

# THE GOOD WORK DEAL

safety, contracts, inclusion, well-being and sustainability





# Foreword

By signing this Agreement, the Hera Group and the Trade Union Representatives intend to relaunch, as a sign of innovation, an **Industrial Relations model**, based on the active participation of workers in the life of the company.

Between the end of 2023 and the first quarter of 2024, the Parties held in-depth discussions, during the dispute initiated by the Trade Unions, on the new challenges of the labour market context and the related company strategies.

With a view to finalising this structured and complex path, the Parties, in confirming all the tools shared so far, intend to give new momentum to the discussion by implementing new sharing models that are innovative and capable of dealing with further issues. In particular, the main areas of intervention and improvement were defined, which concern the entire work sphere starting from **safety, contracts, contractual applications, organisational developments, employment and professional growth, working methods and hours**.

This Deal confirms the solid path shared so far and represents an advanced tool that will help People and Business to effectively face new challenges.



# THE GOOD WORK DEAL

safety, contracts, inclusion, well-being and sustainability



# Preamble

In a constantly evolving context, where environmental and social challenges are intertwined in a complex web of causes and effects, the **Hera Group** believes in a **business model** that goes beyond the traditional concept of profit.

The goal is **to create long-term value** and generate a tangible positive impact for **people, stakeholders, shareholders** and the **territory**.

The commitment is to chart a **sustainable path** that is aimed not only at economic prosperity, but also at **collective well-being** and the **protection of our planet**. For this reason, the ***Good Work Deal*** was defined as a document for tangible, innovative and programmatic positioning that is based on **five fundamental pillars**:

- Health and safety;
- Integrated supply chains and contracts;
- Equity and inclusion;
- Well-being, professional development and productivity;
- Sustainability and shared value.

# Health and safety

---

The Parties recognise that the health and safety of people working in and with the Hera Group are the **top priority** and represent a basic condition enabling the development of good work practices. For this reason, the Hera Group wants to set an **example** in ensuring that the commitment to safety is never a declaration of intent, but a **daily practice** that guarantees the best working conditions for all employees, collaborators and suppliers. With this in mind, the Deal defines the **reference standards**, identifies **actions for continuous improvement**, both in terms of **culture and training**, and in terms of **processes and tools**, and institutionalises the **participation model** between the Company and Trade Unions for the direction, governance and monitoring of activities.

# Integrated supply chains and contracts

---

The Hera Group believes that the integrated management of the supply chains of its businesses must be oriented not only towards criteria of effectiveness and efficiency, but also towards criteria of **ethics and responsibility**, in line with the values that have always guided company action and in line with its stakeholders' expectations. This approach fits into an evolving regulatory context (European Directive on Corporate Sustainability Reporting Directive – CSRD and new Procurement Code), which requires companies to account for their social and environmental impact, not only internally, but also along the entire **value chain**. The Good Work Deal defines tangible commitments in order to manage business chains in a sustainable, transparent and fair way, guaranteeing the **highest standards** and best practices in the sector, and **anticipating regulatory and market changes** with special attention to labour aspects. Each of these aspects is an integral part of a renewed **participation model** between the Company and Trade Unions.



# Equity and inclusion

---

The Parties believe that equity and inclusion are fundamental values that guide daily choices and actions, in the belief that diversity is a resource to be valued and that each person deserves respect, recognition and opportunities to grow. This Deal defines the specific commitments aimed at continuing to develop a corporate culture based on **engagement, listening, active participation**, the use of **inclusive language**, the **fight against gender violence**, the management of **flexibility, parenting** assistance and the **enhancement of different skills**. The main objective is to ensure that people feel free to express themselves, to contribute with their ideas and skills to individual and collective growth, to balance their personal and professional needs, helping to generate a fair and inclusive work environment and benefiting, consequently, from a high quality of life and work.

# Well-being, professional development and productivity

---

Well-being, professional development and productivity are strongly interconnected elements, for this reason the well-being of the Hera Group's People must be a corporate priority. Therefore, this Deal confirms Hera Group's commitment to investing in significant and tangible services and initiatives that aim to improve personal **well-being** in **all its forms** (physical, mental, financial, family, digital,...).

The Parties are convinced that professional development also means personal development, enabling the acquisition of new skills, knowledge, experience and growth. For this reason, through the Deal, the Company undertakes to promote a culture of **continuous learning** that encourages People to educate, update and enhance themselves, favouring individual participation in every initiative of **study** and improvement of their **professionalism**.

In turn, productivity is the result of a positive work environment, which promotes the well-being and professional development of People. For this reason, the Deal clarifies Hera Group's commitment to **measuring productivity** not only in terms of the quantity and quality of the work carried out, but **also in terms of the satisfaction, motivation and sense of belonging** of the People.

# Sustainability and shared value

---

In April 2021, the Shareholders' Meeting of Hera S.p.A. approved the introduction of the "Purpose" in the Articles of Association of our company which, as a consequence, is one of the first in Italy to officially declare its **corporate purpose**. In particular, the focus was placed on creating a shared value and the objectives that the Group aims to achieve in carrying out its business activities, thus reaffirming the commitment to sustainability that has always characterised it. Therefore, according to the Article 3.2 of the Articles of Association: "The Company's business model is aimed at creating long-term value for its shareholders through the creation of shared value with its stakeholders. For this purpose, the Company organises and carries out its business activities in order to promote social equity and contribute to achieving carbon neutrality, the regeneration of resources and the resilience of the services system managed for the benefit of customers, the ecosystem of its territory and future generations (Hera for the Planet, People and Prosperity)".

In reaffirming the Group's commitment to **the energy transition and the circular economy** through innovation and digitalisation, as well as to the promotion of **social equity**, this Deal further innovates the guidance and management tools, defining guidelines for the **organisational evolution** of the **main business chains** and introducing mechanisms for defining **collective objectives** and measuring the related results, fully aligned with the contribution that the Group provides to achieving the objectives of the **UN 2030 Global Agenda** on Sustainable Development.

The Parties recognise that each individual and each community play a fundamental role to play in the social and economic fabric. Through a **renewed Industrial Relations model**, this Deal represents the synthesis of a **common project of the Company and the Trade Unions**, open to the active involvement of all the reference stakeholders, aiming to make the organisation sustainable and resilient for all, where every voice can be heard, every talent valued and every contribution appreciated, where every person can express themselves freely and can strengthen and develop new skills to achieve a **successful transition**. In addition, it defines tangible commitments to further develop **employment** and **work**, ensure the adoption of the reference **National Collective Labour Agreements** (hereinafter CCNL), guarantee the **professional development** of specific, rapidly changing organisational roles, start **new initiatives to develop people**.

Therefore, the Hera Group is dedicated to investing in practices to promote equity, accelerate towards carbon neutrality and regenerate resources, ensuring the resilience of the managed services system to benefit customers, the reference territorial ecosystem and future generations.

"Hera for the **Planet, People and Prosperity**" represents the synthesis of the Hera Group's raison d'être and projects the Company to **be an example** of how businesses can represent an **engine of positive change**, a bridge to a future in which humanity can prosper without destroying the environment and can find a development model in which there is no consumption of resources greater than that generated by the ecosystem in which we live. **Together** is the only way to build a more inclusive, sustainable and secure tomorrow for everyone.



# Table of Contents

<b>Health and safety</b>	<b>15</b>
<b>Reference standard</b>	<b>15</b>
<b>Improvement initiatives</b>	<b>17</b>
Work safety in the presence of vehicular traffic	17
Digitisation of health surveillance	18
Protected Hera Cardio	18
Clothing and PPE management process computerisation	18
Assessing the risk of harassment	19
The memorandum of understanding with the Regional Command of the Fire Brigade	19
<b>Culture and Training</b>	<b>20</b>
Planned project commitments in 2024	20
Transversal initiatives	21
Initiatives in the Central Networks Department	21
Waste management and Herambiente Initiatives	22
District Heating Initiatives	22
AcegasApsAmga Initiatives	22
<b>Participation Model</b>	<b>23</b>
<b>Integrated supply chains and contracts</b>	<b>25</b>
<b>Best practices</b>	<b>25</b>
<b>Higher standards</b>	<b>26</b>
<b>Participation Model</b>	<b>26</b>
<b>Equity and inclusion</b>	<b>29</b>
<b>Engagement</b>	<b>29</b>
<b>Listening</b>	<b>30</b>
<b>Active participation</b>	<b>31</b>
<b>Inclusive language</b>	<b>32</b>
<b>Combating gender-based violence</b>	<b>32</b>
<b>Flexibility</b>	<b>33</b>
Smart Working	33
Extension of flexi-time entry	35
Working Hours	35
<b>Parenthood</b>	<b>36</b>
<b>Valuing diversity</b>	<b>38</b>

<b>Well-being, professional development and productivity</b>	<b>41</b>
<b>Well-being</b>	<b>41</b>
Hextra	42
<b>Partnership with the education system</b>	<b>43</b>
<b>Continuous learning</b>	<b>44</b>
<b>Study support and professionalism</b>	<b>45</b>
Study permits and school exams	45
Professional qualifications	45
<b>Sustainability and shared value</b>	<b>47</b>
<b>Organisational Developments</b>	<b>48</b>
Networks	48
Experimentation	49
Environment	50
Market	50
<b>Employment and work</b>	<b>51</b>
<b>CCNLs applied in the Hera Group</b>	<b>53</b>
<b>Professional development</b>	<b>54</b>
<b>New People Development Initiatives</b>	<b>55</b>
<b>Result Bonus</b>	<b>55</b>
<b>Other agreements</b>	<b>63</b>

On **19 June 2024**, the Parties represented by:

for the **HERA GROUP**

- Cristian Fabbri, Executive Chairman of Hera Group
- Alessandro Camilleri, Group Manager of Personnel and Organisation, Hera Group Special Attorney
- Fabrizio Pancino, Head of Industrial Relations and Personnel, Organisation and Training of Hera Group Networks
- Marcello Rita, Head of Personnel, Organisation, Quality, Safety, Environment and Facility Management for AcegasApsAmga S.p.A.
- Gaetano Grima, Head of Personnel, Organisation, Information Systems and QSA for Marche Multiservizi S.p.A.
- Italo Urso, Hera Group Trade Union Relations Representative for the Energy and Water Sectors
- Mirco Carletti, Hera Group Trade Union Relations Manager for the Environment Sector
- Massimo Chiacchiararelli, Industrial Relations Manager for AcegasApsAmga S.p.A.
- Massimiliano Moratto, Hera Group Head of Waste management and Fleets
- Federico Alessandrini, Hera Group Water Personnel Manager
- Donatello Cartolano, Inrete Personnel Manager, Heratech and Hera Group Network Staff
- Francesco Rosato, Herambiente Personnel Manager, Hera Group Production Department
- Fabio Marcantonini, Hera Group Environment Personnel Manager

for the **Trade Unions:**

- **Hera Group MSW National Coordination**
- **National Secretariats:**
  - Ilvo Sorrentino and Celestina Marino (Filctem-Cgil)
  - Massimo Cenciotti, Fabio De Santis, Giuliano Gobbi, Silvia Marani and Stefano Ovani (Fp-Cgil)
  - Romeo Bregata and Stefano Perazzini (Femca-Cisl)
  - Angelo Curcio and Salvatore Corbisiero (Fit-Cisl)
  - Cristiano Mazzucotelli and Stefano Brighetti (Flaei-Cisl)
  - Antonello Asogna and Antonio Monteleone (Uiltec-Uil)
  - Fabio Gigli and Rino Missiroli (Uiltrasporti-Uil)
  - Maurizio Venuto, Angela Temperato and Moris Pesaresi (Fiadel)
  - Claudio Pattaro and Silvano Rinieri (Cisal Federenergia)

***They sign the following Good Work Deal, the contents of which are shown below.***

This Hera Group Agreement will affect the persons (excluding directors) of the following Group Companies: Hera S.p.A., AcegasApsAmga S.p.A., Hera Luce S.r.l., Hera Comm S.p.A., EstEnergy S.p.A., Etra Energia S.r.l., Hera Comm Marche S.r.l., Herambiente S.p.A., Fea S.r.l., Herambiente Servizi Industriali S.r.l., Hestambiente S.r.l., Heratech S.r.l., Hera Trading S.r.l., Inrete Distribuzione Energia S.p.A., Marche Multiservizi S.p.A., Marche Multiservizi Falconara S.r.l., Uniflotte S.r.l.





# Health and safety

Since its inception, the Hera Group has had prevention and safety at work among its founding principles; striving to improve behaviour and increase the company culture at all organisational levels in matters of health and safety is a constant objective of the Parties. **Preventing and minimising health and safety risks** is one of the commitments of Hera Group's quality and sustainability policy, which is inspired by the values for sustainable development expressed in the UN 2030 Agenda.

