

# 2022 SUSTAINABILITY REPORT

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



# LETTER TO STAKEHOLDERS



**670.3**  
MILLION EURO

**Ebitda created through shared value (52% of the total)**



**ENERGY, THE ENVIRONMENT, LOCAL AREAS (AND BUSINESS):**

**the three drivers for creating shared value**



**ECOLOGICAL TRANSITION**

**numerous projects in implementation partially thanks to Nrrp funds**

Hera for the Planet, People and Prosperity: the presentation of our results offered in this Sustainability Report is permeated by these **three “P”s**, which express Hera’s purpose, formally included as of 2021 in the Articles of Association. They represent the culmination of a long path of construction pursued over the years through the actions, behaviour and intentions of all the Group’s employees.

Precisely on the basis of our social purpose, during 2022 we updated our **Code of Ethics**. We did so with the involvement of our employees, and this peculiarity ensured that we could once again define guidelines in which the company and its people fully recognise themselves, and which also provides a reference for reporting commitments and results to all our stakeholders. We have always been convinced about contributing to sustainable development through our activities, and this belief was further strengthened when we introduced, in our planning and management system, a quantification of the amount of Ebitda generated by business activities that create **shared value**, i.e. that contribute to carbon neutrality, resource regeneration, innovation and resilience in the local areas served. This indicator rose to **670 million euro** in 2022, or **52% of total Ebitda**. Supported by improvement in all main target parameters, as recognised among others by S&P Global, this result included us for the third consecutive year in the Dow Jones Sustainability Index, confirming us as the **world’s best multi-utility for ESG** (environmental, social and governance) factors. In spite of the difficulties arising from a complex international context and an unprecedented energy scenario, the growth in shared-value Ebitda was thus confirmed as being in line with the path set out by our Business Plan, which projects it at 62% in 2026.

These important results spur us to do even better in facing the challenges before us: the rising cost of living and climate change are the main risks according to the World Economic Forum’s 2023 Global Risks Report. We have paid special attention to these issues in this report, providing information on our commitments and initiatives. Among these, we would like to mention, in particular, the **measures introduced to support our customers facing economic hardship**, in some cases improving on the measures introduced by the regulatory authority, as well as an expansion of our collaboration with municipalities, signing agreements in favour of users undergoing difficulty. In addition, we carried out numerous interventions to **mitigate the risk of drought and improve the resilience of the aqueduct system** in the areas served, in order to ensure supply, continuity and quality in such a fundamental service.

We are aware that in order to tackle the climate change emergency and the ecological transition, it is essential to work at the level of the ecosystem, bringing together the many resources and skills that the Hera Group and various bodies and subjects in the areas served are able to contribute. In this sense, the NRRP funding received, supporting so many of our projects, will enable us to speed up their implementation, and at the same time it confirms that we are on the right track.

Only by **working together** will we be able to develop the strength, ideas and tools required to **reduce our carbon footprint** and evolve towards a circular economy that embraces all areas, while concurrently guaranteeing its full economic and social sustainability.

**TOMASO TOMMASI DI VIGNANO**  
Executive Chairman

**ORAZIO IACONO**  
CEO

INTRODUCTION

# SUSTAINABLE STRATEGY AND SHARED VALUE

**670.3**  
MILLION EURO

**SHARED VALUE EBITDA**

52% of total Ebitda  
(+17% over 2021).  
62% by 2026 70% by 2030



**510.0**  
MILLION EURO

shared value  
**INVESTMENTS**

62% of total  
investments.  
70% Csv investments  
between 2022 and 2026





# NOT ONLY A SUSTAINABILITY REPORT

OUR REPORTS, BY TOPIC

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

## TRACKING WASTE

GIVING MORE VALUE  
TO SORTED WASTE



**91%**  
OF SORTED WASTE  
RECOVERED



**164**  
RECOVERY PLANTS  
RECEIVING SORTED WASTE

## IN GOOD WATERS

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



**99.9%**  
OF ANALYSES COMPLIANT WITH  
LEGAL REQUIREMENTS



**305**  
MILLION PLASTIC BOTTLES  
AVOIDED WITH TAP WATER

## SEE ALSO



- Complete Sustainability Report (NFS, pursuant to leg. decree 254/16)
- CSV report (Focus on Shared Value)
- Data centre (2005-2022 results)

