

Board Expertise

Solid infrastructures for a long-term sustainable strategy

Photo by Silvia Camporesi: construction phase of the biomethane plant of Sant'Agata Bolognese

Industry Experience

Name	Role	Description of Industry* Experience
Cristian Fabbri	Executive Chairman	✓ Management industry experience: Market Group Manager and responsible for the Group's activities in the energy markets since 2014 (all activities related to electricity production, trading, sales of electricity and gas and value-added services, management of the relationships with energy customers and administered services (water and waste management), and the district heating business). From 2009 to 2023 he was CEO of Hera Comm, Estenergy and Ascotrade (all companies operating in utility/energy sector)
Orazio Iacono	Chief Executive Officer	✓ Management industry experience: Chief Operating Officer Sustainable Infrastructures ('22 SAIPEM a company operating in energy and infrastructure sectors), Senior Advisor ('21 OAKTREE CAPITAL MANAGEMENT) with a view to environmental, social and economic financial sustainability and has a long experience in developing public and primary services infrastructures (TRENITALIA)
Tommaso Fabbri	Vice Chairman Non-Independent Member	
Fabio Bacchilega	Independent Member	✓ Management industry experience: executive Chairman of Con.Ami, a local multi-utility operating in the water, energy networks, waste, tlc, renewable businesses
Gianni Bessi	Non-Independent Member	✓ Management industry experience: employee of Hera since 2008, currently on long term leave. Government industry experience: since 2020 is Member of the Regional Assembly of Emilia-Romagna for the Territory, Environment and Mobility Committee and responsible on several laws, including the Waste Management Plan 2022-2027 and the Regional Energy Plan 2022-2024. In 2000/2001, as member of the Cabinet Office of the Minister of Industry, Trade and Craft Trade he was part of the Technical Secretariat with responsibility for local public services and energy
Benedetta Brighenti	Independent Member	✓ Consultancy industry experience: National Expert at the Ministry of the Environment and Energy Security, for the Mission "Adaptation to Climate Change" and at the Ministry of University and Research, for the Mission "Climate Neutral and Smart Cities"; Vice-President and member of the Board of the European network of Local Energy Agencies with responsibility for "Climate-neutral cities and regions"; Management industry experience: General manager of RENAEL, the Italian National Network of Local Energy Agencies
Roberta Calderisi	Independent Member	
Vanessa Camani	Non-Independent Member	
Enrico Di Stasi	Non-Independent Member	✓ Government industry experience: political delegate for the Municipality of Bologna with responsibility in Atersir (Territorial Agency of Emilia Romagna for Water and Waste Services)
Marina Monassi	Independent Member	✓ Management industry experience: from 2006 to 2011, General Manager of AcegasAps, a multi-utility company in the Northeast of Italy operating both in environmental and water services and gas and energy distribution
Francesco Perrini	Independent Member	✓ Research industry experience: between 2008 and 2015 he carried out research on the utility sector within two scientific committees: Top Utility "Independent Italian Think-Tank on Italian utilities" and that of the Ministry of Economic Development were carried out research on energy efficiency and on local public services. Management industry experience: he is Chairman of Energy Trading srl and Everel Group and has statutory auditor positions in hydropower and infrastructure entities such as Idroelettrica Meridionale SpA.
Paola Gina Maria Schwizer	Independent Member	
Bruno Tani	Independent Member	✓ Management industry experience: he is an expert on Gas business sector, being currently General Manager of Società Gas Rimini Spa. He is also Managing Director of ADRIGAS Spa, City Gas Bulgaria EAD and Technoterm Engineering EAD. During his long professional activity, he has designed natural gas distribution systems in about 35 Italian municipalities.
Fabrizio Toselli	Independent Member	✓ Consulting industry experience: since 2009 he provides to companies professional consulting and advisory services in the energy sector.
Alice Vatta	Independent Member	✓ Consulting industry experience: between 2013 and 2014, she was Principal of Bain & Company, a leader in "European Energy practice", where she supported both Italian utilities and oil&gas companies involved in international expansion operations. As Associate Principal of McKinsey & Company between 2000 and 2013, she was a key member of the European practice "Electric Power and Natural Gas", with particular focus on issues related to renewable energy and distribution networks. She took also part in projects to define market strategies, organisational restructuring and operational performance improvement plans, including "Industry vision 2020" (innovation plans for utility development) and the implementation of lean approaches for water, electricity and gas distribution and transmission networks.
Total		11
Independent member	9	78%
Total BoD members	15	73%