THE OBJECTIVE IS TO DEVELOP A CULTURE OF SAFETY

The discussion between the Company and Trade Unions, aimed at making workplaces safer and healthier, is essential to improve quality and working conditions, but also to promote the Group's sustainability and competitiveness.

## Reference standard

Over the years, several initiatives have been implemented on the theme of health and safety in the workplace, especially with regard to the development of the **culture of safety** and **risk awareness** at all levels of the organisation. These initiatives, together with **continuous training** and **education** of people, **specific interventions** to improve vehicles, plants, machines and equipment, and a timely analysis and investigation of accidents and near misses, have made it possible to achieve important results in terms of **preventing accidents and occupational diseases**.

CONTINUOUS MONITORING OF INDICATORS TO PREVENT ACCIDENTS

The specific indicators below represent a **real sign of the improvements achieved** in this important area.

The Group Frequency Index (FI) for the year 2023 shows the **best value ever recorded** since 2016 (year recording began).

	Anno 2016	Anno 2017	Anno 2018	Anno 2019	Anno 2020	Anno 2021	Anno 2022	Anno 2023
Group FI	17.80	16.70	15.55	13.05	12.15	10.18	10.42	9.66

The frequency index is equal to the number of accidents divided by the millions of hours worked (considering accidents lasting ≥ 3 days, including commuting accidents).

Also for the Severity Index (SI), after 2021 with the best-ever result for the Hera Group, there is a **consolidation of the excellent results achieved** compared to the days of absence due to injury.

	Anno 2016	Anno 2017	Anno 2018	Anno 2019	Anno 2020	Anno 2021	Anno 2022	Anno 2023
<b>Group SI</b>	0.56	0.52	0.50	0.39	0.48	0.24	0.32	0.28

The severity index is equal to the days of absence per accident divided by the thousands of hours worked (considering accidents lasting ≥ 3 days, including commuting accidents).

The Hera Group and the Trade Unions promote the active reporting of danger factors by trying to develop **the reporting culture**, an integral part of a mature system that excludes, because of its intrinsic value, the punishment of the person who may have made a mistake and of those who have reported mistakes made by third parties. On the other hand, the system includes the certainty of the response, the effectiveness in terms of prevention and protection measures adopted, the return of information and enhancement of the procedure.

Near Miss/Injury Ratio	Anno 2016	Anno 2017	Anno 2018	Anno 2019	Anno 2020	Anno 2021	Anno 2022	Anno 2023
<b>Group</b>	206%	300%	308%	363%	353%	495%	714%	767%

Near misses are accidental events that could have potentially generated an injury. Their correct analysis and investigation make it possible to **prevent accidents**.

In 2023, almost 10 near misses were reported for each injury that occurred (1,294 near misses reported in 2023, in 2022 there were 1,152). The main types of near miss analysed by the prevention and protection service concerned: behavioural factors (such as distraction), defects in vehicles or equipment and the work environment.

The 2023 Sustainability Report prepared by the Utilitatis Foundation on behalf of Utilitalia (the Federation of companies operating in the public services of Water, Environment, Electricity and Gas) presents the sustainability performance of 164 business units of the 450 associated utilities. Considering the **frequency index of accidents** lasting more than one day, Hera's value is **39% lower than the average** of the companies analysed.

The Hera Group has also collaborated for several years with the Rubes Triva foundation on essential issues related to safety training. The main ones include:

- **training** activities for **people** and the **RLSAs** (Workers' Representatives for Safety and the Environment);
- the various **initiatives** to **disseminate** the culture of safety, such as, for example, the International Festival of Health and Safety at Work (the 2024 edition was held in Pesaro, Italian Capital of Culture);
- the creation of safety **guidelines** (for example, safety management for operators involved in the collection of bulky waste, 2022 edition).

With reference to the above standards, Hera undertakes to **constantly evolve** its safety management model and to discuss it annually with the RLSAs, reporting the same indicators in future editions of the Sustainability Report.

## Improvement initiatives

All the events that have occurred (accidents and near misses) have been analysed by the company structures in cooperation with the prevention and protection service. In the Group's main companies, during 2023, **187 corrective actions** were identified against 1,179 events investigated including accidents and near misses. After much work devoted to the technological aspects of safety and organisation, it is now necessary to confirm investments in technological development and organisation and to focus further on the **human factor**, as a key element for the **prevention of accidents**. The "Culture of Safety" project in the Hera Group is based on these premises.

With reference to the most significant cases, Hera undertakes to share them with the RLSAs, both constantly through periodic meetings, and at events in particularly important situations.

SPECIFIC  
PROJECTS  
TO PROMOTE  
BEST  
PRACTICES

## Work safety in the presence of vehicular traffic

During 2023, an important technological project was launched for road safety, in particular for the activities of operators on the road with the presence of vehicular traffic. This project involves installing a **light panel** with a variable text message on about **380** operating **vehicles**. During 2023, the installation was completed on about 50% of the planned vehicles and the training of the workers involved was concluded.

The Parties will discuss in order to evaluate all the cases in which it is necessary to intervene as a team.

The project envisages the completion of the installations by 2024 and Hera undertakes to **discuss with the RLSAs** any further developments or repercussions of the same (for example extension to other areas).

## Digitisation of health surveillance

---

In 2021, the **IT development of the health record** of the people who work in the Hera Group was completed, in order to facilitate the management of the health surveillance process, abandoning paper management and **facilitating the activities** of workers and doctors. In 2022, the new computer system came into operation and the previous paper health records for the entire current workforce were digitised.

The extension of the project in the **Marche Multiservizi** area is scheduled for 2025, and Hera is committed to **consulting with the RLSAs**.

## Protected Hera Cardio

---

The project involves the installation of **semi-automatic defibrillators (AEDs)** and continues with the management of the **35 semi-automatic defibrillators** installed at the Group's main offices. All the AEDs installed have a remote control system to monitor the correct functionality and the possible need for preventive maintenance.

During the emergency tests, in the locations where the AEDs are installed, **health emergencies will be periodically simulated** with their use and Hera undertakes to **keep the RLSAs constantly informed**.

## Clothing and PPE management process computerisation

---

Another important project of the Group, in cooperation with the trade unions, developed to contribute to improving the health and safety conditions of workers is the EHS (environmental health and safety) solution for PPE. Introduced in May 2020 for Hera and Herambiente, the **app** with the PPE EHS information system aims to computerise the **management of personal protective equipment (PPE)** and **work clothing** and make it more transparent. It is available on PCs, tablets, smartphones or totems distributed at fixed points on company sites. So far, more than 1.19 million items of clothing and PPE have been collected through the app and more than 17,000 verification checklists have been carried out. In addition, almost 4,000 colleagues were involved in training and awareness-raising events. During 2022, the app was also extended to AcegasApsAmga with an additional 1,200 users receiving specific training.

In the coming years, the system will also be extended to **Marche Multiservizi**.

On the actual implementation of the extension programme, Hera undertakes to **engage with the RLSAs**.

The Parties are committed to the **improvement** and **updating** of production processes, to the **extension of safety devices** (e.g. "Uomo a Terra (Man Down)" App) and to the **modernisation of the company's vehicle fleet**.

## Assessing the risk of harassment

---

A workplace harassment risk assessment document was prepared in 2023, with the aim of providing an additional tool for protecting the well-being and dignity of all people in the workplace. This protection is considered fundamental by the Hera Group to promote a **healthy, productive and respectful working environment**.

The right of every individual to work in an **environment free from harassment, discrimination** and inappropriate behaviour is enshrined in national and international laws, as well as constituting a **fundamental ethical principle**. Promoting a safe, inclusive and respectful working environment is therefore a moral and legal duty for every employer.

Workplace harassment risk assessment is a **proactive and strategic process** to identify, assess and mitigate potential risks related to harassment, discrimination and other forms of abuse within the organisation.

The Hera Group undertakes to **discuss with the RLSAs** following the mentioned assessment and to **promote**, within the framework of the Bilateral Commission on Equal Opportunities, referred to in the Equity and Inclusion Paragraph, any additional **initiatives** and/or **measures** with respect to the Utilitalia National Collective Labour Agreement (CCNL).

## The memorandum of understanding with the Regional Command of the Fire Brigade

---

The Hera Group is fully aware that the greater common knowledge of the areas of activity and tasks assigned to the Regional Command of the Fire Brigades of Emilia-Romagna and the managers of Essential Public Services, the exchange of information between operators of the respective operating rooms, the development of mutual training and joint simulations on different scenarios and the definition of shared operating procedures, can produce a positive impact on **public safety** and the **safety of operators** during urgent technical rescue operations and in all emergency situations. Therefore, during 2023, a **memorandum of understanding** was signed between the Regional Command of the Fire Brigade and the Hera Group in order to improve operating procedures to ensure **greater protection** for users and **greater safety** for its operators, and to develop complex technical management standards.

During 2024, a first emergency exercise will be carried out involving the **Fire Brigade** at one of the Hera Group's most significant purification plants in the province of Bologna and characterised by the presence of significant quantities of dangerous substances (e.g. peracetic acid, liquid oxygen, biogas). During 2024, other partnerships will also be set up with the Fire Brigades of the Group's territorial areas not included in the Group's original scope.

The Hera Group undertakes to **discuss with the RLSAs** the repercussions deriving from the collaboration with the Fire Brigade and also in relation to any **further developments** of the same project (for example, involvement of other sites).

# Culture and Training

SPECIFIC  
TRAINING  
PROJECTS TO  
DEVELOP RISK  
AWARENESS

For several years now, the Group has set very high qualitative and quantitative standards for training activities in the field of health and safety at work, with an incidence of **30-35%** in the total training hours provided each year and with a chapter of the Learning Plan dedicated to the **Quality, Safety and Environment** training area. This growth is also the result of the constant and consolidated communication among the Parties.

In this regard, in order to effectively convey the message of the **culture of safety**, the Group designed and implemented the training programme that involved over **3,000 workers** in the period 2019-2022. This training project was carried out to stimulate the **active participation** of people, create emotional involvement and interactivity among participants also by using videos (one of these made within the Group). Once again, the goal is to develop **risk awareness** and strengthen leadership approaches also in the field of health and safety at all levels of the organisation. An important element in building a real culture of safety within the Group is represented by the initiatives to develop **leadership** in the specific **safety** area for **safety managers**, launched during 2021 and continued in 2022 and 2023, with the aim of further developing awareness of the role of safety managers, also with regard to the supervision dimension of the behaviour of persons for whom the manager is responsible.

In the reference period of the 2024-2027 Business Plan, the Hera Group undertakes to carry out over **100,000 hours** of training per year and over **400,000 hours** on a plan-by-plan basis, equal to over **10 hours** per capita per year and over **40 hours** per capita on a plan-by-plan basis.

In the same period, it is committed to developing **economic investments** related to the design and implementation of training activities in the field of Quality, Safety and Environment amounting to about **€19,800,000**, of which about €2,000,000 in external costs (external suppliers) and about €17,800,000 in internal costs.

## Planned project commitments in 2024

As a result of the discussion between the Parties, significant projects are also planned in 2024, some of them of an **innovative** nature, aimed at further strengthening the Group's commitment in the field of **health and safety at work**. Below are the main cross-cutting initiatives and those specific to the individual business areas.

## Transversal initiatives

---

- Continuation of the **Culture of Safety** programme that will evolve further, also with the development of new training formats, in accordance with the regulatory updates provided for in the next State-Regions agreement. In particular, in the second half of 2023 a format was already developed, which is expected to be used from mid-2024, with the inclusion of gamification logics to engage workers and supervisors;
- in line with the events of 2022 and 2023, an extraordinary initiative was carried out for all the **Safety Managers** of the Hera Group (about 400 resources involved) to further raise awareness on the issues of responsibility, delegation and supervision in the field of safety; the event will take place in hybrid mode between the end of the third quarter and the beginning of the fourth quarter of 2024;
- safety communication campaign entitled “**The Hera of Safety**” aimed at the entire company population, which provides for the distribution of the “**Safety Manifesto**”, with the **10 rules for life**, which will also be used in all the training sessions;
- additional growth and enlargement of the “**Safety Leadership**” **Community** dedicated to all Safety Managers and aimed at sharing experiences, materials and knowledge in the field of health and safety;
- additional development and extension of the **Professional Academy** focusing on knowledge management and skills upgrading in the field of occupational health and safety;

The specific training initiatives planned for 2024 in the different business areas can be grouped as follows in terms of objectives pursued:

- **awareness-raising** activities, with particular reference to the roles in charge of Safety;
- targeted **training** activities aimed primarily at specific roles particularly exposed to risks in the field of occupational health and safety;
- innovative activities and **improvement** of processes and tools dedicated to Safety.

