SHAPING THE FUTURE TODAY

2015

Sustainability report - Supplement

2015

Sustainability Report Supplement

Contents

Note on method 2

Companies outside the scope of consolidation 2

1 Governance 3

2 Risks and opportunities 4

3 Stakeholder engagement and Materiality analysis 6

4 Financial capital 10

5 Manufacturing capital 13

6 Natural capital 17

7 Human capital 24

8 Relational capital 32

Note on method

This document supplements the A2A Group Sustainability Report as at December 31, 2015, of which it is an integral part insofar as it is necessary to guarantee cover of the indicators and quantitative data envisaged by the "Sustainability Reporting Guidelines G4" of the Global Reporting Initiative (GRI) and by the Electric Utilities Sector Supplement – G4 Standard Disclosure.

Companies outside the scope of consolidation

As described in the introduction, the Montenegrin company **EPCG** was not consolidated in the 2015 Sustainability Report since A2A's holding was less than 50%. However, in that EPCG is material from both an environmental and social standpoint, the following summary information is provided.

Figure 1 | EPCG power production plants

	Hydroelectric plants				Thermoelectric plants
	Piva	Perucica	Small hydro plants*	Total hydro	Pljevlja
Installed power [MW]	342	307	2.47	**651.47**	**218.5**
Energy produced [MWh] - 2014	679,338	1,006,682	6,630	**1,692,650**	**1,322,062**
Energy produced [MWh] - 2015	631,040	783,358	5,024	**1,419,423**	**1,411,615**

* The small hydro plants also include those of Glava Zete and Slap Zete, owned by the company Zeta Energy, of which EPCG owns 57.86% of the capital.

Figure 2 | EPCG personnel by category and type of contract

	2013			2014			2015		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Managers	29	1	30	34	1	35	**29**	**6**	**35**
Supervisors	42	18	60	39	21	60	**49**	**18**	**67**
White-collar workers	726	458	1,184	708	445	1,153	**708**	**444**	**1152**
Blue-collar workers	1,131	14	1,145	1,071	11	1,082	**1,073**	**6**	**1,079**
Permanent workers	**1,878**	**461**	**2,339**	**1,829**	**458**	**2,287**	**1,840**	**466**	**2,306**
Fixed-term workers	**50**	**30**	**80**	**23**	**20**	**43**	**19**	**8**	**27**
Total	**1,928**	**491**	**2,419**	**1,852**	**478**	**2,330**	**1,859**	**474**	**2,333**
Of whom on part-time contracts	22	12	34	11	5	16	**9**	**7**	**16**

Figure 3 | EPCG new employees according to qualification in the last three years

	2013			2014			2015		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent workers	8	2	10	15	4	19	**2**	**1**	**3**
Fixed-term workers	43	25	68	6	6	12	**15**	**4**	**19**
Total	**51**	**27**	**78**	**21**	**10**	**31**	**17**	**5**	**22**

Figure 4 | Customers served by EPCG

Electricity service supply points	2013	2014	2015
Domestic	344,589	350,302	**350,062**
Other consumptions divided up according to voltage level:			
35kV	24	24	**25**
10kV	517	522	**527**
0.4kV - I stepen	1,350	1,396	**1,433**
0.4kV - II stepen	31,589	32,486	**32,786**
Total	**378,069**	**384,730**	**384,832**

Figure 5 | Number and amount of EPCG providers

	2013		2014		2015	
	Number of contracts	Order value (€)	Number of contracts	Order value (€)	Number of contracts	Order value (€)
Total	**333**	**22,031,840**	**208**	**24,847,984**	**234**	**27,073,554**

Figure 6 | Sponsorships

Sponsorships (€)	2013	2014	2015
Total	**300,000**	**308,500**	**332,000**

1 | Governance

Assessment process [G4-44]

In compliance with the provisions of the Code of Corporate Governance for Listed Companies, the Board of Directors conducted its assessment for the year 2015, on the size, composition and functioning of the Board and its Committees. Self-assessment took place in January and February 2016 and was carried out in line with the most evolved methods used internationally, with the assistance of an external consulting firm.

Governance structure of the organization [G4-34]

The procedure on the "Related Parties Regulation", revised by the BoD in June 2015, identifies the rules and controls designed to ensure the transparency and substantial and procedural correctness of the related party transactions carried out by A2A directly or through its subsidiaries. A2A has identified the Control and Risks Committee as the "Related Parties" Committee, appointing it to provide opinions on the Company's interests in implementing transactions with related parties and on the convenience and substantial correctness of the related conditions.

Delegation process [G4-35]

The delegation process for economic, environmental and social issues, as well as any other form of delegation, is through a specific internal procedure, which involves the identification of the need for attribution/formalization of power and verification of compatibility with the Model of Powers by the internal function "Proxies and Delegations".

Note on method
Companies outside the scope of consolidation
Governance
Risks and opportunities
Stakeholder engagement and Materiality analysis
Financial capital
Manufacturing capital
Natural capital
Human capital
Relational capital

Remuneration system [G4-51]

Information on remuneration as well as information on agreements between the Company and members of the Board of Directors that provide indemnities in case of resignation or dismissal without just cause or if their employment is terminated following a takeover bid is provided - in compliance with that suggested by the model prepared by Borsa Italiana for the Report on Corporate Governance and Ownership Structures - in the **Remuneration Report**, as per article 123-ter of the CFA.