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

### NEW PURPOSE-DRIVEN CODE OF ETHICS

updated based on the corporate purpose



### SCIENCE-BASED TARGET VALIDATED

-37% by 2030, greenhouse gas emissions  
compared to 2019



### CIRCULAR ECONOMY

Hera among the Ellen MacArthur  
Foundation's partner companies



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





# 2022 HIGHLIGHTS

## CREATING SHARED VALUE...

### PURSUING CARBON NEUTRALITY



**GREENHOUSE GAS EMISSIONS VS 2019 WITH SBTI METHODOLOGY**  
 (scopes 1+2+3 from downstream sales of electricity and gas; not including last resort services)

**-11.7%**



**7.7 MLN M<sup>3</sup>**  
 biomethane produced; new plant launched and many projects ongoing for developing hydrogen and photovoltaic power

**100%**  
 RENEWABLE ELECTRICITY to power internal consumption



### REGENERATING RESOURCES AND CLOSING THE CIRCLE



**57%** RECYCLED MUNICIPAL WASTE EU  
 2025 goal already reached



**79.2 THOUSAND TONS**  
 of recycled plastic sold by Aliplast (+33% compared to 2017)



**-20.5%**  
 INTERNAL WATER CONSUMPTION compared to 2017

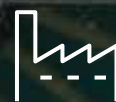
### ENABLING RESILIENCE AND INNOVATING



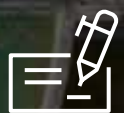
**102.8 MILLION EURO**

investments in innovation in two areas: ecological transition and digital transformation

**9** REMOTE-CONTROLLED PLANTS  
 (+14% compared to 2021)



**272 THOUSAND BILLS PAID BY INSTALMENTS**  
 (+36% compared to 2021) with a value of 354 million euro





# ...ALONGSIDE THE PROTAGONISTS OF CHANGE

## GOVERNANCE AND CREATING VALUE

**2,324**

MILLION EURO  
economic value distributed  
to local areas



**709.5**

MILLION EURO  
total operating  
investments



**NEW GREEN BOND  
2022-2023**

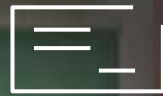
to finance 500 mn euro aligned  
with Eu Taxonomy and 49% of debt  
financed with Esg instruments

## CUSTOMERS

**72/100**



**CUSTOMER  
SATISFACTION**



**-18%**

**BELOW THE ITALIAN AVERAGE**  
cost of waste management  
service for families

**97.3%**

**CALLS TO THE  
EMERGENCY GAS SERVICE**  
with arrival within 60 minutes  
(service requirement: 90%)



## PEOPLE



**30.8**

**HOURS OF TRAINING PERCAPITA**  
(30.3 in 2021)

**10.5**



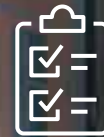
**INDICE DI FREQUENZA  
DEGLI INFORTUNI**  
(era 12,6 nel 2020)



## DIVERSITY AND INCLUSION

Hera in the Bloomberg Gender equality index and in the  
Refinitiv Diversity and inclusion index

## SUPPLIERS



**95%**

**VALUE OF PUBLIC TENDERS**

with the most economically advantageous  
bid method

**68%**

**OF TOTAL TENDERS**

with the most economically  
advantageous bid method



**39/100**

**AVERAGE SCORE**  
assigned to sustainability  
in all tenders



CREATING SHARED VALUE

# PURSUING CARBON NEUTRALITY



**100%** RENEWABLE ELECTRICITY  
to power internal consumption

**-6.9%** ENERGY CONSUMPTION  
compared to 2013; -7.5% with  
interventions already planned



**14%**

**NATURAL GAS SOLD**

with compensation for CO<sub>2</sub> emissions  
to customers on the free market

**41%**

**RENEWABLE ELECTRICITY**  
sold on the free market



**27%**

contracts with  
**AT LEAST ONE ENERGY  
EFFICIENCY SOLUTION**  
(% of total contracts for families)

