



# 2021 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

We significantly enriched our approach to sustainability reporting last year, and in so doing we were inspired by the three Ps: **Planet, People and Prosperity**. What we found in them was a perfect way to convey our purpose, covering both the importance of what we do and our urgent feeling that we must do it even better.

Adopting this outlook proved to be a very farsighted decision, all the more so within a global context in which, in the meantime, an energy crisis and a war in Ukraine have arisen alongside the climate crisis and the pandemic, further complicating the path of action to be taken under the Recovery Fund. Following up on this same choice, in 2021 we integrated our corporate purpose into the Hera Group's Articles of Association, crowning an evolution we pursued for years and leaving a mark that others, in the future, can take up and make their own.

To provide evidence of our commitment, this edition of our report offers a broad and detailed profile of our activities, which the reader may explore in greater depth using consolidated interpretational keys.

The most important of these undoubtedly lies in our **continuous creation of shared value**, corresponding to the amount of Ebitda deriving from business activities that also respond to the goals on the "Global Agenda" and the policies that are being increasingly implemented locally and across Europe. This indicator, which shows growth compared to 2020, **reached 571 million euro in 2021, corresponding to 47% of overall Ebitda**, supported by improvement in all target parameters in the three key areas of energy, the environment and local areas (and businesses).

Prolonging this trend is fundamental for us. By involving ever larger areas of our activities, it helps us face the growing complexity and the challenges of our time, first and foremost the ecological transition. In this area, at any rate, we can already report important results which – starting from the reduced emissions pursued through the **Science Based Targets initiative** methodology – project us with confidence into the next steps to be taken in the short, medium and long term. This will allow us to move towards even greater resilience in our assets and businesses, and in the communities served and the ecosystems involved.

At the same time, while carefully considering the concrete implementation of the PNRR, we believe it is important to reiterate that not all transitions are the same. The one we are working on, in particular, responds to the European principles of the so-called **Just Transition** and, as this report clearly shows, is achieved through an essential link between climate action and social inclusion, which are inextricably connected by the central and crucial role of people.

This is one of the reasons that S&P Global, which included us in the **Dow Jones Sustainability Index (DJSI)** for the second year in a row, recorded a further improvement in our ratings, confirming us as the world's best multi-utility in the Environment, Social and Governance (ESG) category. This recognition follows up on other international certifications that increase the strength of the long-standing call to action we have always addressed to all our stakeholders. Together with them, we will make all the difference that we must make, and we will continue to demonstrate this, ever better.



**570.6**  
MILLION EURO  
"shared value" Ebitda  
generated  
(47% of total Ebitda)



**ENERGY,  
ENVIRONMENT,  
LOCAL AREAS  
(AND BUSINESSES):**  
three drivers for  
creating shared value



**JUST TRANSITION**  
a new transition  
model to put people  
at the centre

**TOMASO TOMMASI DI VIGNANO**  
Executive Chairman

**STEFANO VENIER**  
CEO

# NOT ONLY SUSTAINABILITY REPORT

OUR REPORTS, BY TOPIC

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

## ENERGY FOR THE CLIMATE

MEETING THE CHALLENGE OF CLIMATE CHANGE,  
AND OUR COMMITMENT



**100%**

RENEWABLE ELECTRICITY  
FOR ALL RESIDENTIAL  
CUSTOMERS

## TRACKING WASTE

GIVING MORE VALUE TO  
SORTED WASTE



**90.5%**

OF SORTED WASTE  
RECOVERED

## 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

## BUILDING THE FUTURE TOGETHER

THE REASONS WHY A TRULY SHARED VALUE  
MUST BE CREATED TOGETHER



**17**

INITIATIVES TO BUILD  
THE FUTURE TOGETHER

SEE ALSO...



