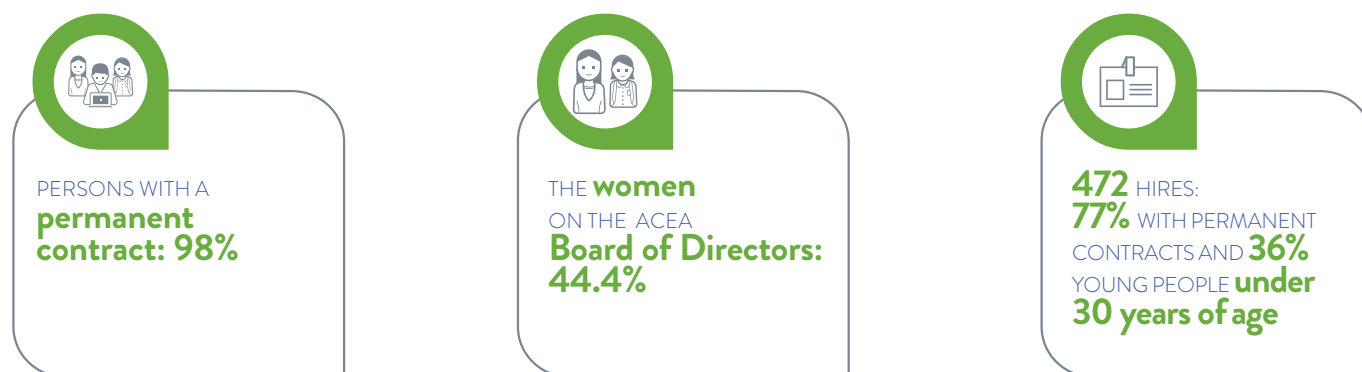


STAFF

ACEA'S EMPLOYEES



The health emergency, which occurred during the year, affected personnel management, with particular reference to the issue of employee health protection. Therefore, Acea **promptly and effectively reconsidered its working tools and methods** to facilitate the transition from face-to-face working to remote working for most of its staff. This has led to the **development of the IT infrastructure**, the

reorganisation of training to the digital sphere, the implementation of **extraordinary precautionary measures** to protect the health of people and *ad hoc* initiatives to help them cope with both personal and professional difficulties caused by the pandemic.

In 2020, there were **6,374 people in the workforce of the Companies within the reporting scope⁹¹**.

TABLE NO. 38 – CHANGES IN EMPLOYEES BY MACRO SEGMENT (2018-2020)

BUSINESS AREA	2018 (no. of employees)	2019 (no. of employees)	2020 (no. of employees)
Water operations	1,741	2,695	3,303
Network Operations	1,301	1,272	1,280
Generation	78	81	87
Commercial	443	437	392
Environment Operations	286	304	338
Engineering Operations	237	262	274
Corporate (Acea SpA)	656	665	700
total	4,742	5,716	6,374

(*) The 2020 figures also include 419 people at AdF and 28 people at Acque Industriali, as the other companies included in the scope during the year have staff seconded from other Group companies or do not have such staff.

The **Water Operations** segment recorded the **highest numbers and accounts for 52% of the total**, in line with the number of Companies included and the percentage of business on the Group's operations. The **Network Operations** segment followed, which **represents 20% of total figures**.

COMPOSITION AND TURNOVER

The **Human Resources Management Department** of Acea SpA handles the **administration of the personnel** employed by the subsidiaries on their behalf according to defined procedures. To this end, the Department uses computer systems (SAP HCM, SIPERT PY, Success Factor) operating at the Group level for the **management of employee records, salaries, merit plans**, etc. The inclusion within the scope of 447 employees at AdF and Ac-

que Industriali is the factor that most affected the increase in the workforce, from 5,716 in 2019 to 6,374 in 2020. However, this expansion in scope does not change the overall composition of the Group's workforce, which remains in line with the previous two-year period.

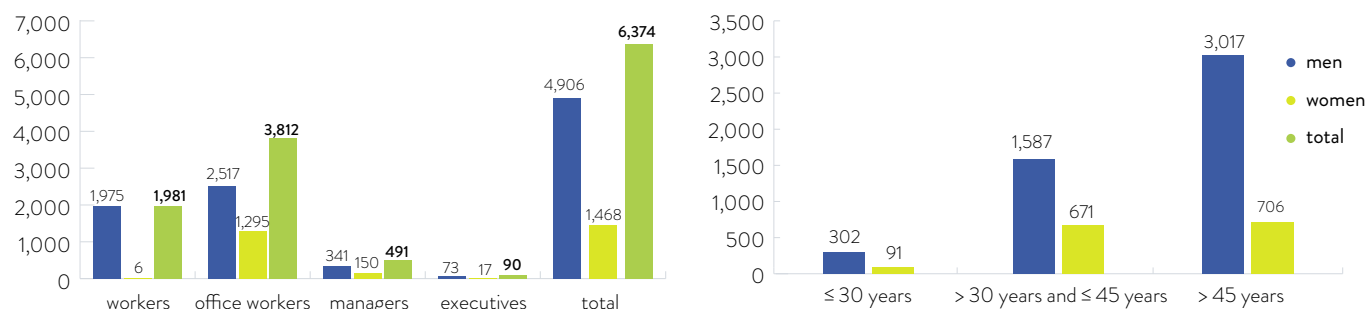
Specifically, the **male presence is prevalent, equal to 77% of the total**. The figure reflects the presence of technical-specialistic and operating skills that, to date, have mainly been offered by men in Italy. The **professional structure is stable** and consists of **60% of-office staff, 31% workers, 8% managers and 1% executives**. The distribution by age groups is characterized for **58% by people over 45 years of age**, while those belonging to younger age groups – **between 30 and 45 and under 30** – represent respectively **35% and 6%** of the workforce.

⁹¹ The chapter illustrates the data for Companies within the NFD scope (see *Disclosing sustainability: Methodological Note*), with the exception of Acea Innovation and Acea Sun Capital, which have staff seconded from other Group companies or do not have staff. The total workforce, for all the Companies within the consolidation, was 7,650 during the year (7,576 in 2019).

With regard to the **level of education**, we confirm **the steady increase of university graduates, who rise to 25% of the total** (23% in 2019) and

the stability of diploma holders, whose percentage remains around **50%** (for the above data, please see chart no. 35 and table no. 39).

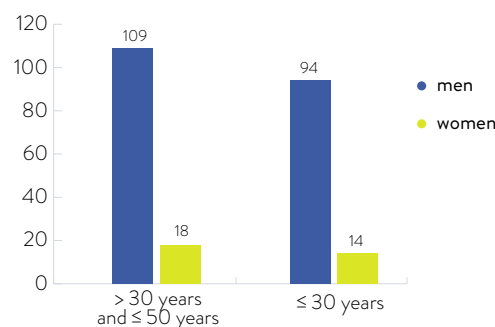
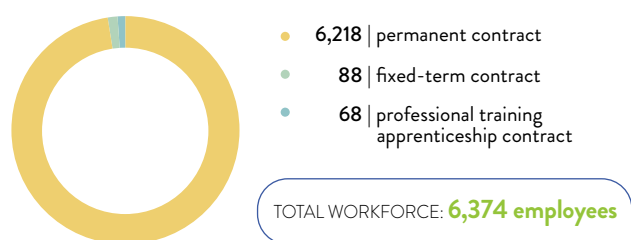
CHART 35 - COMPOSITION OF THE STAFF: GENDER, AGE AND CATEGORY (2020)



98% of the workforce are **employed with a permanent contract**, which is in line with 2019. The **length of the employment relationship** indicates the **stability of employment**: **55%** of the peo-

ple who left during the year worked for the Group **for 30 to 50 years** and **45% up to 30 years** (please see chart no. 36 and table nos. 39 and 41).

CHART NO. 36 - CONTRACT TYPES AND LENGTH OF THE EMPLOYMENT RELATIONSHIP (2020)

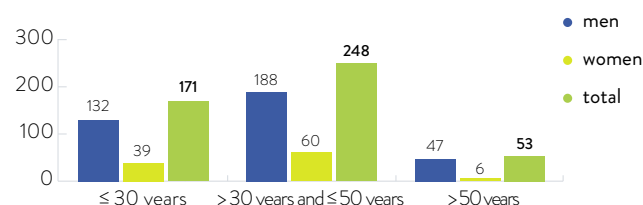
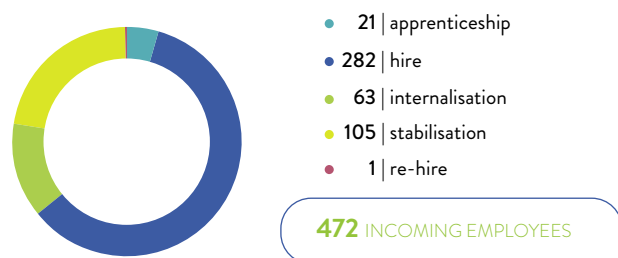


In 2020, 472 people (367 men and 105 women) **were hired, 77% with a permanent contract**, divided into 282 hires from the external labour market, 105 stabilisations (of which 36 young people that have completed internships in the Company), 63 in-

ternalisations, 21 apprenticeships and 1 re-hire (see chart no. 37 and table no. 41).

36% of newly hired staff during the year were aged **30 or under**.

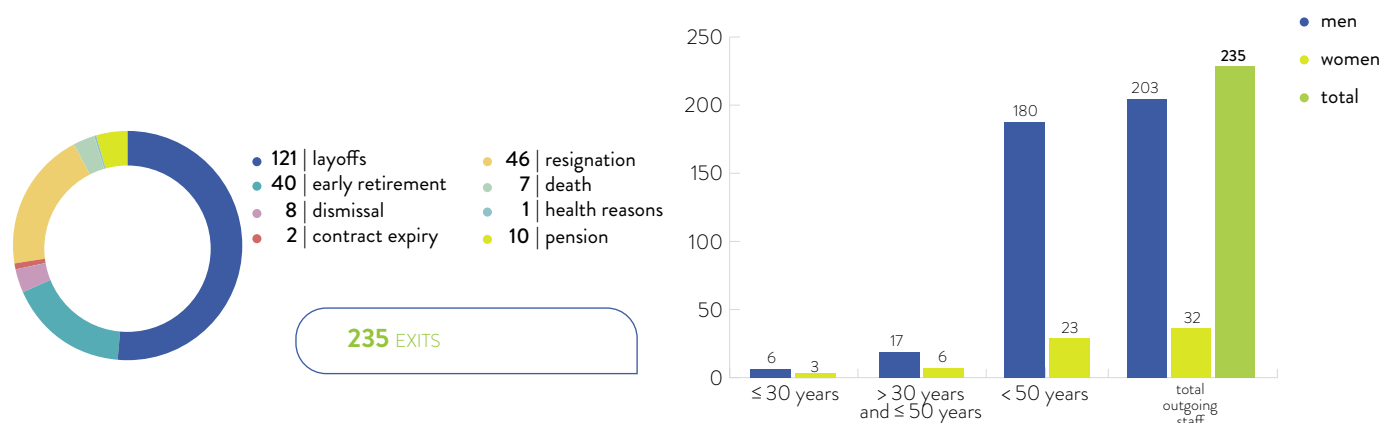
CHART NO. 37 - TYPES OF ENTRIES AND AGE OF THE STAFF (2020)



There were 235 people who left the Company in 2020 (203 men and 32 women): 121 with a form of voluntary and incentivised early retirement, 40 as part of voluntary redundancy plans, with the agreed and incentivised termination of the

employment contract, 10 retired, 46 resigned, 8 dismissed and another 10 for different reasons (see chart no. 38 and tables no. 41 and 42). **86% of the outgoing staff** was over **50 years of age**.

CHART NO. 38 – TYPES OF EXITS AND AGE OF THE STAFF (2020)



The **rate of turnover** was **11.1%** (11.6% for men and 9.3% for women), the **incoming rate** was **7.4%** (7.5% for men and 7.2% for women) and the **outgoing rate** was **3.7%** (4.1% for men and 2.2% for women) (see table no. 40).