* Industry Expertise applicable to Hera Multi-utility business refer to: public services, network infrastructures, Gas activities, Electricity activities, Energy efficiency services (ESCO), renewable energy sources, Water management, Waste treatment including (including innovative chemical treatments processes), Environmental care, Waste logistic activities, soil remediation, Telecommunication, Data management services, District Heating, commercial activities on commodities and services, commercial activities.

Risk & Crisis Management Experience

Name	Role	Description of Risk & Crisis Management Experience	
Cristian Fabbri	Executive Chairman		
Orazio Iacono	Chief Executive Officer		
Tommaso Fabbri	Vice Chairman Non-Independent Member		
Fabio Bacchilega	Independent Member		
Gianni Bessi	Non-Independent Member		
Benedetta Brighenti	Independent Member		
Roberta Calderisi	Independent Member		
Vanessa Camani	Non-Independent Member		
Enrico Di Stasi	Non-Independent Member		
Marina Monassi	Independent Member	✓	From 2006 to 2011 was Vice-President and member of the Control and Risk Committee of Unicredit Corporate Banking
Francesco Perrini	Independent Member	✓	Since 2017, Chairman of the Advisory Board of the Commission "Business crisis, restructuring and recovery", at the Order of Chartered Accountants and Accounting Experts of Milan.
Paola Gina Maria Schwizer	Independent Member	✓	Since 2003, she has been Professor of Economics of Financial Intermediaries at Parma University and has held the "Risk management and value creation in banks" course for the Master's Degree in Finance and Risk Management and E-banking; She is the author of several publications, including "Internal governance. New rules, experiences and best practices for the organization of banks' internal controls" and "The determination of reputational risk in the banking sector". At Bocconi University she is also creator and coordinator of the "Board Practice" programme, an education and advisory initiative for corporate governance bodies focused on strategic thinking and risk assessment ability.
Bruno Tani	Independent Member		
Fabrizio Toselli	Independent Member		
Alice Vatta	Independent Member		
Total		3	
Independent member	9	33%	
Total BoD members	15	20%	

Finance Experience

Name	Role	Description of Finance Experience	
Cristian Fabbri	Executive Chairman		
Orazio Iacono	Chief Executive Officer		
Tommaso Fabbri	Vice Chairman Non-Independent Member	✓	He has a PhD in Economics and Business Management at the University of Venice and is currently Full Professor of Business Organization at the University of Modena and Reggio Emilia, where he is Deputy Director of the E4E Doctoral School (Economics and Engineering)
Fabio Bacchilega	Independent Member	✓	He has a degree in Economics and Commerce from Bologna University and a Master's in "Business Management" from the SDA Bocconi Business Management School. He was also Chairman of a Bank Foundation at Imola
Gianni Bessi	Non-Independent Member		
Benedetta Brighenti	Independent Member		
Roberta Calderisi	Independent Member		
Vanessa Camani	Non-Independent Member	✓	Member of the Budget Committee of the Regional Council of Veneto, serving as Vice-Chair of the Committee until 2023. From 2000 to 2018, she was responsible for administrative and accounting departments, where she oversaw the drafting of company financial statements and gained experience in European project reporting, administrative management and resource planning.
Enrico Di Stasi	Non-Independent Member		
Marina Monassi	Independent Member	✓	From 2018 to 2020 Auditor of the Local Authorities of Friuli-Venezia Giulia and Alternate Auditor of Poste Tributi in liquidation
Francesco Perrini	Independent Member	✓	Chartered accountant, auditor and, since 2006, full professor of "Economics and Business Management" at the Department of Management and Technology of Bocconi University in Milan. He is also Director of the courses in "Strategic Analysis, ESG and Financial Valuation", "Strategic Finance" and "Business Administration and Management",
Paola Gina Maria Schwizer	Independent Member	✓	Since 2019, he has been Affiliate Professor of the Faculty of Economics University of Rome 3 as Lecturer of the Master's Degree in Governance, Control System and Auditing in Public and Private Entities.
Bruno Tani	Independent Member		
Fabrizio Toselli	Independent Member		
Alice Vatta	Independent Member	✓	She worked at the International Finance Corporation - World Bank in Washington DC (USA)
Total		7	
Independent member	9	78%	
Total BoD members	15	47%	