- Complete Sustainability Report (DNF, pursuant to leg. Decree 254/16)
- CSV Report (focusing on Shared value)
- Data centre (2005-2021 results)

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







INTRODUCTION

# SUSTAINABLE STRATEGY AND SHARED VALUE

**570.6**  
MILLION EURO

**"SHARED VALUE"  
EBITDA**  
47% of total Ebitda  
(+25% over 2020)



**452.7**  
MILLION EURO

**"shared value"  
INVESTMENTS,**  
68% of total  
investments



**CORPORATE PURPOSE**  
creating shared value, now in the  
Articles of Association (Shareholders  
Meeting, 28 April 2021)



**SCIENCE-BASED TARGETS  
VALIDATED**  
-37% by 2030, greenhouse gas emissions  
compared to 2019



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



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





# 2021 HIGHLIGHTS

## CREATING SHARED VALUE...

### PURSuing CARBON NEUTRALITY



**-11.6%**

REDUCTION IN GREENHOUSE GAS EMISSIONS VS 2019 WITH SBTi METHODOLOGY (scope 1+2+3 from electricity and downstream gas sales)



**8 MN M3** biomethane produced and eight projects for developing hydrogen and increasing biomethane production

**100%**

RENEWABLE ENERGY

for all free-market residential customers, 40% of total energy sold



### ENABLING RESILIENCE AND INNOVATING



**882**



PEOPLE FACING HARDSHIP placed at work thanks to supplies from social cooperatives coming to roughly 72 million euro

**188**



THOUSAND BILLS PAID BY INSTALMENTS with a value of 126.8 million euro (-2% compared to 2020)

### REGENERATING RESOURCES AND CLOSING THE CIRCLE



**55%** RECYCLED municipal waste



**80.9** THOUSAND TONS of recycled plastic sold by Aliplast (+36% compared to 2017)



**-16.6%** INTERNAL WATER CONSUMPTION compared to 2017

**OVER 82 MILLION EURO**



investments in innovation in three areas: energy transition, circular economy and digital transformation



# ...ALONGSIDE THE PROTAGONISTS OF CHANGE

## GOVERNANCE AND CREATING VALUE

**2,213**

MILLION EURO  
added value distributed  
to local areas



**588.7**

MILLION EURO  
total operating  
investments



**40%**

of debt financed with  
ESG INSTRUMENTS

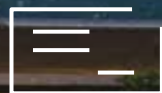


## CUSTOMERS

**73/100**



**CUSTOMER  
SATISFACTION**



**-20%**

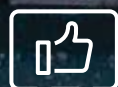
BELOW THE ITALIAN AVERAGE  
cost of waste management  
service for families

**97.8%**

OF CALLS TO THE  
EMERGENCY GAS SERVICE  
with arrival within 60 minutes



## PEOPLE



**71/100**

**WORKER SATISFACTION**  
results of an internal climate survey

**10.3**

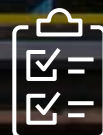
**ACCIDENT FREQUENCY  
RATE**  
(vs 12.6 in 2020)



**96.5%**

**WORKERS**  
with permanent contacts

## SUPPLIERS



**78.8%**

**VALUE OF PUBLIC TENDERS**

with the most economically advantageous  
bid method

**65.1%**

**OF TOTAL TENDERS**  
with the most economically  
advantageous bid method



**38/100**

**AVERAGE SCORE**  
assigned to sustainability out of all tenders



CREATING SHARED VALUE

# PURSUING CARBON NEUTRALITY

## 100% RENEWABLE ELECTRICITY

for all free-market residential customers, 40% of total electricity sold

**-6.8% ENERGY CONSUMPTION**  
reduction compared to 2013;  
-7.3% with interventions already  
planned



**9%**

**NATURAL GAS SOLD**

with offsetting CO<sub>2</sub> emissions  
(out of total volumes, excluding  
wholesalers, default service and last  
resort supply)



**RENEWABLE ELECTRICITY**  
to power the activities managed.  
Goal: 100% by 2023



**23%**

contracts with  
**ENERGY EFFICIENCY SOLUTIONS**  
(out of total contracts, excluding  
safeguard, default and last resort  
supply services)

**2.5**

**MILLION TONS**  
of greenhouse  
gas avoided



**8 MILLION M3**  
**OF BIOMETHANE PRODUCED**  
and eight projects for developing  
hydrogen and increasing  
biomethane production

**-11.6%**

**GREENHOUSE GAS EMISSIONS VS 2019**  
**WITH SBTi CALCULATION METHODOLOGY**  
(scope 1+2+3 from electricity and downstream gas sales)





# OBJECTIVES

## WHAT WE SAID WE WOULD DO...

### Promoting energy efficiency

**-7%** **GROUP ENERGY CONSUMPTION** by 2024 compared to 2013

**42%** **ENERGY EFFICIENCY** customers in 2024 with energy efficiency offers or with the Consumption Diary (excluding EstEnergy and subsidiaries)