**2.5**

**MILLION TONS**  
of greenhouse gas  
avoided



**7.7**

**MILLIONI M<sup>3</sup>**  
**OF BIOMETHANE PRODUCED**  
new plant launched and many  
projects ongoing for developing  
hydrogen and photovoltaic

**-11.7%**

**GREENHOUSE GAS EMISSIONS VS 2019  
WITH SBTi CALCULATION METHODOLOGY**

(scopes 1+2+3 from downstream sales of electricity and gas;  
not including last resort services)





# OBJECTIVES

## WHAT WE SAID WE WOULD DO...

### Promoting energy efficiency

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

**28%** **CUSTOMERS** in 2025 and 34% in 2030 with energy efficiency solutions



### Energy transition and renewables

## BIOMETHANE, HYDROGEN, PHOTOVOLTAIC

17 million m<sup>3</sup> of biomethane produced by 2025 and over 30 million by 2030. Continue initiatives to develop hydrogen. Internal and external development of photovoltaic energy



### Offsetting climate change

**-37%** **GREENHOUSE GAS EMISSIONS** (scopes 1+2+3 from downstream sales of electricity and gas) by 2030 with SBTi method compared to 2019



### DISTRICT HEATING DEVELOPMENT

continue planning the interconnection of two systems (Caab-Pilastro, Berti offices) in Bologna

# RESULTS

## WHAT WE DID...

**-6.9%** **ENERGY CONSUMPTION** in 2022 thanks to the measures introduced



**27.1%** **CUSTOMERS** in 2022 with at least one energy efficiency solution; vs 24.5% in 2021



## 7.7 MILLION M<sup>3</sup>

biomethane production and started up a new plant in Modena in 2022.

The various hydrogen and photovoltaic development initiatives continued:

- carried out the first experimental injection of hydrogen into the gas network
- initiatives begun for developing photovoltaic power at Hera sites and other suitable areas
- about 1,300 panels sold to customers in 2022 and the first example of self-consumption electricity collective in Bologna



**-11.7%** **GREENHOUSE GAS EMISSIONS** by 2022 compared to 2019 (not including last resort services)



### DISTRICT HEATING DEVELOPMENT

work continued in Bologna, including the acquisition of a new system (Fiera) to be interconnected



# FUTURE TARGETS

## WHAT WE WILL DO...

**-8.6%** **ENERGY CONSUMPTION** by 2026 and -10% by 2030 compared to 2013

**34%** **CUSTOMERS** in 2026 and 37% in 2030 with energy efficiency solutions



## BIOMETHANE, HYDROGEN, PHOTOVOLTAIC

12 million m<sup>3</sup> of biomethane produced by 2026 and over 30 million by 2030. Continue initiatives to develop hydrogen. Over 90 MW of owned photovoltaic power installed and 2,300 photovoltaic systems sold by 2026. Development of energy communities



**-37%** **GREENHOUSE GAS EMISSIONS** (scopes 1+2+3 from downstream sales of electricity and gas) by 2030 with SBTi method compared to 2019. Start the Hera Net Zero project



### DISTRICT HEATING DEVELOPMENT

continue the implementation of the interconnection of four systems in Bologna (Caab-Pilastro, Berti offices, Fiera and Navile). Development of geothermal production in Ferrara and extension of the interconnection for the district heating system in Forlì, partially thanks to Nrrp funds

✓ Results achieved or in line with those planned - Other objectives, results and future targets in the following pages and on [bs.gruppohera.it](https://bs.gruppohera.it)



