



2021

SUSTAINABILITY REPORT

Creating shared value
and involving stakeholders: the story
of a company committed to leaving a mark.
But not a footprint

LETTER TO STAKEHOLDERS

We significantly enriched our approach to sustainability reporting last year, and in so doing we were inspired by the three Ps: **Planet, People and Prosperity**. What we found in them was a perfect way to convey our purpose, covering both the importance of what we do and our urgent feeling that we must do it even better.

Adopting this outlook proved to be a very farsighted decision, all the more so within a global context in which, in the meantime, an energy crisis and a war in Ukraine have arisen alongside the climate crisis and the pandemic, further complicating the path of action to be taken under the Recovery Fund. Following up on this same choice, in 2021 we integrated our corporate purpose into the Hera Group's Articles of Association, crowning an evolution we pursued for years and leaving a mark that others, in the future, can take up and make their own.

To provide evidence of our commitment, this edition of our report offers a broad and detailed profile of our activities, which the reader may explore in greater depth using consolidated interpretational keys.

The most important of these undoubtedly lies in our **continuous creation of shared value**, corresponding to the amount of Ebitda deriving from business activities that also respond to the goals on the "Global Agenda" and the policies that are being increasingly implemented locally and across Europe. This indicator, which shows growth compared to 2020, **reached 571 million euro in 2021, corresponding to 47% of overall Ebitda**, supported by improvement in all target parameters in the three key areas of energy, the environment and local areas (and businesses).

Prolonging this trend is fundamental for us. By involving ever larger areas of our activities, it helps us face the growing complexity and the challenges of our time, first and foremost the ecological transition. In this area, at any rate, we can already report important results which – starting from the reduced emissions pursued through the **Science Based Targets initiative** methodology – project us with confidence into the next steps to be taken in the short, medium and long term. This will allow us to move towards even greater resilience in our assets and businesses, and in the communities served and the ecosystems involved.

At the same time, while carefully considering the concrete implementation of the PNRR, we believe it is important to reiterate that not all transitions are the same. The one we are working on, in particular, responds to the European principles of the so-called Just Transition and, as this report clearly shows, is achieved through an essential link between climate action and social inclusion, which are inextricably connected by the central and crucial role of people.

This is one of the reasons that S&P Global, which included us in the **Dow Jones Sustainability Index (DJSI)** for the second year in a row, recorded a further improvement in our ratings, confirming us as the world's best multi-utility in the Environment, Social and Governance (ESG) category. This recognition follows up on other international certifications that increase the strength of the long-standing call to action we have always addressed to all our stakeholders. Together with them, we will make all the difference that we must make, and we will continue to demonstrate this, ever better.



570.6
MILLION EURO
"shared value" Ebitda
generated
(47% of total Ebitda)



**ENERGY,
ENVIRONMENT,
LOCAL AREAS
(AND BUSINESSES):**
three drivers for
creating shared value



JUST TRANSITION
a new transition
model to put people
at the centre

TOMASO TOMMASI DI VIGNANO
Executive Chairman

STEFANO VENIER
CEO

NOT ONLY A SUSTAINABILITY REPORT

OUR REPORTS, BY TOPIC

 www.gruppohera.it/report

ENERGY FOR THE CLIMATE

MEETING THE CHALLENGE OF CLIMATE CHANGE,
AND OUR COMMITMENT



100%

RENEWABLE ELECTRICITY
FOR ALL RESIDENTIAL
CUSTOMERS

TRACKING WASTE

GIVING MORE VALUE TO
SORTED WASTE



90.5%

OF SORTED WASTE
RECOVERED

IN GOOD WATERS

ALL YOU WANTED TO KNOW (AND MORE) ABOUT
THE QUALITY OF ZERO KM WATER



99.9%

OF ANALYSES COMPLIANT
WITH LEGAL REQUIREMENTS

BUILDING THE FUTURE TOGETHER

THE REASONS WHY A TRULY SHARED VALUE
MUST BE CREATED TOGETHER



17

INITIATIVES TO BUILD
THE FUTURE TOGETHER

SEE ALSO...