**>65%** **LAMPS WITH LED LIGHT BULBS** by 2024. Continue energy efficiency measures in public lighting (replacement of lamps with LED light bulbs)



### Energy transition and renewables

**>15 MILLION M3** biomethane produced by 2024 and over 30 million by 2030, through new anaerobic digestion plants for the organic portion of sorted waste collected. Launch initiatives to develop hydrogen as an energy vector



### Mitigating climate change

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



# RESULTS

## WHAT WE DID...

**-6.8%** **ENERGY CONSUMPTION** in 2021 thanks to the measures introduced



**23%** **ENERGY EFFICIENCY** customers in 2021 with energy efficiency offers or with the Consumption Diary, vs 20.2% in 2020 (including EstEnergy and subsidiaries)



**39%** **LAMPS WITH LED LIGHT BULBS** in 2021 (vs 34% in 2020). 2,190 toe saved thanks to interventions in public lighting carried out in 2021



**8 MILLION M3** biomethane produced in 2021. Ongoing authorisation procedures for the construction of two new plants; eight initiatives launched to develop hydrogen as an energy vector



**-11.6%** **GREENHOUSE GAS EMISSIONS** in 2021 compared to 2019



# FUTURE TARGETS

## WHAT WE WILL DO...

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

**28%** **ENERGY EFFICIENCY** customers in 2025 and 34% in 2030 with energy efficiency offers or with the Consumption Diary (including EstEnergy and subsidiaries)



**57%** **LAMPS WITH LED LIGHT BULBS** in 2025. Continue energy efficiency measures in public lighting (replacement of lamps with LED light bulbs)



## BIOMETHANE, HYDROGEN, PHOTOVOLTAIC

17 million m3 of biomethane produced by 2025 and over 30 million by 2030. Continue with hydrogen development initiatives. Internal and external development of photovoltaics



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



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



6 CLEAN WATER AND SANITATION



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



17 PARTNERSHIPS FOR THE GOALS



14 LIFE BELOW WATER

CREATING SHARED VALUE

# REGENERATING RESOURCES AND CLOSING THE CIRCLE



municipal waste collected and disposed of in landfills

**3.5%**

**EU 2035 GOAL ALREADY REACHED**  
(23% Italian average in 2020)



**-16.6%**

**INTERNAL WATER CONSUMPTION**  
compared to 2017



**6%**

**REUSABLE WASTEWATER**  
in 2021 (8.5% by 2025)



**78%**

**SOIL REUSED**  
in creating infrastructures  
in 2018-2021

**65.3%**

**SORTED WASTE**  
in an area with  
3.2 million inhabitants



**-86%**

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



**55%**

**RECYCLING RATE FOR MUNICIPAL WASTE**  
EU 2025 goal already  
reached

**9.9**

**NON-INVOICED WATER**  
(m<sup>3</sup>/km of the network/day) losses  
in the civil aqueduct  
(22 the Italian 2019 average)

**80.9**

**THOUSAND TONS OF RECYCLED PLASTIC**  
sold by Aliplast (+36% compared to 2017)



# OBJECTIVES

## WHAT WE SAID WE WOULD DO...

### Transition towards a circular economy

**75%** **SORTED WASTE**  
by 2024, thanks to initiatives including strong investment focused on citizen and business engagement



**>75%** **OF PACKAGING RECYCLED**  
by 2024 and 67% of overall municipal waste recycled by 2030 (higher than the EU's 2030 goals)



**-17%** **INTERNAL WATER CONSUMPTION**  
by 2024 and -25% by 2030 compared to 2017 consumption



### Sustainable management of water

**77%** **USERS SERVED**  
with the Water safety management plan by 2024

### Air, soil and biodiversity protection

**256** **THOUSAND M3 OF SOIL REUSED**  
in planning, creating and enhancing infrastructures in 2021-2024 (66% of total soil involved by 2024)



**>300** **PUBLIC RECHARGING STATIONS**  
installed by 2024 for electric mobility in cities

# RESULTS

## WHAT WE DID...

**65.3%** **SORTED WASTE**  
in 2021 (stable compared to 2020, due to regulatory changes) (65.9% Hera, 57.4% AcegasApsAmga, 73.0% Marche Multiservizi)