CREATING SHARED VALUE

# REGENERATING RESOURCES AND CLOSING THE CIRCLE



Municipal waste collected and disposed of in landfills

**2.3%** EU 2035 GOAL ALREADY REACHED  
(23% European average in 2021)



**-20.5%** INTERNAL WATER CONSUMPTION compared to 2017



**7.3%** REUSABLE WASTEWATER in 2022 (13% by 2026)

**9.5**

**WATER LEAKS**  
m<sup>3</sup>/km of the network/day losses in the civil aqueduct (17 Italian 2020 average)

**79.2**

**THOUSAND TONS OF RECYCLED PLASTIC**  
sold by Aliplast (+33% compared to 2017)



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



**57%** **RECYCLING RATE FOR MUNICIPAL WASTE**  
Eu 2025 goal already reached



**78%** **SOIL REUSED**  
from 2018 to 2022 in creating infrastructures

**-86%**

**COMPARED TO THE LEGAL LIMIT**  
for emissions from Wte plants  
-99% of the PM<sub>10</sub> limit in the Imola plant



# OBJECTIVES

# RESULTS

# FUTURE TARGETS


## WHAT WE SAID WE WOULD DO...

## WHAT WE DID...


## WHAT WE WILL DO...

### Transition towards a circular economy

**76%** **SORTED WASTE**  
by 2025 (77% Hera, 70% AcegasApsAmga, 73% Marche Multiservizi)




**67.8%** **SORTED WASTE**  
in 2022, increased compared to 2021 (69% Hera, 57% AcegasApsAmga, 73% Marche Multiservizi)



**77%** **SORTED WASTE**  
by 2026 (77% Hera, 70% AcegasApsAmga, 80% Marche Multiservizi)




**+125%** **PLASTIC RECYCLED**  
by Aliplast by 2025 and +150% by 2030 (compared to 2017)




**+33%** **PLASTIC RECYCLED**  
by Aliplast by 2022 (compared to 2017)


**+102%** **PLASTIC RECYCLED**  
by Aliplast by 2026 and +150% by 2030 (compared to 2017). Build a plant for recycling rigid plastics and one for recycling carbon fibres by 2025, thanks in part to Nrrp funds




**-20%** **INTERNAL WATER CONSUMPTION**  
by 2025 and -25% by 2030 compared to 2017 consumption



**-20.5%** **INTERNAL WATER CONSUMPTION**  
in 2022 compared to 2017 consumption thanks to specific activities in water saving




**-22%** **INTERNAL WATER CONSUMPTION**  
by 2026 and -25% by 2030 compared to 2017 consumption



### Sustainable management of water

**57%** **USERS SERVED**  
with the Water safety management plan by 2025 and 100% by 2030


**62%** **USERS SERVED**  
with the Water safety management plan in 2022 (vs 22.6% in 2021)




**90%** **USERS SERVED**  
with the Water safety management plan by 2026 and 100% by 2030

### Air, soil and biodiversity protection


**>70%** **SOIL REUSED**  
in 2018-2025 in creating infrastructures



**78%** **SOIL REUSED**  
in 2018-2022 in creating infrastructures




**>80%** **SOIL REUSED**  
in 2018-2026 in creating infrastructures



**4** **THOUSAND PUBLIC AND PRIVATE RECHARGING STATIONS**  
installed within 2025 for electric mobility

**1.8** **THOUSAND PUBLIC AND PRIVATE RECHARGING STATIONS**  
installed by 2022 for electric mobility in cities (vs 1.3 in late 2021)



**>5** **THOUSAND PUBLIC AND PRIVATE RECHARGING STATIONS**  
installed by 2026 for electric mobility

✔ Results achieved or in line with those planned - Other objectives, results and future targets in the following pages and on [bs.gruppohera.it](https://bs.gruppohera.it)



CREATING SHARED VALUE

# ENABLING RESILIENCE AND INNOVATING

# INBRETE



**64.5%**

**VALUE OF LOCAL SUPPLIERS**  
(881 million euro in 2022)



**"SOSTEGNO HERA" AND "SOSTEGNO ENERGIA":**

two online guides with all the special offers available to customers facing economic hardship and to deal with rising energy prices