## Initiatives in the Central Networks Department

---

- Implementation of the “**Safety Enforcement**” project aimed at raising awareness among all the roles in charge of Safety (669 people) on the manager-collaborator dynamics in the field of safety;
- completion of the **UNI 11632** certification course for Gas Plant operators;
- implementation of an innovative training project with the use of **virtual reality** in the field of Network Operations, with virtualisation of the REMI

(REgolazione e MIsura = REgulation and MEasurement) cabins and the Monthly Inspection of the REMI Cabin;

- creation of a new app that will optimise the **onboarding plans** through the immediate recording of the activities carried out by the newly recruited trainee;
- organisation of training events in the field of electricity distribution (cabins, MV and LV network, safety management of contractors, and measuring units).

## Waste management and Herambiente Initiatives

---

- In the field of **Waste management**, running the training course to raise the awareness of all **drivers** (about 400, distributed between 2024 and 2025) on correct driving behaviour;
- in the **Herambiente** area, implementation of the “**Safety Reveal**” initiative aimed at raising the awareness of those in charge of Safety (about 80 figures including QSA structure, plant managers and other personnel identified on time), with simulation of cases of near misses or accidents;
- in the **Herambiente** area, running extraordinary training activities related to courses for **steam generator drivers** (for WTE operating personnel – process engineers, plant assistants, plant operators).

## District Heating Initiatives

---

- Running extraordinary training activities related to courses for **steam generator drivers** (for operating personnel).

## AcegasApsAmga Initiatives

---

- Implementation of a **specific risk update (low risk)** with a focus on personal physical well-being also in the workplace (182 resources involved overall);
- implementation of a **specific risk update (high risk)** with a focus on cognitive biases and over-confidence in work activities (30 resources in total involved in the pilot edition);
- creation of a **safe and conscious driving route** aimed at drivers of the Waste management Department (177 in all), to develop and implement the perceptual and self-control skills related to driving.



# Participation Model

The Parties undertake to maintain the high standards achieved through the current Participation model which, in addition to including the regulatory provisions of the various Utilitalia CCNL, has developed new **sharing tools**.

During the 2022 Group Supplementary Contract, the Parties, starting from the enhancement of the positive experience of the Covid-19 Works Council, made the Safety Committee structural (one for each defined territorial area). To this Committee, defined in 2022 as “*a new place of stable and transversal discussion among the Company, the Workers’ Representatives for Safety and the Environment, the Trade Union Representatives and the various Company services involved from time to time*”, the Parties, today, intend to entrust new tasks and objectives, so that the **Hera Group** becomes a **model laboratory**, a **reference point in the multiutility sector**. The existing prerogatives of the RLSAs, who are members of the Safety Committee, will remain unchanged, as provided for by the law and the collective labour agreements in force.

The specific, innovative and additional commitments to those already assigned to the Safety Committees are as follows.

- **Physiological rest:** Line, RSPP and RLSA, considering the discussion on the infographic held in October 2023, will periodically share the monitoring of the related data in order to evaluate and propose the appropriate and possible immediate improvement actions, in order to use the 11 hours of rest in the 24 hours, and to develop some hypotheses of improvement of the rules to be addressed during the next renewal of the Utilitalia Gas Water CCNL, with respect to which the Company is not prejudiced;
- **proposing ad hoc training courses** also aimed at employees of third-party companies that carry out critical activities. The Committee will propose the most appropriate areas, and training, where legally possible, will be carried out by Hera teachers, so as to enhance the professionalism in the Group. The expenses related to the training in question will be part of the direct investments of the Hera Group (teaching, classrooms and tools);
- **evaluating the extension of the skills certification path** (already operational for UNI 11632 certification – gas plant operator) to other experts involved in operational activities;
- **proposing new training courses** on safety, also by using innovative tools (for example virtual reality);
- **single operator:** the Parties will discuss in order to evaluate all the cases in which it is necessary to intervene in team or a single operator mode;
- **promoting collaboration initiatives with Control Entities** such as Fire Brigade, Labour Inspectorate, Local Health Authorities, to carry out training jointly (or through their supervision) towards the people of the Group and, when legally possible, towards suppliers;
- **collaborating in the design of audiovisual training pills** on safety for the main operational processes involved. The members of the Committee, together with other people of the Company, will also actively engage as guest/speakers;
- **pooling alleged health and safety violations** relating to the workers of third-party companies, also by using equipment and tools.



# Integrated supply chains and contracts

The Hera Group has always considered the **procurement** issue as **strategic**, not from a purely economic point of view, but above all from a technical and operational standpoint, considering it an important tool to encourage the **sustainable development** of its contractors in the territories served. In this regard, the Hera Group has always encouraged its contractors to **continuously improve** the execution of the contracted activities, with particular attention to the protections applied to workers throughout the supply chain.

CONTRACTS:  
A FLEXIBLE  
TOOL  
TO DEVELOP THE  
TERRITORY

On this basis, together with the trade unions, consistently with the Labour Agreements and the Protocols signed by Public Bodies or Territorial Agencies of local public services, where existing, the Procurement Protocol was signed in 2016.

Today, with the entry into force of the New Procurement Code (Legislative Decree no. 36/2023) and with the implementation of Territorial Concessions or Tenders, it is necessary to **update the text of the Procurement Protocol** to incorporate the best practices consolidated over the years and those that the Parties could identify with an innovative spirit in compliance with regulatory evolutions and continuing the path started for sustainable growth of their industry.

The Parties undertake to share the **new Protocol**, which will include some significant and positive changes, expressed in terms of best practices, higher standards and participation model.

## Best practices

The Hera Group undertakes to define in the new protocol in a clearer way the **social clauses** (for example relating to the telecommunications sector “from 90 days and not 180 days”) and to publish the **full text of the new protocol** on the Group’s institutional website, in the section dedicated to suppliers.

The Parties will consult with a view to identifying any further innovations.

## Higher standards

The Hera Group undertakes to define and manage **higher standards** for activities than those defined by law, in particular:

- a **grading** and selection **system for** companies will be defined that rewards **quality, safety** and **ESG performance**;
- new **digital tools** will be introduced for more effective management of site inspections, and audits will be carried out through inspection visits on site and at suppliers' premises.

## Participation Model

CARE AND  
PROTECTION OF  
PEOPLE

The Hera Group and the Trade Unions undertake to meet again by 2024 in order to jointly prepare the new and updated Hera Group **Procurement Protocol**.

Prior information will be improved and implemented in the new methods with reinforcement on the indication of the CCNL (pre-tender), even taking into account the legal provisions.

For the most important tenders in terms of economics and workforce involved (for example, Call Centres, Emergency Intervention Networks, etc.), there will be a discussion during the contract, so as to capture any areas for improvement for subsequent **changes to assignments**. In this context, the trade unions will share the reports regarding any critical issues that have emerged (for example, serious – verified – episodes of not applying the rules provided for by the reference CCNL and/or by law).

The participation of the trade unions will be encouraged, in order to respect the **protections of the people** working in the Hera Group's contracts. The trade unions may report, after promptly checking all the information received, any violation of the application of the rules of the CCNL and the legislation. Reports relating to health and safety will also be addressed to the safety committee referred to in the previous paragraph.





# Equity and inclusion

**Enhancing diversity** in the company, **combating stereotypes**, **promoting equity** by spreading a **culture of inclusion** have always been necessary conditions for the Group to allow everyone to fulfil their potential and accelerate the growth of the organisation. In this context, the Hera Group confirms its commitment by maintaining the **high standards** that mark the current model and introducing new projects and tangible initiatives.

AN INCLUSIVE  
CULTURE  
FOR  
EVERYONE

## Engagement

The Hera Group is committed to maintaining the high standards achieved through the current **people engagement** model, aimed at strengthening a sense of individual and collective belonging.

KEY PEOPLE

Starting from everyday work, **engaging with people** is **fundamental** to improve activities, innovate, make your voice heard and actively participate in company initiatives.

For this reason, over the years the Company has improved and increased its internal communication channels, using, in addition to the company newsletter (House Organ) and communications through the bulletin board, also new channels such as intranets, videos, virtual spaces and community creation to allow all the people to obtain information **directly**, **easily** and **transparently** about the Company and relevant initiatives.

All the events and initiatives are also carried out to give people the opportunity to **expand their internal network**, **strengthen their skills** and **sense of belonging** to the company.

To stimulate people's involvement, the Company has created a model of formal and informal **communities** where people can meet (face-to-face or virtually), exchange suggestions, insights and work ideas and so on.

During 2024 and with a view to experimentation aimed at future development on a permanent basis, the following engagement initiatives took place:

- **mapping passions and interests:** a survey was launched to understand people's passions and interests, also used to target spontaneous employee and community initiatives (e.g. *PrimavHera* initiative, the *Colleghiamoci* community, Green Ambassador);
- **business initiatives:** more and more colleagues are being asked to express their preferences, e.g. on activities or locations, in order to make initiatives increasingly responsive to people's needs (e.g. *Hera ski* and *PrimavHera*);
- **green ambassador:** upon voluntary activation, colleagues are involved in awareness-raising activities to promote sustainable mobility and support the organisation of the various initiatives within a dedicated digital environment where they can exchange ideas and suggestions to run and manage the "Sustainable Mobility Week";
- **concerts:** provide support for the organisation of concerts by encouraging people to sort their waste and to attend events.

The Hera Group is committed to continuing to encourage the creation of **communities of interest**, through dedicated physical and/or virtual spaces, in which people can discuss (for example, meetings, seminars...) interests and passions and provide ideas to the Company (for example, well-being and active ageing, Diversity Equity and Inclusion [DEI], free time...) and to strengthening the sense of belonging, with dedicated initiatives aimed at the entire company population.

## Listening

### A CONTINUOUS FEEDBACK MODEL

The Hera Group is committed to maintaining the high standards achieved through the current Listening model, aimed at creating a daily **habit of listening** to each new initiative or significant project, and continuing to build a model based on **trust** and participation for **continuous improvement**.

In this direction, listening sessions have intensified over time, on the one hand to respond more promptly to the specific requirements of the context and the people, and on the other to obtain further input on new projects and activities.

Some examples of initiatives carried out or in progress that have seen the involvement of the people at Hera are:

- **smart working:** mapping the effectiveness of meetings and tools and platforms for collaborative working;
- **welfare:** surveys on the satisfaction of the services offered within the welfare platform in order to customise or adapt the services;
- **leadership:** requests for suggestions for tomorrow's leadership, i.e. what skills to invest in to grow and improve as a future manager;



- **mobility management:**
  - a home-work travel survey to intercept people’s travel habits and needs;
  - approval of initiatives aimed at raising awareness of sustainable mobility (for example “Sustainable Mobility Week” or appreciation of the company shuttle service).

The Hera Group is committed to implementing new initiatives that can further enrich the current model of listening to people:

- more frequent and immediate surveys (for example pulse surveys, focus groups, ...) aimed at **promptly** capturing and identifying any **improvement actions**;
- development or use of **new platforms** to make listening sessions increasingly user-friendly, engaging and understandable;
- experimentation with **artificial intelligence** to investigate people’s preferences or process the results, always with full respect for privacy;
- development of new processes and new ways to provide increasingly **timely feedback** regarding listening sessions.

## Active participation

The Hera Group is committed to maintaining the high standards achieved through the current Participation model, aimed at **enhancing communication opportunities**, providing **chances for development** and self-development, **improving satisfaction** with people’s work, while contributing to the company’s success (EurWork Report 2024).

ACTIVE  
PARTICIPATION  
FOR EVERYONE

Over time, the Hera Group has developed, with different methods and intensity, participatory policies (sustainability reports, research on the organisational climate, research on well-being, virtual factories, digital labs, road shows with staff...) to empower **people** to be **leaders** and actively contribute to company planning and decision-making.

Since 2017, the Group has implemented **participatory mechanisms** aimed at **improving productivity and the quality of work**, following a specific agreement with trade unions, where the people of the Hera Group and the social partners, in addition to being involved in a training course on the value and importance of participation, are organised in working groups to develop specific assigned projects. The initiative, which has already been replicated seven times, has involved a total of more than 400 people and has provided specific solutions to relevant issues such as occupational safety, generational transfer, inclusion and sustainable mobility.

The Hera Group is committed to continuing on the path undertaken to promote a corporate culture aimed at **collaboration** and **cooperation**, intensifying the participatory policies already in place and continuing to invest in the participation project, by creating at least 3 working groups every year.

