



People

Annex – Data Center

Number of incidents of discrimination and harassment

Qty	2019	2020	2021	2022
Number of incidents of discrimination and harassment	0	0	0	0

Employees by nationality (2022)

Nationality	%
Italian	98.0%
Bulgarian	1.6%
French	0.2%
Spanish	0.1%
Polish	0.1%

Management by nationality (2022)

Nationality	%
Italian	98.6%
Bulgarian	0.9%
French	0.3%
Spanish	0.1%
Polish	0.1%

Average salary by gender (2022)

Employee level	Average women salary	Average men salary
Executive level (base salary only)	204,135	209,816
Executive level (base salary + other cash incentives)	265,375	272,860
Management level (base salary only)	72,810	78,252
Management level (base salary + other cash incentives)	81,896	88,724
Non-management level	38,326	41,536

Training hours by Age (average, per capita)

Age	2019	2020	2021	2022
<30	48	28	51	49
30-50	35	27	36	38
>50	22	25	21	22
Total	29	26	30	31

Training hours by Gender (average, per capita)

Gender	2019	2020	2021	2021
Women	27	26	25	27
Men	29	26	32	32
Total	29	26	30	31

Training costs

(average, per capita)	2019	2020	2021	2022
Total training costs ('000 €)	1,751	1,760	2,057	1,866
Workforce attending at least one training course (n.)	9,005	8,732	8,704	8,718
Total average cost per capita (€)	194	202	228	207

Percentage of open positions filled by internal candidates

%	2019	2020	2021	2022
Open positions filled by internal candidates	34%	41%	50%	41%


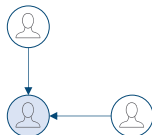

Average cost of hiring /FTE in the reporting period

€	2019	2020	2021	2022
Both internal and external recruiting cost	380	372	379	380

Type of long-term incentive

(n. of employees)	2020	2021	2022
BSC	665	635	673
Policy	243	217	282
Pool 360	83	174	139
Masters	21	18	21
Other long-term incentives	25	28	28
Total	1,037	1,072	1,143

Yearly individual performance appraisals in Hera

% of employees	2021	2022
<p>Management by Objectives</p>  <p>Every year line superiors assign targets in terms of both performances and managerial skills. Those targets are measured and tracked every quarter and reported in the yearly evaluation</p>	60%	60%
<p>Multidimensional performance appraisal</p>  <p>360° degree feedback: in the Oracle platform, employees self-evaluate and are evaluated by colleagues and line superiors</p>	60%	60%
<p>Comparative rankings</p>  <p>Same level employees are ranked on the basis of line superior and colleagues appraisals on two dimensions: performance and managerial skills (see following page)</p>	60%	60%

9box matrix – Example of employees ranking