**135 MUNICIPALITIES**

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



**272 THOUSAND BILLS**

paid by instalments (+36% compared to 2021) totalling 354 million euro



**899 PERSONE SVANTAGGIATE**

included in the workplace thanks to supplies and partnerships with social cooperatives

**1,893**

**PEOPLE HIRED**  
with permanent contracts in 2020-2022



**9 REMOTE-CONTROLLED PLANTS**  
(+14% compared to 2021)



**20 DIGITAL TRANSFORMATION INITIATIVES**

reported under the new Corporate digital responsibility framework





# OBJECTIVES

# RESULTS

# FUTURE TARGETS

## WHAT WE SAID WE WOULD DO...

## WHAT WE DID...

## WHAT WE WILL DO...

### Broader use of innovation and digitalisation

**41%** **CUSTOMERS WITH E-BILLING**  
and 41% of customers with online services by 2025



**35%** **CUSTOMERS WITH E-BILLING**  
and 29% of customers registered for online services in 2022 (vs 31% and 27% respectively in 2021)



**43%** **CUSTOMERS WITH E-BILLING**  
and 41% of customers with online services by 2026



### DATA STRATEGY PROCESSES

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

### GUIDELINES FORMALISED

and ongoing internal training on data strategy projects



### INNOVATION PROMOTER AND CORPORATE DIGITAL RESPONSIBILITY

stimulate innovation with dedicated internal figures and continue reporting on digital transformation initiatives with the Corporate digital responsibility framework

### Developing employment and new skills

**65%** **EMPLOYEES WITH DIGITAL PROFICIENCY**  
by 2026

**54%** **EMPLOYEES WITH DIGITAL PROFICIENCY**  
in 2022 (vs 49% in 2021)



**65%** **EMPLOYEES WITH DIGITAL PROFICIENCY**  
and over 50% with circular economy ed energy transition proficiency by 2026

### CONTINUE TO USE THE SOCIAL CLAUSE

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

### 23 TENDERS WITH THE SOCIAL CLAUSE

among the most important, to guarantee employment



### CONTINUE TO USE THE SOCIAL CLAUSE

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

### Resilience and adaptation

**37 KM** **NETWORK UPGRADED**  
by 2022 (equivalent to 54.5% of the overall electricity resilience plan in Modena)

**38 KM** **NETWORK UPGRADED**  
by 2022 (equivalent to 57% of the overall electricity resilience plan in Modena)



**55 KM** **NETWORK UPGRADED**  
by 2023 (equivalent to 81% of the overall electricity resilience plan)

### RESILIENCE IN THE AQUEDUCT SERVICE

- optimisation of the tapping phase;
- monitor wells and develop predictive algorithms to determine drought risk
- adopt new technologies to support leak detection

### RESILIENCE IN THE AQUEDUCT SERVICE

- develop predictive algorithms using innovative technologies to support leak detection
- 51% of the network district-based by 2022, for leakage monitoring
- upgrading sources and interconnecting aqueducts managed



### RESILIENCE IN THE AQUEDUCT SERVICE

- 30 million euro for numerous interventions planned by 2026 in the Triveneto and Emilia-Romagna regions, to mitigate the risk of drought (aqueduct interconnections, enhancement of water catchment and intake pipes, new wells and reservoirs)
- 70% of network district-based by 2026 and predictive algorithms to reduce dispersion

✓ Results achieved or in line with those planned - Other objectives, results and future targets in the following pages and on [bs.gruppohera.it](https://bs.gruppohera.it)

ALONGSIDE THE PROTAGONISTS OF CHANGE

# GOVERNANCE AND CREATING VALUE



## NEW GREEN BOND 2022-2029

to finance 500 mn euro  
of investments aligned with the  
Eu Taxonomy



## NEW PURPOSE-DRIVEN CODE OF ETHICS

approved in February 2023, the sixth  
edition, updated based on the company's  
purpose