> For further information on the remuneration and benefits received by the Board of Directors in the year ended December 31, 2014 refer to the 2016 Remuneration Report published at **www.a2a.eu**

2 | Risks and opportunities

The Risk Management process [G4-14]

Considering the nature of the various businesses pursued by the A2A Group, with reference to the matter of risks connected with climate change, the following can be declared:

- the activities carried out constitute a risk factor in terms of climate change, in particular thermoelectric generation, the production of heat and waste-to-energy plants, which entail the release of greenhouse gases into the atmosphere;
- significant changes in temperature and rainfall are risk factors with reference to certain business areas of the Group;
- the plants, systems and infrastructures owned by the Group, as well as the health and safety of staff, are potentially exposed to extreme natural phenomena.

The methodology adopted

The ERM methodology envisages specific tools and analysis methods aimed at identifying, assessing, prioritising and managing the risks to which the Group and individual Companies are exposed. In these terms, a regular assessment process of operational risk is defined, involving the management directly. The risk assessment is based on the measurement of certain variables, such as: impact on corporate results and/or the Group image if the risk event should occur, probability of onset of the uncertain event, the Group's capacity to prevent or manage the event, also referred to as monitoring (in other words, the capacity for "Risk Management"). Particular emphasis has been given to the identification of "mitigation actions" planned in order to further improve the measures in place and the capacity to manage the risk event should it occur. Given the multiple nature and dishomogeneity of the risks considered, a common methodology has been chosen by which to measure and compare the various risks. Risks are measured using a qualitative-quantitative approach that allows us to take all the benefits of a qualitative approach (simple, for a quick prioritisation of risks) as well as those of the quantitative approach, proposing sufficiently extensive ranges of values, in support of the qualitative assessment.

> For more details on the main types of risk concerned by assessment and reporting, refer to the A2A Group website, at: **www.a2a.eu/it/investitori/gestione_rischio/**

What are the benefits of careful risk management?

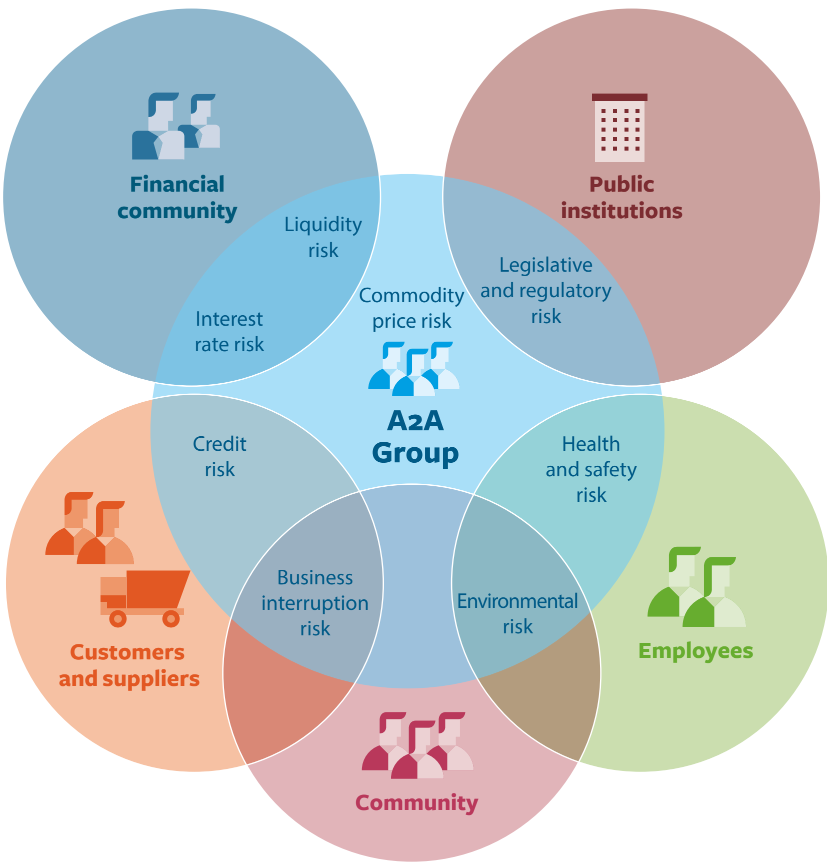
The implementation of a Risk Management System, allows us to **spread awareness of risks** amongst all corporate structures, creating a transparent culture of sharing knowledge and management practices in place.

The definition of a common model and methodology helps identify unique rules of regulation and control, thereby facilitating a better understanding of the risk profile with

respect to the expected performance. Through the identification and monitoring of the significant corporate risks, Risk Management thereby enriches the information available to the **management, improving forecasting capacity and response to change**. Moreover, suitable risk management also makes a positive contribution towards **the image and good reputation enjoyed by the company** on the market and in the various areas in which it works. The effects of effective Risk Management are amplified over the medium-term, when it interacts effectively with the business processes and company Business Plan. Risk Management in fact contributes towards **strengthening the company in terms of its Sustainability**, in the 3 dimensions in which this can be structured: economic, environmental and social sustainability.