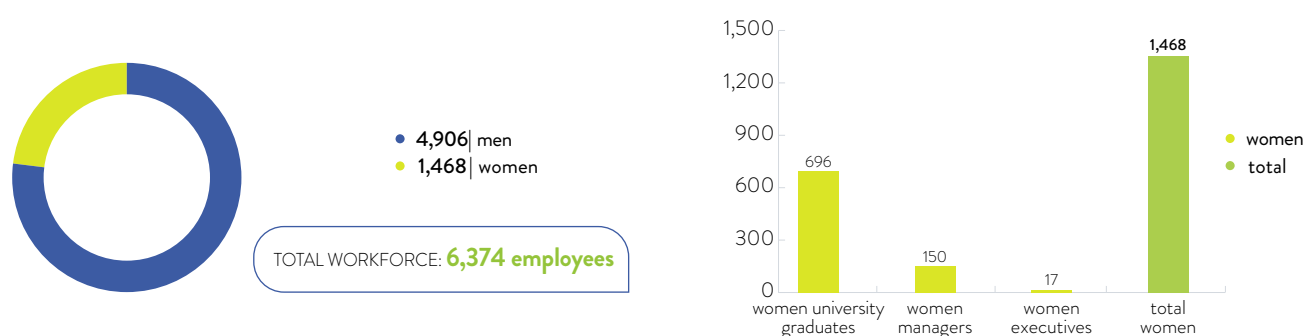
WOMEN IN ACEA

In 2020, there were **1,468** women working at Acea (1,286 in 2019). This expansion of the scope and the consequent inclusion of 116

women working at AdF and Acque Industriali do not substantially change the proportion of women within the Group's total workforce, which is slightly greater than last year, at 23% (it was 22% in 2019).

The **proportion of female executives within total executives** (17 out of 90) is equal to **19%**. The **percentage of women in managerial positions** is **30%** of the category (150 out of 491) (chart no. 39, while **women accounted for 43%** (696 out of 1,600) of the **graduates** in the Group.

CHART NO. 39 – THE DISTRIBUTION OF THE STAFF FROM A GENDER PERSPECTIVE (2020)



In the **corporate governance** of the reporting companies (Boards of Directors, Boards of Statutory Auditors and Supervisory Bodies), **60 women**, are operational, **35% of the total** number of members (in 2019, women in the governance bodies totalled 52, equal to 33.5%).

In the **Parent Company**, the percentage of **women** on the **Board of Directors** was **55.5% up until July** (5 women out of 9 members) and **44.4%** (4 women out of 9 members) **in the second half of the year, following on from the replacement**

of a female Director. On the **Board of Statutory Auditors** the **percentage reached 60%** (3 women out of 5 members, of which 2 substitutes), figures above the quotas required by law (Law no. 120/2011). We also report that every internal board committee includes one or more women, and that the Chair of the Control and Risks, Appointments and Remuneration, Ethics and Sustainability Committees is assigned to a female Director (see also *Corporate Identity*, section *Corporate governance in Acea*).

CHART NO. 40 – PRESENCE OF WOMEN IN THE CORPORATE GOVERNANCE BODIES (2018-2020)

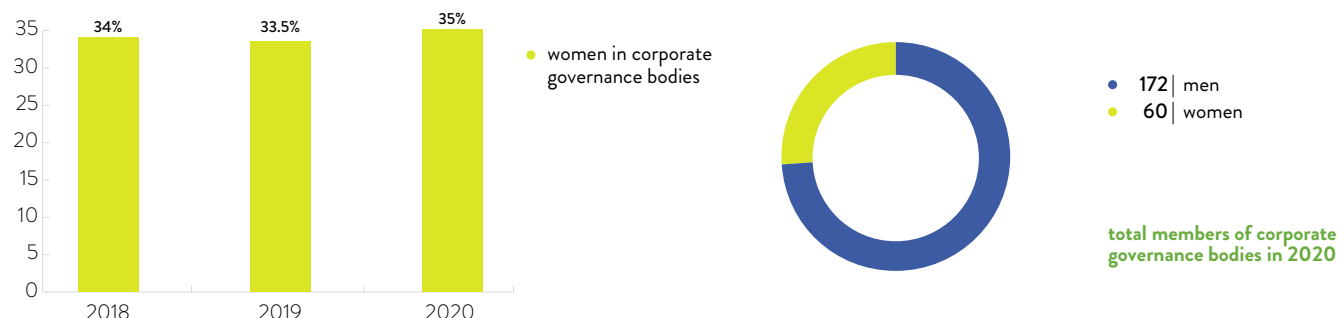


TABLE NO. 39 – GENERAL DATA ON PERSONNEL (2018-2020)

u.m.	2018			2019			2020		
	men	women	total	men	women	total	men	women	total
COMPOSITION OF THE STAFF									
number									
executives	60	12	72	70	11	81	73	17	90
managers	289	127	416	311	137	448	341	150	491
clerical workers	1,897	1,012	2,909	2,293	1,133	3,426	2,517	1,295	3,812
workers	1,342	3	1,345	1,756	5	1,761	1,975	6	1,981
total	3,588	1,154	4,742	4,430	1,286	5,716	4,906	1,468	6,374
WOMEN IN ACEA									
%									
women out of the total workforce			24			22			23
female executives out of total executives			17			14			19
female managers out of total managers			31			31			31
female graduates out of total graduates			44			43			43
WOMEN IN ACEA									
number									
university graduates	593	470	1,063	755	567	1,322	904	696	1,600
high school graduates	1,816	537	2,353	2,275	583	2,858	2,541	643	3,184
other qualifications	698	44	742	955	45	1,000	1,018	55	1,073
not defined	481	103	584	445	91	536	443	74	517
total	3,588	1,154	4,742	4,430	1,286	5,716	4,906	1,468	6,374
AVERAGE STAFF AGE									
years									
average Company age	49	45	48	48	45	48	48	45	47
average age of executives	54	52	54	53	51	53	53	51	53
average age of managers	51	49	50	51	49	50	51	49	51
average age of clerical workers	48	45	47	48	44	47	47	44	46
average age of workers	48	51	48	48	48	48	48	49	48
AVERAGE SENIORITY OF THE STAFF									
years									
average corporate seniority	19	15	18	17	15	17	16	14	16
average seniority of executives	17	19	18	17	16	17	17	16	17
average seniority of managers	21	19	20	20	18	19	20	18	19
average seniority of clerical workers	20	15	18	18	14	17	17	14	16
average seniority of workers	17	29	17	15	18	15	15	18	14
TYPE OF EMPLOYMENT CONTRACT									
number									
staff under a permanent contract	3,476	1,105	4,581	4,327	1,256	5,583	4,783	1,435	6,218
<i>(of which) part-time staff</i>	25	95	120	26	95	121	22	102	124
permanent staff	44	33	77	27	8	35	69	19	88
staff under apprenticeship contracts	68	16	84	76	22	98	54	14	68
total	3,588	1,154	4,742	4,430	1,286	5,716	4,906	1,468	6,374

(*) In 2020, the 447 employees of AdF and Acque Industriali are also included, as the other companies that have joined the DNF perimeter have personnel seconded from other Group companies or do not have such staff.

TABLE NO. 40 – MOVEMENTS OF PERSONNEL (2018-2020)

u.m.	2018			2019			2020		
	men	women	total	men	women	total	men	women	total
INCOMING STAFF: CONTRACT TYPE									
number									
permanent	97	29	126	337	70	407	283	82	365
fixed-term	20	10	30	22	9	31	67	19	86
professional apprenticeship contracts	41	11	52	9	5	14	17	4	21
total	158	50	208	368	84	452	367	105	472
OUTGOING STAFF: REASONS									
layoffs	80	14	94	153	16	169	103	18	121
early retirement	7	0	7	46	7	53	35	5	40
retirement	2	1	3	2	1	3	10	0	10
terminations	11	2	13	7	3	10	8	0	8
other reasons (*)	28	13	41	29	9	38	47	9	56
total	128	30	158	237	36	273	203	32	235
TURNOVER RATES, INCOMING AND OUTGOING RATES PER AGE GROUP (**)									
%									
turnover rate	8.0	6.9	7.7	13.7	9.3	12.7	11.6	9.3	11.1
incoming rate	4.4	4.3	4.4	8.3	6.5	7.9	7.5	7.2	7.4
≤ 30 years	-	-	2.2	1.7	2.4	1.9	2.7	2.7	2.7
> 30 years and ≤ 50 years	-	-	1.9	4.7	3.7	4.5	3.8	4.1	3.9
> 50 years	-	-	0.3	1.9	0.4	1.5	1.0	0.4	0.8
outgoing rate	3.6	2.6	3.3	5.3	2.8	4.8	4.1	2.2	3.7
≤ 30 years	-	-	0.3	0.2	-	0.1	0.1	0.2	0.1
> 30 years and ≤ 50 years	-	-	0.4	0.4	0.5	0.5	0.3	0.4	0.4
> 50 years	-	-	2.6	4.8	2.3	4.2	3.7	1.6	3.2

(*) For 2020, the item includes: 7 deaths (not due to accidents at work), 46 resignations, 1 disability and 2 contract expiries.

(**) The turnover rate is provided by the sum of hires and terminations of the year relative to the workforce at year end. The Companies to which the data refers are pre-dominantly located in Lazio.

TABLE NO. 41 – AGE GROUPS, EMPLOYMENT CONTRACT LENGTH (2018-2020)

number	2018			2019			2020		
	men	women	total	men	women	total	men	women	total
STAFF AGE GROUPS									
≤ 25 years and ≤ 30 years	169	70	239	203	80	283	302	91	393
> 30 years and ≤ 50 years	1,688	704	2,392	2,166	789	2,955	2,384	900	3,284
> 50 years and ≤ 60 years	1,387	337	1,724	1,703	374	2,077	1,822	419	2,241
> 60 years	344	43	387	358	43	401	398	58	456
total	3,588	1,154	4,742	4,430	1,286	5,716	4,906	1,468	6,374
INCOMING STAFF: AGE GROUPS									
≤ 30 years	78	25	103	77	31	108	132	39	171
> 30 years and ≤ 50 years	67	24	91	208	48	256	188	60	248
> 50 years	13	1	14	83	5	88	47	6	53
total	158	50	208	368	84	452	367	105	472
OUTGOING STAFF: AGE GROUPS									
≤ 30 years	7	6	13	7	0	7	6	3	9
> 30 years and ≤ 50 years	14	5	19	19	7	26	17	6	23
> 50 years	107	19	126	211	29	240	180	23	203
total	128	30	158	237	36	273	203	32	235
DURATION OF THE EMPLOYMENT CONTRACT OF THE OUTGOING STAFF									
≤ 30 years	49	16	55	85	13	98	94	14	108
> 30 years and ≤ 50 years	79	14	93	152	23	175	109	18	127
total	128	30	158	237	36	273	203	32	235

HOURS WORKED, SALARY AND PENSION FUNDS

HOURS WORKED IN ACEA

Acea works in compliance with labour legislation and in accordance with the National Collective Bargaining Agreements of reference, with a particular focus on cases relating to working hours and the duration of work, minimum guaranteed wages, age categories and restrictions on the use of legal child labour and the proper management of disadvantaged categories.

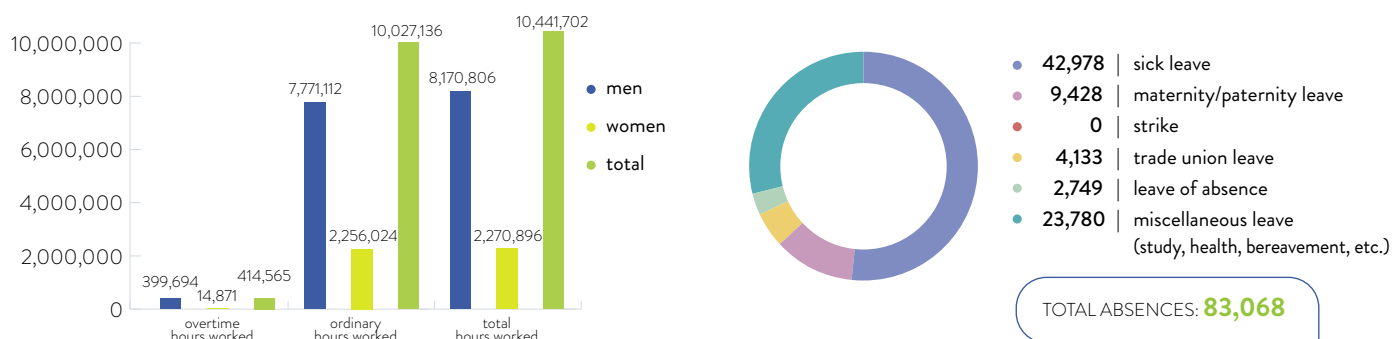
Following on from the Covid-19 health emergency, in accordance with the safety measures put in place at government level, Acea reorganised the working conditions of more than 3,700 employees, mainly those with administrative responsibilities, switching them from face-to-face

work to remote, with work being carried out from home. **Ordinary and overtime hours worked during the year**, excluding executives, **increased**, mainly following on from the inclusion of hours worked by AdF and Acque Industriali staff, and amounted to **10,441,702 hours**, of which **78% were attributable to male personnel** (equal to 8,170,806 hours) due to the greater number of men in the workforce (77% of the total). Analysing the **overtime hours**, the influence of gender is even more evident: **96% of overtime is in fact attributable to men and only 4% to women** (please also see the sub-paragraph *Remuneration*).