**2,324**

**MILLION EURO**

economic value distributed  
to local areas (76% of total amount)



**709.5**  
**MILLION EURO**

**TOTAL OPERATING  
INVESTMENTS**



**49%**

**OF DEBT FINANCED  
WITH ESG INSTRUMENTS**

**+235%**

**TOTAL RETURN**  
compared to initial public  
offering in 2003

**100%**



**WASTE TREATED**  
in plants with ISO 14001  
environmental certification

**96%**  
**ENERGY  
CONSUMED**



in companies  
**WITH ISO 50001  
CERTIFICATION**



# OBJECTIVES

# RESULTS

# FUTURE TARGETS

## WHAT WE SAID WE WOULD DO...

## WHAT WE DID...

## WHAT WE WILL DO...

### Economic value for stakeholders

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



**1,674** MILLION EURO ADDED VALUE for stakeholders in 2022



**2,100** MILLION EURO APPROXIMATE ADDED VALUE for stakeholders by 2026 (+25% compared to 2022)



**3.8** BILLION EURO INVESTMENTS made between 2021 and 2025



**709.5** MILLION EURO INVESTMENTS made in 2022 (+21% compared to 2021)



**4.1** BILLION EURO INVESTMENTS made between 2022 and 2026



### Sustainability and risk management / Shareholders and lenders

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

**49%** amount of sustainable bonds issued by Hera Spa out of total bonds in 2022



**EU TAXONOMY** 60% of 2022-2026 investments in aligned eligible activities

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

**NEW CODE OF ETHICS** update Code of Ethics by involving Directors, all employees (with a specific initiative dedicated to millennials) and trade unions



**CIRCULATION OF THE CODE OF ETHICS** implement broader knowledge of and training on the Code of Ethics for new recruits

### Communication with stakeholders

**HERALAB** continuity in listening to and involving local stakeholders by launching HeraLABs in two areas. Create local initiatives



**HERALAB** recruitment for the two new Modena and Imola laboratories begun in 2022. Implementation of two of the six ongoing projects in the Rimini and Bologna areas. Work started on seven of the eight initiatives proposed by the Modena and Forli-Cesena Labs



**LAUNCH THE NEW HERALAB MODEL** in the Imola and Modena areas and implementation of the four local initiatives previously planned: two in the Modena area and two in the Forli-Cesena area



✔ Results achieved or in line with those planned - Other objectives, results and future targets in the following pages and on [bs.gruppohera.it](https://bs.gruppohera.it)

ALONGSIDE THE PROTAGONISTS OF CHANGE

# CUSTOMERS

benvenuti  
nel nuovo  
sportello  
clienti

**72/100** CUSTOMER SATISFACTION



**160**

**HELP DESKS FOR CUSTOMERS**  
roughly nine minutes,  
average waiting time in 2022

**-25%** BELOW THE ITALIAN AVERAGE  
cost of municipal waste  
for non-household users



**-18%**

BELOW THE ITALIAN AVERAGE  
cost of municipal waste  
for families

**23%** HERA'S SHARE OF BILLS  
the remainder is made up of raw  
materials (63%) and taxes and  
charges (14%)



**180**

**THOUSAND NEXMETER  
METRES INSTALLED**  
(roughly 11% of total  
meters vs 80 thousand in  
2021). More safety and less  
methane gas leaks

**97.3%** CALLS TO GAS  
EMERGENCY SERVICES   
with arrival within 60 minutes, higher  
than service requirements (90%)

**99.6%** RESPECT FOR QUALITY  
STANDARDS  
set by the Authority  
for four services



# OBJECTIVES


# RESULTS

# FUTURE TARGETS

## WHAT WE SAID WE WOULD DO...

### Service quality

**98%** **NEW GENERATION ELECTRICITY METRES** installed by the end of 2025, of which 50% made of recycled plastic




**GUARANTEE COMPLIANCE WITH COMMERCIAL/ CONTRACTUAL QUALITY STANDARDS** concerning gas, electricity, water and district heating services, in line with 2021