Below is a **map showing the relations between risks and the main stakeholders of A2A**:

Risk map



Revision of risk management: certified management systems [G4-46]

Figure 7 | Group certifications

Total number of certificates issued	Quality [ISO 9001]	Environment [ISO 14001]	Safety [OHSAS 18001]	Emas
2014	19	23	23	24
2015	**19**	**18**	**18**	**24**

The QES Policy is available on the Group website at the following link:
www.a2a.eu/it/sostenibilita/strumenti/politica/

3 | Stakeholder engagement and Materiality analysis

Figure 8 | Stakeholder engagement initiatives activated in 2015 [G4-26_27]

Stakeholders involved	Mode of communication and involvement	Issues addressed during engagement activities, identified by BU
Consumer associations	• Meetings • Work groups • Conferences • Courses • Committees	**Generation and Trading BU** • Presentation of results of the Energy Observatory (Milan) • Training projects for an aware use of energy • Presentation of the Monfalcone plant $DeNo_x$ project (Monfalcone) **Networks and Heat BU** • Presentation of the "Smart meter Gas" project (Milan) • Update of the Charter of quality of district heating services (Bergamo) • Presentation of the public lighting LED replacement plan (Bergamo) **Environment BU** • Preparation of the Charter of quality of services Aprica and Aspem for the environmental hygiene service (Como, Varese) • Presentation on the new methods of separate waste collection (Brescia) • Presentation of customer satisfaction surveys (Brescia, Bergamo) **Commercial BU** • Presentation of results of customer satisfaction surveys (Brescia) • Comparison of notes with the National Consumers Union on the problems and fallout on consumers of the installation of new meters • Presentation of the new bill layout and guide to correct data reading (Milan) • Revision of the joint settlement protocol between the Consumer associations and A2A Energia **Corporate BU** • Expo "We 4 you" and "Risparmiati lo spreco" project (Milan) • School project, sustainability report, new Group apps (Milan) • Conciliator and association branch operator training projects
Environmentalist association	• Meetings • Conferences • Plant tours	**Generation and Trading BU** • Protocol for the management of the agreement on the courses of rivers and dam drainage (Sondrio) • Presentation of the Monfalcone plant $DeNo_x$ project (Monfalcone) • Use of SSF as fuel - plant reconversion project (S. Filippo del Mela) **Environment BU** • CA and separate waste collection (Brescia) • Plant odorous emissions (Giussago) **Corporate BU** • Participation in conferences: Amici della Terra "Il futuro dei certificati bianchi" - Nimby Forum - Congresso Nazionale Legambiente (Rome)

Institutions **Regulatory entities** **and Inspection authorities** **Associations**	• Meetings • Conferences • Surveys • Working parties • Plant tours	**Generation and Trading BU** • Terms and conditions for the renewal of hydroelectric concessions in Italy (Rome) • Agreement on payment of plant IMU (Catanzaro, Gorizia) • Management of agreement for the dismantling and construction of new lines and cableways (Sondrio) • Meeting for the management of the Barcis basin (Gorizia) • Presentation of new hydroelectric managers (Sondrio, Gorizia) • Reimbursement of additional charges (Sondrio) • New Friuli Venezia Giulia regional energy plan (Gorizia) • Presentation of the Monfalcone plant $DeNo_x$ project (Monfalcone) • Presentation of the reconversion project for the San Filippo del Mela plant (Palermo, Messina) • Capacity Payment/Capacity Market • Conferral of gas capacity for CCGT plants • Renegotiation of take-or-pay contracts for natural gas (APR mechanism) • Revision of the Emission Trading System (EU) • Market Design of the electrical system (EU) **Environment BU** • Matters connected with the recovery of energy from waste in compliance with art. 35 Law 164/2014 "Sblocca Italia" (Rome) • Activities with schools (Como) • Operation of the Acerra plant (Naples) • Presentation of the School project (Naples) • Verification of progress made on projects and expiry of agreements (Corteolona) • Presentation of new senior management of A2A Ambiente (Pavia) • Preparation of the Charter of quality of services Aprica and Aspem for the environmental hygiene service (Como, Varese) • New separate waste collection method (Brescia) • Biomethane **Networks and Heat BU** • Presentation of the new public lighting plan (Milan, Brescia, Bergamo) • Presentation of the plan to replace electrical junctions (Milan) • Rate of return on investments made in regulated network assets • Distribution and metering tariffs for electricity for the IV regulatory period • Smart Grid - Upright columns • Brand unbundling between distribution and sale • White certificates • New water tariff method (MTI-2) **Commercial BU** • Brand unbundling between protected market and free market • Update of marketing components for the sale of gas (QVD, PCV and RCV) • Competition bill: definition of terms for the protection of price in the electricity and gas sectors **Corporate BU** • Comparison of notes and update on the reorganisation of local administrations (Rome) • Local Sustainability Report (Brescia) and Group Sustainability Report (Milan) • Teacher surveys of approval of the School Project • Meetings for hydroelectric concessions (Milan)
Multi-stakeholder forum	• Multi-stakeholder forum of Brescia • Observatory on the waste-to-energy plant of Brescia • "Water common good" observatory	• Working groups of representatives of different categories for the sharing of ideas and promotion of new projects on the territory • Verification and reporting of the environmental impacts of the plant, reports from citizens and proposed solutions developed by A2A • Water quality of the Brescia integrated water service