Days of absence totalled **83,068**, mainly due to **illness, leave** (for reasons of study, health, etc.), **maternity/paternity leave, trade union reasons, as well as others** (study, health, generic) (see chart no. 41 and table no. 42).

The **absenteeism rate for the year was 3%**, down compared to the 3.85% of 2019 (3.3% male absenteeism rate and 2.3% female absenteeism rate).

CHART NO. 41 – HOURS WORKED BY THE STAFF AND ABSENCES (2020)



In addition to leave, staff can access reduced working hours, in accordance with the terms defined by the Company: in 2020, **part-time** staff amounted to around **2% of total staff**.

For **managers** and **stage-three workers**, **independent scheduling is permitted**, which allows the “personalized” management of work schedules, in compliance with contractual provisions.

For **employees with a “fixed schedule”**, **arrival and departure flexibility** is permitted, according to established slots, and a **total number of monthly hours of leave** is available to collect during the times established.

Lastly, **smart working** is the agile and flexible working method that Acea has adopted since 2018 to promote work-life balance. This year, the Company **was able to promptly and effectively manage the reorganisation of the work required as a result of the pandemic**, thanks to the decision taken in

the previous two years, connecting most staff via smart working (please also see the *Staff Development and Communication* paragraph).

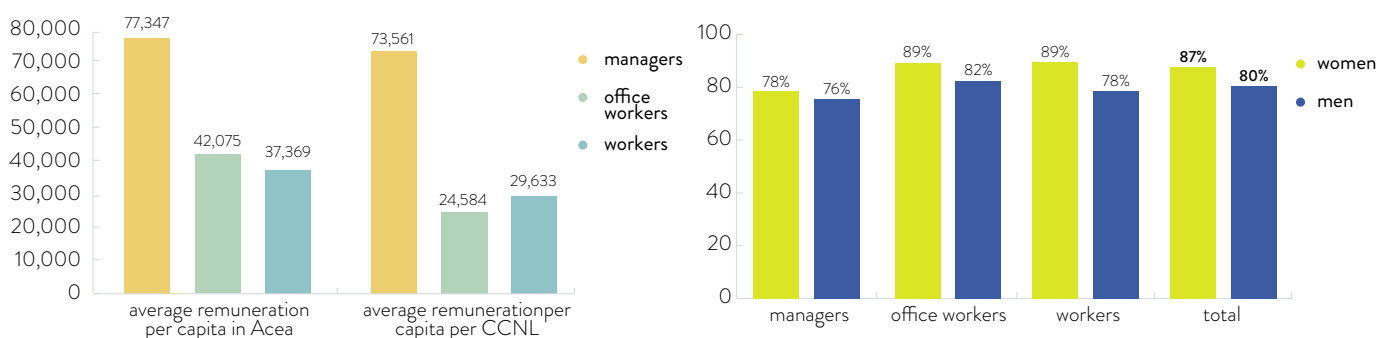
REMUNERATION

The **wages** that Acea pays its employees, excluding executives and top management, are determined by applying the **National Collective Bargaining Agreements (CCNL)** of reference, which ensure the minimum salary levels according to professional categories.

The Company also adopts a **remuneration policy** that applies **merit-based principles** to the fixed and variable components of the remuneration, determining remuneration that is above the minimum salaries set by the National Collective Bargaining Agreements.

In 2020, the **total gross average salary per capita** was **€ 43,000**, excluding executives, (it was € 45,000 in 2019) (see table no. 42).

CHART NO. 42 – AVERAGE SALARIES AND RATIO BETWEEN BASE SALARY AND REMUNERATION (2020)



By analysing the data by gender, **the ratio between the “base salary” and the gross actual remuneration is 87% for women and 80% for men.** The activities with the highest additional remuneration (on-call, shifts, allowances, overtime, etc.), such as the work of emergency services technicians who rotate in 24-hour shifts, **are mainly performed by male staff.**

PENSION FUNDS AND DEFINED CONTRIBUTION PLANS

Supplementary pensions are a form of **voluntary contribution** aimed at generating income that is supplementary to the pension, the amounts paid by workers being invested in the financial market by specialized operators.

The pension funds of reference for Acea staff are: **Previndai**, reserved for executives, and **Pegaso** (managed jointly by Util-

italia and Trade Union Organisations) for non-management staff, to whom the National Collective Bargaining Agreements of the electrical and gas-water segments apply.

The **Pegaso Fund** adopted a 2019-2021 Strategic Plan that illustrates the **organisation’s management guidelines, including instruments for measuring ESG factors** (environmental, social and governance).

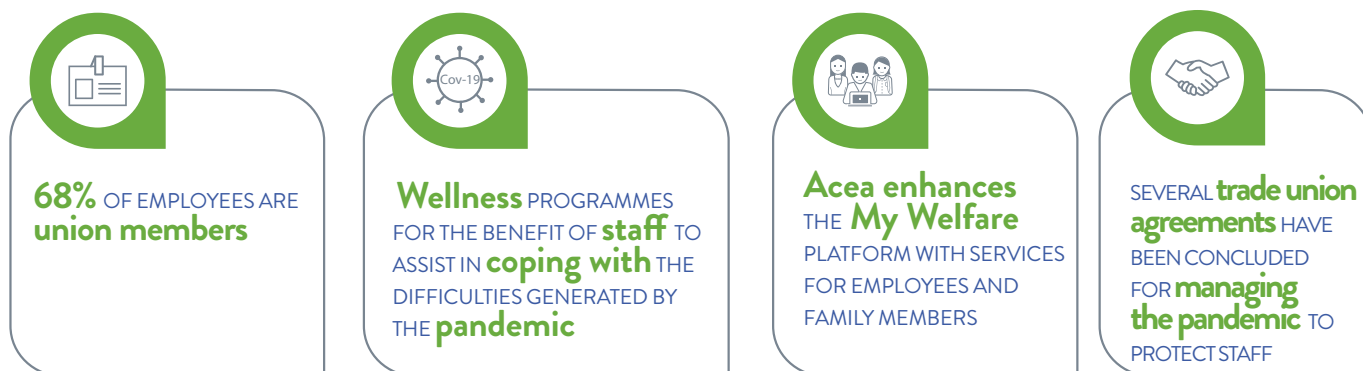
The **number of Acea employees participating in the Pegaso Fund during the year was 2,909**, with an **increase of 3%** compared to 2019.

By analysing the distribution by gender of the members, **76% are men and 24% are women** (please see table no. 42). The Company paid approx. € 5.8 million of TFR (Severance Pay) and approx. € 1.9 million of supplemental contribution to the Fund.

TABLE NO. 42 – HOURS WORKED, ABSENCES, REMUNERATION AND MEMBERS OF THE SUPPLEMENTAL PENSION FUND (2018-2020)

u.m.	2018			2019			2020		
	men	women	total	men	women	total	men	women	total
HOURS WORKED BY THE STAFF									
hours									
regular	5,669,239	1,684,926	6,031,404	6,250,724	1,941,510	8,192,234	7,771,112	2,256,024	1,002,7137
overtime	362,165	27,004	389,169	369,398	29,464	398,862	3,996,94	14,871	414,565
total hours worked	6,031,404	1,711,930	7,743,334	6,620,122	1,970,974	8,591,096	8,170,806	2,270,896	10,441,702
TYPE OF ABSENCES									
days									
sick leave	28,584	12,144	40,728	29,279	10,969	40,248	35,163	7,815	42,978
maternity/paternity	1,159	10,302	11,461	1,118	9,278	10,396	1,499	7,929	9,428
strike	606	138	744	82	28	110	0	0	0
trade union leave	8,076	1,068	9,144	5,159	584	5,743	3,756	377	4,133
leave of absence	1,288	1,127	2,415	1,313	379	1,692	2,015	734	2,749
miscellaneous leave (study, health, bereavement and general reasons)	15,786	8,889	24,675	1,5631	8,022	23,653	18,402	5,378	23,780
total absent (excluding holidays and accidents)	55,499	33,669	89,167	52,582	29,260	81,842	60,835	22,233	83,068
GROSS AVERAGE COMPENSATION BY ROLE									
€									
managers			77,061			78,691			77,347
clerical workers			42,349			43,045			42,075
workers			38,840			39,496			37,369
AGE GROUPS AND GENDER OF THE EMPLOYEES ENROLLED IN THE PEGASO FUND									
number									
≤ 25 years	16	0	16	20	0	20	32	0	32
> 25 years and ≤ 30 years	38	18	56	65	26	91	92	25	117
> 30 years and ≤ 35 years	101	40	141	126	66	192	143	70	213
> 35 years and ≤ 40 years	169	69	238	186	88	274	202	103	305
> 40 years and ≤ 45 years	228	64	292	249	78	327	261	89	350
> 45 years and ≤ 50 years	349	112	461	320	105	425	293	101	394
> 50 years and ≤ 55 years	459	112	571	469	136	605	466	144	610
> 55 years and ≤ 60 years	386	112	498	423	119	542	440	112	552
> 60 years	227	40	267	293	49	342	276	60	336
total	1,973	567	2,540	2,151	667	2,818	2,205	704	2,909

LABOUR-MANAGEMENT RELATIONS



Acea applies the **Single Contract for the electricity sector** and the **Single Contract for the gas-water sector**. **All the workers** are therefore **covered by national collective bargaining agreements**. In 2020, **unionisation** was around **68%**. There are **288** employees who hold **management or trade union representation positions**; of these, **19** hold positions of **Workers' Safety Representatives (RLS)**, designated following an agreement.

The **Labour-Management Relations Unit** of the Parent Company (Human Resources Function) **oversees the Company's policies regarding trade union relations**, ensuring consistency with the Group's objectives. The discussions on the specific corporate requirements are conducted within the framework of national collective bargaining (CCNL) at the sector level, and between companies and internal employee representatives.

The **Labour-Management Relations Model** applied in Acea defines a **system of high-profile trade union relations** based on **bilateral agreements and participation**, combining **business objectives and social demands**.

The **Labour-Management Relations Protocol** structures the system of union participation and dialogue on three levels – Group, industrial segment and corporate – and defines **some areas of discussion** for each level: *economic and financial performance, employment policies, selection, promotion, development and training of staff, occupational safety, corporate welfare, promotion of diversity and inclusion; industrial policy and investment plans; performance bonus, organisation of working hours, technical and specialized training and professional development.*

In line with the inclusive logic of the Model, Acea has implemented a **procedure for consulting workers**, directly or through their representatives, on central issues such as **safety at work, respect for the environment and the sustainable development of production**. In order to encourage the **involvement of employees** in union relations, an **email address was made available** with which, for example, it is possible to request further information on the agreements reached or provide feedback on the quality of Company initiatives.

There are also **Bilateral Commissions**, composed of Company representatives and employees, **who express their opinions on key issues, such as training, smart working, corporate welfare and occupational health and safety**.

The Company promotes the participatory models of Trade Unions, such as **Unitary Trade Union Representations (RSU)** and **Workers for Safety and the Environment (RLSA)**.

The **main agreements signed during the year with the Trade Unions (OO.SS)**, in addition to training and performance bonus, **concerned measures related to the management of the pandemic**. Specifically, agreements were reached on the organisation of

work, on ways of carrying out smart working during the Covid-19 emergency and on bonuses for operational staff who ensured the continuity of public utility services to the public. Furthermore, **to regulate measures to counter the spread of Covid-19 in the workplace and for the gradual resumption of work activities, Group Agreements were signed with the Trade Unions** in April and May (so-called "Phase 1" and "Phase 2 of the emergency"), in line with the guidelines set out in the Protocols shared between the Government and the National Confederations of 14 March 2020 and 24 April 2020. The agreements set out the safety measures to combat infection, technical and organisational measures for carrying out work activities safely, as well as procedural, information and welfare measures to be adopted by the Group Companies.

Also during the year the **new social security agreement was of particular significance, which regulates the so-called "Isopensione"**, signed on 30 July, to manage generational turnover, in line with the commitments made in the Group Framework Agreement of 14/02/2018 **valid for the four-year period 2021-2024**. The pension accompaniment measure is provided by INPS, with the Company's contribution, and is aimed at managers, office staff and workers who meet the requirements for retirement or early retirement pensions in the four years following the termination of the employment relationship, subject to an order of priority connected to conditions of health, proximity to pension access and the legal category they pertain to.

Acea actively promotes corporate well-being, starting with the **needs of its staff**, which are identified over time through surveys. In 2020, the **Group Welfare Plan was enhanced**, which can be accessed via the **My Welfare platform**, enriching the offer of **services to the individual and to their family** (family services, trips, transfers, health and health insurance, supplementary pension, sports and leisure, etc.), as well as the opportunity to convert their performance bonus into welfare services.