- Complete Sustainability Report (DNF, pursuant to leg. Decree 254/16)
- CSV Report
- Hera for the climate (TCFD report)
- Data centre (2005-2021 results)

 bs.gruppohera.it





INTRODUCTION

SUSTAINABLE STRATEGY AND SHARED VALUE

570.6
MILLION EURO

**"SHARED VALUE"
EBITDA**
47% of total Ebitda
(+25% over 2020)



452.7
MILLION EURO

**"shared value"
INVESTMENTS,**
68% of total
investments



CORPORATE PURPOSE
creating shared value, now in the
Articles of Association (Shareholders
Meeting, 28 April 2021)



**SCIENCE-BASED TARGET
VALIDATED**
-37% by 2030, greenhouse gas emissions
compared to 2019



**DOW JONES SUSTAINABILITY INDEX
HERA WORLD'S
BEST MULTI-UTILITY**



CIRCULAR ECONOMY
Hera among the Ellen MacArthur
Foundation's partner companies



2021 HIGHLIGHTS

CREATING SHARED VALUE...

PURSUING CARBON NEUTRALITY



-11.6%

REDUCTION IN GREENHOUSE
GAS EMISSIONS VS 2019
WITH SBTI METHODOLOGY
(scope 1+2+3 downstream
electricity and gas sales)



8 MN M3
biomethane
produced and
eight projects
for developing
hydrogen and
increased
biomethane
production

100%

RENEWABLE ENERGY
for all free market residential
customers, 40% of total
energy sold



ENABLING RESILIENCE AND INNOVATING



882

PEOPLE FACING HARDSHIP
included on the job thanks
to supplies from social
cooperatives coming
to roughly 72 million euro



188

THOUSAND BILLS PAID
BY INSTALMENTS
with a value of 126.8 million euro
(-2% compared to 2020)



REGENERATING RESOURCES AND CLOSING THE CIRCLE



55% RECYCLED
municipal waste



80.9 THOUSAND TONS
of recycled plastic sold by Aliplast
(+36% compared to 2017)



-17%
INTERNAL WATER CONSUMPTION
compared to 2017

**OVER 82
MILLION EURO**

investments in innovation in three areas:
energy transition, circular economy
and digital transformation



...ALONGSIDE THE PROTAGONISTS OF CHANGE

GOVERNANCE AND CREATING VALUE

2,224

MILLION EURO
added value distributed
to local areas



588.7

MILLION EURO
total operating
investments



40%

of financial debt with
ESG INSTRUMENTS

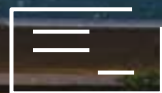


CUSTOMERS

73/100



**CUSTOMER
SATISFACTION**



-20%

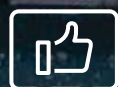
BELOW THE ITALIAN AVERAGE
cost of waste management
service for families

97.8%

OF CALLS TO THE
EMERGENCY GAS SERVICE
with arrival within 60 minutes



PEOPLE



71/100

WORKER SATISFACTION
results of an internal climate survey

10.3

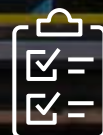
ACCIDENT FREQUENCY
RATE
(vs 12.6 in 2020)



96.5%

WORKERS
with permanent contacts

SUPPLIERS



78.8%

VALUE OF PUBLIC TENDERS
with the most economically advantageous
bid method

65.1%

OF TOTAL TENDERS
with the most economically
advantageous bid method



38/100

AVERAGE SCORE
assigned to sustainability out of all tenders



CREATING SHARED VALUE

PURSUING CARBON NEUTRALITY

100% RENEWABLE ELECTRICITY

for all free market residential customers, 40% of total electricity sold (excluding protected)

-6.8% ENERGY CONSUMPTION
reduction compared to 2013;
-7.3% with interventions already
planned



9%

NATURAL GAS SOLD

with compensation for CO₂ emissions
(out of total volumes, excluding
wholesalers, the default service and last
resort supply)



RENEWABLE ELECTRICITY
to power the activities managed.
Goal: 100% within 2023



23%

contracts with
ENERGY EFFICIENCY SOLUTIONS
(out of total contracts, excluding
those for protected, default and last
resort supply)

2.5

MILLION TONS
of greenhouse
gas avoided



8 MILLION M3
OF BIOMETHANE PRODUCED
and eight projects for developing
hydrogen and increased
biomethane production

-11.6%

GREENHOUSE GAS EMISSIONS VS 2019
WITH SBTi CALCULATION METHODOLOGY
(scope 1+2+3 downstream electricity and gas sales)



OBJECTIVES

WHAT WE SAID WE WOULD DO...