**73%** **OF PACKAGING RECYCLED**  
in 2020 (72% in 2019). Overall recycling rate is 55% in 2020. The 2021 data will be reported in "Tracking waste" thematic report



**-16.6%** **INTERNAL WATER CONSUMPTION**  
in 2021 compared to 2017 consumption due to specific activities in water saving



**23%** **USERS SERVED**  
with the Water safety management plan in 2021 (vs 13% in 2020)



**30** **THOUSAND M3 OF SOIL REUSED**  
in creating infrastructures in 2021 (61% of total soil involved)



**194** **PUBLIC RECHARGING STATIONS**  
installed in 2021 for electric mobility in cities (vs 104 at the end of 2020)



# FUTURE TARGETS

## WHAT WE WILL DO...

**76%** **SORTED WASTE**  
by 2025 thanks to initiatives including strong investment focused on citizen and business engagement (77% Hera, 70% AcegasApsAmga, 73% Marche Multiservizi)



**76%** **OF PACKAGING RECYCLED**  
by 2025 and >80% by 2030 (higher than the EU's 2030 goals)



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



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

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



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



CREATING SHARED VALUE

# ENABLING RESILIENCE AND INNOVATING



**67%** VALUE OF LOCAL SUPPLIERS  
(807 million euro in 2021)



**SOS-HERA-SUPPORT: AN ONLINE GUIDE**  
with all the special offers available for  
customers facing economic hardship



**100** MUNICIPALITIES

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



**188** THOUSAND BILLS  
paid by instalments, totalling 126.8  
million euro (-2% compared to 2020)



**882** DISADVANTAGED PEOPLE

placed at work thanks to supplies from social  
cooperatives, totalling over 72 million euro



**CORPORATE DIGITAL RESPONSIBILITY**  
new framework for reporting on  
digitalisation initiatives confirmed

**> 82**  
MILLION EURO



**INVESTMENTS**  
in innovation in three  
areas: energy transition,  
circular economy and digital  
transformation



**77%**

**EMPLOYEES**  
involved in remote  
working (excluding  
manual labourers)



# OBJECTIVES

## WHAT WE SAID WE WOULD DO...

### Broader use of innovation and digitalisation

49%

#### CUSTOMERS WITH E-BILLING

and 44% customers making use of online services by 2024 (excluding EstEnergy and subsidiaries)



**CONTINUE IMPLEMENTING DATA ANALYTICS AND ARTIFICIAL INTELLIGENCE PROJECTS**, supporting the circular economy and the energy transition. Go ahead developing an integrated system for digital transformation projects and initiatives (Corporate Digital Responsibility)

### Developing employment and new skills

#### CONTINUE USING THE SOCIAL CLAUSE

to guarantee employment in contracts for emergency services on networks and those linked to customer management

#### RAISE AWARENESS ON VALORISING DIVERSITY AND INCLUSION

continue with events and initiatives (inclusive language and Stem issues)

### Resilience and adaptation

#### RESILIENCE OF POWER GRIDS

- carry out 13 further interventions in 2021, bringing the adequate network to 22 km (33% of the total electricity resilience plan);
- build the Modena Est primary substation in 2021

#### RESILIENCE OF THE AQUEDUCT SERVICE

- innovative research initiatives to detect water network leaks;
- interventions to optimise tapping, network interconnection and enhancing sources;
- development of a system for monitoring and forecasting water availability and state of emergency

# RESULTS

## WHAT WE DID...

31%

#### CUSTOMERS WITH E-BILLING

and 27% customers making use of online services in 2021 (excluding EstEnergy and subsidiaries)



#### CONTINUE IMPLEMENTING PROJECTS

in data analytics and artificial intelligence in all Group sectors. Ongoing work in reporting on digital transformation initiatives, following the CDR framework



**22 TENDERS WITH SOCIAL CLAUSE USED**, among the most important, to guarantee employment



#### ORGANISE ON-LINE MEETINGS

internal and external on diversity and inclusion issues



#### 12 POWER GRID RESILIENCE INTERVENTIONS

implemented in 2021 as part of the resilience plan for power grids in Modena:

- 21 interventions carried out out of the 54 planned and 19 km of network upgraded (28% of the overall plan);
- Modena Est primary substation completed

#### RESILIENCE OF THE AQUEDUCT SERVICE

- developed water network leak detection with innovative initiatives;
- developed a platform for monitoring sources for a better understanding of drought risk with the University of Bologna and Arpae

# FUTURE TARGETS

## WHAT WE WILL DO...

41%

#### CUSTOMERS WITH E-BILLING

and 41% customers making use of online services by 2025 (excluding EstEnergy and subsidiaries)



#### DATA STRATEGY PROCESSES

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

#### CONTINUE USING THE SOCIAL CLAUSE

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

#### RAISE AWARENESS ON VALORISING DIVERSITY AND INCLUSION

continue with events and initiatives (inclusive language and Stem issues)

#### RESILIENCE OF POWER GRIDS

36.8 km of network upgraded by 2022, equivalent to 54.5% of the overall electricity resilience plan in Modena

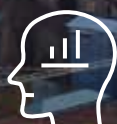
#### RESILIENCE OF THE AQUEDUCT SERVICE

- optimisation of the tapping phase;
- monitoring wells and developing of predictive algorithms to determine drought risk;
- adoption of new technologies to support leak detection

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

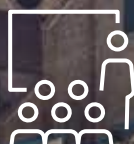
ALONGSIDE THE PROTAGONISTS OF CHANGE

# GOVERNANCE AND CREATING VALUE



## CORPORATE PURPOSE

creating shared value included  
in the Articles of Association  
(Shareholders Meeting, 28 April 2021)



## CODE OF ETHICS

all new employees trained on principles  
and values through the AlfabEtico initiative

**2,213**

MILLION EURO

added value distributed to  
local areas



**588.7**  
MILLION EURO

TOTAL OPERATING  
INVESTMENTS



**40%**  
OF DEBT FINANCED  
WITH ESG INSTRUMENTS

**+317%**

TOTAL SHAREHOLDERS'  
RETURN  
compared to original listing  
in 2003

**100%**



WASTE TREATED  
in plants with Iso 14001  
environmental certification

**96%**  
ENERGY  
CONSUMED



in companies  
WITH ISO 50001  
CERTIFICATION



# OBJECTIVES

## WHAT WE SAID WE WOULD DO...

### Economic value for stakeholders

**1,900** MILLION EURO APPROXIMATE  
ADDED VALUE  
for stakeholders by 2024  
(+14% compared to  
2020)



**3.2** BILLION EURO  
INVESTMENTS  
made between 2020  
and 2024



### Sustainability and risk management / Shareholders and lenders

**CONTINUE WITH INCREASING FOCUS  
ON ANTICIPATING, MITIGATING AND HEDGING  
RISKS**  
arising from climate change,  
also to guarantee service continuity

### Communication with stakeholders

**UPDATE THE HERALAB MODEL**  
continuity in listening to and involving  
local stakeholders.  
Implement five local HeraLAB initiatives  
in the Rimini area and three initiatives in  
Bologna by 2022



# RESULTS

## WHAT WE DID...

**1,764** MILLION EURO ADDED  
VALUE  
for stakeholders in 2021



**588.7** MILLION EURO  
INVESTMENTS  
made in 2021  
(+10% compared to  
2020)



**NEW FUNCTION FOR THE RISK COMMITTEE**  
which now considers climate change risk  
as relevant.  
Continued activities to manage climate  
change risks



**HERALAB MODEL UPDATED**  
HeraLABs in Modena and Cesena  
concluded. Two of the eight initiatives  
expected for the Rimini and Bologna  
HeraLABs completed. The remaining six  
replanned in 2022



# FUTURE TARGETS

## WHAT WE WILL DO...

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



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



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

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

**LAUNCH THE NEW HERALAB MODEL**  
continuity in listening to and involving  
local stakeholders, by launching  
HeraLABs in two areas.  
Implement local activities



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

ALONGSIDE THE PROTAGONISTS OF CHANGE

# CUSTOMERS



73/100

CUSTOMER  
SATISFACTION



32  
SECONDS

SECONDS AVERAGE  
RESPONSE TIME

to calls from residential  
customers to the Group's  
call centres

-27%

BELOW THE ITALIAN AVERAGE

the cost of municipal waste  
service for non-household  
users



-20%

BELOW THE ITALIAN AVERAGE

the cost of the municipal  
waste service for households



37% HERA'S SHARE  
OF BILLS

the remainder is made up of raw  
materials (33%) and taxes  
and charges (30%)