Shareholders **Investors**	• Events • Investigations • Surveys	• Economic-financial results of A2A and 2015 - 2019 Business Plan • Approval of "Letterazazionisti" newsletter • Update on business performance and strategic options
Customers	• Customer satisfaction surveys • Focus groups • Surveys	**Commercial BU** • New layout of the "Bill 2.0" • Quality of service • Approval of services offered through the on-line branch • Approval of receipt of DEM during the year • Approval of commercial campaigns with regards to customers • Possibility of expanding on the portfolio of products and services by developing the range of energy efficiency solutions • Feedback on adhesions to the "Entra e Vinci LUCE&GAS!" contest and verification of the use and approval of the Carta Chiara2a **Environment BU** • Quality of service (Milan, Como)
Local community **Residents** **Civic committees**	• Meetings • Events • Surveys • Round tables/ focus groups	**Generation and Trading BU** • School project • Meetings for the sponsorship of projects in the various territories • Presentation of the Monfalcone plant $DeNo_x$ project (Monfalcone) **Commercial BU** • Training at schools to sensitise on the issues of energy and environmental sustainability (Bergamo) **Environment BU** • "La fabbrica del dialogo con il Suq delle culture" project, dissemination of virtuous behaviour connected with the environment (Milan) • New separate waste collection method (Brescia) • Approval of the Expo site cleaning (Milan) **Corporate BU** • Corporate presentations at universities - career day initiatives for young graduates • Presentation of the Sustainability Report and CSR initiatives
Social media users	Social channels: Facebook, Youtube, Twitter	General and service information and advice on energy savings and differentiated collection
Media	• Meetings • Conferences • Press conferences	**Generation and Trading BU** • Plant reconversion projects (S. Filippo del Mela, Brindisi) **Networks and Heat BU** • Presentation of results obtained following interventions to improve the quality of water (Brescia) • Presentation of the new public lighting plan (Brescia) • Presentation of the "Contatore più" project relating to the replacement of gas meters, in line with new regulations and communication methods **Environment BU** • Operation of the Acerra plant (Naples) **Commercial BU** • Customer satisfaction survey (Brescia, Bergamo) • Renewal of partnership between Apindustria and A2A Energia to reduce the economic impact of supplies to Brescia-based companies **Corporate BU** • Presentation of the 2015-2019 Business Plan and guidelines to the new governance • Promotion of A2A activities • Presentation of the Group Sustainability Report (Milan) • Presentation of the multi-stakeholder forum of Brescia, local sustainability report and multimedia totem poles for citizen information (Brescia)

Employees	• Meetings • Events • Focus groups • Surveys	**Networks and Heat BU** • Sharing of essential aspects to best perform certain duties along the chain (behavioural aspects and specific knowledge) **Environment BU** • Staff hired for Expo 2015 on the management of relations with visitors **Corporate BU** • "Futura2a" project for the generation of ideas applied through the creation of an on-line community • "Melograno" project on gender diversity • Renewal of main trade union agreements **Commercial BU** • Collection of observations, impressions and suggestions on the proposed layout for the new Bill 2.0 • Consultation on the offer reserved to employees for home electricity and gas and collection services, contribution towards its definition
Suppliers	• Events	**Commercial BU** • Motivation/team building with external sales agencies

Figure 9 | Material aspects and related scope of application [G4-20_21]

ISSUE IDs	THEME	Scope/ Internal boundary	Scope/ External boundary
1	Economic development and value for the territory	Group	External stakeholders
2	Responsible management of the supply chain	Group	Suppliers*
3	Use of energy resources and renewable sources	Group	Community/Environment - Fuel suppliers*
4	Efficient use of water resources	Group	Community/Environment - Fuel suppliers*
5	Safeguarding of biodiversity, habitats and the landscape	Group	Community/Environment
6	Atmospheric emissions	Group	Community/Environment - Fuel suppliers*
7	Management of waste and waste water	Group	Community/Environment
8	Responsible management of the business units	Group	Community/Environment
9	Employment	Group	
10	Industrial relations	Group	
11	Health and safety	Group	Suppliers**
12	Personnel development and management	Group	
13	Corporate welfare and diversity management	Group	
14	Management of categories of vulnerable clients	Group	Customers - Institutions
15	Respect for human rights	Group	Community - Suppliers* - Institutions
16	Support for initiatives and projects in the region	Group	Community - Institutions
17	Environmental education programs and initiatives	Group	Community - Institutions
18	Anti-corruption policies	Group	Suppliers* - Institutions
19	Public policy	Group	Institutions
20	Effective management of roadworks for digging and pipe-laying	Networks and Heat BU	Institutions - Community - Suppliers*
21	Fairness and transparency in customer relations	Group	Customers - Institutions - Community
22	Quality of services provided and attention to customers	Group	Customers - Institutions - Community
23	Responsibility of customers	Group	Customers - Institutions - Community
24	Internal and external communication to stakeholders	Group	External stakeholders
25	Innovation and smart cities	Group	Community

* Limit of scope: the report only relates to direct suppliers and not to level two suppliers.
** Limit of scope: relative to employees of contractors operating on Group plants.

Note on method
Companies outside the scope of consolidation
Governance
Risks and opportunities
Stakeholder engagement and Materiality analysis
Financial capital
Manufacturing capital
Natural capital
Human capital
Relational capital

4 | Financial capital

Figure 10 | Statement of calculation of global value added [G4-EC1_EC4]