Promoting energy efficiency

-7% **GROUP ENERGY CONSUMPTION** by 2024 compared to 2013

42% **ENERGY EFFICIENCY** customers in 2024 with energy efficiency offers or with the Consumption Log (excluding Estenergy and subsidiaries)



>65% **LAMPS WITH LED LIGHT BULBS** by 2024. Continue energy efficiency measures in public lighting (replacement of lamps with LED light bulbs)



Energy transition and renewables

>15 MILLION M3 biomethane produced by 2024 and over 30 million by 2030, through new anaerobic digestion plants for the organic portion of sorted waste collected. Launch initiatives to develop hydrogen as an energy vector



Offsetting climate change

37% **GREENHOUSE GAS EMISSIONS** reduction in emissions (scope 1+2+3, downstream electricity and gas sales) by 2030 with SBTi method, compared to 2019 figures



RESULTS

WHAT WE DID...

-6.8% **ENERGY CONSUMPTION** in 2021 thanks to the measures introduced



23% **ENERGY EFFICIENCY** customers in 2021 with energy efficiency offers or with the Consumption Log, vs 20.2% in 2020 (including Estenergy and subsidiaries)



39% **LAMPS WITH LED LIGHT BULBS** in 2021 (vs 34% in 2020). 190 Tons saved thanks to interventions in public lighting carried out in 2021



8 MILLION M3 biomethane produced in 2021. Ongoing authorisation procedures for the construction of two new plants; eight initiatives launched to develop of hydrogen as an energy vector



-11.6% **GREENHOUSE GAS EMISSIONS** in 2021 compared to 2020



FUTURE TARGETS

WHAT WE WILL DO...

-8% **GROUP ENERGY CONSUMPTION** by 2025 and -10% by 2030 compared to 2013

28% **ENERGY EFFICIENCY** customers in 2025 and 34% in 2030 with energy efficiency offers or with the Consumption Log (including Estenergy and subsidiaries)



57% **LAMPS WITH LED LIGHT BULBS** in 2025. Continue energy efficiency measures in public lighting (replacement of lamps with LED light bulbs)



BIOMETHANE, HYDROGEN, PHOTOVOLTAIC

17 million m3 of biomethane produced by 2025 and over 30 million by 2030. Continue with hydrogen development initiatives. Internal and external development of photovoltaics



37% **GREENHOUSE GAS EMISSIONS** reduction in emissions (scope 1+2+3 downstream electricity and gas sales) by 2030 with SBTi method, compared to 2019 figures



✓ Results achieved or in line with those planned - Other objectives, results and future targets on the following pages and on bs.gruppohera.it



6 ACQUA PULITA E SERVIZI IGIENICO-SANITARI



11 CITTÀ E COMUNITÀ SOSTENIBILI



12 CONSUMO RESPONSABILE



17 PARTNERSHIP PER GLI OBIETTIVI



14 VITA SOTTOACQUA

CREATING SHARED VALUE

REGENERATING RESOURCES AND CLOSING THE CIRCLE



municipal waste collected and disposed of in landfills

3.5%

EU 2035 GOAL ALREADY REACHED
(23% Italian average in 2021)



-17%

INTERNAL WATER CONSUMPTION
compared to 2017



6%

REUSABLE WASTEWATER
in 2021 (8.5% by 2025)



78%

SOIL REUSED
in 2018-2021 in creating infrastructures

65.3%

SORTED WASTE
in an area with 3.2 million inhabitants



-86%

COMPARED TO THE LEGAL LIMIT
for emissions from WTE plants
-99% of the PM₁₀ limit in the Imola plant



55%

RECYCLING RATE FOR MUNICIPAL WASTE
EU 2025 goal already reached

9.9

NON-INVOICED WATER
(m³/km of the network/day) losses in the civil aqueduct (22 m³/km of the network/day, Italian 2019 average)

80.9

THOUSAND TONS OF RECYCLED PLASTIC
sold by Aliplast (+36% compared to 2017)

OBJECTIVES

WHAT WE SAID WE WOULD DO...