To promote the Plan and welfare initiatives, in 2020 numerous **information meetings** were held remotely and shared via **training videos**.

Acea **has redeployed part of the tax relief** enjoyed thanks to the Welfare Plan **for the benefit of employees**, both with the additional disbursements paid by the Company for individuals who have directed their performance bonus to the supplementary pension schemes, and by offering **health services and preventive checkups** (endocrinological, dermatological, etc.) and creating prevention campaigns aimed at promoting **primary and secondary prevention, healthy lifestyles and mental and physical well-being**. In particular, a communication campaign about telemedicine and medical checkups was organised together with the Company CRA.

Furthermore, employees enrolled in the Acea health insurance fund received **Long Term Care insurance** that protects people in the event of loss of self-sufficiency.

Following on from the Covid-19 pandemic, the Acea Group implemented special **welfare initiatives** over the course of the year, which saw good levels of participation (please see the box for more details).

WELFARE INITIATIVES DURING THE PANDEMIC

In 2020, Acea rolled out multiple corporate welfare initiatives for the benefit of employees and their families in response to the pandemic crisis, **especially in the lockdown phase**.

In particular, the Company offered:

- the **remote individual psychological support** service, in collaboration with Acea's ACLI (Associazioni Cristiane Lavoratori Italiani) and a professional psychotherapist, to help employees cope with the hardships caused by the pandemic (isolation, fragility, etc.);
- the **collective psychological support** service, through 3 webinars, attended by a total of 1,000 people, aimed at providing employees and their families with tools and advice on how to deal with the pandemic with courage and how to transform limitations into resources, particularly with regard to the adoption of new lifestyles and work;
- the **"Gympass insieme per il benessere"** [Gympass together for wellbeing] **wellness programme**, which encourages the adoption of a healthy and active lifestyle, thanks to the Gympass platform for pursuing numerous activities in gyms and sports facilities and participating in several live streaming courses;

- the **"I Venerdì del Benessere"** [Wellness Fridays] programme was launched on World Food Day in association with the HR Community to promote healthy lifestyles, sharing the importance of prevention and healthy eating;

- actions in **support of parenting**, with new flexible working hours, leave and initiatives aiming towards a better balance between work and childcare, such as the high educational value interdisciplinary digital workshops "My Family Club Acea" and "Back to School".

In December, Acea organised the **"Acea e Fondazione Gemelli" webinar on Covid-19** in collaboration with Gemelli Foundation, which was meant for employees. The main pandemic data of the year were illustrated and questions could be asked to medical experts, as part of this effort.

Finally, Acea conducted an internal survey on the staff's views regarding the organisational and work-life balance solutions adopted in the emergency period and regarding the measures to be implemented subsequently (see also the chapter *The development of people and communication*).

As regards the **information notice to the employees regarding possible organisational changes or corporate reorganisations that effect employment relations**, Acea takes different positions depending on the situations explained below:

- **organisational changes:** in the event of establishment of new Units or changes in assignments or responsibilities, the Human Resources Department issues an Organisational Provision and sends a communication to the competent functions, which post it on the bulletin board and the Company intranet. In the event of organisational changes that affect the staff, the trade union representatives are informed. If they concern a single employee (change in workplace, schedules, etc.), they are notified by the Human Resources Unit of the person's Company;

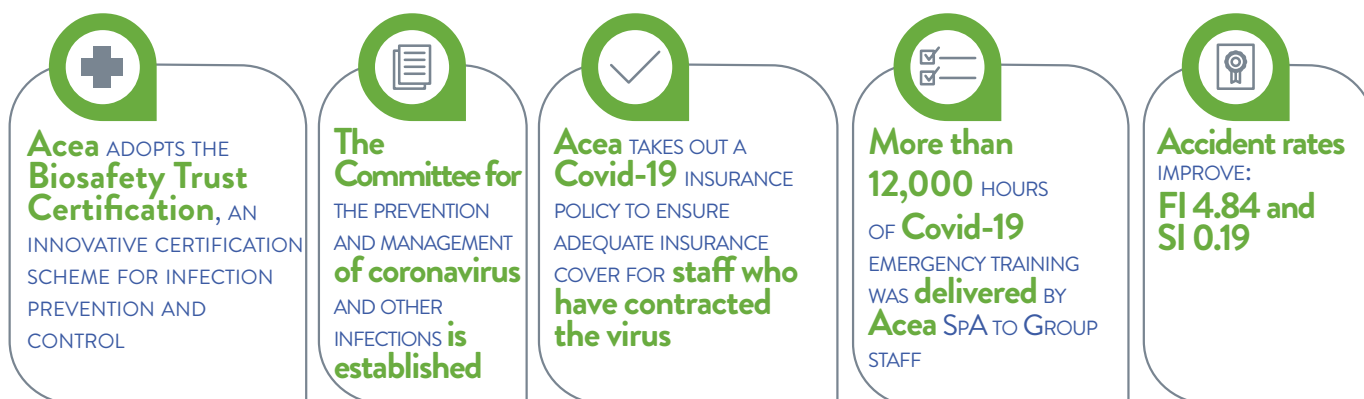
- **corporate reorganisations:** in the event of reorganisation, as a result of significant organisational and production changes, with effects on working conditions and employment, the methods of informing the employees and the Trade Union Representatives, are regulated by the CCNL applied in the Group and by the Labour-Management Relations Protocols;
- **corporate transformations** (such as alienations, mergers, acquisitions, transfers of Company branches): in cases of corporate transformation, the notices to the employees are regulated by the legislation in force⁹², which anticipates information obligations towards employees that allows them to verify the business reasons for the transactions, the correct methods of the process and the consequences on the employment relationship.

DISPUTES WITH EMPLOYEES AND TRADE UNIONS (2020)

The labour disputes in Acea mainly concern **dismissals, classification changes, differences in remuneration, indemnities not received, demotions, harassment and employment relationships**.

In 2020, there were **46 new labour disputes** (23 in 2019), most of which were **initiated by employees of the Companies**. A total of 13 labour disputes were pending as at 31 December 2020 - including those initiated in previous years.

OCCUPATIONAL HEALTH AND SAFETY



⁹² Article 2112 of the Italian Civil Code and Article 47 of Law 428/90 as subsequently amended and supplemented.

Acea is committed to a **widespread safety culture** both in Group Companies, through the direct involvement of employees, and along the supply chain (please see the *Suppliers* chapter).

Safety management is structured at the organisational level and all Companies for which the Holding Company considers certification important, due to the size of the workforce and the type of activities carried out, have implemented **Certified Management Systems**⁹³ (please also see the *Corporate Identity, Corporate Governance and Management Systems* chapter).

The Occupational Safety Unit of the parent Company is in charge of the coordination and direction in this area, monitoring the companies on the application of legislation, guidelines and Company policies.

Each Group Company has direct responsibility for the operational management of safety and takes care of **training the personnel, monitoring accidents** and assessing the **risks to the workers**, preparing the **Risk Assessment Document (RAD)**. Following these activities, **the Occupational Safety Unit prepares a centralised annual accident report** for Group Companies.

The analysis method of the accidents follows the **Guidelines for the classification of accidents**, prepared by Utilitalia and in compliance with the **standard UNI 7249/95**, with reference to the INAIL measurement criteria and the instructions of ESAW (European Statistics of Accidents at Work).

In accordance with the law, Acea **identifies the dangers present in the Company's activities** which may cause injury or illness through inspections carried out jointly in the workplace by the **Head of the Prevention and Protection Service (RSPP)**, the Company Physician, the **Workers' Safety Representatives (RLS)** and the Unit Heads, who are involved from time to time. Then the Company **assesses the risks to workers' health and safety due to the hazards**

detected in the workplace, verifies the possibility of **eliminating them**, adopts **preventative and/or protection measures** to implement to keep the risks under control and draws up the **Risk Evaluation Document (RAD)**. In the case of accidents, an investigation is launched to determine the causes of the event and identify appropriate corrective actions to prevent it recurring.

With a view to **constantly improving the operational management of occupational safety**, Acea has developed **Group Safety Guidelines** and a **HSE (Health, Safety, Environmental) Dashboard** to measure and monitor performance data, also in relation to sector benchmarks, and to implement improvement measures.

In order to **manage the emergency situation**, in February, in accordance with legislation, Acea shared Coronavirus prevention and protection initiatives with the **Group's Workers' Safety Representatives (RLS)** and, in addition to the existing **RSPP (Head of the Prevention and Protection Service) Coordination Committee of the Group**, established the **Coronavirus Advisory Committee**, composed of the RSPP of the main Group Companies, the Labour-Management Relations Unit Head, the Coordinating Physician and Trade Unions, to share information on a regular basis and coordinate the activities to be undertaken.

Furthermore, Acea has implemented **Biosafety Trust Certification** (please also see *Corporate Identity, Corporate Governance and Management Systems* chapter), an innovative certification scheme for infection prevention and control, defined the **Company Policy for the prevention of the spread of the Corona virus and other infections** and established the **Committee for the Prevention and Management of Coronavirus and Other Infections** (please see the relevant box).

THE COMMITTEE FOR THE PREVENTION AND MANAGEMENT OF CORONAVIRUS AND OTHER INFECTIONS

The **Committee for the Prevention and Management of Coronavirus and Other Infections** is a body that is included as part of the **Biosafety Trust Certification**.

The Committee is composed of a Doctor who, with Acea's main Functions, coordinates infection prevention and management, while monitoring the epidemiological framework.

In particular, the Committee is in charge of **identifying and assessing the direct and indirect risk factors of contagion from coronavirus** and other infections, constantly monitoring the infectious phenomenon in

the different regions in which Acea operates; managing the application of the requirements of the Regulatory Document "**Biosafety Trust Certification**"; proposing **measures for the prevention and protection of worker health, safety and welfare**, including by evaluating environmental microbiological controls carried out to search for viruses or bacteria (e.g. water monitoring); proposing **training and awareness activities for staff**; supervising the proper and effective implementation of the recommended measures and implementing corrective actions to ensure continuous improvement.

Acea SpA and the operating Companies have **updated their risk assessment documents (RAD) in accordance with the provisions of the measures to combat the spread of the SARS-CoV-2 virus**.

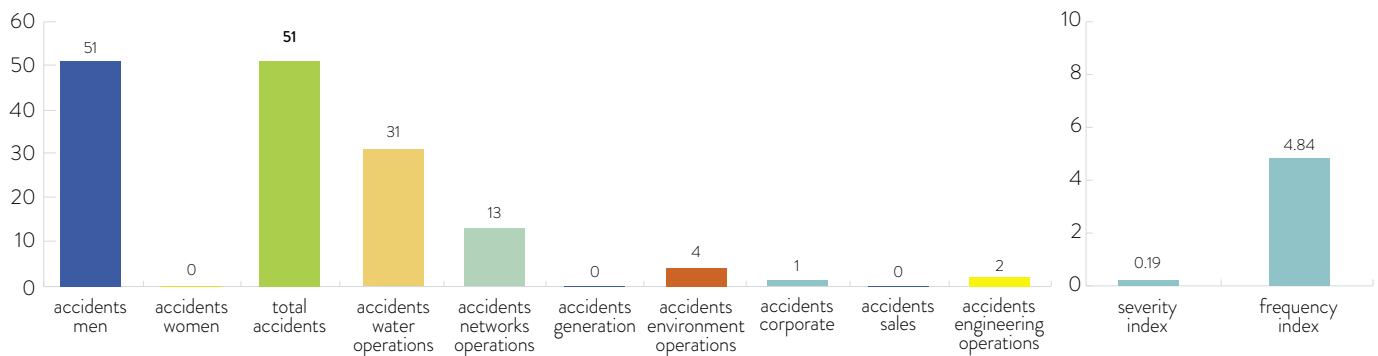
In 2020, despite the expansion of the scope, **all accident figures are significantly lower** than in 2019, which is also thanks to the Company's prompt and effective response to emergency management, especially in terms of reorganising its working methods and implementing the appropriate measures to combat the spread of infection. There were **51 accidents during work** and **9 in transit**⁹⁴, i.e. while

commuting between home and work. The **days of absence** for accidents occurring during work were **2,044** (of which, 324 from accidents that occurred in the previous years), the **frequency index** was equal to **4.84** and the **severity index** was **0.19** (see chart no. 43 and table no. 43). All the accidents involved **minor injuries**, **33** were "**occupational**" accidents and **18** were "**non-occupational**". The **main causes of injury** include: tripping, impacts, slipping, cuts, electrocution, contact with a hot surface and eye injuries.

⁹³ Acea Innovation and Acea Sun Capital, with seconded staff or no staff, are therefore excluded.