## Inclusive language

THE  
COMMITMENT TO  
A COMMON  
LANGUAGE

The Hera Group promotes and applies a **broad and inclusive language**, which is inspired by authoritative and recognised sources: the UN, the European Community, Italian institutions such as publishers of dictionaries and textbooks, influential representatives of movements linked to traditionally less represented categories. The model that the Hera Group promotes does not impose or prohibit particular linguistic forms, it is instead based on the **development of awareness** of the weight and meaning that words can have on the people who listen to the message. A **process of listening** and raising people's **awareness** has therefore been launched, culminating in the publication of the document "**Words that unite**", available on the Group's website and on the InHera internal portal, presented at the dedicated event "Con le parole giuste – With the right words". The document is the result of the participatory process and, in the form of questions and answers, aims to give suggestions and ideas for reflection to implement **respectful and inclusive communication**. Alongside the document and the launch event, the Hera 2024 calendar was published on the same topics, distributed to the entire company population. A community on digital environments for collaboration and community management (Viva Engage) was also activated, called Diversity Hub, with the aim of disseminating the issues of Diversity Equity and Inclusion (DEI), but also keeping alive and evolving the adopted corporate language, as an expression of an **inclusive, positive and constantly evolving culture**.

With reference to the project on inclusive language, the Hera Group undertakes to follow up within the internal communication channels and to **monitor the new Diversity Hub community** as a new open space for sharing, and also, in the context of inclusion in a broader sense, to give continuity to **awareness-raising and training initiatives**.

## Combating gender-based violence

COMBATING  
GENDER-BASED  
VIOLENCE  
IS AN  
INDISPENSABLE  
TARGET

The model that the Hera Group has adopted to **combat gender-based violence** is mainly based on **awareness** and **sensitisation** with a view to prevention, and on monitoring, combating and managing any incidents that occurred within the organisation or that may in any case concern the organisation. In order to raise awareness, just to recall some significant initiatives, the documentary film "Is It About Love?" by Elisabetta Lodoli was screened already in 2018 for the benefit of employees and citizens, and in 2021 the writer Carlo Lucarelli, president of the Victims of Crime Foundation, to whom the Company expressed its support, was interviewed.

In 2023, the Group adopted a policy **to combat harassment in the workplace**, as a further tool aimed at safeguarding the dignity of workers, in addition to what was previously available as an opportunity to report any abuses suffered to the Ethics Committee.

The Parties undertake to **discuss annually** the harassment reports that have been received through the different channels, in anonymous and aggregated form, in order to monitor and possibly arrange adequate law enforcement activities. The Parties will discuss the widespread training initiatives aimed mainly, but not exclusively, at management, to provide tools aimed at recognising situations of abuse, harassment or violence and the possibility of managing them in the most appropriate way.

Moreover, with broader reference to the aspects related to Equal Opportunities and the inclusion of Hera Group people, the Parties share the opportunity to establish a **Bilateral Commission**. The Commission may promote any initiatives and/or measures additional to those provided for by the Utilitalia CCNL, in support of the persons concerned, such as the provisions contained in the Electricity CCNL.

## Flexibility

The Parties also consider it necessary to discuss **flexibility** in the world of work, an issue that is now crucial for both companies and individuals. Flexibility extends beyond just contractual forms, also involving internal organisation and the ability to adapt. In the world of work, it is a **valuable resource** to face the market and promote growth, both for companies and for people, with greater **job satisfaction, better home-work balance** and a greater **ability to adapt to change**.

FLEXIBILITY AS  
A DEVELOPMENT  
LEVER

## Smart Working

The Parties undertake to maintain the high standards achieved through the current **Smart Working** model, set up in 2017, which includes four different application axes – culture, time and performance, spaces and technologies – and has represented from the beginning a path to rethink the new ways of working: the objective is, in fact, to promote positive changes in the way of working and encourage a more agile culture in the workplace.

Compared to the 4 areas, over the years several initiatives have been carried out: training programmes for managers and smart workers to accompany the **cultural change** towards greater agility; the possibility of working (for a maximum of 2 days a week) from a place other than the assigned company headquarters (remote working). Technologies and systems have increasingly favoured remote collaboration and the development of greater ability to plan activities. With respect to the “spaces” focus, the activity-based working approach was adopted: starting from the analysis of the main activities of the pilot areas concerned and following specific listening moments, a **review of the spaces** was designed that could better respond to the professional needs of the teams involved.

The scope of remote workers has recorded a significant expansion: after the start of the first pilot project in 2017 with 370 workers, a progressive extension to the population saw over 1,500 people registered in 2019. The experience

gained since 2017 has allowed, in recent years, the resilient management of the emergency situation, with a consolidation of the scope, which since mid-2020 has reached **over 4,000 employees** permanently involved in the project. Since 2020, the project has seen an extension of the days of remote working possible: in fact, it has gone from one day a week to 2 days of remote work.

In addition, given the strong commitment that the Hera Group has put in place to support family and maternity policies, since 2022 pregnant workers have been able to carry out their work in an **agile** manner, for the entire working week.

The Hera Group is committed to developing new initiatives, in line with the individual agreement on agile work that also governs the methods of requesting and approving the use of remote working days:

- **transition from a weekly logic** of using remote working days **to a monthly logic**, with the possibility of managing the planning of the same with greater flexibility (8 days per month with the addition of 1 day in the months with 31 days).
- extension **beyond 8 days per month** for the following cases and situations:
  - workers already called **fragile** (immunosuppressed, cancer patients, life-saving therapies,...) and similar cases at the request of the party concerned and after company verification;
  - persons with **temporary physical/motor impairments** and/or need for treatment, at the request of the party concerned, subject to company evaluation;
  - **parents**, from the end of the mandatory alternative maternity or paternity leave to the completion of the child's first year of age, even continuously in extraordinary circumstances, at the request of the party concerned, subject to evaluation by the Personnel Manager. This measure cannot be used simultaneously by both parents if they are both employees of the Group;
  - workers in situations of **declared state of emergency**, with reference to their domicile and/or place of work, in relation to the duration of the emergency and its severity;
  - workers, subject to evaluation by the reference Personnel Manager, **who need to assist their parents or children** (Caregiver pursuant to paragraph 3, Article 33, law 104/92), taking into account the compatibility with the service needs.
- the use of agile work will also be extended to workers outside the scope, in the case of **remote training**, for the duration of the training (in the case of a full day of training).
- for needs related to **business continuity** (for example, the remote control room referred to in the Heratech agreement of 7 November 2023), the Company may define, after discussion with the Trade Unions, further similar areas for which the Persons concerned will be involved.

This particular innovation in the way agile working days are used is a further step towards **reconciling life and work times**, also with particular reference to the people involved in family management.

Considering that this agreement makes various improvements and changes to the current methods of using agile work, the new individual agreement that the Company will use (starting within 2024) is attached and is an integral part of this agreement (Annex 1).

## Extension of flexi-time entry

---

The Parties agree that, in relation to the agreement of 24 November 2014 on working hours and specifically with reference to the first paragraph of point 1 and the first paragraph of paragraph c) of point 3, **the 10-minute flexi-time is increased to 30 minutes**; in any case, the employee may not be allowed to enter after 9 am. Hera undertakes to start this measure from January 2025.

## Working Hours

---

The Company, in acknowledging the trade union request regarding the transition to **38 hours per week** of employees with a Gas-Water CCNL and not placing any prejudices in this regard, declares that the **negotiating** body for this issue is the national contractual body (Utilitalia).

With regard to the 77 employees of the Romagna territory with a Gas-Water CCNL, who have a weekly working time of 38 hours, given a lower number of days of annual leave, by virtue of existing trade union agreements and/or recognised customs, the Hera Group undertakes, given the change to 38.5 hours per week of work, to recognise the amount of **leave provided for by the CCNL** (the reduction in existing leave ceases).

# Parenthood

## STANDING BY PARENTS

The well-being and achievement of people represent the main lever capable of guaranteeing continuity in the Group's growth. Integrating private and working life and developing a **culture of parenthood** become enabling factors to enhance the unique contribution of each person, creating an environment in which the distinctive characteristics of all can be expressed. Therefore, the Group is committed to safeguarding and enhancing the role of parents through a model that provides for the clear statement of all parental rights, effective management of leave through dedicated training and coaching courses to **enhance newly acquired skills**, and **broad and customised support** that encompasses the individual and family spheres both from an informative and therapeutic standpoint and in terms of financial support.

As part of the activities related to raising the awareness of individual rights provided for by current regulations, the project "Good return to work policies" has been underway for several years, thanks to a call for funding by the Department for Family Policies of the Presidency of the Council of Ministers, aimed at managing leave from work. The project is aimed in particular at new parents to promote an attitude that looks at the people who work in the Hera Group through a **common system of management of maternity/paternity** and prolonged absences for care needs, which also includes training activities to raise awareness among colleagues on conciliation issues.

An important role in the model is played by **welfare services dedicated** to supporting families, included within the Group's integrated Welfare system, which include **psychological support** paths on issues of childhood and adolescence, the presence of a **care manager** able to support families facing situations of fragility related to the elderly, minors and the disabled, face-to-face and online reflection meetings dedicated to mothers and fathers to reflect on parenthood and share experiences outside stereotypes. In addition, to encourage dialogue and parent-child discussion regarding the choice of university and/or work, there are annual **orientation days** aimed at providing awareness and useful tools to better face the moment of choosing one's career path.

A distinctive element of the model, since the birth of the Group's welfare system, is represented by the Hera Group's commitment to **supporting children's educational** and **education** expenses, from nursery up to secondary school, including summer centres, baby-sitting and tutoring.

This approach also includes measures aimed at encouraging **language courses** abroad with summer, quarterly or annual programmes. In addition, the Group has been providing **50 scholarships** for years to reward commitment to university study by balancing constancy, speed and excellence in achievements equally, using objective evaluation criteria.

All the initiatives described can be used through a "**parent portal**" developed with the aim of informing and guiding all the people in the Group who are also parents. You can find all the regulatory indications on absences and leave, suggestions on conventions and welfare services as well as learn more about topics of interest through dedicated editorial products.

Another distinctive feature of the model is the commitment the Group has made over the years to supporting family policies. In particular, on the occasion of the renewal of the last Group Supplementary Contract, the **extension of agile work to 5 days a week was envisaged for pregnant women**, if the activities carried out are compatible.

Furthermore, in the period following the birth of the child and until the first year of age, a series of initiatives in favour of maternity and paternity are introduced. The applicant parent will be able to ask the company to consider **extending the availability of agile working days** beyond the eight days per month, from the end of the compulsory maternity or alternative paternity leave until the child's first birthday. This measure cannot be used simultaneously by both parents if they are both employees of the Group.

Moreover, parents, within the first year of age of their child, may take up to 7 days of **paid leave**, in addition to those already recognised by law and/or possibly by national collective bargaining. This amount is to be understood as the maximum amount that can be recognised, even if the parents are both employees of the Group.

The Company will take into particular consideration requests for **temporary changes in working hours** that the parent may submit, in line with the activities carried out and with service needs.

Until the third year of age of the child, in addition, and in order to facilitate the inclusion in the nursery, the parent may take an **additional amount of paid leave**, equal to 2 days in total. This amount of leave will be recognised for each child and may also be taken in hours. This measure is to be understood as the maximum amount that can be recognised, even if the parents are both employees of the Group.

Finally, **a day of paid leave** will be recognised, on the **first day** of the child's placement in the first year **of primary school**. Only one parent may benefit from this measure, if they are both employees of the Group.

All the above measures will be recognised from 2025, if the relevant conditions are met. The permits provided for in this paragraph must be planned and communicated at least 5 working days in advance.

# Valuing diversity

## THE VALUE OF DIVERSITY

Since its inception, the Group has been passionately and consistently dedicated to **promoting inclusion** and supporting people with differing abilities. The Participation Groups, consisting of the Company and Trade Unions, have contributed to implementing various and important projects that have improved tools and organisational models in different areas. The Groups have been particularly active in the field of diversity, finalising various projects to support the people involved. Moreover, since 2007, when the first Code of Ethics was introduced, attention has been focused on creating an **open, respectful and welcoming working environment** for all our people. Since 2011, among the first in Italy to have established the figure of the **Diversity Manager** and the related working group, composed of professionals dedicated to developing and implementing policies and programmes that promote equality and accessibility, the Hera Group has confirmed and strengthened its commitment to ensuring that **each individual**, regardless of their skills and characteristics, can **fully contribute to collective success** and **individual development**. A tangible commitment to creating an environment in which each person can be their best, providing **training and awareness** to all people, designing and adapting **workspaces in consideration** of diversity and using and developing **technology** so that it can contribute to giving the same opportunities to each person. Specifically, in 2021, after mapping the accessibility of the information systems used and the gaps that existed, a project was developed that defined the actions to bridge the gaps and to ensure **accessibility** among the main requirements for each new IT development.