Transition towards a circular economy

75%

SORTED WASTE

by 2024, thanks to initiatives including strong investment focused on citizen and business engagement



>75%

OF PACKAGING RECYCLED

by 2024 and 67% of overall municipal waste recycled by 2030 (higher than the EU's 2030 goals)



-17%

INTERNAL WATER CONSUMPTION

by 2024 and 25% by 2030 compared to 2017 consumption



Sustainable management of water

77%

USERS SERVED

with the Water safety management plan by 2024

Air, soil and biodiversity protection

256

THOUSAND M3 OF SOIL REUSED

in 2021-2024 in planning, creating and enhancing infrastructures (66% of total soil involved by 2024)



>300

PUBLIC RECHARGING STATIONS

installed by 2024 for electric mobility in cities

RESULTS

WHAT WE DID...

65.3%

SORTED WASTE

in 2021 (stable compared to 2020, due to regulatory changes) (65.9% Hera, 57% AcegasApsAmga, 73% Marche Multiservizi)



73%

OF PACKAGING RECYCLED

in 2020 (72% in 2019). Overall recycling rate 55% in 2020. The 2021 data will be reported in "Tracking Waste"



-17%

INTERNAL WATER CONSUMPTION

in 2021 compared to 2017 consumption due to specific activities in water saving



23%

USERS SERVED

with the Water safety management plan in 2021 (vs 13% in 2020)



30

THOUSAND M3 OF SOIL REUSED

in 2021 in creating infrastructures (61% of total soil involved)



194

PUBLIC RECHARGING STATIONS

installed in 2021 for electric mobility in cities (as against 104 at the end of 2020)



FUTURE TARGETS

WHAT WE WILL DO...

76%

SORTED WASTE

by 2025 thanks to initiatives including strong investment focused on citizen and business engagement (77% Hera, 70% AcegasApsAmga, 73% Marche Multiservizi)



76%

OF PACKAGING RECYCLED

by 2025 and >80% by 2030 (higher than the EU's 2030 goals)



-20%

INTERNAL WATER CONSUMPTION

by 2025 and 25% by 2030 compared to 2017 consumption



57%

USERS SERVED

with the Water safety management plan by 2025 and 100% by 2030

>70%

OF SOIL REUSED

in 2018-2025 in creating infrastructures



4

THOUSAND PUBLIC AND PRIVATE RECHARGING STATIONS

installed by 2025 for electric mobility

✓ Results achieved or in line with those planned - Other objectives, results and future targets on the following pages and on bs.gruppohera.it



CREATING SHARED VALUE

ENABLING RESILIENCE AND INNOVATING



67% VALUE OF LOCAL SUPPLIERS
(807 million euro in 2021)



SOS-HERA-SUPPORT: AN ONLINE GUIDE
with all the special offers available to
customers facing economic hardship



100 MUNICIPALITIES

with whom a Memorandum of understanding
has been signed to prevent supply suspension
for families facing economic hardship



188 THOUSAND BILLS
paid by instalments, totalling 126.8
million euro (-2% compared to 2020)



882 DISADVANTAGED PEOPLE
included thanks to supplies from social
cooperatives, totalling over 72 million euro



CORPORATE DIGITAL RESPONSIBILITY
new framework for reporting on
digitalisation initiatives confirmed

> 82 
MILLION EURO

INVESTMENTS
in innovation in three
areas: energy transition,
circular economy and digital
transformation



77% **EMPLOYEES**
involved in remote
working (excluding
manual labourers)

OBJECTIVES

WHAT WE SAID WE WOULD DO...

Broader use of innovation and digitalisation

49%

CUSTOMERS WITH E-BILLING

44% customers making use of online services by 2024 (excluding Estenergy and subsidiaries).