⁹⁴ Accidents *in transit* relate to travel from home to work and from work to home, using private or Company vehicles, which take place outside of working hours, as established by the relevant Federutility note.

CHART NO. 43 – ACCIDENTS AND INDICES (2020)



NOTE Male frequency index **4.84** and female frequency index **0**; male severity index **0.19** and female severity index **0**. There were no fatal accidents during the year.

By observing **the distribution of accidents from a gender perspective** (net of those during *commuting*), it emerges that **all the accidents involved male staff**, 45 workers, 2 members of administrative staff, 3 members of technical staff and 1 manager.

The Companies with the highest number of accidents include: Acea Ato 2 (14 accidents), Gori (13 accidents) and Areti (13 accidents), which naturally have **greater exposure to the risk** of accidents in relation to the type of activity performed.

Among the **initiatives** undertaken to **ensure the highest level of workplace safety** (please see the relevant box), Acea, in addition to smart working for most administrative staff, has also **reorganised the workplace and access to Company offices**, implementing **procedures for managing common areas** and **planning attendance using a software application**. It has also developed the **APP A4 platform**, which was designed to offer its staff a self-diagnosis tool that uses a number of parameters to assess the state of health of employees before they enter the Company premises.

Operational staff, who continued to provide services in the field and in contact with the public, were given specific **personal protective equipment (PPE)** and provided **with information sessions** on their correct use. Furthermore, in collaboration with the hospital staff of the **Tor Vergata Hospital**, the Company offered its employees the opportunity to take voluntary **serological tests**, which saw **3,000 people** take part. At the Company Medical Centre, **lateral flow test kits for qualitative identification of the virus in saliva samples** have been made available and an **agreement** has been established with **Gemelli Hospital** and the **Paid-eia Clinic** for staff and their family members to take **molecular swabs and rapid antigen swabs**. In order to support personnel that have contracted Covid-19, the Company took out a **Covid-19 insurance policy** to provide them with adequate insurance coverage, which was later extended to family members. Lastly, with a view to providing staff with health prevention tools, the Company implemented a **flu vaccination campaign aimed at employees and the family members who live with them**.

MEASURES TAKEN BY ACEA TO CONTAIN THE SPREAD OF COVID-19

To cope with the Covid-19 pandemic emergency, starting in February the Acea Group has rolled out several prevention and protection measures to manage the risk of contagion. In particular, the Company has:

- had **Circulars, Internal Guidelines**, and specific **Health Protocols** drawn up by the Competent Doctors as well as the **Protocol for the Management of Covid-19 cases** in the Company, in order to ensure that the response to the emergency is effective and coordinated;
- **revised the Risk Assessment Document**, to include the new assessment of the biological risk related to the SARS-CoV-2 virus, **and of the emergency plans**, prepared measures for prevention and protection from contagion and shared information on the correct

behaviour to adopt to prevent contagion;

- organised **screening campaigns** for employees and the staff of contractors;
- intensified the **cleaning, sanitising and sterilising of workplaces**, scheduled periodic sanitisation activities as an additional preventive measure and installed hand sanitisation devices;
- installed **thermo scanners for measuring body temperature** at the entrances to the premises;
- **applied antimicrobial films** on lift buttons, food and drink dispensers, bathroom handles and staircase handrails, and multi-layer antibacterial entrance mats on which to wipe shoe soles at the entrances.

To raise staff awareness regarding the safety measures adopted, in October Acea launched the **“Campagna Covid-19”** [Covid-19 Campaign], put on by the Communication Department in collaboration with the Human Resources and Technology & Solutions Departments and the Committee for the Prevention and Management of Coronavirus, and shared a few visuals and **FAQs on Covid-19** and preventive measures on the intranet (please also see the sub-paragraph *Internal Communications*). A monitoring unit overseeing the behaviour of employees in re-

lation to the measures put in place to combat the spread of infection was established and **supervisory actions and inspections** were carried out.

Lastly, with the aim of assessing staff’s opinions on the effectiveness of the safety initiatives put in place within the Company, a dedicated **survey** was carried out.

The Parent Company’s **Occupational Safety Unit** is also tasked with promoting healthy working environments and **mitigating**

work-related stress. Over the course of the year, particular attention was paid to protecting staff with specific mental and physical challenges, which were made more vulnerable by the pandemic.

The Group Companies train workers and supervisory staff **regarding occupational health and safety** in compliance with current legislation (please also see the sub-paragraph below *Staff training and development*).

In 2020, the training provided by Group Companies in partnership with the activities carried out by the Parent Company were mainly focused on the measures adopted to prevent the spread of Covid-19 and this was done via **e-learning** with *ad hoc* training videos and tutorials.

Below are some initiatives carried out:

- **Acea SpA** provided more than **12,000 hours of Covid-19 emergency training** to Group staff;
- **Acea Ato 2** delivered a total of 17,207 hours of occupational health and safety training to its employees, of which 18% on SARS-CoV-2 prevention. Furthermore, the Company held **meetings between top management and operating staff, both face-to-face and remotely**, aimed at increasing employees' awareness of **safety at work**. It installed "**safety boards**" at operating locations to share information and data with employees and planned an experiment with a smart-watch to monitor the health and safety parameters of workers on duty at the Roma Sud plant;
- **Acea Ato 5** delivered a total of **2,758 hours of safety information and training, involving around 262 resources** in total. In addition to training on the management of work in **confined environments, with suspected pollution and at risk of exposure to vibration and noise and courses for supervisors**, it also carried out a campaign to raise staff awareness around the evolving pandemic situation, via the work of the activities of the Coronavirus Management Committee;
- **AdF** delivered a total of **2,399 hours of safety information and training**, especially regarding Covid-19 issues, involving

415 resources in total. Operating personnel (**127 people** for 375 hours of training) were also trained to use the new **multi-gas detectors** and **cranes** with a self-supporting, removable gate with space for a retractable, fall-prevention device. Lastly, thanks to a collaboration with a **young Italian start-up called StartSmart**, the Company experimented with training in **confined spaces in virtual mode**: by using a viewer and two controllers, it was possible to simulate the intervention on a pot hole and interact with all the typical elements of a confined environment;

- **Acea Ambiente** disseminated informative videos about anti-COVID measures at some of its facilities and provided e-learning training for Covid-19;
- **Areti** continued staff training at its **Training Camp**, albeit reorganising in accordance with the new rules imposed by the pandemic, a **space dedicated** to training on **workplace health and safety**, (safe ascent/descent on medium and low voltage power line poles; safe access to confined underground areas; the use of work/safety tools, training for emergencies in a dangerous environment, etc.). In 2020 a total of **7,883 hours of training took place, involving 647 people**;
- **Acea Elabiori** organised safety training courses for the main reference figures (supervisors, executives, First Aid and Fire Safety Officers, safety coordinators in the execution and design), by delivering a total of **5,547 hours of quality and safety training, involving 251 participants**;
- **Aquaser** continued to **train drivers**, with the aim of making them more aware of Company procedures and safety, in particular with respect to **road safety, as well as creating the Coronavirus Handbook training video for Company staff**;
- **Gori**, given the high accident levels recorded last year, **enhanced its training** for its operating staff to increase their safety skills, awareness and professionalism;
- **Gesesa** provided Covid-19 training initiatives, involving 13 operational units.

In 2020, 15,600 safety training hours were delivered to Group personnel in total.

TABLE NO. 43 – HEALTH AND SAFETY (2018-2020)

number	2018	2019	2020
BREAKDOWN OF ACCIDENTS BY OPERATIONAL AREA			
Water Operations	43	70	31
Network Operations	15	16	13
Generation	0	0	0
Commercial	1	0	0
Environment Operations	5	4	4
Engineering Operations	1	3	2
Corporate	1	2	1
total	65	95	51
ACCIDENT INDICES			
total days of absence	2,453	2,884	2,044
frequency index (FI) (number of accidents per 1,000,000/working hours) ^(*)	8.02	9.74	4.84
severity index (SI) (days of absence per 1,000/working hours) ^(*)	0.30	0.30	0.19

(*) The hours worked used to calculate the accident indices differ from the hours worked illustrated in the sub-section *Hours worked in Acea*; the two processes meet different operational requirements and specific calculation parameters are applied to each.

NOTE The Water Operations area includes 5 companies, the Networks Operations area 1, the Generation area 3, the Commercial area 3, the Environment Operations area 3, the Engineering Operations area 1 and the Corporate area 1. The data in the table does not include accidents *currently being assessed*.

HEALTH MONITORING

Health monitoring, regulated by a **Company procedure** that defines its **planning and management**, is carried out **in cooperation with external professionals** in compliance with current legislation (art. 41 of Legislative Decree no. 81/08).

Formally appointed **physicians** administer **pre-employment visits** to employees; **preventive** or when changing jobs; **periodic**, according to the Risk Assessment Plan; **at the request of the worker**; in the event of termination of employment, where required by current legislation; **before resuming work** following an absence due to ill health lasting more than 60 consecutive days. Workers **exposed to specific risks** are included in a **targeted check-up programme**.

Company physicians work with employers and officers from the Risk Protection and Prevention Service (RPPS), in **assessing the risks** to which employees are exposed, **which is necessary for the preparation of the health monitoring plan**.

At the head office, a **First Aid office** ensures that staff and visitors have a first line of intervention in case of an illness that does not require an immediate hospital visit.

In 2020, **2,007 check-ups** were carried out on the same number of employees, of which **1,655** were also sent to the Diagnostic Centre for **laboratory analysis tests**, for a total economic value of approximately € 289,000 (including the fee for the Company's first aid service).

Health monitoring includes the **prevention of occupational diseases** that workers may contract due to **prolonged exposure to the risk factors** existing in the work environment. In the context of the work performed by the companies of the Group, for which Acea provides the health monitoring service, **there are no risk profiles likely to cause occupational diseases**. The competent doctor has the task of cooperating with the employer in order to define preventive measures and health protocols for the risk profiles associated with specific duties, monitoring any damage to workers' health, issuing suitability assessments, and applying limitations and prescriptions, where necessary, in order to prevent possible occupational diseases. In 2020, in Acea, **there were no reports of suspected occupational diseases**.

HUMAN CAPITAL DEVELOPMENT AND COMMUNICATIONS



2020 was a critical year because of the Covid-19 pandemic and its impacts on the social and, especially, the working spheres.

Acea strove to redefine its approach and way of managing relations with staff, in order to ensure people had the **tools and skills** required to effectively adapt to changing working and living conditions. Specifically, the Company worked with the aim of **preserving people's involvement in the Group's identity**; and **developing skills**, with remote training, and **organisational well-being**, via targeted initiatives.

One of the main tools that allowed the Group to limit Company attendance and ensure social distancing was **smart working**. This agile working format, which had already been in place in the Company since 2018, and the related accompanying actions, which had been undertaken in the previous two years – such as creating a **pathway for the development and sharing of remote working culture**, the enhancement of work equipment and the **assignment of laptops to personnel**, the **digitalization of business processes**, the **creation of a digital workspace on the Teams platform** –, allowed Acea to promptly adapt working methods to the Covid-19 containment measures, by expanding smart working to **over 3,700 employees, mainly administrative staff**, which amounts to 60% of the entire Company population, from the very beginning of the health emergency.

To support personnel to adapt to the changing work setting, a **training course** on smart working was created for employees and managers and, in order to monitor the level of staff satisfaction and motivation, in July a **survey** was carried out, to which approximately 3,000 people replied, which aimed to gather feedback on the measures adopted by the Company to manage the Covid-19 emergency and indications for new initiatives to be implemented.

PERSONNEL SELECTION

The **selection** process is regulated by a **Group procedure**, which governs the search for skills in the labour market.

Acea further **strengthened its recruiting network**, heavily focusing on social media channels. There were **238 personnel searches in 2020**, of which some were published on the Company website and concerned **individual profiles** or **several candidates for one or more positions within the Group Companies**.

The selection process can include **several stages depending on the specifics of the search**: CV screening, online challenges using *gamification* (technical quizzes and business games to assess numerical reasoning, verbal ability, visual-spatial skills, logic), video interviews, assessment of soft skills, motivation and skills through collective tests and individual interviews. During the year, a **process to inte-**

grate and develop new tools to support the selection process was also launched. These tools will cover both the **recruiting stage** (tests on soft skills and the digital mindset) and the **curriculum screening stage**, by implementing a dedicated system that supports the decision-making process of Group recruiters using AI.

The Covid-19 emergency and the need to guarantee the safety of the candidates made it necessary to **rethink selection activities in a completely digital manner, safeguarding compliance with time**

frames for incorporating new resources and operational continuity. It was within this context that a few **virtual selection days** were organised for the roles of **Process Engineer** and **BPI Product Owner**, which saw the involvement of over 900 candidates, and for **Cyber Security professionals**, which saw the involvement of 100 candidates (please see the relevant box).