It is a commitment that finds a further application within the initiatives of the Group's **welfare** system: since the birth of the plan, one of the welfare categories present is dedicated to **personal services**, within include support initiatives for families in need of assistance carried out in partnership with specialised bodies or associations. Underlying this is the company's willingness to build **customised solutions** in relation to care needs: help with tasks, home interventions for support activities for minors with special educational needs, specific care and assistance for the elderly or disabled, psychological and pedagogical counselling. Added to this is the possibility of using one's welfare fee to obtain reimbursement of **care and assistance** expenses, as well as requesting additional contributions to support the costs incurred for individual assistants or medical-health facilities able to take care of children with disabilities. In addition, for colleagues with **frailties**, the **return to work** path is active: 12 weeks, divided into different phases, to promote a healthy lifestyle and cultivate a psycho-physical and emotional balance. The project involves a series of interventions coordinated using initial questionnaires, in order to create homogeneous groups, sessions with psychologists, nutritionists, doctors, yoga and mindfulness experts. The project is aimed at promoting the improvement of the well-being, lifestyle and work ability of workers with **chronic diseases** (oncological and non-oncological), with a positive impact on their reintegration or maintenance at work.



The Hera Group is committed to continuing the journey by also considering the **invisible** and often untraced **diversities**, therefore less considered so far, but which in any case tend to limit a person's full expression, if not adequately supported and understood. Initiatives will be carried out dedicated to spreading awareness and understanding of situations of **neurodivergence**, which have a very broad and diverse spectrum, are still often underestimated and unrecognised in the world of work. In addition, continuity will be given to the project, already active since 2020, which allows the Group to make use of the collaboration, suitably favoured by a specialised company, of people recognised on the autism spectrum.



# Well-being, professional development and productivity

Investing in employee **well-being**, **development** and **motivation** is crucial to **sustainable productivity** and **lasting success**. These are all interconnected elements that influence the success of a company.

WELL-BEING  
AND  
SUSTAINABLE  
GROWTH

## Well-being

It has long been a **strategic priority** of the Group to enhance the well-being of people as a **necessary condition** to allow everyone to express their potential and accelerate the growth of the organisation, promoting **harmony between work and private life** and ensuring an ethical approach to work. The development trajectory of the welfare policies identified by the Hera Group has also seen a progressive strengthening in recent years of the initiatives and services related to the area of well-being, promoting a culture oriented towards 360° wellness and helping to provide each person with the tools to build their own “well-being framework”, with a view to greater flexibility and compliance with their needs.

As part of this trajectory, the Hera Group offers its people initiatives and services that embrace the different spheres of well-being: from **psychological support** paths with specialists, to programmes to improve **physical health** and promote **food education**. All these initiatives are accessible through a “well-being portal”, an up-to-date platform that gathers all the company’s offer regarding the different dimensions of well-being.

The Group’s commitment will continue in this direction by enriching the model also on the financial education front, with the aim of providing useful tools, resources and suggestions to make people and their families more **aware** and **competent** in managing their assets.

The Hera Group is committed to continuing to invest in the Group's welfare model, which is embodied in the HEXTRA integrated system, dedicated to all Group companies since 2016. The HEXTRA model is characterised by a **flexible welfare fee intended for all permanent and fixed-term employees** to be spent between the different services available. In addition to the main fee, the model includes two additional fees: the **additional education fee** for the purpose of **supporting the education** of the children of employees from nursery to secondary school, and the **additional mobility fee** aimed at promoting **sustainable mobility** between home and work, helping to reduce the environmental and social impact.

In addition, all colleagues are assigned the **opportunity to convert part of their Result Bonus** into an additional welfare fee.

The use of the fees described above takes place within the dedicated platform within which a wide variety of services can be accessed. These include **health-related services** (such as dental centres, medical centres and specialist visits), **social security** (integration into the pension fund), **education and training** (with reimbursement of school fees, campuses and study holidays, language courses and more), **family care** (for support of non-self-sufficient family members or social care services), **shopping, travel, sports and wellness and transport vouchers** (reimbursement of public transport season tickets). In addition, there is also the **Herasolidale** category, which promotes solidarity and support for social and environmental projects involving people and Hera customers, contributing to the priorities of the UN 2030 Agenda.

### Flexible welfare fees

On 11 April 2016 and 21 November 2018, the Parties signed two separate Trade Union Agreements with which a “**Flexible WELFARE Package**” was defined and subsequently extended, for the period 2016-2021, to be assigned to each person of the Hera Group. With the subsequent agreements of 18 May 2021 and 20 September 2022, the Parties further extended the “Flexible WELFARE Package”, for the period 2022-2025.

In confirming the validity of the initiatives undertaken by developing welfare plans for all the people of the Hera Group, the Parties agreed to recognise for the three-year period 2026-2028 a “Flexible WELFARE package” equivalent to:

- €400 for 2026;
- €400 for 2027;
- €400 for 2028.

The methods for recognising the aforementioned value will continue to be governed by a specific Regulation that can be consulted through the dedicated Welfare Platform.

# Partnership with the education system

A CONSOLIDATED  
RELATIONSHIP  
WITH THE  
EDUCATION  
SYSTEM

The trade unions, which have always been attentive to the issue of training, which must start from the education system to generate “Good Work”, share the Group’s commitment which, through the **HerAcademy** Corporate University, represents a point of reference to develop **knowledge** within the reference **eco-system**, with particular reference to the training offer connected to acquiring **new skills**. For years, the Group has been an active part of the **educational community** in all the reference territories, through an articulated network of **partnerships** with the different stakeholders of the educational system (Institutions, Primary and Secondary Schools, High Schools and ITS Academy, Universities, Business Schools, Training and Innovation Centres) and an important volume of initiatives based on the internal knowledge management system and aimed at creating **value** for the territory and for the Group itself.

This strategic approach, called **Hera Educational**, can be summarised as follows, in terms of the main initiatives developed by type and target audience.

Primary and secondary schools (focus on environmental sustainability and scientific outreach):

- the **Great Machine of the World** – environmental education programme for nurseries, primary and secondary schools;
- a **science foundation** – science outreach project for secondary schools.

Secondary schools:

- pathways for **Transversal Skills** and **Guidance** (PCTO) designed in collaboration with the Regional School Office for Emilia-Romagna (approximately 75 routes are planned for the 2023/2024 school year);
- three-year **curricular integration** pathways in line with the needs related to workforce business planning;
- “**Hera teaches you a trade... at school**” with lectures given in some local institutions;
- **TRED high school** – participation in the educational experimentation of the new high school coordinated by ELIS on ecological and digital transitions, including 5 Pathways for Transversal Skills and Guidance (PCTO) planned for the school year 2023/2024;
- **orientation initiatives** dedicated to both the choice of university and employment (approximately 10 orientation meetings are planned for the 2023/2024 academic year).

Universities and post-graduate areas (with a focus on Business School):

- **framework agreements** with the University of Bologna and the University of Padua for teaching activities, applied research, job placement and orientation, internationalisation and technology transfer;
- **partnership** with the University of Modena and Reggio Emilia and the University of Ferrara;

- **cooperations** with the main national Business Schools (Bologna Business School – BBS, MIB School of Management of Trieste, Mip-Politecnico di Milano, SDA Bocconi School of Management, LUISS Business School, Rome Business School, SAFE Study and Research Centre);
- participation in the **Scientific Committee** of Assoknowledge-Confindustria Servizi Innovativi e Tecnologici;
- participation in consortia to implement **international educational projects** (for example Erasmus+ “GrEnFIn – Greening Energy Market and Finance”).

#### Training and Innovation Centres:

- protocol with **H-FARM** to develop digital matrix initiatives;
- participation in the public-private **partnership** called “Big Data Innovation&Research EXcellence” (BI-REX);
- **partnership** agreement with the “**BOOM**” **knowledge hub** launched by the company CRIF in the field of education.

## Continuous learning

### LEARNING AS AN INTERNALISED PRACTICE

Knowledge and **lifelong learning**, represent one of the pillars of the current socio-economic context. Today, **knowledge** is a **fundamental element** of economies and societies because it promotes **growth** and **competitiveness** based on innovation and **personal development**. Learning and training cannot be confined to one stage of life, but must become a constant process that combines “formal” and “informal” methods.

The Hera Group has always been committed to creating an organisational culture geared towards lifelong learning and improving the employability of its people, in particular by pursuing the goal of “developing an agile organisation that encourages continuous learning where **each person is the protagonist of growth and participates in the creation of shared value**”. In this regard, the Company has been investing for years in defining processes and tools (also digital) to spread the continuous learning culture, enabling people:

- access at any time to **synthetic training content** (for example training pills);
- access to **ad hoc training content** consistent with individual needs related to their organisational role (e.g. HER@Futura programme, ecoHERA programme);
- free access to **training courses developed by international training institutions** (e.g. MOOC platforms);
- participation in **application-oriented training courses** on real processes and cases.

Always with a view to continuous learning, since 2020 the Company has been offering all the people who work in the Hera Group the **possibility of being able to plan and dedicate an entire working day** (or 2 half-days) **to self-learning**, through the free use of training content available on the MyAcademy platform and aimed at strengthening their technical and transversal skills.

Hera is committed to continuing to **invest** in distinctive processes and initiatives that foster the development at every level of **continuous learning** for all the people working in the Group.

## Study support and professionalism

### Study permits and school exams

---

The Parties agree that, as of 1 January 2025, all the persons of the Student Group, enrolled and attending regular courses of study in primary, secondary and university schools, qualified to issue legal degrees, may benefit from **150 annual hours of study leave**, regardless of the role performed in the Company and the respective National Collective Labour Agreement.

These permits may also be used by people registered and attending **master's degrees and higher education courses** (including non-university courses), provided that the course/master's degree is deemed to be of interest to the company and that the costs of the same are borne by the student.

### Professional qualifications

---

With regard to people enrolled in professional qualification courses (e.g. **C and/or CQC licence**) and in the case of attending such courses outside working hours, the Hera Group undertakes to recognise a **corresponding number of paid hours** (ordinary remuneration). This measure will concern in particular those who already hold the C and/or CQC (Driver qualification card) licence, the steam generator driver's licence, who must renew the licences or who wish to acquire them, in relation to business needs.





# Sustainability and shared value

WE ARE WORKING FOR A FAIR AND RESILIENT FUTURE

The changes the Group is facing are taking place in a context of epochal transformations. The effects of the pandemic, the recent war in Ukraine and tensions in the Middle East, are having serious implications not only on market dynamics but also on the regulatory environment. On the regulatory side, utilities will be faced with a framework increasingly based on **sustainability and resilience** (Green Deal, RePowerEU, Taxonomy, PNRR (National Recovery and Resilience Plan),...), elements on which the Hera Group is already working and which see it at the forefront of the path of ecological transition. To this end, the Parties will hold in-depth discussions on the PNRR.

The evolution of technology and digitalisation represent a further opportunity for the Group to develop business models and operations, with the possibility of developing company competitiveness, pursuing greater operational efficiencies and opening **new markets** and channels of contact with customers.

These changes, which include risks and opportunities, will be addressed with appropriate choices, to be implemented quickly, reconciling greater productivity using the necessary resources. In this new and difficult scenario, the three reference areas (Market, Networks and Environment) are called upon to implement any action that increases the level of **resilience** of operational structures, but above all they are called upon to implement evolving **organisational models**.

## Business plan to 2027: the strategic dimensions



In this context strongly characterised by ongoing transitions, the Human Resource development guidelines address priorities within the strategic frame of reference:

- **guiding the evolution of working methods** that is impacting different aspects, from leadership models that further increase their orientation capacity, to the widespread performance management capacity necessary to ensure the achievement of objectives, to employer branding, which is more and more crucial for attracting and retaining talent. The well-being of People becomes an important lever capable of accelerating the growth of the organisation by putting the person and their needs at the centre;
- **developing engagement and inclusion**, understood as two closely interconnected aspects in which the common factor is the dynamic towards which each person is valued and encouraged to express their potential towards maximising well-being and performance;
- investing in the employability of people by strengthening the evolution of **skills** to support the current energy, environmental and digital transition with a view to active regeneration of Know How;
- generating value for people by continuing the path of **progressive digitalisation** and “**datafication**” of HR processes by enabling increasingly self-determined experiences and training, development and career paths, in a logic of individual and collective empowerment;
- redesigning HR processes to foster the development of **sustainable and circularity-oriented behaviour**.

In this context, the Hera Group wants to develop a business model capable of **innovation** and with **strong territorial roots**, respecting the environment and this approach is an inseparable part of company strategies: by 2027, **64% of EBITDA will be shared value**, or attributable to projects that meet the objectives of the **UN Agenda**, with investments for shared value projects corresponding to about 70% of the cumulative 2023-2027 (over €3 billion). Therefore, the Hera Group is committed to making the collective incentive mechanisms (Result Bonus, BSC,...) more and more consistent with the Shared Value EBITDA targets.