	(millions of euro)	2013	2014	2015
+A)	**Production value**	**5,604**	**4,984**	**4,921**
	Revenues from sales and services (- revenue adjustments)	5,388	4,742	4,715
	Change in inventories of products under construction, semi-finished and finished products	-	-	-
	Change in contract work in progress	1	19	17
	Other revenues and income	215	223	189
	Public entity contributions	-	-	-
- B)	**Intermediate production costs**	**4,148**	**3,472**	**3,623**
	Consumptions of raw materials and consumables	158	158	169
	Consumptions of power and fuel	2,623	2,210	2,135
	Service costs	802	698	704
	Other operating expenses	65	86	78
	Bad debt provisions (receivables recognized as current assets)	53	27	22
	Provisions for risks and charges	87	30	57
	Other write-downs of fixed assets	250	159	359
	Sundry operating expenses	128	123	117
	Capitalisation of materials for internal works	-18	-19	-18
	Gross characteristic value added	**1,456**	**1,512**	**1,298**
- C)	**Financial balance**	**-40**	**-64**	**-12**
	Financial income	15	7	9
	Financial expense not constituting remuneration of the lending capital	-32	-26	-17
	Income and expense deriving from the measurement of investments in associates	-23	-45	-4
- D)	**Accessory and extraordinary components**	**175**	**-56**	**-23**
	+/- balance of accessory management	100	-65	-22
	+/- balance of extraordinary items	75	9	-1
	Gross global value added	**1,591**	**1,392**	**1,263**
	- Amortisation/depreciation of operations	486	446	395
	Net global value added	**1,105**	**946**	**868**

Figure 11 | Statement of distribution of gross global value added

(millions of euro)	2013	2014	2015
Staff remuneration	**509**	**493**	**466**
Wages and salaries	422	412	414
Employees' leaving entitlement (TFR)	26	25	25
Other costs	61	56	27
Remuneration of risk based capital	**94**	**121**	**-17**
Income distribution	81	102	113
Minorities' net profit for the year	13	19	-130
Remuneration of lending capital	**166**	**146**	**125**
Transfers to the Public Administration	**260**	**234**	**261**
Direct tax payable to the State	104	77	97
Other tax and duties payable to the State	1	1	1
Social security charges	155	156	163
Transfers to the local community	**95**	**91**	**73**
Direct tax payable to local authorities	47	37	14
Local tax and duties	43	49	54
Sponsorships	2	2	2
Contributions to AEM and ASM foundations, aid, donations, charity	3	3	3
Company remuneration	**467**	**307**	**355**
Reserves	-19	-139	-40
Amortisation	486	446	395
Gross global value added	**1,591**	**1,392**	**1,263**

Figure 12 | Gross operating income by business unit

(millions of euro)	2014	2015
Generation and Trading	328	348
Commercial	87	102
Environment	222	210
Heat	61	74
Networks	281	279
Epcg	66	53
Other services and corporate	-21	-18
Total	**1,024**	**1,048**

Figure 13 | Balance Sheet

(millions of euro)	2013	2014	2015
Net fixed capital	6,481	6,194	5,829
Working capital	741	348	180
Assets/liabilities held for sale	-	-	147
Net capital employed	7,222	6,542	6,156
Equity	3,348	3,179	3,259
- Group portion	2,791	2,579	2,646
- Minorities' portion	557	600	613
Net cash (debt) position	3,874	3,363	2,897
Total sources	7,222	6,542	6,156
Gross debt	4,444	4,124	3,815

Figure 14 | Main balance sheet indicators

	2013	2014	2015
Turnover per permanent worker (million euros)	0.44	0.41	0.40
EBITDA per permanent worker (million euros)	0.09	0.08	0.09
Average number of permanent workers	12,626	12,212	12,298

Figure 15 | CAPEX (capital expense)

(millions of euro)	2014	2015
Generation and Trading	42	65
Commercial	6	4
Environment	41	59
Heat	69	52
Networks	114	125
Epcg	25	27
Other services and corporate	10	9
Total	307	341

5 | Manufacturing capital

Energy production

Figure 16 | Average plant availability factor [G4 - EU30]

Average availability factor (%)	2013	2014	2015
Traditional coal	86%	80%	**81%**
Traditional heavy fuel oil	-	85%	**73%**
Natural gas combined cycle	71%	79%	**68%**
Flowing hydroelectric	85%	79%	**76%**
Basin hydroelectric	84%	76%	**86%**
Tank hydroelectric	58%	85%	**78%**

Figure 17 | Net electricity produced divided up according to plant type and source - GWh [G4-EU2]

			2013	2014	2015
Generation Business Unit	Thermoelectric plants	High-performance natural gas combined cycles	3,782	2,252	**3,797**
		Multi-fuel plants	3,323	3,192	**4,332**
	Hydroelectric plants		5,118	6,066	**4,451**
	Photovoltaic plants (including energy consumed)		3	3	**3**
Networks and Heat Business Unit	Cogeneration plants		295	229	**229**
Environment Business Unit	Waste-to-energy plants (including biogas), natural gas heaters		1,095	1,095	**979**
Total			**13,616**	**12,837**	**13,792**

Figure 18 | Net thermal energy produced divided up according to plant type and source - GWh [G4-EU2]

		2013	2014	2015
Environment Business Unit	Waste-to-energy plants (including biogas), natural gas heaters	1,183	1,066	**1,238**
Networks and Heat Business Unit	Cogeneration plants Thermal plants	722 453	527 356	**576** **435**
Generation Business Unit	Thermal recovery	24	-	**23**
Total		**2,382**	**1,949**	**2,271**

Figure 19 | Percentages of electricity produced by type of source [G4-EU2]

	2013	2014	2015
Renewable sources (hydraulic, renewable fraction of waste*, biogas, solar)	41.8%	51.7%	**36.0%**
Coal	15.5%	14.3%	**16.2%**
Natural gas	29.2%	19.3%	**28.4%**
Oil products	9.1%	10.6%	**16.0%**
Nuclear	-	-	**-**
Non-renewable fraction of waste	3.9%	4.1%	**3.4%**

* For non-hazardous waste, a renewable fraction of 51% has been assumed (ref. Decree of the Ministry for Economic Development of December 18, 2008); consequently, the non-renewable fraction has been assumed as 49%.