Lastly, a **selection day was held to identify 23 professionals for Acea Ato 5**, which involving 584 candidates.

CYBER SECURITY SELECTION DAY

The evolution of the business and of the reference regulations has required strengthening of the **Cyber Security** structures in the Group Companies. To this end, a **selection day** was planned in February 2020, with the aim of identifying, through a structured process, **12 suitable candidates for Acea SpA, Acea Ato 2 and Areti**. The initiative involved an initial recruiting phase which required numerous recruitment channels for identifying the suitable candidates was difficult due to the

complexity of the profile and low supply. A questionnaire was then sent out to the top candidates to measure their skill level and knowledge on Cyber Security. The candidates with the highest scores were given group tests and an in-depth interview, remotely. Both the group tests and the in-depth interviews, conducted remotely, were an effective way of successfully identifying all the suitable candidates in the weeks that followed.

In 2020, Acea also participated in **professional orientation events** promoted by university bodies, to meet new graduates and soon-to-be graduates to include in their selection processes. Following on from the health emergency, these events were held virtually, using digital platforms. This allowed the Company to broaden the territorial scope of its research pool and virtually meet thousands of students and young people regardless of their geographical distance.

Some **Live Webinars about the Acea Group** were made for these events to explain the search and selection process and answer the questions of the participants.

The main events that Acea took part in are:

- **Virtual Job Meetings**, during which soon-to-be graduates and new graduates from the Faculty of Engineering at “La Sapienza” University were met;
- **Al Lavoro di Almalaurea**, the career day open to soon-to-be graduates and graduates from all faculties;
- **Campus & Leaders & Talents**, organised by the Faculty of Economics at “Tor Vergata” University;
- **Brain at Work**, open to soon-to-be graduates and graduates from all faculties;
- **Technical Engineers High-Flyers Day**, organised by Almalaurea and dedicated to Engineering candidates.

GROUP CULTURE AND STAFF ENGAGEMENT

The expression of the Group’s identity is defined by the **Leadership Model**, which represents the Company’s values – **initiative, teamwork and action** – and identifies the measurable and observable conduct of people relevant for the achievement of strategic objectives and **assessed by the bonus and remuneration systems**. The three value drivers just mentioned guide people through the main stages of their career in the Company: **selection, welcoming, training, rewards and development**.

Out of the **employee engagement initiatives** aimed at increasing the sense of belonging to the Group carried out in 2020, we should note:

- the initiatives **to support innovation**, to create workshops and communities on the topic of *open innovation*;

- the initiatives **to support business**, for the preliminary design of change management to aid the implementation of the Salesforce system adopted by Acea Energia;
- **“pre-boarding”** for the welcoming of new hires, who are provided with a multimedia presentation of the Group’s business, values and working methods;
- **the 2021 Diversity and Inclusion plan**, designed in 2020 in line with the 2020-2024 Sustainability Plan and with the objectives of the 2030 Agenda, which outlines targeted actions with an internal impact (employees) and external (customers, communities, institutions, etc.).

In 2020, in addition to facilitating **support for people, enhancing the role of human resources and contributing to maintaining a good corporate climate**, during the difficult moment experienced due to the pandemic in particular, an **HR Special Projects Unit** was established within Acea SpA’s Human Resources Department.

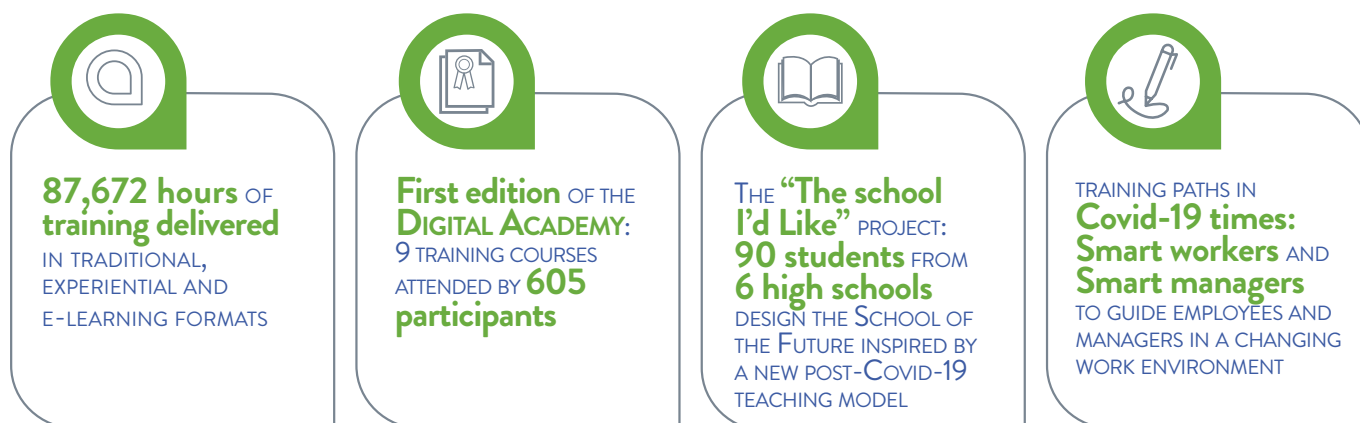
The Unit is tasked with fostering the involvement of staff in internal and external initiatives, aimed at promoting corporate welfare and inclusion and, during the year, put on the following special projects:

- **PIÙ BUONI A NATALE... PIÙ AIUTI**, in collaboration with the **internal Media Relations and Communications Unit**, established to support families in need via the **Banco Alimentare Lazio Onlus** thanks to the purchase of charitable vouchers to collect food supplies to be delivered to charities and families experiencing difficulties. The Company contributed to the initiative with an additional amount equal to the total amount of the contribution made by its employees;
- **GEMELLI**, in collaboration with the **Sponsorship and Value Liberality Department and the Labour-Management Relations and Workplace Safety Units**, to support the **Agostino Gemelli University Polyclinic Foundation**, to which Acea donated 200 pulse oximeters and, at the same time, aimed at informing employees on measures to prevent infection, via a webinar that is open to all Group employees, in which Professor Luca Richeldi spoke, Italy’s leading expert in pneumology;
- **“Acea ti porta a teatro”**, created to support the restart of local cultural and artistic activities and pay tribute to employees,

carried out in collaboration with **Rome Theatre**, putting on a theatre *reading*, accompanied by music played live by Acea employees, with the participation of well-known artists

who read excerpts from world literature and poetry about water, energy and sustainability, exclusively for the Group employees.

STAFF TRAINING AND DEVELOPMENT



Acea focuses heavily on the **developing professional skills** needed to achieve the Group's business objectives. In fact, staff training is aimed at **preserving the Company's operational continuity**, ensuring the acquisition of adequate technical-specialist skills and the mandatory updating of compliance regulations (workplace safety, privacy, etc.), and **increasing the Company's competitiveness, by equipping it with innovative and strategic skills**, in response to emerging professional needs. Furthermore, via its training activities, Acea spreads knowledge of value, behavioural and leadership models within the Group, consistent with the Company's vision and mission.

A **Group procedure** defines **roles, responsibilities and tasks in the management of training processes** for the development of expertise, knowledge and professional skills necessary to act in Company positions. The process is divided into the following macro-activities:

- **identification of the training needs**, consistent with business objectives, centrally managed by the Holding Company, and **the definition of the Guidelines and the budget** which orientate the training interventions of the year, taking account of identifying **the specific training needs of each Group Company**;
- **definition of the Operating Companies' Training Plan**, based on the specific needs identified (for example, **operating-technical**) and **Group needs** ("transversal" training);
- **administrative management and provision of training**, by the Parent Company's and the Operating Companies' Training Units.

Acea has access to **funded training through membership in inter-professional organisations** for ongoing education – Forte Fund (National Inter-professional Joint Fund for Ongoing Education in the Tertiary Sector), Fondirigenti and Fondimpresa – to which the main Group companies belong.

For some time now the Company has adopted blended learning methodologies, using a mix of learning environments (classroom, e-learning and app). In 2020, the pandemic crisis led to an acceleration of the **transformation of the training model**, with the redesign of all training pathways remotely, via "synchronous" training, for example webinars, alternated with "asynchronous" training, such as videos and e-learning courses.

Since the beginning of the lockdown, the digital platform **Pianeta-acea** has been made accessible to the entire Company population, thereby ensuring large-scale staff training.

Furthermore, **to support staff working from home**, and particularly those who are trying out agile work for the first time, the Training Unit of the Holding Company, with the support of Talent Garden, has made **Antea, a new digital platform dedicated to smart working and agile working methods**, available to the entire Company population. It is filled with content, videos, in-depth information, with the option of meeting experts and joining a dedicated community. Also in collaboration with Talent Garden, two training courses have been organised: **"Smart Worker"** aimed at employees, and **"Smart Manager"**, for managers, which involved **766 employees** in total (please see the relevant box).

TRAINING PATHS IN COVID-19 TIMES: SMART WORKERS AND SMART MANAGERS

The respective objectives of the **"Smart Workers"** and **"Smart Managers"** courses was to steer employees towards the achievement of corporate objectives in the **new digital and virtual working environment**, sharing mindsets and behaviours oriented towards the development of **flexibility, responsibility and autonomy**, and to guide managers towards the adoption of adaptive leadership and the promotion of a model of

relations with staff based on trust and empowerment in a smart, digital and virtual context.

The **"Smart Worker"** pathway was organised in **3 sessions** including **5 thematic webinars**, taught to a total of **593 participants** over **3,689 hours**; the **"Smart Workers"** pathway included **4 training sessions**, involving a total of **173 participants** taught over **590 hours**.

The **Managerial Academy**, which held its **third edition** in 2020, confirmed itself to be a **training programme of managerial excellence** in collaboration with **Ama and Atac Rome** and with the **scientific partnership of the Luiss Business School**.

The two training programmes are **Elios**, dedicated to senior managers, and **Aurora**, for people engaged in professional development, and are divided into **three areas** that aim to implement the Leadership model defined by Acea: **“themselves”**, in terms of resourcefulness and achievement; **“others”**, for promoting teamwork, mobilizing talent and developing relationships; **“the market”**, i.e. understanding the relevant business segment and creating value for customers and the community

through an innovative approach. The **Elios Programme** included **5 training sessions** in 2020, involving **74 Group employees**, and was carried out digitally in its entirety, while the **Aurora Programme** was redesigned for remote use and will be launched in January 2021.

The new methods of working that were adopted in 2020 have accelerated technological innovation and Acea, in response to this requirement, launched its **Digital Academy**, a training programme aimed at the entire Company, to increase the Group's digital skills and expertise, aimed at innovating business processes (please see the relevant box).

THE DIGITAL ACADEMY

The **Accademia Digitale** training project began with the definition of the digital skills considered strategic for the Group that were defined within **Acea “DNA Digitale”** [Digital DNA], consistently with industrial objectives and in support of the evolution process. The “Digital DNA” is a mapping model of digital competences understood as the ability to use knowledge, personal, social and/or methodological skills, applied in work situations and in professional and personal development (as defined in the European Commission's *European Qualification Framework*).

Thanks to the contribution of **more than 4,000 Group colleagues**, who filled in a dedicated questionnaire, it was possible to detect

the level of coverage of each of the digital skills that make up the ‘Digital DNA’. Based on the data collected, **9 training courses** were carried out, involving a total of **605 participants** from Group companies. The training courses **Digital Evolution** (313 participants) and **Digital Culture** (149 participants) focused on the dissemination of functional elements to initiate a change in the organisational mindset and share a new language, acting on the **cultural dimension**, while the training courses **New Clients, Customer Journey, Data Analytics, Data Driven, Industry 4.0, IoT, Agile** which involved a total of 143 participants, aimed to introduce knowledge and skills consistent with technological and digital developments and the growing central role of the customer.

Another important training course, which involved 109 participants, was the **“Communication Skills”** course, focused on **business presentation** logics and responsibility of the communication process, to facilitate the effective management of remote work.

The **“Agire sostenibile per fare la differenza”** [Sustainable Action for Difference] course was also created, aimed at **increasing the Group's sustainability culture**, together with Acea's Stakeholder Engagement and Sustainability Unit.

“SUSTAINABLE ACTION FOR DIFFERENCE”

The **“Sustainable Action for Difference”** training course was designed as part of the process of **increasing the value of sustainability in Acea's business model**. In the first phase, conceived with the aim of making sustainability increasingly widespread within the Group, the course involved **20 Sustainability Ambassadors**, identified within the main Functions and Operating Companies, who were able to learn more about the main standards, frameworks and reference

regulations on sustainability. This was followed by a workshop-type training involving **63 people**, including not only the Ambassadors but also other colleagues who became part of a ‘satellite network’, with the aim of **designing new or existing activities and operational processes by applying the elements of sustainability**. The course will end in 2021 with the presentation of completed projects.