In addition to the many projects and initiatives that the Hera Group has undertaken, the Parties can undoubtedly further contribute to achieving the Company's objectives, through decisions that will facilitate the related path, thus combining the attainment of the Group's economic results with the **increase in the well-being of everyone**.

## Organisational Developments

### Networks

---

In the Networks area, particularly, in addition to the above, the various Business Units and Companies will continue the process of reviewing and **improving operational processes** (e.g. design, quotation and execution of works), using the tools that technology and digitisation provide.

Without prejudice to the maintenance of staffing levels, which are necessary to comply with the so-called on-call K5, the path relating to the “**versatility of operators**” in the field of networks and plants, where envisaged, will continue, which also includes the **reorganisation of the on-call lines** started in January 2024 (step 1). The training course that the Company will continue, resuming the discussion with the MSW Coordination, is considered by the Parties to be strategic and essential for the correct and effective implementation of the organisational evolution, as well as for the evolution of the skills/professionalism of the employees concerned. The MSW Coordination and the Company will therefore continue the **process of discussion**, relating to **organisational evolution**, also sharing the repercussions in terms of greater responsibility and versatility of the operators, also for the purposes of assessing the additional skills/professionalism acquired and to be acquired (e.g. autonomy, responsibility, complexity of activities, versatility, experience in relation to the skills possessed,...). To this end, in addition to the impacts already defined and related to 3rd level operators (Gas-Water CCNL and equivalent of the Electric CCNL), who have been or may be recognised as 4th level (according to the rules defined by the Company and already subject to extensive trade union discussions), the Company will define the further impacts concerning both 4th level operating personnel, who may move to the 5th level, and 5th level personnel, who may move to 6th level (about 200 positions in total, including the AcegasApsAmga and Marche Multiservizi scopes, in the two-year period 2024-2025).

Finally, the Parties share the **path of dialogue and feedback** on performance relating to operating personnel, thus completing the path already started during the Group’s last supplementary contract in 2022.

## Experimentation

---

As part of the initiatives aimed at improving company productivity while returning benefits to the people involved in the improvement, the Hera Group undertakes to start an **experiment**, with specific reference to the professional figures to be identified among the assistants and coordinators to whom the organisational method **of departure from home** is not currently applied, a new model that will involve the use of a company vehicle departing from home (with geolocation) and/or agile work, which may generate an **improvement in the safety**, effectiveness and **productivity of operational activities**.

**Travel time** from home to work and vice versa will be **considered working time** and the outcome of the experiment will be considered positive, only if there is an increase in productivity. At the start of the experiment, MSW and the Company will sign, in relation to implementing the geolocation functions, a specific agreement in compliance with the provisions of Article 4 of Law no. 300 of 1970.

**The Company and the MSW Coordination will discuss both the results of the experiment** (duration of 9 months) and any repercussions in organisational terms.

## Environment

---

In the field of **Waste Management and Fleets**, starting in the second half of 2024, Uniflotte will take the leading role in a path that, also through an organisational rearrangement, will see a **progressive strengthening in the maintenance field**, with the expansion of the activities carried out directly on the upkeep of bins and vehicles. In particular, the **maintenance of high-tech bins** (Smarty bins) will be managed in-house, as will the type and frequency of maintenance work on company vehicles, for moderate and rapid operations. This will further promote the **enhancement** of the Group's **maintenance technicians** and the **increase of internal skills**, supported by training courses on the electro-instrumental component and, clearly, on safety-related areas, as always a priority in the Group.

At the same time, a process of **progressive internalisation of strategic waste collection services** will be initiated, always in line with long-established company guidelines, with particular reference to the consolidated territories in the process of implementing the concessions. In the various territories, it is planned to internalise, in line with the expiry dates of existing contracts, drivers of technologically relevant, single-operator and roll-off vehicles, all used for the collection services. Consequently, the **coordination staff** will be **strengthened** with new coordinator entries in the aforementioned territories, in proportion to the number of internalised driving staff.

Moreover, with specific reference to plant development, the Hera Group undertakes to expand on a plan-by-plan basis **investments aimed** at further strengthening the central role of Herambiente in terms of **ecological transition**.

The Parties also believe that the negotiations in progress on specific issues must be concluded within the timeframes provided for in the discussion:

- the definition of the organisation, management and processing for the activities carried out on the occasion of midweek holidays, by July 2024;
- the management of the guarantee of the turnover of the people included in the on-call shifts, in compliance with the provisions of the CCNL.

There is also the intention to promote the establishment of possible solutions **to facilitate the proactivity** and availability of internal staff for **professional growth**, bearing the costs for obtaining the C and CQC licence and steam generator driver's licence.

## Market

---

In the **Market** area, initiatives and projects will be developed, which will allow the Group's sales companies greater leverage in terms of **versatility** of skills, resources and structures, with a view to focusing on an increasingly responsive approach to **competitive dynamics**.

The focus of the second and third quarters of 2024 will be **onboarding new customers** linked to **domestic Gradual Protection Service** tenders for which entry is expected on 1 July. These are about **1 million new customers** that further consolidate the Group's customer base and extend the scope of commercial action to new territories (such as, for example, the North-West Regions). This will require structuring a targeted management service with the **onboarding new personnel** who will be appropriately trained.

The investments and growth path mentioned above will be reinforced by further initiatives, therefore the trade unions and the Market Management will meet in due time, and in any case by 2024, in order to share training courses and experimental training necessary to identify multipurpose operators, capable of carrying out both front-end and back-office activities, giving priority to voluntary resources. The objective is to allow an **adequate rotation of helpdesk staff**, who can also benefit from **smart working**, together with the **increase in the professional skills** of the operators concerned. The multipurpose group may also be activated to provide a more **dynamic management** of the temporary operational needs of the helpdesks, limiting, as far as possible, the movement of personnel between the various offices, informing the trade unions. Following the experimentation on the pilot areas defined and the positive outcome of the effective application of the rotation already mentioned above, the Company and the trade unions **will meet to evaluate the repercussions on the people involved** also for the purposes of evaluating the additional skills/professional skills acquired and to be acquired (for example autonomy, responsibility, complexity of the activities, versatility, experience in relation to the skills possessed,...).

## Employment and work

In order to ensure the strategic development of the Hera Group in line with the preamble described above and the reference competitive scenario, the Parties share the multi-year employment development plan illustrated by the Company in the **four-year period 2024-2027**, which involves, in the same period, the hiring of approximately **2,400 people, net of any acquisitions**.

In particular, with regard to the **Central Networks Department**, the turnover of suitable people from the on-call area is guaranteed, which therefore entails compliance with the so-called k5 on each shift line and hiring, in the four-year period 2024-2027, about 320 people. With reference to the Water Department of Hera S.p.A., there are currently 114 on-call lines for a total of 620 employees. With reference to the company Inrete, there are currently 26 on-call lines for a total of 135 employees. It is understood that the responsibilities relating to the repercussions on intervention times, resulting from the reorganisation, are the sole prerogative of the company, without prejudice to the duty of the on-call person to act promptly following the call. The Company also undertakes to further **optimise the process of replacing** the resources that decide to leave the Company (e.g. retirement), so as to ensure an **adequate training period** for new incoming resources compared to those outgoing. To this end, the Company will provide **economic incentives** to be recognised to people (on-call area), who will

UN PIANO  
CONDIVISO  
SULLE PROSSIME  
ASSUNZIONI

submit their resignation with at least eight months' notice and who will take an active part in transferring activities and skills. The training period will be as long as possible, also in relation to the availability of new resources.

In addition to the 2,400 people to be included in the four-year period 2024-2027, which will guarantee the natural turnover, the Company undertakes to hire additional people, aimed at subsequent stabilisation, to meet the following **enhancement or internalisation** needs:

- **Central Market Department**, about 70 new people expected also as a result of the outcome of the tender for the Gradual Protection Service;
- **Water Department**, 5 new people for the acquisition of activities related to the management of meteoric water (Forlì-Cesena), with verification with the Municipal Solid Waste and the territorial structures by December 2024 regarding the integration of the on-call service and the possible strengthening of the workforce;
- **Market – District heating Department**, 6 people for cogeneration management related to the Bologna Fair;
- **Central Waste Management and Fleets Department**, at least 130 new people, in compliance with the clauses provided for in existing procurement contracts and in accordance with Article 6 of the Waste Management CCNL, following certain internalisation processes and with deadlines consistent with the expiry of the procurement contracts:
  - bin maintenance experimentation, about 12 people;
  - waste collection with single-operator vehicles (IND + GLASS + ORG), about 71 people;
  - waste collection with roll-off vehicles, about 35 people;
  - driver coordinators, about 7 people;
  - collection centres, about 5 people.
- **Herambiente**: at least 15 people (2024-2025) in addition to the needs of the current WTE and Plant area.

The Parties will meet every six months to verify the progress of the **internalisation** and **onboarding** programmes described above; further areas such as weights will also be evaluated (also for the purpose of any insertion of unsuitable personnel).

Without prejudice to the fact that structured work activities are normally carried out through permanent employment relationships, with reference to persons hired under **temporary employment** contracts, it is confirmed that all workers with this type of contract, starting from those currently present also taking into account length of service, will constitute a **priority recruitment pool**.

Upon request, the Company will provide specific information on the overall data of personnel hired under atypical employment contracts at Group level.

# CCNLs applied in the Hera Group

The Parties examined the National Collective Labour Agreements (CCNL) applied in all the companies of the Hera Group and shared the following decisions:

PLANNED  
INITIATIVES

- by June 2025, without prejudice to the agreement of 7 December 2007 and subsequent amendments and additions, to the **71 people with Chemical CCNL** of the Herambiente Group, affected by the agreements of 24/02/2022 and 07/07/2023 and who currently belong to the organisational areas of Market Department and Production Department (Waste-to-Energy, Composting and Digesters, Selection and Recovery, Biorg and Staff), **the Utilitalia National Labour Agreement for Waste management will be applied**. The *ad personam* or *superminimum* fees, however denominated, will be absorbed, if the absorption does not entail a reduction in the RAL used at the time of the CCNL change. In any case, the *ad personam/superminimum* that have the nature of remuneration linked to particular merits of the worker or declared expressly non-absorbable at the time of assignment may not be absorbed;
- in line with the timing of the business plan, waste collection activities with single-operator means (Central Waste Management and Fleets Department) will be managed with **own personnel** to whom the Waste management CCNL will be applied;
- by 2024, the Parties will start a discussion aimed at defining the **paths for the harmonisation** of the National Collective Labour Agreements and the second-level treatments that the Hera Group companies may apply to their people. Moreover, at the time of any new corporate acquisitions, the Parties will meet for the above purposes;
- the Parties, with particular attention to the newly acquired companies at the date of signing this agreement and which carry out activities compatible with the production chains of the Hera Group's already integrated scope, will meet to evaluate the harmonisation paths of contractual arrangements.

# Professional development

PERFORMANCE  
AND LEADERSHIP  
SKILLS TO  
DEVELOP  
PEOPLE

The Hera Group is committed to further enhancing the professional development model, with the aim of making people the true **protagonists** of its growth, in the full conviction that the quality and efficiency of internal processes and results depend on people. Effective management and enhancement of human capital are therefore of strategic importance to the Group.

The development process fits into this context, **pursuing three main objectives**:

- **evaluate the performance and behaviours in the reference year**, identifying the strengths and areas for improvement of each with respect to their role;
- **clearly** explain what is expected of each with **respect to the results** and in line with the leadership model that represents the guide with respect to distinctive behaviours;
- evaluate the **most targeted** and effective **actions** for professional development.

In detail, the process is based on the annual evaluation of two areas, **performance** and **leadership skills**, and is applied homogeneously to the scope of the entire company. At present, it concerns more than 5,000 employees, managerial staff, middle managers and executives. The Hera Group is committed to ensuring that people with worker qualifications are also included in the next assessment cycle (which will evaluate 2024 and start at the beginning of 2025), thus **ensuring full coverage of the company population** (about 10,000 people of all grades, companies and managed territories).

A distinctive element of the process is the **performance dialogue**: a two-way exchange between manager and collaborator, in which the responsibility for clarity and effectiveness on the part of managers is accompanied by the commitment by individuals to use **feedback as a tool for learning and continuous improvement**. This occasion is also crucial for sharing the subsequent actions that the Company has divided into 4 types: training initiatives, role development, soft actions (e.g. continuous feedback, coaching,...) and remuneration development (compensation).