80

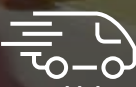
THOUSAND NEXMETER  
METRES INSTALLED

in Ferrara, Modena and Udine.  
More safety and less methane  
gas leaks

97.8%

CALLS TO GAS  
EMERGENCY SERVICES

with arrival within 60 minutes, higher  
than service requirements (90%)



99.7%

RESPECT FOR QUALITY  
STANDARDS

set by the Authority  
for four services



# OBJECTIVES

## WHAT WE SAID WE WOULD DO...

### Service quality

88%



**NEXT-GENERATION  
ELECTRICITY METRES**  
installed by the end  
of 2024

### GUARANTEE COMPLIANCE WITH COMMERCIAL QUALITY STANDARDS

in the gas, electricity, water and district  
heating services, in line with 2020

### Safety and service continuity

#### QUICK RESPONSE IN GAS SERVICES:

maintain a level significantly above  
Authority's requirements for the percentage  
of calls with arrival within 60 minutes



OVER 300

**THOUSAND NEXMETER  
GAS METRES**  
installed by the end  
of 2024



### Customer relations

≤10

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



# RESULTS

## WHAT WE DID...

3.6%



**NEXT-GENERATION  
ELECTRICITY METRES**  
installed by the end  
of 2021 (installation  
began in 2021)

99.7%

**COMPLIANCE WITH  
COMMERCIAL QUALITY  
STANDARDS,**  
in line with 2020



97.8%

**ARRIVALS ON THE  
LOCATION OF THE CALL**  
within 60 minutes  
(service requirement:  
90%)



80

**THOUSAND NEXMETER  
GAS METRES**  
installed in Ferrara,  
Modena and Udine



5.7

**MINUTES, AVERAGE WAITING  
TIME AT HELP DESKS**  
in 2021 and 32 seconds,  
average waiting time  
at call centres



# FUTURE TARGETS

## WHAT WE WILL DO...

98%



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

### GUARANTEE COMPLIANCE WITH COMMERCIAL/ CONTRACTUAL QUALITY STANDARDS

in the gas, electricity, water and district  
heating services, in line with 2021

#### QUICK RESPONSE IN GAS SERVICES:

maintain a level significantly above  
Authority'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 metres), of which  
200 thousand made of  
recycled plastic



≤10

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



ALONGSIDE THE PROTAGONISTS OF CHANGE

# PEOPLE



10.3



ACCIDENT FREQUENCY  
RATE

(12.6 in 2020)



30.3 HOURS

OF TRAINING  
PER CAPITA

(26 in 2020)



71/100

WORKER SATISFACTION  
according to an internal  
climate survey

96.5%

WORKERS WITH  
PERMANENT  
CONTRACTS



1,782

PEOPLE HIRED  
on permanent contracts  
in 2019-2021



30.5% WOMEN IN ROLES OF RESPONSIBILITY

40.1% IN CAREER ADVANCES  
(excluding blue-collar workers)

38%

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

5.3

MILLION EURO

used by employees with Hextra,  
the welfare plan with 99% employee  
participation

HERA  
AMONG TOP  
EMPLOYERS

twelfth year of  
certification for best  
workplaces





# OBJECTIVES

## WHAT WE SAID WE WOULD DO...

### Workers

#### HERASOLIDALE

continue promoting the fourth edition of HeraSolidale in 2021, to reach the objectives of the 7 partner organisations through donations made by employees, customers and the company

### Managing skills and training

22.5

#### HOURS PER CAPITA OF TRAINING

in 2021. Implement MyAcademy, the new online training platform that allows all employees to personalise their own learning experience



### Welfare

#### HEXTRA

promote the new welfare portal, partially thanks to the creation of a dedicated Hextra app, to increase the opportunities available to workers. Include a new psychological, physical and financial wellbeing plan

### Health and safety

10.6

#### WORKPLACE ACCIDENT FREQUENCY

further reduction in workplace accident frequency in 2024. Continue with 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