CONTINUE IMPLEMENTING DATA ANALYTICS AND ARTIFICIAL INTELLIGENCE PROJECTS, supporting the circular economy and the energy transition. Go ahead developing an integrated system for digital transformation projects and initiatives (Corporate Digital Responsibility)

Developing employment and new skills

CONTINUE TO USE THE SOCIAL CLAUSE

to guarantee employment in contracts for emergency services on networks and those linked to customer management

RAISE AWARENESS ON VALORISING DIVERSITY AND INCLUSION

continue with events and initiatives (inclusive language and STEM issues)

Resilience and adaptation

RESILIENCE IN POWER GRIDS

- carry out 13 further interventions in 2021, bringing the adequate network to 22 km (33% of the total electricity resilience plan);
- build the Modena Est primary substation in 2021

RESILIENCE IN THE AQUEDUCT SERVICE

- innovative research initiatives to detect water network leaks;
- interventions to optimise
- tapping, network interconnection and enhancing sources;
- development of a system for monitoring and forecasting water availability and state of emergency

RESULTS

WHAT WE DID...

31%

CUSTOMERS WITH E-BILLING

27% customers making use of online services in 2021(excluding Estenergy and subsidiaries).



CONTINUE IMPLEMENTING PROJECTS

in data analytics and artificial intelligence in all Group sectors. Ongoing work in reporting on digital transformation initiatives, following the CDR framework



22 YENDERS WITH SOCIAL CLAUSE USED, among the most important, to guarantee employment



ORGANISE ON-LINE MEETINGS

internal and external on diversity and inclusion issues



12 POWER GRID RESILIENCE INTERVENTIONS

implemented in 2021 as part of the resilience plan for power grids in Modena:

- 21 interventions carried out out of the 54 planned and 19 km of network upgraded (28% of the overall plan);
- Modena Est primary substation completed

RESILIENCE IN THE AQUEDUCT SERVICE

- developed water network leak detection with innovative initiatives;
- developed, with the University of Bologna and Arpa, a platform for monitoring sources for a better understanding of drought risk

FUTURE TARGETS

WHAT WE WILL DO...

41%

CUSTOMERS WITH E-BILLING

41% customers making use of online services by 2025 (excluding Estenergy and subsidiaries)



DATA STRATEGY PROCESSES

drawing up Guidelines for the Group's data strategy framework and processes

CONTINUE TO USE THE SOCIAL CLAUSE

to guarantee employment in contracts for emergency services on networks and those linked to customer management (cases of internalisation excluded)

RAISE AWARENESS ON VALORISING DIVERSITY AND INCLUSION

continue with events and initiatives (inclusive language and STEM issues)

RESILIENCE IN POWER GRIDS

36.8 km of network upgraded by 2022, equivalent to 54.5% of the overall electricity resilience plan in Modena

RESILIENCE OF THE AQUEDUCT SERVICE

- optimisation of the tapping phase;
- monitoring wells and developing of predictive algorithms to determine drought risk;
- adoption of new technologies to support leak detection

✓ Results achieved or in line with those planned - Other objectives, results and future targets on the following pages and on bs.gruppohera.it

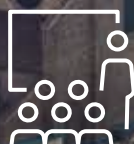
ALONGSIDE THE PROTAGONISTS OF CHANGE

GOVERNANCE AND CREATING VALUE



CORPORATE PURPOSE

creating shared value included
in the Articles of Association
(Shareholders Meeting, 28 April 2021)



CODE OF ETHICS

all new employees trained on principles
and values through the AlfabEtico initiative

2,224

MILLION EURO

added value distributed to
local areas



588.7
MILLION EURO

TOTAL OPERATING
INVESTMENTS



40%

OF DEBT FINANCED
WITH ESG INSTRUMENTS

+317%

TOTAL SHAREHOLDERS'
RETURN
compared to original listing
in 2003

100%



WASTE TREATED
in plants with Iso 14001
environmental certification

96%

ENERGY
CONSUMED



in companies
WITH ISO 50001
CERTIFICATION

OBJECTIVES

WHAT WE SAID WE WOULD DO...