Via the Pianetacea platform, in 2020 **e-learning** training was delivered to the **entire Company population** on the Group's **governance model**, with a focus on the legislation pursuant to Legislative Decree no. 231/01, regarding the Administrative Responsibility of Entities and the new Organisation, Management and Control Model implemented by Acea, on the *whistleblowing* procedure and on the *Code of Ethics*, which was also the subject of training in the initial *onboarding* process for new recruits.

During the year, e-learning training on **coronavirus prevention** was provided for **2,800 employees** and included the change in regulations and the emergency measures implemented by the Group, the biological risk, the correct use of Personal Protective Equipment (PPE) and a focus on organisational well-being. Since September, a **training course on Cyber Security** has also been launched.

The Group Companies also carried out remote training independently, for example:

- **Acea Ato 2**, to support Company process managers in managing the new day-to-day way of working and interacting imposed by the pandemic, created the training catalogue entitled **“Smart Working? Smart Manager”**, with practical suggestions and guidelines. It concluded the **“Interpersonal Skill”** training course, which was launched in 2019, dedicated to personnel working in the Commercial Unit and aimed at developing soft skills related to customer relationship management: *opening, listening, solution, objections and closing*. The Company has focused **training staff who were hired in the last 3 years**, with the **“Incontro di Immagini”** [Meeting of Images] development project and the **“Accorciamo le distanze”** [Bridging the Gap] programme aimed at enhancing careers, assessing the technical and soft skills developed, and examining the motivational sphere and aspirations of the person. Lastly, Acea Ato 2 designed and launched a training course **aimed at managing risks and oppor-**

tunities arising from environmental aspects and impacts closely related to the Company's activities (delegating functions, waste management, climate change, environmental authorisations, sustainability, etc.), for senior management and their staff;

- **Acea Ambiente**, in collaboration with TuttoAmbiente, launched an **advanced training course on waste management**, which is open to all employees;
- **Acea Elabiori** launched the **EPC Academy** training course on specific regulations, processes and procedures connected to construction processes, carried out training for apprentices and provided training for technicians involved in design on the (Building Information Modelling) **BIM methodology**, which adopts a design approach, gathering and combining all the data involved in planning infrastructure design;
- **AdF** carried out management training as part of the **"Progetto Walk The Talk"** [Walk The Talk Project] aimed at consolidating the agile philosophy also through experiential activities and on the topics covered by Legislative Decree 231/01 and regarding anti-trust;
- **Acea Ato 5** oversaw, in particular, the **Integrated Quality, Environment, Safety and Energy Management System**;
- **Areti** mainly provided training on the **Agile Methodology**, providing 906 hours of training to 46 people. It provided training to new hires, involving 41 resources for a total of 3,930 hours of training on the standards and values of the organisation and specific operating techniques. It handled workplace safety training, providing in the Training Camp and using the **"virtual reality"** method, to simulate activities in confined spaces. It has also provided training to support the **"Smart Meter 2G"** project, in preparation for the wide-spread installation of the meters, which

also involved contractor's staff, and in the **"Automazione BT"** [LT Automation], designed within the Trade School, which involved 232 people for a total of 1,495 hours of training offered;

- **Gesesa** offered staff training on **environmental matters**, on communication and on **Legislative Decree 231/01**, and on managerial issues with the **"Leadership & People Management"** project, which aims to enhance the management style of Company managers.

The **traditional and experiential training activities** and on the **e-learning platforms** provided a total of **587 courses** (655 in 2019), amounting to **1,402 editions**, in which **5,187 people** took part in total, of which 25% women.

The **total training hours provided** are **87,672** (in traditional, experience-based and e-learning training formats), down compared to the 126,607 hours in 2019 (see table no. 44).

The **total training hours per capita**⁹⁵ are **14** (23 in 2019). When analysing data from a gender perspective, the hours of training per capita provided to male staff amounted to 13 and those provided to female staff amounted to 17. The breakdown by qualification is as follows: 9 hours for managers, 24 for executives, 14 for employees and 10 for other workers.

In 2020, training activities were guaranteed through the implementation of distance learning courses, however the digital method led to a decrease in the hours of training provided during the year, as the average duration of the courses was reduced compared to in-attendance training.

The **overall costs incurred** for the provision of the courses, net of scheduling for training and the preparation of the spaces allocated to it, were equal, in 2020, to **€ 1,829,726**.

TABLE NO. 44 – TRAINING (2019-2020)

TRADITIONAL AND EXPERIENCE-BASED TRAINING COURSES AND THEIR COSTS

course type	courses (no.)		training (hours)	
	2019	2020	2019	2020
managerial	9	13	11,322	11,108
safety	184	65	32,650	10,059
governance model	20	29	3,430	3,031
operating-technical	435	468	51,843	41,442
total	648	575	99,244	65,640

COURSES AND COSTS OF TRAINING PROVIDED WITH THE PIANETACEA E-LEARNING PLATFORM

Whistleblowing	0	1	0	804
general training	0	1	0	480
GDPR – new European privacy regulation	1	0	7,088	0
Code of Ethics	0	1	0	6,740
antitrust law	1	1	2,153	977
unlawful business practices	1	1	1,750	1,170
project management	0	1	0	454
administrative liability of entities (Legislative Decree no. 231/01)	1	1	6,965	2,426
safety	1	3	746	5,585
QESE management systems	1	1	5,009	1,982
unbundling	0	0	0	0
Legislative Decree no. 202/05	1	1	3,651	1,414
total	7	12	27,362	22,033

⁹⁵ The indicator was calculated by comparing the number of hours attended with the total number of employees.

TABLE NO. 44 – TRAINING (2019-2020) (cont.)
BREAKDOWN OF TRAINING HOURS BY QUALIFICATION AND GENDER

title	2019			2020		
	men	women	total	men	women	total
executives	1,493	489	1,982	631	157	787
managers	9,542	4,060	13,602	8,090	3,746	11,837
clerical workers	53,525	20,650	74,175	34,473	20,548	55,021
workers	36,758	90	36,848	19,976	51	20,027
total	101,319	25,289	126,607	63,170	24,502	87,672

Staff's professional development, via **promotions**, involved **885 people** during the year, of which **22% were women** (197 women). To better support employees in their professional growth, over the year Acea carried out the implementation of the **Succession Planning and Career and Development Paths** model, which, by identifying the target positions and the mapping and analysis of technical and soft skills of individuals, allows it to build individual career and development plans. The people involved are part of specific skill, potential and motivation assessment and enhancement programmes, using objective and transparent evaluation criteria.

In 2020, in order to effectively manage the critical issues related to the pandemic and continue to invest in the professional development of individuals, Acea adopted an **innovative, digital approach** which ensured greater flexibility and optimization in **Assessment centre** and **coaching** processes.

In regards to the **Assessment Centres**, **ad hoc programmes** were established to support people's development, based on their specific needs and targets, which involve the individuals directly in the process of building awareness of the skills they possess (strengths and areas for improvement), with the ultimate aim of defining **Individual development plans** (please see the relevant box).

INDIVIDUAL DEVELOPMENT PLANS

Individual development plans provide for specific professional growth actions for each employee involved in evaluation processes through the **Assessment centres**.

Following the joint and transversal analysis of the assessment results, the role coverage and the aspirations of the individuals themselves, individual reports are drawn up that contain precise and specific in-

dications on the development and training tools needed to develop or strengthen the areas of intervention and fill the gaps detected.

In addition, a **catalogue** of all intervention tools has been drawn up describing the objectives, methodologies and macro programmes inherent in the development and training actions that can be implemented.

COLLABORATION WITH UNIVERSITIES AND HIGH SCHOOLS

Acea develops **partnerships and cooperation with universities**, participates in studies and research, meetings between companies and students and stipulates agreements to promote internships and apprenticeships. Acea consolidated relations with "Tor Vergata", "La Sapienza", LUISS Guido Carli, Studi Europei di Roma, "Federico II" di Napoli and Cassino universities via the conclusion of agreements aimed at encouraging the transition of graduates into the working world. Despite the difficulties intrinsic to the health emergency, in 2020 Acea **renewed the agreements for curricular and extra-curricular internships** with the Universities of "Roma Tre", "Tor Vergata" and "La Sapienza". It also set out specific agreements for the master's degree in "Procurement Management – Procurement and Tenders" and the Maris master's degree in "Reporting, Innovation and Sustainability", both created by the Faculty of Economics of "Tor Vergata" University in Rome. Lastly, it launched new contacts and relationships with *placements* from the University of Calabria, the Polytechnic of Turin,

Bicocca University of Milan and the European University of Rome. Thanks to these interactions, in 2020 Acea established **35 training internships** and **16 curricular internships**. It hired **17 young graduates** and stabilized the positions of **36 young people** previously holding internship positions.

The Company also utilizes the **professional skills** of its staff in university master's degrees and courses and for **technical projects**. In 2020, qualified **Company staff** worked as teachers or provided corporate testimonies for **university master's degrees**, covering, in particular, issues related to **energy**, the **environment**, **sustainability** and **innovation**. Specifically, **Acea Produzione** collaborated with **SAFE**, a centre of excellence for studies and training on issues related to energy and the environment, establishing *placement* relationships that have led to the inclusion of a participant on the **Management of Energy Resources Master's Degree**.

The **Acea Group** also renewed its commitment to **support and collaborate** with schools, on the "The School I Would Like" project (please see the relevant box).

THE "SCHOOL I'D LIKE" PROJECT

The "School I'd Like" project involved **90 students** from **6 high schools** in Lazio and Campania, who were asked to redesign the **School of the Future**, by proposing a **new teaching model** based on their experience they had on account of Covid-19.

The project, carried out entirely remotely in May, was divided into four **webinar sessions**, preparatory to the phases of project work and **development of the project proposal** by the students, with the support of

the Elis consortium.

Below are the 6 actions proposed by the students:

- **Didactic approach** Rethinking the teaching schedule by balancing in person and remote learning activities;
- **Teacher-student** relationship: establishing a new relationship, with mutual respect, based on listening, trust, availability, collaboration and inclusiveness;

THE “SCHOOL I’D LIKE” PROJECT (continued)

- **Educational syllabus:** including in the syllabus subjects that help prepare students for the world of work and, more generally, that help them to become aware and responsible young citizens;
- **Tools:** enhancing technological tools to facilitate distance learning;
- **Infrastructure:** enhancing school premises by transforming them into places for meeting and sharing;
- **Extra activities:** experimenting with new activities to foster socialisation, integration and to prevent and counteract bullying.
- The 6 actions were collected in a **Manifesto** presented to the headmasters of the schools involved, who undertook to implement the students proposals.

INCENTIVE SYSTEMS AND STAFF EVALUATION

The **Performance Management System**, governed by Company procedures, is the operational application of the **Leadership Model** and has the following objectives:

- **leverage personal contributions** to the Group’s performance, including through the achievement of individual objectives – the measure of the “what” – and **in relation to the behaviour** – the measure of the “how”;
- ensure **the continuous improvement of performance** at the individual and **team** levels.

In this perspective, **performance** is understood as a set of measurable results, and observable behaviours of the person with **respect to a specific objective**.

The **remuneration policy** adopted envisages short-term and long-term fixed and variable remuneration measures (MBO, LTIP).

The **long-term (three-year) incentive Plan (LTIP)** is reserved for the **CEO and senior managers**, made up of **Executives from the Group with strategic roles and responsibilities**.

The earning of any bonus with a **three-year cycle**, is aimed at ensuring the continuity of Company performance, guiding the actions of management towards **medium and long-term results**.

The **LTIP calculation system** is calculated as a percentage of the Gross Annual Remuneration (GAR) and is subject to the level of achievement of objectives of an economic and financial nature (Gross Operating Profit – GOP and Return on Invested Capital – ROIC), identified by the Nomination and Remuneration Committee. Both objectives are linked to the appreciation of shares on the stock market (Total Shareholder Return – a measurement of the performance and appreciation of the value of Acea’s shares compared to a basket of comparable companies).

The long-term incentive for the 2018-2020 period was paid to recipients at the end of the three-year period and thus at the end of the year. In 2020, the main parameters of the **new long-term incentive plan** were assessed and a **composite sustainability indicator** was defined, to which a percentage weight was given, in line with market best practices. In this regard, we should highlight that the **ESG objectives envisaged are aligned with the Group’s strategic, industrial and sustainability planning**, and are considered to be relevant to the creation of sustainable value in the long term.

The **short-term incentive system** (annual), **Management by Objectives (MBO)**, is applied to **senior and middle managers** (managers and executives) and entitles them to receive a monetary bonus based on the achievement of objectives established in the performance management system. The system is divided into **Group objectives**, the same for all involved, and **individual objectives**.