## WHAT WE DID...

250

**THOUSAND EURO DONATED** to partners in the fourth edition of HeraSolidale



30.3

#### HOURS PER CAPITA OF TRAINING

provided on average in 2021. MyAcademy, the Group's new online training platform, launched: a single digital environment with continuously updated content and customisation possibilities



#### HEXTRA

promoted the corporate welfare system, including the launch of a new technological platform and a mobile app. New initiatives included, with free services and conventions in the field of psychological, physical and financial wellbeing



10.3

#### WORKPLACE ACCIDENT FREQUENCY

in 2021 (as against 12.6 in 2020). Importance of safety initiative continued and Man on the ground app tested at HeraTech laboratories



# FUTURE TARGETS

## WHAT WE WILL DO...

#### 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

25

#### HOURS PER CAPITA OF TRAINING

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



#### HEXTRA

continue developing a corporate culture aimed at further reinforcing the concept of individual wellbeing (psychological, physical and financial) and enlarge the range of services offered

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



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



ALONGSIDE THE PROTAGONISTS OF CHANGE

# SUPPLIERS



SUPPLIES  
FROM CERTIFIED  
COMPANIES

**38%**  
Sa 8000

**59%**  
Iso 45001

**67%**  
Iso 14001/Emas

**79%**

VALUE OF PUBLIC TENDERS  
with the most economically  
advantageous bid method



WORKPLACE CONDITIONS  
MONITORING:

38 audits of suppliers, of which 8 in  
their facilities and 30 in Hera worksites

**65%**

OF TOTAL TENDERS  
with the most economically  
advantageous bid method

**38/100**

AVERAGE SCORE

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



**22**

SUPPLIERS

invited on average  
to negotiated tenders: open  
and transparent competition

RESPONSIBLE SUBCONTRACTING

employment protection clauses in 22 tenders (confirmation  
of clauses limiting the percentage of reductions and  
authorizing the use of agency-provided work)

**9.5%**

VALUE OF TENDERS

assigned in 2021 related  
to circularity criteria



# OBJECTIVES

## WHAT WE SAID WE WOULD DO...

### Suppliers

#### MONITORING SUPPLY COMPANIES' SOCIAL RESPONSIBILITY

towards their employees: carry out at least 30 supplier audits (offices and worksite) in 2021



#### Qualification, selection and evaluation of suppliers

#### CONTINUE TO ASSIGN A SIGNIFICANT SCORE FOR ASPECTS OF ENVIRONMENTAL AND SOCIAL SUSTAINABILITY

in tenders using the criterion of the most economically advantageous bid



#### CONTINUE TO VALORISE QUALITY, SAFETY, ENVIRONMENTAL AND SOCIAL RESPONSIBILITY

management systems in choosing suppliers



#### Contract management

75%

THE VALUE OF SERVICE AND LABOUR SUPPLY with workplace accident monitoring in 2021



# RESULTS

## WHAT WE DID...

#### MONITORING SUPPLY COMPANIES' SOCIAL RESPONSIBILITY

towards their employees: over 20 evaluation questionnaires collected and 38 supplier audits carried out (offices and worksite) in 2021



38/100

#### AVERAGE SCORE

reserved for sustainability aspects in tenders carried out in 2021 with the criterion of the most economically advantageous bid



#### CONTINUE TO VALORISE CERTIFIED MANAGEMENT SYSTEMS IN 2021:

86.8% of the value of supplies from suppliers with Iso 9001, 67.2% Iso 14001/Emas, 59.4% Iso 45001, 38.2% Sa 8000



84%

#### THE VALUE OF SERVICE AND LABOUR SUPPLY

with workplace accident monitoring in 2021



# FUTURE TARGETS

## WHAT WE WILL DO...

#### MONITORING SUPPLY COMPANIES' SOCIAL RESPONSIBILITY

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



~35/100

#### AVERAGE SCORE

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



#### CONTINUE TO VALORISE QUALITY, SAFETY, ENVIRONMENTAL AND SOCIAL RESPONSIBILITY

management systems in choosing suppliers



#### ANALYSE ALL ACCIDENT EVENTS

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



## **Hera Spa**

Headquarters: Viale C. Bertì Pichat 2/4 - 40127 Bologna  
Phone: +39.051.28.71.11 fax: +39.051.28.75.25

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

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