Economic value for stakeholders

1,900 MILLION EURO APPROXIMATE ADDED VALUE for stakeholders by 2024 (+14% compared to 2020)



3.2 BILLION EURO INVESTMENTS made between 2020 and 2024



Shareholders Sustainability and risk management / Shareholders and lenders

CONTINUE WITH INCREASING FOCUS ON ANTICIPATING, MITIGATING AND HEDGING RISKS
arising from climate change, also with a view to guaranteeing the service continuity

NEW FUNCTION FOR THE RISK COMMITTEE
which as of 2021 considers climate change risk as relevant.
Continued activities to manage climate change risks

INCREASE ESG DEBT INSTRUMENTS
(ESG bonds coming to 40% of total bonds issued by 2021)

UPDATING THE GROUP'S CODE OF ETHICS
starting from the corporate purpose included in the Articles of Association and involving all employees

Communication with stakeholders

UPDADTE THE HERALAB MODEL
continuity in listening to and involving local stakeholders.
Implement, within 2022, 5 local HeraLAB initiatives in the Rimini area and 3 initiatives in Bologna

HERALAB MODEL UPDATED
HeraLABs in Modena and Cesena concluded. two of the eight initiatives expected for the Rimini and Bologna HeraLABs completed. The remaining six replanned in 2022

LAUNCH THE NEW HERALAB MODEL
continuity in listening to and involving local stakeholders, by launching HeraLABs in two areas.
Implement local activities



RESULTS

WHAT WE DID...

1,764 MILLION EURO ADDED VALUE for stakeholders in 2021



588.7 MILLION EURO INVESTMENTS made in 2021 (+10% compared to 2020)



FUTURE TARGETS

WHAT WE WILL DO...

2,000 MILLION EURO APPROXIMATE ADDED VALUE for stakeholders by 2025 (+13% compared to 2021)



3.8 BILLION EURO INVESTMENTS made between 2021 and 2025



ALONGSIDE THE PROTAGONISTS OF CHANGE

CUSTOMERS



73/100

**CUSTOMER
SATISFACTION**



32
SECONDS

**SECONDS AVERAGE
RESPONSE TIME**

to calls from residential
customers to the Group's
call centres

-27%

BELOW THE ITALIAN AVERAGE
the cost of municipal waste
for non-household users



-20%

BELOW THE ITALIAN AVERAGE
the cost of the municipal
waste service for households



**42% HERA'S SHARE
OF BILLS**

the remainder is made up of raw
materials (33%) and taxes
and charges (25%)



80

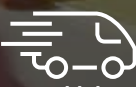
**THOUSAND NEXMETER
METRES INSTALLED**

in Ferrara, Modena and Udine.
More safety and less methane
gas leaks

97.8%

**CALLS TO GAS
EMERGENCY SERVICES**

with arrival within 60 minutes, higher
than service requirements (90%)



99.7%

**RESPECT FOR QUALITY
STANDARDS**

set by the Authority
for four services

OBJECTIVES

WHAT WE SAID WE WOULD DO...

Service quality

88%



**NEXT-GENERATION
ELECTRICITY METRES**
installed by the end
of 2024

GUARANTEE COMPLIANCE WITH COMMERCIAL QUALITY STANDARDS

in the gas, electricity, water and district
heating services, in line with 2020

Safety and service continuity

QUICK RESPONSE IN GAS SERVICES:

maintain a level significantly above Arera's
requirements for the percentage of calls
with arrival within 60 minutes



OVER 300

**THOUSAND NEXMETER
GAS METRES**
installed by the end
of 2024



Customer relations

≤10

**MINUTES, AVERAGE WAITING
TIME AT HELP DESKS**
and 30 seconds, average
waiting time at call
centres



RESULTS

WHAT WE DID...

