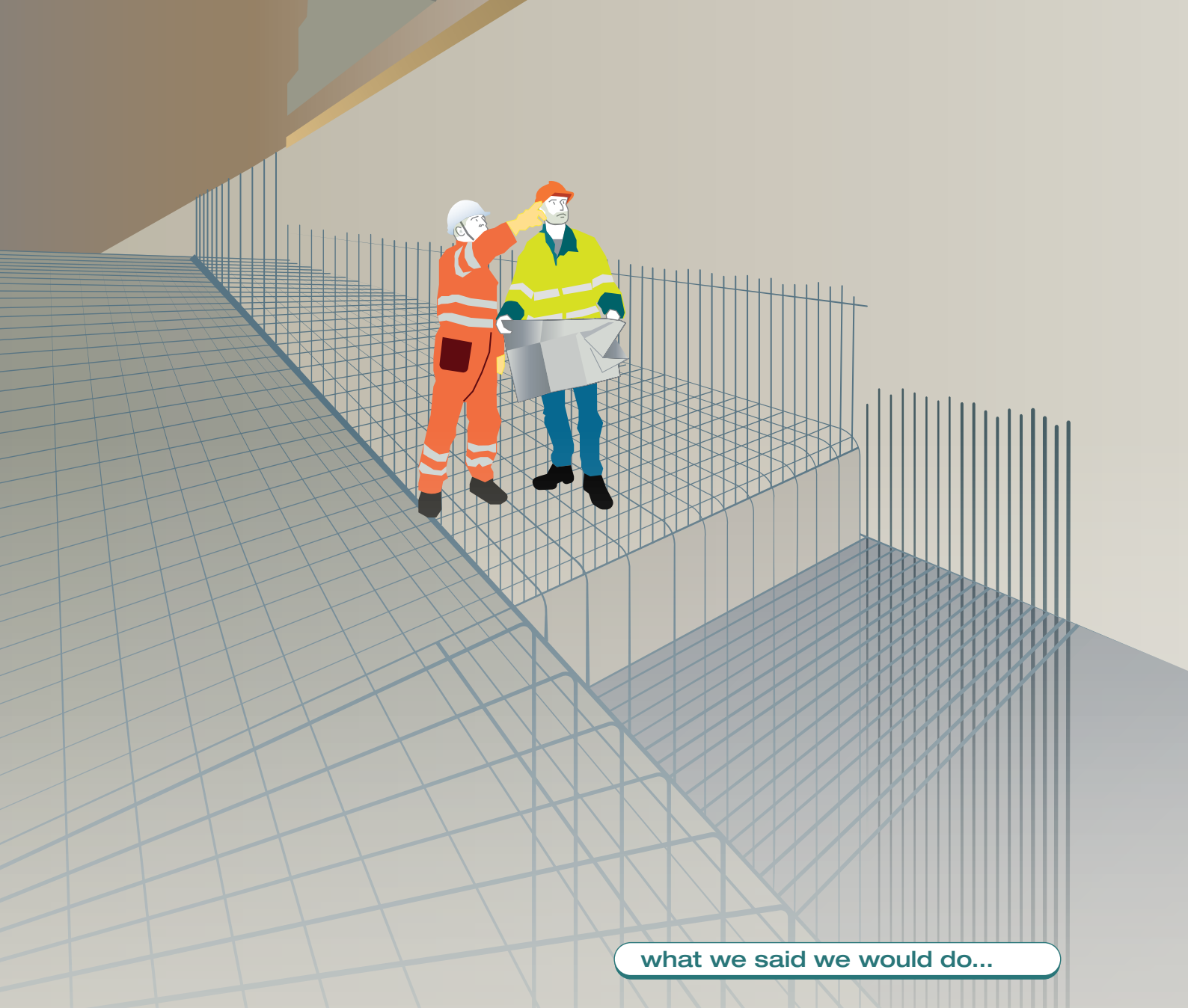
needs covered by internal mobility in 2025

INCLUSIVE LANGUAGE

implement four events for all employees in 2025. Implement the strategic plan as part of the certification pathway on gender equality

≤10 ACCIDENT FREQUENCY RATE

in 2028. Adopt further training and awareness-raising initiatives on the culture of safety including through new forms of communication and training. Continue with the planning and implementation of awareness-raising events



what we said we would do...



Suppliers

MONITORING SUPPLIERS' CORPORATE SOCIAL RESPONSIBILITY

towards their workers: in 2024, continue to systematically carry out audits at suppliers' sites and facilities deemed most critical



Qualification, selection and evaluation of suppliers

~40/100 AVERAGE SCORE

awarded to environmental and social sustainability aspects in contracts awarded on the basis of the most economically advantageous tender criterion

CAPACITY BUILDING

launch a capacity-building programme to stimulate the improvement of suppliers' ESG maturity level as well as technical and quality capabilities



Contract management

ANALYSE ALL ACCIDENT EVENTS

communicated by service and work providers. Report the respective accident indices

SUPPLIERS

Collaboration with suppliers is a strategic element for the creation of shared value, supported by a qualification system that monitors the level of ESG maturity along the value chain.

We select our partners also taking into account their sustainability profile, recognising the importance of certified management systems and taking the strictest environmental and social standards as our benchmark. We give priority to selecting our suppliers with the economically most advantageous offer method,

integrating environmental and social assessments with economic ones, and we intend to support them in improving their sustainability performance. This commitment underlines our determination to contribute to responsible and sustainable growth throughout the supply chain.

what we did...

MONITORING SUPPLIERS' CORPORATE SOCIAL RESPONSIBILITY

towards their workers: 39 audits/inspections carried out at suppliers' sites and facilities in 2024

37/100 AVERAGE SCORE

reserved for sustainability in contracts awarded on the basis of the most economically advantageous tender criterion in 2024

CAPACITY BUILDING

Hera_Pro_Empower programme launched to stimulate improvement in suppliers' ESG maturity level as well as in technical and quality skills. Supplier sustainability school launched: 5 training seminars on safety and CSR issues (500 suppliers involved)

16.6 ACCIDENT FREQUENCY RATE

of service and work providers (vs 22.3 in 2023): 179 accidents reported in 2024

what we will do...

MONITORING SUPPLIERS' CORPORATE SOCIAL RESPONSIBILITY

towards their workers: continue to systematically carry out audits at suppliers' sites and facilities deemed most critical

SIGNIFICANT AVERAGE SCORE

awarded to environmental and social sustainability aspects in contracts awarded on the basis of the most economically advantageous tender criterion

CAPACITY BUILDING

improve suppliers' EGS maturity and technical and quality capabilities by 2028 through the promotion of Hera_Pro_Empower and the Supplier sustainability school

ELABORATE A CODE OF CONDUCT

for suppliers in 2025 by directly involving them, stimulating awareness and growth on sustainability topics

ANALYSE ALL ACCIDENT EVENTS

communicated by service and work providers. Report the respective accident indices

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Subjects portrayed in the opening illustrations of the chapters:

Chapter 1: Hera Group headquarters, Bologna

Chapter 2: Biomethane and compost production plant, Spilamberto (Mo)

Chapter 3: Reel of flexible packaging recycled by Aliplast

Chapter 4: NexMeter meters

Chapter 5: Estense Castle in Ferrara

Chapter 6: Hera customer service desk

Chapter 7: Hazardous waste treatment plant, Castelfranco Di Sotto (Pi)

Chapter 8: Psbo construction site, Rimini

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