Figure 20 | Energy produced from waste-to-energy process [G4-EU2]

	2013	2014	2015
Thermal energy from waste-to-energy process	47.4%	52.6%	**52%**
Electricity from waste-to-energy process	8%	8.5%	**7.1%**

Figure 21 | Energy performance [G4-EN5_G4-EU11]

	2013	2014	2015
Average yield of thermoelectric plants	39.6%	37.9%	**39%**
Yield of high-performance natural gas combined cycles	49.3%	47.3%	**49%**
Yield of multi-fuel plants	32.4%	33.2%	**33.2%**
Average yield of fossil fuel cogeneration plants	78.3%	81%	**80.3%**
Average electricity produced from 1 t waste (kWh/t)*	810	828	**773**
Average thermal energy produced from 1 t waste (kWh/t)*	776	722	**899**

* 2014 data has been amended with respect to that already declared, to update the quantity of waste.

Energy distribution

Figure 22 | Electricity, thermal and gas energy released to the network [G4-EU12]

	2013	2014	2015
Electricity distributed (GWh)	11,099	10,782	**10,227**
Network electricity losses* (GWh)	199	192	**383***
Thermal and cooling energy (GWh)	2,424	1,993	**2,324**
Natural gas** (Mm^3)	2,220	1,809	**1,995**

* See details on page 69 of the main document.
** Includes gas supplied directly to Retragas users.

Figure 23 | Public lighting

	2013	2014	2015
Light points (no.)	202,564	204,498	**206,587**
Lighting towers (no.)	466	466	**465**
Poles (no.)	124,442	139,427	**135,656**
Suspensions (no.)	10,646	11,214	**11,291**
Lit architectonic sites (no.)	98	98	**127**

Figure 24 | Traffic lights - Milan

	2013	2014	2015
Traffic light regulators (no.)	724	726	**728**
Supports (no.)	10,430	11,288	**11,541**
Traffic light lanterns (no.)	21,997	22,044	**22,368**
Lamps (no.)	54,465	65,662	**66,674**

Figure 25 | Safety systems - Milan

	2013	2014	2015
Video cameras (no.)	1,293	1,573	1,716
Traffic monitoring (no.)	160	160	-
Environmental monitoring (no.)	10	-	-
SOS columns (no.)	152	174	174
Control stations (no.)	N/A	N/A	45
Museums (no.)			
- Video cameras	N/A	N/A	1,023
- Break-in sensors	N/A	N/A	3,299
- Smoke detection sensors	N/A	N/A	2,622
Digital islands (no.)	N/A	27	29
WiFi antennas (no.)	N/A	1,100	900

Integrated water cycle

Figure 26 | Procurement and distribution

Technical data	2013	2014	2015
Wells (no.)	262	262	261
Sources (no.)	213	232	243
Drinking water conversion plants (no.)	65	67	63
Total network length (km)	4,738	4,747	4,814
Water supplied to users (Mm^3)*	68	68	63
Water collected (Mm^3)	112	112	120
Network losses and water not booked (Mm^3)**	33	33	39
Analysis of suitability as drinking water - samples (no.)	14,520	19,266	21,966
Analysis of suitability as drinking water - total parameters (no.)	220,642	268,235	260,211

* Until 2014, the value included the water effectively supplied but not booked; from 2015, the value indicates the effective water booked to users.

** Until 2014, the figure refers to system losses only.

Figure 27 | Collection and purification

Technical data	2013	2014	2015
Sewers - Network extension (km)	2,102	2,155	2,186
Waste water treated (Mm^3)	57	57	49
Purifiers (no.)	59	59	57
Loads processed - COD (t)	13,906	13,235	14,941
Loads processed - BOD (t)	6,078	6,180	6,799
Loads processed - Total nitrogen (t)	1,732	1,469	1,712
Loads processed - Phosphor (t)	231	206	222

Waste management

Figure 28 | Waste collected, transported and brokered- t

	2013	2014	2015
Municipal waste collected	1,191,539	1,238,988	**1,282,786**
Special waste brokered	63,318	134,805	**159,261**

Figure 29 | Waste processed by type of plant*- t

	2013	2014	2015
Waste-to-energy plants	1,469,824	1,342,222	**1,385,574**
Landfills	286,873	465,198	**397,324**
Bio-drying plants and production of RDF	415,340	451,258	**468,449**
Other material recovery plants	332,692	359,683	**448,464**
Dust inerting plants	2,260	30,853	**22,763**
Total	**2,506,988**	**2,649,214**	**2,722,575**

* All waste entering the Group’s plants is considered.