3.6%



**NEW-GENERATION
ELECTRICITY METRES**
installed by the end
of 2021 (installation
began in 2021)

99.7%

**COMPLIANCE WITH
COMMERCIAL QUALITY
STANDARDS,**
in line with 2020



97.8%

**ARRIVALS ON THE
LOCATION OF THE CALL**
within 60 minutes
(service requirement:
90%)



80

**THOUSAND NEXMETER
GAS METRES**
installed in Ferrara,
Modena and Udine



5.7

**MINUTES, AVERAGE WAITING
TIME AT HELP DESKS**
in 2021, 32 seconds,
average waiting time
at call centres



FUTURE TARGETS

WHAT WE WILL DO...

98%



**NEXT-GENERATION
ELECTRICITY METRES**
installed by the end
of 2025, of which 50%
made of recycled plastic

GUARANTEE COMPLIANCE WITH COMMERCIAL/ CONTRACTUAL QUALITY STANDARDS

in the gas, electricity, water and district
heating services, in line with 2021

QUICK RESPONSE IN GAS SERVICES:

maintain a level significantly above Arera's
requirements for the percentage of calls
with arrival within 60 minutes



OVER 300

**THOUSAND NEXMETER
GAS METRES**
installed by the end
of 2025 (18% of total
gas metres), of which
200 thousand made of
recycled plastic



≤10

**MINUTES, AVERAGE WAITING
TIME AT HELP DESKS**
and 30 seconds, average
waiting time at call
centres



ALONGSIDE THE PROTAGONISTS OF CHANGE

PEOPLE



10.3



ACCIDENT FREQUENCY
RATE

(12.6 in 2020)



30.3 HOURS

OF TRAINING
PER CAPITA

(26 in 2020)



71/100

WORKER SATISFACTION
according to an internal
climate survey

96.5%

WORKERS WITH
PERMANENT
CONTRACTS CHECK
THE ITALIAN



1,782

PEOPLE HIRED
on permanent contracts
in 2019-2021



30.5% WOMEN IN ROLES OF RESPONSIBILITY

40.1% IN CAREER ADVANCES
(excluding blue-collar workers)

38%

OF VARIABLE REMUNERATION
for managers and middle
managers linked to
sustainability objectives,
24% to creating shared value

5.3

MILLION EURO

used by employees with Hextra,
the welfare plan with 99% employee
participation

HERA
AMONG TOP
EMPLOYERS

twelfth year of
certification for best
workplaces



OBJECTIVES

WHAT WE SAID WE WOULD DO...

Workers

HERASOLIDALE

continue promoting the fourth edition of HeraSolidale in 2021, to reach the objectives of the 7 partner organisations through donations made by employees, customers and the company

Managing skills and training

22.5

HOURS PER CAPITA OF TRAINING

in 2021. Implement MyAcademy, the new online training platform that allows all employees to personalise their own learning experience



Welfare

HEXTRA

promote the new welfare portal, partially thanks to the creation of a dedicated Hextra app, to increase the opportunities available to workers. Include a new psychological, physical and financial wellbeing plan

Health and safety

10.6

WORKPLACE ACCIDENT FREQUENCY

further reduction in workplace accident frequency in 2024. Continue with training and awareness-raising initiatives on the Importance of safety. Gradually extend the use of the Man on the ground app in activities with lone worker risk



RESULTS

WHAT WE DID...

250

THOUSAND EURO DONATED to partners in the fourth edition of HeraSolidale



30.3

HOURS PER CAPITA OF TRAINING

provided on average in 2021. MyAcademy, the Group's new online training platform, launched: a single digital environment with continuously updated content and customisation possibilities



HEXTRA

promoted the corporate welfare system, including the launch of a new technological platform and a mobile app. New initiatives included, with free services and conventions in the field of psychological, physical and financial wellbeing



10.3

WORKPLACE ACCIDENT FREQUENCY

in 2021 (as against 12.6 in 2020). Importance of safety initiative continued and Man on the ground app tested at HeraTech laboratories



FUTURE TARGETS

WHAT WE WILL DO...