Regarding the **Group’s objectives**, the system provides “access gates” consisting of **four objectives**, three of an **economic and financial nature** (EBITDA, Gross Profit, Net Financial Position) and one linked to the **composite sustainability**. For the assignment of **individual objectives**, managers can choose from the macro-objectives in the **dedicated Catalogue** that includes targets of the

Group’s strategic planning, creating a direct link between strategy and the Company’s operational management.

In 2020, Acea confirmed the **integration of sustainability** within the Company’s activities, maintaining the **link between remuneration mechanisms and the achievement of social and environmental objectives** and establishing a **sustainability objective, valid at Group level**, for 100% of the recipients of the MBO incentive. In 2020 about **50% of the Company population included in the MBO system set individual goals having an impact on sustainability**.

The **performance bonus is awarded annually to managers, employees and workers**, including with part-time employment contracts, fixed-term contracts and apprenticeship contracts. A financial amount is allocated to employees as recognition and to **share the good results achieved by the Company**. The **criteria for awarding the performance bonus**, as defined by an agreement with the trade unions, promote **individual employee contributions** by providing for an **additional percentage** beyond the basic value of the bonus, linked both to the achievement of **collective objectives** (increases in productivity, quality, efficiency and innovation) and to the **assessment of conduct** in accordance with the Leadership Model.

In 2020, during the pandemic caused by the Covid-19 health emergency, Acea paid an **extraordinary bonus of € 300** to staff that continued to carry out activities as normal in April.

There are also **benefits** for employees, including those with part-time, fixed-term contracts and apprenticeship contracts, such as **meal vouchers**, a discount on electricity tariffs (for staff hired before 9 July 1996), the subsidies recognised through the Company Recreational Club (CRC) and a **supplementary health insurance** policy. An insurance policy is also available for all employees, which, in the event of death, guarantees the beneficiaries the payment of monetary compensation. Additional benefits are offered to managers, such as the use of a Company car and the reimbursement of fuel costs.

INTERNAL COMMUNICATIONS

At Acea, the **Internal Media Relations and Communications Unit** handles communication to employees and contributes to **promoting the Group’s principles, values and strategic objectives** and developing a **shared Company culture**.

In the emergency that marked 2020, digital platforms played a central role, such as the **My Intranet** portal, the Group’s digital environment serving staff and dedicated to sharing internal information. With the aim of making My Internet increasingly inclusive and responsive to the needs of employees, in 2020 certain **functions** were optimized, such as the release of a new and better performing **search engine**, as well as the **integration of external tools** (Teams and Forms) and **with the two new operating portals** of the Water Companies and Areti.

A special section of My Intranet was also set up to provide information on the **measures to combat infections** implemented by the Company for its employees.

In addition to the Intranet, employees were able to use the Acea4You app, made especially to manage their physical attendance in the Company, prevent groups forming, and to request additional services, including booking COVID Tests and flu vaccines, as well as meals or canteen space.

In 2020, internal communication initiatives remained in line with the pillars of strategic planning: **sustainability, welfare, safety, engagement, solidarity and innovation**. However, the Covid-19 pandemic made it necessary to review both the activities planned, the methods and the tools used, as well as the role of internal communication, which was a constant presence alongside employees, to keep them promptly informed but, above all, to make them feel like an integral part of the Company's community and overcome the physical distancing imposed by the health emergency.

Therefore, the Internal Media Relations and Communications Unit supported **corporate welfare** initiatives designed to foster mental and physical well-being of staff and their families, such as **collective webinars** and the **psychotherapeutic support consultancy service**, the **Acea Group programme** and **"Gympass together for wellness"** and **"Wellness Fridays"** (please also see the paragraph *Labour-Management Relations*).

Also in regard to **promoting a culture of well-being and prevention**, the Internal Media Relations and Communications Unit, in collaboration with the Labour-Management Relations Unit and the non-profit association **Susan G. Komen Italia**, organised the **"Preveni con Acea"** [Prevent with Acea] campaign for the third year running, despite the pandemic, which is dedicated to primary and secondary prevention activities. This year, the initiative, which ran across 3 days, allowed **377 breast, dermatological and endocrinological screenings** to be carried out free of charge, double the number of services provided last year (please also see the paragraph *Labour-Management Relations*). Furthermore, in collaboration with the Human Resources Department, Technology & Solutions Department and the Coronavirus Prevention Committee, the **"Campagna Covid-19"** [Covid-19 Campaign] was also run, aiming at informing staff about all the initiatives adopted by the Group to protect workplace safety and in terms

of welfare and training, in response to the health emergency (please also see the paragraph *Workplace Safety*).

Another area of widespread internal sharing regarded **IT security**, partly as a result of the massive use of agile working methods, which led to an increase in cyber threats and attacks at the same time. That is why the **"Cyber Security – La Sicurezza informatica nel Gruppo Acea"** [Cyber Security – The IT Safety of the Acea Group] Campaign was established, promoted by the Cyber Security Unit in collaboration with the Human Resources Department with the aim of raising employee awareness around the issue (please also see the sub-section *Staff Training and Development*). The social impact of the health emergency has made focusing on **charity** paramount, which is why Acea proposed the **#IODONODACASA** [#IDONATEFROMHOME] campaign to employees at the beginning of the pandemic, created to support the extraordinary health activities of the **Lazzaro Spallanzani National Institute for Infectious Diseases**.

As part of the **"SOSteniamoci – Noi per la Sostenibilità"** [SOS Support Us – We Stand for Sustainability] awareness-raising campaign, **4 water kiosks** were installed at headquarters, in addition to the existing ones, to reduce the use of plastic. The value of sustainability, combined with that of innovation, was also promoted through the installation of **multimedia signage**, innovative communication tools placed in the common areas and in the lifts of the Headquarters and CEDET data centre, which allow us to avoid using paper.

To foster the **engagement** of staff and encourage a sense of belonging to the Group, once again this year, despite the pandemic and in compliance with the restrictions, **6,025 Christmas gifts** were given to Group employees, thanks to which it was possible to support the **Telethon Foundations** by purchasing the products promoted by the foundation. Lastly, corporate values were promoted with the **"Proteggerò l'Azienda che mi protegge"** [I Protect the Company that Protects Me] campaign, created with the input of the Ethics Officer, to raise awareness about the *Code of Ethics* and the new "Communicate Whistleblowing" Platform (please see *Corporate Identity, Corporate Governance and Management Systems*).

DIVERSITY AND INCLUSION



APPROVED THE **survey** THAT WILL BE ADMINISTERED TO STAFF TO DETECT NEEDS AND EXPECTATIONS IN THE FIELD OF **Diversity & Inclusion**



Acea RECEIVED AN OVERALL SCORE IN **Bloomberg's Gender Equality Index** OF **70.49%**



Acea PARTICIPATES IN THE **Inspirational Talks Role Model** PROGRAMME FOR THE FOR THE PROMOTION OF **STEM (Science, Technology, Engineering and Mathematics)** EDUCATION AMONG FEMALE STUDENTS

Inclusion, protection of diversity (gender, age, disability, religion, race, etc.), **combating sexual harassment and bullying** are issues **monitored at the governance level**. Indeed, Acea has a *Code of Ethics* and a *charter for the management of diversity* and an active **Ethics and Sustainability Committee**, which, among other things, has the responsibility of assisting the Board of Directors in matters of **diversity**, with the task of **promoting the culture of valuing diversity and combating all forms of discrimination**.

Acea is one the signatories of the **"Utilitalia Pact – Diversity makes the Difference"**, drafted by the Commission for the Management and Promotion of Utilitalia's Diversity, and has adopted a Group procedure on the **"Protection, inclusion, promotion of the diversity and well-being of workers"** and, in 2020, signed the **CEO Guide to Human Rights** by the World Business Council for Sustainable Development (WBCSD).

Acea has also adopted measures to support parents, such as the

extension of **parental leave** for additional three months for family reasons for both mothers and fathers; the **extension of paternity leave**, with the recognition of two more days of paid leave to be taken within two months of the birth, adoption or foster care of the child; **hourly leave for taking children to the first days of nursery school, preschool or elementary school** and the **holiday bank**.

Towards the end of 2020, **Company top management approved the creation of a survey**, to be disseminated in 2021, which will identifying the needs and expectations of staff **in the area of Diversity & Inclusion**. Acea will implement targeted initiatives on the basis of these findings.

Acea has been assessed by the **Bloomberg Gender Equality Index (GEI)**, an index that measures companies' performance on gender equality and which takes five pillars into consideration: *female leadership and talent pipeline, equal pay, inclusive culture, sexual harassment policies and pro-women brand*. The **overall rating** assigned to Acea is **70.49%**, which places it above the average for the sector (66.72% and the sample analysed (66.46%).

In 2020, the Company continued to take part in the "Business School System" project, coordinated by the Elis consortium, helping to create the "**Inspirational Talks Role Model**" initiative: a programme for the promotion of **STEM** (Science, Technology, Engineering and Mathematics) training programmes **among female middle and secondary school students**. The project involved more than 100 women professionals, including four from the Acea Group who as role models shared their experience of professional success in male-dominated sectors.

Acea participated in the **Marisa Bellisario Foundation**, which focuses on **promoting female talent** in the workplace. It sponsored the 32nd Edition of the "Women at High Altitude" Award, awarding a graduate in Computer Engineering who has distinguished herself for her excellent training, and supported the "**2020 Pink Ribbon**" campaign this year again, focused on the importance of breast cancer prevention, promoted by Anci together with the Airc and LILT associations. Lastly, the Company participated in the **International Day Against Violence To Women**, the **International Day Of Children's Rights** with technical sponsorships, and contributed to support the **social service for LGBT youths** and group homes (please see the chapter *Communication, Events And Solidarity*).

In compliance with the law⁹⁶, there are **employees belonging to protected categories** (disabled, orphans, etc.) who are guaranteed support services, assistance and technical support tools to facilitate the performance of the tasks entrusted to them. In 2020, **313 employees** (213 men and 100 women) belonged to protected categories.

In 2020, there were no cases of discrimination against Group employees in Acea.

COMMUNITY LIFE AT ACEA

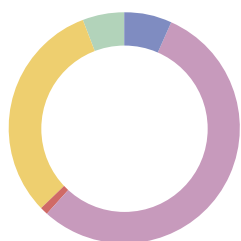
Some structures perform work of a social nature, directly involving employees: the Company Recreational Club (CRC), the Gold Medal Association and the Association of Christian Italian Workers (ACIW). The number of members enrolled in the Company Recreational Club (CRC), including managers, remained unchanged compared to the previous year and amounted to **4,619 people**. The **CRC** was responsible for **managing the Company's crèche**, open to children of employees and children of residents of Municipality I, and accommodating 20 children in the first half of 2020 and 25 in the second half. The Covid-19 pandemic situation prevented in-person teaching activities from March to July; however, it was guaranteed that activities would continue remotely, thanks to the timely reorganisation of operating procedures.

The Club **offers cultural, sport, tourism, economic, commercial initiatives and personal services**, and its aim is to enhance the free time of its members, without losing sight of aspects of social interest. An important solidarity tool among employees is the **Emergency Fund**: an initiative **in support of the relatives of deceased**, in-service or retired employees. All employees can join by signing a form, which they must send to the Human Resources Department or to the CRC, in which they authorise the deduction from the payroll of a small contribution that is allocated to the Fund.

The Company Recreational Club enters into **agreements** for employees and their families with institutions that offer health services, dental services, legal advice, etc. and active commercial agreements, sports ticket sales, theatre and music events, which can be viewed on a dedicated portal with constantly updated contents and accessible on the Intranet (www.cra-acea.it). It is also responsible for informing employees, by sending newsletters.

The Association of Christian Italian Workers (ACIW) is very active in Acea and **promotes social initiatives, solidarity and support**. Examples of that support are the presence of the Chaplain from whom employees can seek guidance, and the organisation of meetings for families, also with the intention of creating a **support network** for employees. The association is also involved in **providing services** such as **mortgage and loan advice, school assistance** for children of employees attending lower and upper-secondary schools, and various other initiatives benefiting employees, such as the organisation of language courses and cultural and sports activities. The ACLI (Association of Christian Italian Workers) was very active in 2020 **in its support for initiatives of social value in the local area** (Banco Alimentare [food bank], Caritas, etc.).

CHART NO. 44 – MEMBERS THAT HAVE USED CRC SERVICES (2020)



- 156 | members who have utilized tourism services
- 1,230 | members interested in insurance instalments
- 26 | members interested in purchase instalments
- 707 | members who have utilized the so-called "dono della Befana" bonus benefits
- 128 | members who have utilized scholarships

⁹⁶ Italian law no. 68/99.