6 | Natural capital

Resources and materials used

Figure 30 | Resources used in the Generation BU [G4-EN1_ EN3_ EN4_EN8]

	2013	2014	2015
Fuels (TJ)			
Natural gas	27,864	17,249	**27,758**
Coal	20,880	18,928	**22,288**
Oil (HFO, diesel)	9,906	16,373	**25,851**
Automotive fuels (TJ)			
Petrol	2.4	2.9	**0.8**
Diesel	3.8	3.9	**7.9**
Methane	0.5	0.5	**-**
Electricity (TJ)	**889**	**837**	**578**
Water resource consumed (thousands of m^3)			
From aqueduct	68	104	**106**
From well	2,628	2,728	**3,122**
From surface water body	1,156	987	**1,064**
Chemical products and materials (t)			
Mineral acids	299	304	**288**
Additives/water conditioners	150	154	**95**
Ammonia (solution)	422	464	**906**
Lime and solid neutralisers	19,731	26,412	**36,884**
Active carbon	-	-	**-**
Cement, sand and inert products	-	-	**-**
Sodium chloride	10	4	**-**
Technical gases (nitrogen, CO_2, hydrogen, oxygen)	55	54	**32**
Sodium hydroxide (solution)	174	196	**267**
Methanol, solvents and other products	18	9	**8**
Odorants	-	-	**-**
Oils and lubricants	116	57	**7,149**
Urea (solution)	-	-	**-**
Total chemical products	**20,974**	**27,654**	**45,628**

Note on method
Companies outside the scope of consolidation
Governance
Risks and opportunities
Stakeholder engagement and Materiality analysis
Financial capital
Manufacturing capital
Natural capital
Human capital
Relational capital

Figure 31 | Resources used in the Environment Business Unit [G4-EN1_ EN3_ EN4_EN8]

	2013	2014	2015
Fuels (TJ)			
Natural gas	467	308	**369**
Oil (HFO, diesel)	33	30	**27**
Waste, biomass and SSF	16,232	16,063	**15,572**
Biogas (from landfills and purification plants)	762	782	**683**
Automotive fuels (TJ)			
Petrol	4	5	**6**
Diesel	354	346	**379**
Methane	64	94	**99**
Electricity (TJ)	**168**	**177**	**219**
Water resource consumed (thousands of m^3)			
From aqueduct	720	852	**894**
From well	2,739	2,746	**2,662**
From surface water body	-	-	**-**
Chemical products and materials (t)			
Mineral acids	1,959	1,236	**1,748**
Additives/water conditioners	378	290	**291**
Ammonia (solution)	5,122	4,973	**4,739**
Lime and solid neutralisers	29,029	24,527	**22,768**
Active carbon	923	924	**1,064**
Cement, sand and inert products	70,575	231,436	**161,030**
Sodium chloride	1,810	102	**-**
Technical gases (nitrogen, CO_2, hydrogen, oxygen)	772	717	**851**
Sodium hydroxide (solution)	3,168	2,424	**3,386**
Methanol, solvents and other products	166	1,703	**1,074**
Odorants	-	-	**-**
Oils and lubricants	280	263	**76**
Urea (solution)	1,969	1,873	**1,714**
Total chemical products	**116,152**	**270,469**	**198,741**

Figure 32 | Resources used in the Networks and Heat Business Unit [G4-EN1_ EN3_ EN4_EN8]

	2013	2014	2015
Fuels (TJ)			
Natural gas	4,357	3,123	**3,318**
Coal	1,708	1,593	**1,812**
Oil (HFO, diesel)	0.28	0.04	**0.23**
Biogas (from group purification plants)	7	8	**8**
Automotive fuels (TJ)			
Petrol	12.9	11.4	**11.8**
Diesel	19.8	19.5	**17.6**
Methane	17.1	12.9	**10.4**
Electricity (TJ)	**491**	**481**	**493**
Thermal energy (TJ - external purchases)	**859**	**913**	**1,216**
Water resource consumed (thousands of m³)			
From aqueduct	839	614	**726**
From well	4,661	2,930	**1,990**
From surface water body	-	-	**-**
Chemical products and materials (t)			
Mineral acids	530	408	**505**
Additives/water conditioners	5,696	7,867	**8,098**
Ammonia (solution)	-	-	**-**
Lime and solid neutralisers	1,251	1,215	**1,391**
Active carbon	78	52	**60**
Cement, sand and inert products	-	-	**-**
Sodium chloride	9	15	**8**
Technical gases (nitrogen, CO_2, hydrogen, oxygen)	141	166	**153**
Sodium hydroxide (solution)	174	104	**159**
Methanol, solvents and other products	664	583	**634**
Odorants	57	38	**50**
Oils and lubricants	50	28	**11**
Urea (solution)	611	492	**474**
Total chemical products	**9,261**	**10,968**	**11,542**

Figure 33 | Resources used in the Corporate Business Unit [G4-EN1_ EN3_ EN4_EN8]

	2013	2014	2015
Water (thousands of m³)	**305**	**178**	**165**
Electricity (TJ)	**54**	**53**	**64**
Fuels (TJ)			
Diesel	-	-	**-**
Methane	44	26	**35**
Fuel (TJ)			
Petrol	2	1	**2**
Diesel	9	10	**12**
Methane	2	2	**2**

Discharges and waste

Figure 34 | Industrial waste water - volume - thousands of m^3 [G4-EN22]

		2013	2014	2015
Networks and Heat Business Unit	To discharge in the sewers	291	239	**301**
	To discharge in a surface water body	161	168	**151**
	Recovered in the production cycle	1.1	3.1	**1.5**
	Water extracted for cooling	62	64	**14**
Generation Business Unit	To discharge in the sewers	-	-	**-**
	To discharge in a surface water body	2,224	2,378	**2,180**
	Recovered in the production cycle	1,422	1,138	**1,364**
	Water extracted for cooling	1,181,267	1,021,832	**1,488,828**
	Water extracted for hydroelectric production	4,600,172	6,106,498	**3,659,612**
Environment Business Unit	To discharge in the sewers	419	439	**402**
	To discharge in a surface water body	1,236	960	**1,405**
	Recovered in the production cycle	317	376	**384**
	Water extracted for cooling	858	902	**792**
Corporate Business Unit (including other companies and general services)	To discharge in the sewers	-	-	**-**
	To discharge in a surface water body	-	-	**-**
	Recovered in the production cycle	-	-	**-**
	Water extracted for cooling	-	-	**-**