**The Company and the trade unions will hold discussion annually** in relation to the guidelines.

During 2023, in addition to having adjusted the average amounts for the various interventions, the possibility of providing merit increases for the operating **population** was included, on top of the one-off interventions already envisaged, in order to further reward merit and ensure full consistency with the policy logic. Furthermore, with the aim of extending development policies to specific cases linked to paths towards predefined expected roles (consistent with the reference CCNLs), in 2023 level transitions were included, against recognition of full coverage of the expected role defined by the Group, following specific growth and training paths.

Annually, the Company will notify the trade unions of the level transitions.



# New People Development Initiatives

The Hera Group is committed to developing **new initiatives** that will further enrich the model currently in force, in particular through:

- the gradual and complete extension of the performance observation model (360°) also to operational figures, thus **ensuring full coverage of the company population** in all the aspects and tools provided for by the **business development process**;
- the development of a new tool (“**Leadership APP**”) that will be made available to the evaluators **to track the observations of their collaborators** during the year and to be able to make more consistent evaluations with regard to the most significant events occurring in the year subject to assessment.

During several meetings held in the first quarter of 2024, the Company provided details on the Group’s meritocratic policies. In addition, from 2025, the Company has agreed to further increase the resources to be granted to the operational staff, therefore, the interventions in terms of frameworks, *ad personam* and one-off, will go from **6.5% to at least 10%** (annual percentages referring to the reference population).

AN EVER  
BROADER  
DEVELOPMENT  
MODEL

## Result Bonus

### Whereas:

- the Hera Group Supplementary Collective Bargaining Agreement will expire on 31 December 2024;
- the CCNLs applied entrust matters and delegated institutions to company bargaining, including the definition of the Result Bonus based on hitting the target to increase profitability, productivity and quality;
- this chapter on the Result Bonus, valid for the three-year period 2025-2027 and that called “flexible welfare shares”, valid for the three-year period 2026-2028, will be applied to the persons (excluding managers) of the following Group Companies: Hera S.p.A., AcegasApsAmga S.p.A., Hera Luce S.r.l., Hera Comm S.p.A., EstEnergy S.p.A., Etra Energia S.r.l., Hera Comm Marche S.r.l., Herambiente S.p.A., Fea S.r.l., Herambiente Servizi Industriali S.r.l., Hestambiente S.r.l., Heratech S.r.l., Hera Trading S.r.l., Inrete Distribuzione Energia S.p.A., Marche Multiservizi S.p.A., Marche Multiservizi Falconara S.r.l., Uniflotte S.r.l.
- the Parties acknowledge that the target values relating to the profitability, productivity and quality objectives will be defined within the first four months of each year (three-year period 2025-2027), following the company process of defining the budget objectives, and will therefore be reported in a specific agreement report that will be signed annually.

TOGETHER WE  
ACHIEVE  
IMPORTANT  
GOALS

## The Parties agree as follows:

The preamble forms an integral part of this agreement.

1. The amount of the Bonus will be divided into four parts and will be allocated:
  - for the first, “**part A**”, in relation to the increase in the expected profitability of the Hera Group (Group Consolidated EBITDA);
  - for the second, “**part B**”, in relation to the increase in the expected profitability of the Hera Group (Group Consolidated EBITDA with shared value);
  - for the third, “**part C**”, in relation to the increase in the expected profitability of the Hera Group and linked to each permanent employee (EBITDA/Employees);
  - for the fourth, “**part D**”, based on hitting specific target relating to increases in productivity/quality/efficiency/innovation.
  
2. Part **A**, linked to the annual increase in the Group’s profitability (Group Consolidated EBITDA) compared to the previous year, will have a weight equal to **25%** of the theoretical Bonus expected in the year, with a transversal value on all Hera Group personnel.

Profitability will be allocated in variable amounts on the basis of the percentage of achieving the increase target, as detailed below:

- achievement of the EBITDA increase target = 100%: 100% of Bonus paid; for greater results there will be an increase by linear interpolation up to a maximum of 5% more than the maximum figure provided;
  - achievement of the EBITDA increase target  $\geq 90\%$  and  $< 100\%$ : Bonus paid in proportion to the result;
  - achievement of EBITDA increase target  $\geq 80\%$  and  $< 90\%$ : 85% of Bonus paid;
  - achievement of EBITDA increase target  $\geq 70\%$  and  $< 80\%$ : 75% of Bonus paid;
  - achievement of EBITDA increase target  $\geq 60\%$  and  $< 70\%$ : 65% of Bonus paid;
  - achievement of EBITDA increase target  $\geq 50\%$  and  $< 60\%$ : 55% of Bonus paid;
  - for results below 50% of the EBITDA increase target, the Bonus will be deemed to have been achieved to the extent of 10%.
- 
3. Part **B**, linked to the annual increase in the Group’s profitability (Group Consolidated EBITDA with shared value) compared to the previous year, will have a weight equal to **25%** of the theoretical Bonus expected in the year, with a transversal value on all Hera Group personnel. Profitability will be allocated in variable amounts on the basis of the percentage of achieving the increase target, as detailed below:

- achievement of the EBITDA increase target = 100%: 100% of Bonus paid; for greater results there will be an increase by linear interpolation up to a maximum of 5% more than the figure provided;
  - achievement of the EBITDA increase target  $\geq$  90% and  $<$  100%: Bonus paid in proportion to the result;
  - achievement of EBITDA increase target  $\geq$  80% and  $<$  90%: 85% of Bonus paid;
  - achievement of EBITDA increase target  $\geq$  70% and  $<$  80%: 75% of Bonus paid;
  - achievement of EBITDA increase target  $\geq$  60% and  $<$  70%: 65% of Bonus paid;
  - achievement of EBITDA increase target  $\geq$  50% and  $<$  60%: 55% of Bonus paid;
  - for results below 50% will be deemed to have been achieved to the extent of 10%.
4. Part **C**, linked to the annual increase in Group profitability and related to each permanent employee at 31 December of the reference year (Group Consolidated EBITDA/Employees) compared to the previous year, will have a weight equal to **20%** of the theoretical Bonus expected for the year, with a transversal value on all Hera Group personnel and will be assigned in a variable measure based on the percentage of achieving the increase target, as detailed below:
- achievement of the EBITDA increase target/Employees = 100%: 100% of Bonus paid; for greater results there will be an increase by linear interpolation up to a maximum of 5% more than the maximum figure provided;
  - achievement of the EBITDA increase target/Employees  $\geq$  90% and  $<$  100%: Bonus paid in proportion to the result;
  - achievement of EBITDA increase target/Employees  $\geq$  80% and  $<$  90%: 85% of Bonus paid;
  - achievement of EBITDA increase target/Employees  $\geq$  70% and  $<$  80%: 75% of Bonus paid;
  - achievement of EBITDA increase target/Employees  $\geq$  60% and  $<$  70%: 65% of Bonus paid;
  - achievement of EBITDA increase target/Employees  $\geq$  50% and  $<$  60%: 55% of Bonus paid;
  - for results below 50% of the EBITDA increase target/Employees, the Bonus will be deemed to have been achieved to the extent of 10%.

It should be noted that the number of permanent employees refers to the Group companies listed in the preamble.

5. For part **D**, with a weight equal to **30%** of the theoretical Bonus expected in the year, specific productivity indicators for each company/organisational unit will be identified by April of each year, valid for all the personnel assigned to them. For these indicators, the specific annual increase targets compared to the final figures for the previous year will be identified, and the relative share of the bonus will be

paid upon achieving the target. For higher results, there will be an increase by linear interpolation up to a maximum of 5% more than the maximum figure expected.

6. The gross amounts of the result bonus pertaining to the years 2025, 2026 and 2027, for achieving 100% of the Bonus at the average level, are defined as follows:
- year 2025: €2,615
  - year 2026: €2,790
  - year 2027: €2,965

It should be noted that the amounts refer to the average level referred to in the Group's parametric scale.

7. The amounts referred to in point 6 above will be increased, in line with what may be established by the forthcoming agreements for the renewal of the Water Gas Sector, Electricity Sector and Waste Management CCNL, with the salary portions that may be allocated to company bargaining and with reference to the employees to whom the CCNLs above apply, of the Group companies to which this Agreement applies. These "one-off" annual fees, if provided for by national bargaining, will be paid according to the parametric scale provided for by the respective CCNL, in a variable percentage upon hitting the targets provided for in this agreement, according to the weights, criteria and limits referred to in points 2, 3, 4 and 5 above.

The values relating to the indicators identified for the year 2025, in points 2, 3, 4 and 5 of this Agreement, will be adjusted to any changes indicated in the revised budget.

8. In compliance with the Agreement Report of 11 November 2016, for the personnel of Herambiente S.p.A. to whom the Chemical Industry CCNL applies, the annual shares of the Bonus, referred to in point 6 above, will be increased with the share relating to the old Presence Bonus determined on the basis of the calculation methods, as defined by ex Article 8 letter G) and ex Article 28 paragraph 9, b1 and b2 of the Chemical Industry CCNL of 22 September 2012.

9. The Parties agree that, by way of consolidated productivity, as a result of profitability levels acquired over time and subject to achieving a suitable result, as shown by the finalisation of the overall objectives, normally carried out by the month of May of each year, an average amount will be paid for the years 2025, 2026 and 2027, to those entitled, as a non-absorbable *ad personam* fixed element divided by 14 months (useful for contractual and social security institutions), broken down according to the Group scale, as follows:
- year 2025: €50.00 gross per year, effective from October 2026;
  - year 2026: €50.00 gross per year, effective from October 2027;
  - year 2027: €50.00 gross per year, effective from October 2028.

The aforementioned share will be consolidated, still in compliance with the aforementioned effective date, also for new recruits from 2025 and subsequent years.

10. The Parties agree that the following amounts, provided for as consolidated productivity, will also be recognised for new recruits from 2025:
  - € 320.00 gross per year, pursuant to the agreement signed on 25 May 2017;
  - € 150.00 gross per year, pursuant to the agreement signed on 5 June 2020;
  - € 80.00 gross per year, pursuant to the agreement signed on 18 May 2021.
  
11. Moreover, the Parties, in view of the presence of other national collective labour agreements, undertake to identify and propose **ever greater levels of harmonisation** by extending, where possible, the consistent arrangements deriving from company agreements also to the employees to whom the aforementioned agreements apply.
  
12. Workers will have the possibility, on a voluntary basis, to **replace the cash Result Bonus with company welfare services**, within the limits and under the conditions provided for by law, for a maximum value of 50% of the annual bonus. The portion to be allocated to company welfare initiatives, which may be chosen by the individual to partially replace the cash bonus, to be allocated to the various welfare institutions envisaged by the Group, such as, by way of example and not limited to, supplementary social security and supplementary health care, is added to the annual individual “welfare fee” that the Company grants to employees. For workers who do not make a decision by April, the full amount of the Bonus due will be paid in cash. It should be noted that the supplementary pension funds to which people may possibly allocate the portion of the converted bonus will only be those of a contractual type, established as part of national collective bargaining.
  
13. The Parties, while sharing the objective of obtaining the **benefits of the decontribution** of the Result Bonus, pursuant to Article 1 of Law no. 208 of 28 December 2015, paragraph 189, as amended by Legislative Decree no. 50 of 24 April 2017, agree on the need to consolidate the system of equal involvement of people in the organisation of work, implemented from 2017, by establishing **working groups** aimed at **improving** and/or **innovating** production areas and/or organisational/production models.

To this end, they agree:

- to seize the opportunity to promote organisational schemes for production and work aimed at increasing the motivation of staff and their active involvement in innovation processes, thus achieving increases in efficiency, productivity and improvement in the quality of life and work, through the establishment of “**joint working groups**”.

For each group, an objective for the improvement or innovation of a production area or an organisational/production model is identified. Inter-company, inter-functional and inter-professional working groups will normally meet during working hours and at intervals defined by a specific work plan.

In order to allow adequate sharing and coordination, each Group will consist of 7 members, of which 2 will be appointed by the trade union representatives, and coordinated/led by a Project Leader appointed by the company.

The Working Groups may meet remotely or in person, based on the schedule of activities defined in the first meeting.

At each meeting, the working group will record the progress of the project by means of a specific report and will make it available to the Participation Committee to monitor the work and, at the end, for the finalisation of the activities carried out and the results achieved.

- To entrust the coordination, monitoring, definition and evaluation of projects to the “**Participation Committee**”, consisting of representatives of the Hera Group Company Management and 9 trade union representatives. Without prejudice to the entitlement to union representation as governed by the Group Industrial Relations Protocol of 28 July 2015, the members appointed by the trade union signatories to this agreement must represent all the territories in which the Group Companies operate.

The Committee may appoint a sponsor, to be identified among the staff expert in the topics covered by the Working Group within the Management/Company most involved in the specific project, to support the Working Group.