IT Cybersecurity Experience

Name	Role	Description of IT Cybersecurity Experience	
Cristian Fabbri	Executive Chairman		
Orazio Iacono	Chief Executive Officer		
Tommaso Fabbri	Vice Chairman Non-Independent Member	✓	Digital transformation consultant for business companies (Elab srl); Director of training courses on data-driven management at the University of Modena and Reggio Emilia
Fabio Bacchilega	Independent Member		
Gianni Bessi	Non-Independent Member		
Benedetta Brighenti	Independent Member		
Roberta Calderisi	Independent Member		
Vanessa Camani	Non-Independent Member		
Enrico Di Stasi	Non-Independent Member		
Marina Monassi	Independent Member		
Fabrizio Toselli	Independent Member		
Francesco Perrini	Independent Member		
Paola Gina Maria Schwizer	Independent Member	✓	She is a Professor in the Master's Degree in Finance and Risk Management, where she teaches topics like risk management, e-banking, cybersecurity and data protection for financial institutions, fintech. She also holds a number of scientific positions in Italian and foreign universities and is the author of many publications, including "Internal governance. New rules, experiences and best practices for the organization of banks' internal controls" and "The determination of reputational risk in the banking sector".
Bruno Tani	Independent Member		
Fabrizio Toselli	Independent Member		
Alice Vatta	Independent Member	✓	Between 2014 and 2018, she worked at C3.ai, operating in Italy as C3 Energy Italy, among the world leaders in the Platform-as-a-Service (PaaS) provider sector. Their technological solutions are used to design, develop and implement software applications (SaaS), including Big Data, predictive and IoT applications to support the digital transformation of enterprises. Her key responsibilities included contributing to the value growth of the Enel Group (Italian energy company that is among the leading global integrated players in the electricity and gas sectors) with the launch of numerous IoT solutions in distribution and generation businesses, including the implementation of predictive and fraud identification software. In recent years he has improved his cyber security skills by participating in training courses, including 'Cybersecurity for Directors' organised by Nedcommunity and 'The Digital Board Member: Theory and Practice' organised by Assogestioni, focusing on the impact of artificial intelligence, cybersecurity and new business models
Total		3	
Independent member	9	33%	
Total BoD members	15	20%	