### Safety and service continuity

**QUICK RESPONSE IN GAS SERVICES** maintain a level significantly above Arera's requirements for the percentage of calls with arrival within 60 minutes



**OVER 300 THOUSAND NEXMETER GAS METRES** installed by the end of 2025 (18% of total gas meters), of which 200 thousand made of recycled plastic



### Customer relations

**≤10 MINUTES, AVERAGE WAITING TIME AT HELP DESKS** and 30 seconds, average waiting time at call centres




## WHAT WE DID...

**6%** **NEW GENERATION ELECTRICITY METRES** installed by the end of 2022 (slight increase, due to procurement difficulties), 4% of which in recycled plastic


**99.6% COMPLIANCE WITH COMMERCIAL QUALITY STANDARDS** in line with 2021



**97.3% ARRIVALS ON THE LOCATION OF THE CALL** within 60 minutes (compared to service obligations set at 90%)




**180 THOUSAND NEXMETER GAS METRES** installed by the end of 2022 (vs 80 thousand in 2021). Started the first installations of meters made of recycled plastic



**8.9 MINUTES, AVERAGE WAITING TIME AT HELP DESKS** in 2022, 93 seconds average waiting time at call centres, up due to a sharp increase in contracts (+25%)

## WHAT WE WILL DO...

**81%** **NEW GENERATION ELECTRICITY METRES** installed by the end of 2026, of which 50% made of recycled plastic




**GUARANTEE COMPLIANCE WITH COMMERCIAL/ CONTRACTUAL QUALITY STANDARDS** concerning gas, electricity, water and district heating services, in line with 2022

**QUICK RESPONSE IN GAS SERVICES** maintain a level significantly above Arera's requirements for the percentage of calls with arrival within 60 minutes



**OVER 300 THOUSAND NEXMETER GAS METRES** installed by the end of 2026, of which 100 thousand made of recycled plastic



**≤10 MINUTES, AVERAGE WAITING TIME AT HELP DESKS** and 80 seconds, average waiting time at call centres



✔ Results achieved or in line with those planned - Other objectives, results and future targets in the following pages and on [bs.gruppohera.it](https://bs.gruppohera.it)

ALONGSIDE THE PROTAGONISTS OF CHANGE

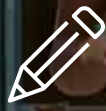
# PEOPLE

GRUPPO  
HERA



**10.5**

**ACCIDENT  
FREQUENCY RATE**  
(vs 12.6 in 2020)



**30.8**  
HOURS

**OF TRAINING  
PER CAPITA**  
(vs 30.3 in 2021)

**96.6%**

**WORKERS  
WITH PERMANENT  
CONTRACTS**



**DIVERSITY AND INCLUSION**

Hera in the Bloomberg Gender equality index and in the Refinitiv Diversity and inclusion index



**31% WOMEN IN ROLES OF RESPONSIBILITY AND  
43% IN CAREER ADVANCES**  
(excluding blue-collar workers)

**37%**

**OF VARIABLE REMUNERATION**

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

**6.6**

**MILLION EURO**  
used by employees with Hextra, the welfare plan with 99% of employees participate

**HERA AMONG TOP  
EMPLOYERS**

fourteenth consecutive year of certification for best workplaces





# OBJECTIVES

# RESULTS

# FUTURE TARGETS

## WHAT WE SAID WE WOULD DO...

## WHAT WE DID...

## WHAT WE WILL DO...

### Workers

#### HERASOLIDALE

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

# 535

#### THOUSAND EURO DONATED

to the seven partner organisations in the fourth edition of HeraSolidale.  
This figure also includes the amount collected in the special edition to support Ukraine



#### HERASOLIDALE

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

### Managing skills and training / People development

# 25

#### HOURS PER CAPITA OF TRAINING

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



# 30.8

#### HOURS PER CAPITA OF TRAINING

provided in 2022. MyAcademy platform online training offer enhanced and possibility for employees to dedicate one working day to their professional development confirmed