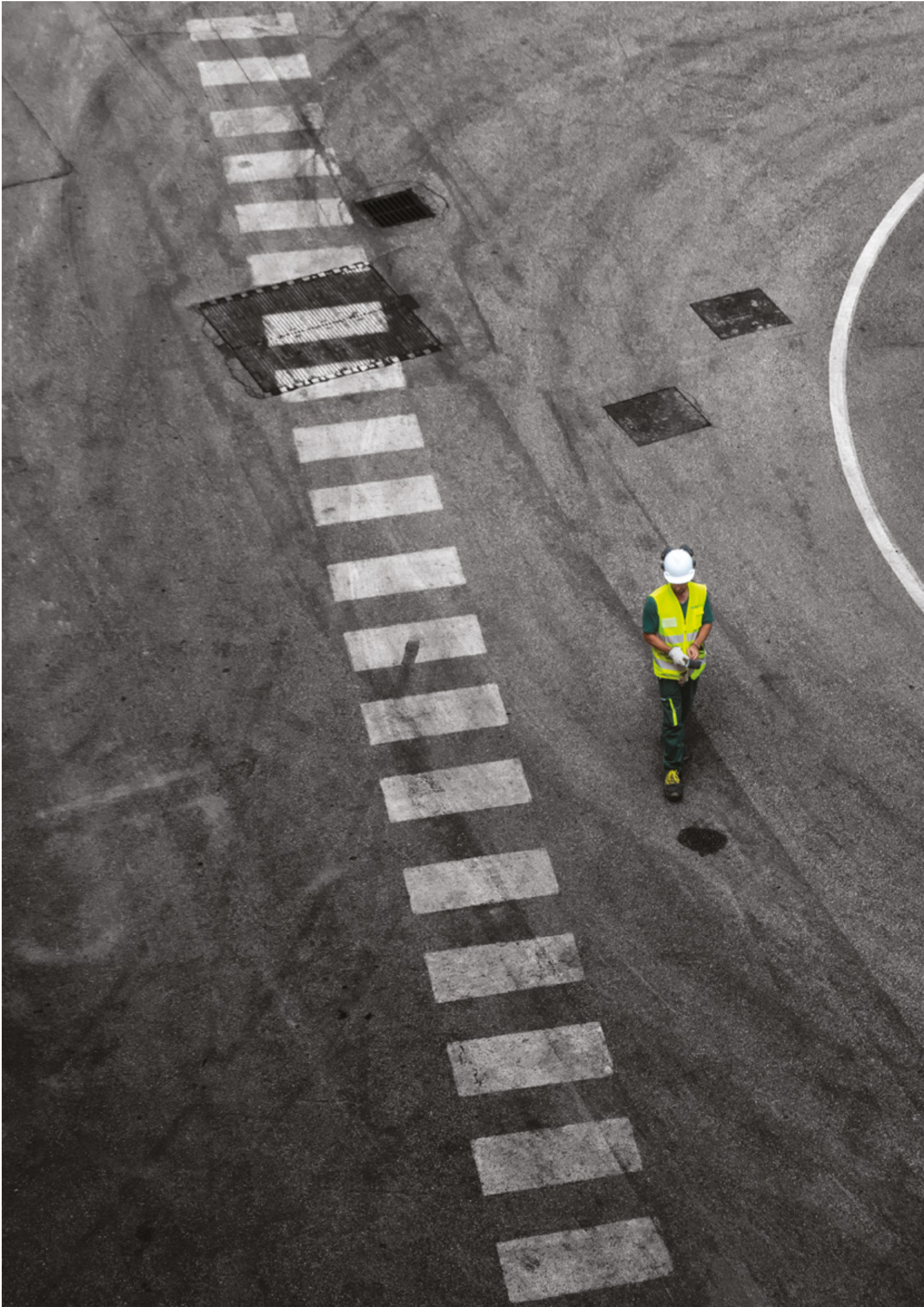
The Committee will normally meet at the beginning and end of the annual Project and/or at the request of one of the Parties for specific reasons and, for each meeting, will draw up specific minutes.

- The people who make up the working groups will be the recipients of **specific training interventions relating** to a greater knowledge of the participatory processes and a technical in-depth study of the issues under discussion. From time to time, all the necessary documentation will be provided to actively participate and operate in pursuing the identified objectives. The same training will also be gradually extended to all components of the Municipal Solid Waste.

When signing the annual agreements to define the target values, relating to **profitability, productivity and quality targets**, the Parties will also define the topics on which the working groups’ activities will focus. The Parties undertake to establish the Participation Committee and the working groups no later than 30 June 2025.

14. The indicators of the Result Bonus will normally be **monitored on a quarterly basis** during the year (with particular reference to the budget review).

15. **The Bonus will be assigned to each person** for an indefinite period, for a fixed term and with an apprenticeship contract, **in proportion** to the duration of the service and depending on the presence in service in the reference year; for this purpose, holidays, accidents at work, compulsory abstention due to pregnancy, hospital admissions, union leave, blood donation, absences for leave pursuant to Law 104/92 will be considered as actual days of service. A portion of what may not have been paid, identified in a maximum amount of €250,000.00, will be redistributed, in the month following the normal payment of the amount of the Bonus, to workers absent for serious long-term illnesses (more than three consecutive months) to compensate for the reduction of the Result Bonus; in the event that said period exceeding three consecutive months is between two calendar years, it will be considered equally useful for the purposes of redistribution for the second of the two years. Any remaining amount will be redistributed, again in the month following the normal disbursement of the amount of the Bonus, to those persons who have not taken sick leave during the year.
  
16. The Bonus will be paid with the first pay slip of the month following that of approval of the Final Financial Statements, normally in June.
  
17. This Agreement will be harmonised with the regulations and/or laws that may be defined in this regard, in relation to the contributory and social security aspects of the Bonus.
  
18. For anything not expressly contemplated in this Agreement, reference will be made to the relevant rules provided for in the relevant CCNL.
  
19. The Parties, for the purposes of applying the **preferential tax regime**, declare that this agreement complies with and meets the criteria for measuring and verifying the increases in productivity, profitability, quality, efficiency and innovation, referred to in Article 1, paragraphs 182-189, of Law 208/2015, as amended by Law 232/2016 and referred to in Ministerial Decree 25/03/2016 and confirm that the tax benefits apply upon the incremental achievement of only one of the indicators identified for 2025 compared to the previous year 2024, considered for this purpose as alternatives.





# Other agreements

The following agreements are signed at the same time as these minutes are signed:

- **2024 funded training**
- **Technical call centres**
- **“PAM” application – cybersecurity**
- **WTE Emilia-Romagna organisational evolution**

Read, agreed and signed.

### The HERA Group

Executive Chairman  
Cristian Fabbri



Director of Central Department  
Personnel and Organisation  
Alessandro Camilleri



Industrial Relations Manager  
Fabrizio Pancino

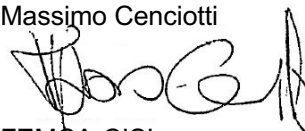


### Trade Union National Secretariats

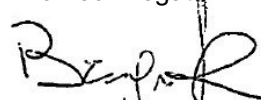
FILCTEM-CGIL  
Ivo Sorrentino



FP-CGIL  
Massimo Cenciotti



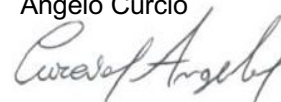
FEMCA-CISL  
Romeo Bregata



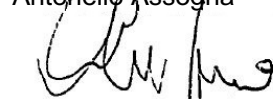
FLAEI-CISL  
Cristiano Mazzucotelli



FIT-CISL  
Angelo Curcio



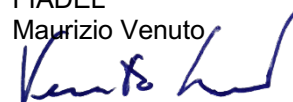
UILTEC-UIL  
Antonello Assogna



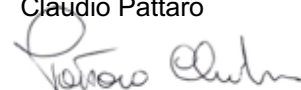
UILTRASPORTI-UIL  
Fabio Gigli



FIADDEL  
Maurizio Venuto

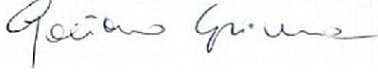


CISAL-FEDERENERGIA  
Claudio Pattaro



**The HERA Group**

Personnel and Organisation Manager  
Marche Multiservizi S.p.A.  
Gaetano Grima

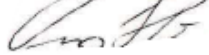


Personnel and Organisation Manager  
AcegasApsAmga S.p.A.  
Marcello Rita



**HERA S.p.A.**

Industrial Relations Representative  
Energy and Water  
Italo Urso



Industrial Relations Representative  
Environment  
Mirco Carletti



Environment Personnel Manager  
Fabio Marcantonini



Herambiente Personnel Manager  
Francesco Rosato



Personnel Manager Central  
Waste Management and Fleets  
Massimiliano Moratto



Personnel Manager Water  
Department  
Federico Alessandrini

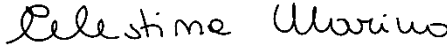


Personnel Manager  
Inrete and HeraTech  
Donatello Cartolano

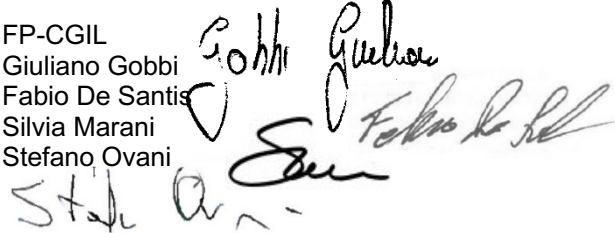


**Trade Union National Secretariats**

FILCTEM-CGIL  
Celestina Marino



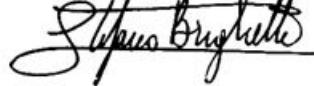
FP-CGIL  
Giuliano Gobbi  
Fabio De Santis  
Silvia Marani  
Stefano Ovani



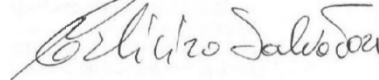
FEMCA-CISL  
Stefano Perazzini



FLAEI-CISL  
Stefano Brighetti



FIT-CISL  
Salvatore Corbisiero



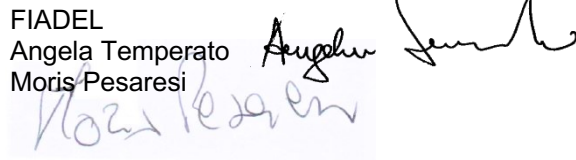
UILTEC-UIL  
Antonio Monteleone



UILTRASPORTI-UIL  
Rino Missiroli



FIADEL  
Angela Temperato  
Moris Pesaresi



CISAL-FEDERENERGIA  
Salvatore Rinieri



Vito Di

Roberto

Sandra Facci

Ceci Facci

Cristina Rosa

~~Alfredo~~

Anna

Franco

Luca

Q

Celestina

Gianni

Roberto

Dario

~~Stefano~~

Marco

Antonio

Marco

Paola

Roberto

~~Paola~~

Maria

Anna

Stefano

Paola

Stefano

Stefano

Elena

Paola

Paola

Stefano

Stefano

Serena

Stefano

Maria

## Credits

### **Editorial project responsibility:**

Hera Group Central Communication and External Relations Department

Giuseppe Gagliano, Cecilia Bondioli, Elena Marchetti, Paola Frontera

Hera Group Central Personnel and Organisation Department

Alessandro Camilleri, Fabrizio Pancino, Mirco Carletti, Italo Urso,  
Gaetano Grima, Marcello Rita

With the collaboration of: Robert Accardo, Federico Alessandrini, Alberto Apollo,  
Alessandro Bello, Ugo Canonico, Donatello Cartolano, Massimo Chiacchiararelli,  
Giovanna Coppini, Chiara Di Rocco, Alessia Evangelisti, Alessandra Galeotti, Marcello  
Garreffa, Cesare Littorio, Maurizio Magagni, Gianluigi Mangone, Fabio Marcantonini,  
Valeria Martinelli, Claudio Meoli, Giuseppe Messinese, Mariarita Montevecchi,  
Massimiliano Moratto, Francesco Rosato, Francesco Tecchi, Beatrice Terracciano

**Editorial consultancy:** Cristina Sagliocco

**Design:** Koan multimedia

**Photographs:** Ippolito Alfieri, Alessandro Fiocchi, Alejandro Mosquera,  
Hera photographic archive

**Printing:** Grafiche MDM

Life Eco100 paper was used for the creation of this document,  
100% recycled and FSC® certified, and digital photographs.

**Hera Spa**

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

[www.gruppohera.it](http://www.gruppohera.it)

Share capital i.v. € 1.489.538.745,00  
C.F. / Reg. Imp. 04245520376  
Gruppo Iva "Gruppo Hera" P. IVA 03819031208