ESG Experience

Name	Role	Description of ESG Experience	
Cristian Fabbri	Executive Chairman		
Orazio Iacono	Chief Executive Officer	✓	Senior Advisor for OAKTREE CAPITAL MANAGEMENT from an ESG point of view (environmental, social and economic financial sustainability). Responsible for the Shared Value and Sustainability department at Hera.
Tommaso Fabbri	Vice Chairman Non-Independent Member	✓	Scientific director and professor of university master's degrees (including Human Resources Management and Health & Safety Management) and higher education courses (including Healthcare Management, People Analytics), mainly at the University of Modena and Reggio Emilia and the Bologna Business School
Fabio Bacchilega	Independent Member		
Gianni Bessi	Non-Independent Member		
Benedetta Brighenti	Independent Member	✓	Ambassador for the European Climate Pact at the EU commission; Advisor at the University of Modena and Reggio Emilia in the fields of sustainability, energy and climate change; President of AESS - Agency for Energy and Sustainable Development
Roberta Calderisi	Independent Member	✓	Working experience in law firms and associations operating in the field of consumer protection and civil rights; President of the Associazione Rompi il Silenzio APS in Rimini, an organisation dedicated to the prevention of and response to gender-based violence; She has also completed specialist training in combating violence against women at anti-violence centres
Vanessa Camani	Non-Independent Member		
Enrico Di Stasi	Non-Independent Member		
Marina Monassi	Independent Member	✓	She has been a member of various technical-scientific committees for the evaluation of environmental impacts and the protection of the sea. Author of several scientific publications in the environmental sector, with a focus on environmental protection, marine pollution and ecosystem defence.
Francesco Perrini	Independent Member	✓	Member of the Ethics and Sustainability Committee; he was a member of the Scientific Committee and of the Promoting Group of the CSR and social innovation exhibition. At Bocconi University he was the Rector's Delegate both for the internal development of CSR and for the Presidency of the Sustainability Committee. He was also Director of CReSV (Research Center on Sustainability and Value). He has been also founder and Board member of ECPI, the first company in Italy specialised in ESG and SRI indices and ratings and has experience in ESG finance and sustainable investment advisory.
Paola Gina Maria Schwizer	Independent Member	✓	She has gained ESG expertise through numerous academic roles, including Chair of the Graduate Program in Economics of Environment and Culture at the Universities of Lecce and as a member of the Teaching Board of the Doctoral Program in Economics and Mgmt of Innovation and Sustainability at the Universities of Parma and of Ferrara. Since 2020, she is Member of the Steering Committee of the Jean Monnet Centre of Excellence for Sustainable Finance, EBI/EUSFIL (University of Genoa)"
Bruno Tani	Independent Member		
Fabrizio Toselli	Independent Member		
Alice Vatta	Independent Member	✓	Chairman of the Ethics and sustainability committee in Hera; She works also for the Business Performance Institute (BPI), a consulting firm that designs and implements human capital development programs. She is also a member of Angels4Women, an association of business angels based in Milan that promotes female entrepreneurship to address diversity issues.
Total		8	
Independent member	9	78%	
Total BoD members	15	53%	

Board Average Tenure

Name	Role	BoD Status of independence	Related parties transactions	Gender	Age	TENURE		
						Start	End	Tenure (years)
Cristian Fabbri	Executive Chairman	Esecutive	Independent	M	56	2023	on-going	3
Orazio Iacono	CEO	Executive	Independent	M	59	2022	on-going	4
Tommaso Fabbri	Vice Chairman	Non-executive	Non-Independent	M	59	2026	on-going	1
Fabio Bacchilega	Member	Non-executive	Independent	M	63	2020	on-going	6
Gianni Bessi	Member	Non-executive	Non-Independent	M	59	2023	on-going	3
Benedetta Brighenti	Member	Non-executive	Independent	F	44	2026	on-going	1
Roberta Calderisi	Member	Non-executive	Independent	F	46	2026	on-going	1
Vanessa Camani	Member	Non-executive	Non-Independent	F	50	2026	on-going	1
Enrico Di Stasi	Member	Non-executive	Non-Independent	M	48	2023	on-going	3
Marina Monassi	Member	Non-executive	Independent	F	72	2023	on-going	3
Francesco Perrini	Member	Non-executive	Independent	M	61	2023	on-going	3
Paola Gina Maria Schwizer	Member	Non-executive	Independent	F	61	2020	on-going	6
Bruno Tani	Member	Non-executive	Independent	M	77	2006	on-going	20
Fabrizio Toselli	Member	Non-executive	Independent	M	53	2026	on-going	1
Alice Vatta	Member	Non-executive	Independent	F	51	2020	on-going	6

Avg Tenure of BoD
(years)

4.13