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Stakeholder Engagement Guidelines

Hera's mission is to be the best multi-utility in Italy for its stakeholders. It aims to achieve this through further developing the original corporate model capable of innovation and of forging strong links with the areas in which it operates by respecting the environment.

To do that, Hera uses its range of actions to promote an active role for individuals, both inside and outside the Company. In fact, it is exactly by focusing on People and promoting their rights, dignity and prospects that the Hera Group accompanies its stakeholders in their energy and environmental transition process, so that they can play an active and favourable role in achieving the Group's sustainability objectives and those of the territories in which it operates.

As a confirmation of this, during the 28 April 2021 shareholders' meeting, Hera modified its Statute defining its **Purpose**: "*The Company's business model aims at creating long-term value for its shareholders through the creation of a shared value with its stakeholders. For this purpose, the Company organises and carries out its business activities also 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)*."

Hera's stakeholders

Hera's significant commitment to stakeholder engagement is an integral part of its strategy and the Group's business management.

Each category of stakeholder identified has specific interests and priorities and is the recipient of targeted dialogue and engagement initiatives. These initiatives allow to consider any requests and suggestions, activating the appropriate tools for participation and information regarding company prospects, initiatives and decisions.

The main engagement and dialogue activities carried out with the Company's stakeholders are:

- ***Workers****:* annual meeting with the CEO and the Executive Chairman, biennial employee satisfaction survey, performance dialogue between manager and employee as part of the development process, participation in the regular updating of the Code of ethics;

- ***Customers***: annual customer satisfaction survey, customer service, meetings with local and national consumer associations, Alternative Dispute Resolution (ADR) arbitrations, dialogue with vulnerable customers;
- ***Shareholders and financial community:*** financial roadshow with top management, roadshow pre-Annual General Meeting period, support to analysts and ESG analysts, participation to brokers' conferences;
- ***Suppliers***: meetings with the main trade associations, meetings held with representatives of social cooperatives, Voice of Supplier survey, capacity building programme (Hera_Pro_Empower), participation in the drafting of the Supplier Code of Conduct, involvement in the collection of data useful for Sustainability Reporting (inflows, accidents), interviews with workers as part of supplier control audits;
- ***Local community***: multi-stakeholder councils (HeraLAB), web portal for consumer associations, meetings with consumer associations, including vulnerable groups (national, regional, provincial and local associations), guided tours of waste treatment and recovery plants, Hera Group's communication on the local, regional and national news media;
- ***Public administration***: relations with partner Municipalities and with Local Authorities through Hera's Area Managers.

For further information, please refer to Hera's latest Consolidated sustainability statements (included in the Consolidated Financial Statements).

Stakeholder engagement governance and responsibilities

Hera's significant commitment to involving stakeholders is by now part of the operational structure of the Departments that deal with the relations with various stakeholders. In particular:

- Personnel and Organisation Department is in charge of organisational policies and human resources development;
- Market Department is in charge of energy customer engagement and customer relationship management;
- the Networks Department and the Waste Services and Fleets Department are in charge of gas and electricity distribution, water and environmental services customers engagement;
- Herambiente is in charge of the engagement of customers of industrial waste treatment, recovery and remediation services;
- Investor Relations Department is in charge of shareholders and financial community engagement;
- Corporate Services Department is in charge of suppliers engagement;
- Relations with Local Authorities Department is in charge of local community and authorities engagement;
- Communication and External Relations is in charge of local, regional and national news media relations.

The Shared Value and Sustainability Department reports on stakeholder engagement activities in Hera's Sustainability Statement annual report.

For further information, please refer to our latest Consolidated sustainability statements (included in the Consolidated Financial Statements) and Hera's Management structure.

Basic Principles

Hera's stakeholders accept and promote the ethical values, the company's operating principles and the contents of the Code of ethics as approved by the Board of Directors in its latest version, with reference to integrity, transparency, listening, dialogue, engagement and reciprocal collaboration.

For further information, please refer to Hera Group's Code of ethics.

Scope of application

These Guidelines apply to all companies within the Hera Group and its subsidiaries, covering all relevant parties and in accordance with the terms and conditions set out in Hera's Code of Ethics and in internal company regulations. Suppliers are encouraged to adhere to the principles of these Guidelines, including through the recent Code of Conduct ("Supplier sustainability agreement") built with suppliers, which provides duties, requirements and good practices to grow and generate value with sustainability and become even more competitive.

The approval and oversight of these Guidelines is a responsibility of the Board of Directors.

Grievance mechanism

Stakeholders can directly contact the specific Department responsible for their listening and engagement (See "Stakeholder engagement governance and responsibilities" paragraph). Please see specific contacts in the Hera Group website.

Moreover, stakeholders can deliver their issues related to the Hera Group basic principles violation to the Ethics and Sustainability Committee, concerning alleged breaches of the principles set out in the Hera Group Code of Ethics.

Cristian Fabbri
Executive Chairman

Orazio Iacono
CEO