HERASOLIDALE

Continue promoting the fourth edition of HeraSolidale, to reach the objectives of the seven partner organisations through donations made by employees, customers and the company. Plan the fifth edition in 2022

25

HOURS PER CAPITA OF TRAINING

in 2022. Consolidate the role of the platform MyAcademy and continue with the initiative that allows employees to dedicate one working day to their own professional development



HEXTRA

continue developing a corporate culture aimed at further reinforcing the concept of individual wellbeing (psychological, physical and financial) and enlarge the range of services offered

10.2

WORKPLACE ACCIDENT FREQUENCY

in 2025. Continue training and awareness-raising initiatives on the Importance of safety. Gradually extend the use of the Man on the ground app in activities with lone worker risk



✓ Results achieved or in line with those planned - Other objectives, results and future targets on the following pages and on bs.gruppohera.it

ALONGSIDE THE PROTAGONISTS OF CHANGE

SUPPLIERS



SUPPLIES
FROM CERTIFIED
COMPANIES

38%
Sa 8000

59%
Iso 45001

67%
Iso 14001/Emas

78.8%

VALUE OF PUBLIC TENDERS
with the most economically
advantageous bid method



WORKPLACE CONDITIONS
MONITORING:

38 audits of suppliers, of which 8 in
their facilities and 30 in Hera work sites

65.1%

OF TOTAL TENDERS
with the most economically
advantageous bid method

38/100

AVERAGE SCORE

assigned to sustainability
in tenders to select
suppliers (total tenders)



22

SUPPLIERS

invited on average
to negotiated tenders: open
and transparent competition

RESPONSIBLE SUBCONTRACTING

employment protection clauses in 22 tenders (confirmation
of clauses limiting the percentage of reductions and
authorizing the use of agency-provided work)

9.5%

VALUE OF TENDERS

assigned in 2021 related
to circularity criteria

OBJECTIVES

WHAT WE SAID WE WOULD DO...

Suppliers

MONITOR SUPPLY COMPANIES' SOCIAL RESPONSIBILITY

towards their employees: carry out at least 30 supplier audits (offices and work sites) in 2021



Qualification, selection and evaluation of suppliers

CONTINUE TO ASSIGN A SIGNIFICANT SCORE FOR ASPECTS OF ENVIRONMENTAL AND SOCIAL SUSTAINABILITY

in tenders using the criterion of the economically most advantageous bid



CONTINUE TO VALORISE QUALITY, SAFETY, ENVIRONMENTAL AND SOCIAL RESPONSIBILITY

management systems in choosing suppliers



Contract management

75%

THE VALUE OF SERVICE AND LABOUR SUPPLY with workplace accident monitoring in 2021



RESULTS

WHAT WE DID...

MONITOR SUPPLY COMPANIES' SOCIAL RESPONSIBILITY

towards their employees: over 20 evaluation questionnaires collected and 38 supplier audits carried out (offices and work sites) in 2021



38/100

AVERAGE SCORE

riservato agli aspetti di sostenibilità nelle gare effettuate nel 2021 con il criterio dell'offerta economicamente più vantaggiosa



CONTINUE TO VALORISE CERTIFIED MANAGEMENT SYSTEMS IN 2021:

86.8% of the value of supplies from suppliers with Iso 9001, 67.2% Iso 14001/Emas, 59.4% Iso 45001, 38.2% Sa 8000



84%

THE VALUE OF SERVICE AND LABOUR SUPPLY

with workplace accident monitoring in 2021



FUTURE TARGETS

WHAT WE WILL DO...

MONITOR SUPPLY COMPANIES' SOCIAL RESPONSIBILITY

towards their employees: carry out at least 30 supplier audits (offices and work sites) in 2022



~35/100

AVERAGE SCORE

assigned for aspects of environmental and social sustainability in the tenders held using the criterion of the economically most advantageous bid



CONTINUE TO VALORISE QUALITY, SAFETY, ENVIRONMENTAL AND SOCIAL RESPONSIBILITY

management systems in choosing suppliers



ANALYSE ALL ACCIDENT EVENTS

reported by service and work providers. Report on the related accident rates



✓ Results achieved or in line with those planned - Other objectives, results and future targets on the following pages and on bs.gruppohera.it

Hera Spa

Sede legale: Viale C. Berti Pichat 2/4 - 40127 Bologna
tel.: +39.051.28.71.11 fax: +39.051.28.75.25

www.gruppohera.it

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