# 25

#### HOURS PER CAPITA OF TRAINING

in 2023. Develop widespread skills on networks, energy, the environment and energy transition/circular economy. Continue with the initiative allowing employees to dedicate one working day to their professional development



# ≥50%

#### INTERNAL MOBILITY

needs covered by internal mobility

### Health and safety

# 10.2

#### WORKPLACE ACCIDENT FREQUENCY

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



# 10.5

#### WORKPLACE ACCIDENT FREQUENCY

in 2022. Importance of safety initiative continued and trials begun with the “Man on the ground” app at the labs of HeraTech



# 10.5

#### WORKPLACE ACCIDENT FREQUENCY

in 2026 and <10 in 2030. Continue training and awareness-raising initiatives on the Importance of safety. Gradually extend the use of the “Man on the ground” app in activities with lone worker risk



✓ Results achieved or in line with those planned - Other objectives, results and future targets in the following pages and on [bs.gruppohera.it](https://bs.gruppohera.it)

ALONGSIDE THE PROTAGONISTS OF CHANGE

# SUPPLIERS

SUPPLIES FROM CERTIFIED COMPANIES

**33%**  
SA 8000

**61%**  
ISO 45001

**68%**  
ISO 14001/EMAS

**95%**

VALUE OF PUBLIC TENDERS with the most economically advantageous bid method



WORKPLACE CONDITIONS MONITORING:

47 audits of suppliers, of which 11 at their facilities and 36 at Hera work sites

**68%**

OF TOTAL TENDERS with the most economically advantageous bid method

**39/100**

AVERAGE SCORE

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



**21**

SUPPLIERS

invited on average to negotiated tenders: open and transparent competition

RESPONSIBLE SUBCONTRACTING

employment protection clauses in 23 tenders (confirmation of clauses limiting the percentage of reductions and authorizing the use of agency-provided work)

**10.4%**

VALUE OF CONTRACTS with circularity in 2022



# OBJECTIVES

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## WHAT WE SAID WE WOULD DO...

## WHAT WE DID...

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### Suppliers

#### MONITOR SUPPLY COMPANIES' CORPORATE SOCIAL RESPONSIBILITY

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

#### MONITOR SUPPLY COMPANIES' CORPORATE SOCIAL RESPONSIBILITY

towards their employees: over 90 evaluation questionnaires collected and 47 supplier audits carried out (offices and work sites) in 2022

#### MONITOR SUPPLY COMPANIES' CORPORATE SOCIAL RESPONSIBILITY

towards their employees: carry out at least 30 supplier audits (offices and work sites) in 2023



### Qualification, selection and evaluation of suppliers

~35/100

#### AVERAGE SCORE

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



39/100

#### AVERAGE SCORE

reserved to aspects of sustainability in tenders carried out in 2022 using the criterion of the economically most advantageous bid



~35/100

#### AVERAGE SCORE

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



#### CONTINUE TO VALUE QUALITY, SAFETY AND ENVIRONMENT MANAGEMENT SYSTEMS

with social responsibility in the choice of suppliers



#### VALORISATION OF CERTIFIED MANAGEMENT SYSTEMS CONTINUED IN 2022:

86.3% of the value of supplies from suppliers having ISO 9001, 67.7% ISO 14001/EMAS, 60.7% ISO 45001, 32.9% SA 8000



#### SUPPLIER ESG MATURITY RATE MONITORING STARTED

with the launch of the new eProcurement portal, through a dedicated questionnaire at the supplier qualification stage



### Contract management

#### ANALYSE ALL ACCIDENT EVENTS

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



22.8

#### SUPPLIERS ACCIDENT FREQUENCY RATE:

284 accident events reported in 2022



#### ANALYSE ALL ACCIDENT EVENTS

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



✔ Results achieved or in line with those planned - Other objectives, results and future targets in the following pages and on [bs.gruppohera.it](https://bs.gruppohera.it)

## **Hera Spa**

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