Figure 35 | Industrial waste water - polluting loads in surface water body – t [G4-EN22]

		2013	2014	2015
Networks and Heat Business Unit	BOD	0.9	1.2	**0.9**
	COD	5.0	3.3	**2.6**
Generation Business Unit	BOD	14.4	10.5	**10.4**
	COD	48.1	47.8	**38.4**
Environment Business Unit	BOD	20.4	15.3	**26.4**
	COD	94.3	49.7	**82.9**
Corporate Business Unit (including other companies and general services)	BOD	-	-	**-**
	COD	-	-	**-**

Figure 36 | Special, non-hazardous waste produced by the Group – t [G4-EN23]

	2013	2014	2015
Networks and Heat Business Unit	32,729	30,454	32,856
Generation Business Unit	128,741	66,198	53,848
Environment Business Unit	422,194	498,691	491,951
Corporate Business Unit (including other companies and general services)	57	84	48
Total	**583,721**	**595,429**	**578,703**

Figure 37 | Special, hazardous waste produced by the Group – t [G4-EN23_EN25]

	2013	2014	2015
Networks and Heat Business Unit	175	203	348
Generation Business Unit	3,108	4,221	4,522
Environment Business Unit	89,626	85,311	79,883
Corporate Business Unit (including other companies and general services)	7	11	51
Total	**92,917**	**89,746**	**84,805**

Figure 38 | Special, cross-border hazardous waste produced by the Group – t [G4-EN23_EN25]

	2013	2014	2015
Total A2A Group*	36,261	21,237	21,530

* including waste from treatment plants (inertisation).

Figure 39 | Special waste produced by the group (hazardous and non-hazardous) sent for recovery [G4-EN23]

	2013	2014	2015
Networks and Heat Business Unit	95%	92%	89%
Generation Business Unit	93%	97%	66%
Environment Business Unit	49%	41%	46%
Corporate Business Unit (including other companies and general services)	10%	97%	100%
Average figure for the A2A Group	**60%**	**49%**	**51%**

Emissions

Figure 40 | Total emissions of CO_2 from combustion processes – t [G4-EN15]

	2013	2014	2015
Networks and Heat Business Unit	419,535	341,109	365,384
Generation Business Unit	4,775,463	4,001,183	5,602,991
Environment Business Unit	980,140	992,398	1,003,008
Corporate Business Unit (including other companies and general services)	2,458	1,482	1,917
Total	**6,177,596**	**5,336,172**	**6,973,298**

Note on method
Companies outside the scope of consolidation
Governance
Risks and opportunities
Stakeholder engagement and Materiality analysis
Financial capital
Manufacturing capital
Natural capital
Human capital
Relational capital

Figure 41 | Emissions of CO_2 from motor vehicles – t [G4-EN15]

	2013	2014	2015
Networks and Heat Business Unit	2,997	2,925	2,735
Generation Business Unit	507	526	635
Environment Business Unit	30,246	31,102	33,893
Corporate Business Unit (including other companies and general services)	1,086	953	1,120
Total	**34,835**	**35,506**	**38,382**

Figure 42 | Other emissions: greenhouse gases and substances that harm the ozone layer - kg [G4-EN15_EN20]

	2013	2014	2015
Sulphur hexafluoride (SF_6)	198	60	65
R134a	4,372	2,002	1,453
R22 (HCFC22)	112	27	-
R407C	116	74	238
R410A	26	108	209
R427A	29	83	-
R422	36	352	285
Other coolant fluids	225	7	91
Methane (CH_4) - losses from the natural gas distribution networks*	23,647,473	19,077,148	21,228,448
Methane (CH_4) - from biogas dispersed in the landfill	1,849,698	1,946,418	1,683,126

* Data calculated as the difference between the amount released to the network and that delivered or estimated.

Figure 43 | Indirect greenhouse gas emissions - Scope 2 - t [G4-EN16]

	2013	2014	2015
Networks and Heat Business Unit	53,578	45,608	46,186
Generation Business Unit	97,060	79,285	54,074
Environment Business Unit	18,336	16,804	20,495
Corporate Business Unit (including other companies and general services)	5,881	5,051	5,967
Total	**174,855**	**146,747**	**126,722**

Figure 44 | Global impact indicators

	2013	2014	2015
Total emissions of gases harmful to the ozone layer (KgR11eq)	4	0.9	-
Total acidifying emissions (tSO_2eq)	5,694	3,365	3,865

Figure 45 | Indicators of impact due to the purchase and use of fossil fuels

	2013	2014	2015
Carbon footprint (tCO_2eq/year)	n.c	730,760	991,553
Water footprint (thousands of m^3 water)	n.c	23,381	35,216

Figure 46 | Greenhouse gas emissions - t CO_2 eq/year [G4-EN15_EN16_EN17]

	2013	2014	2015
Total greenhouse gas emissions - Scope 1	6,863,254	5,965,928	7,658,386
Indirect greenhouse gas emissions - Scope 2	174,853	146,780	126,722
Other indirect greenhouse gas emissions - Scope 3	746,150	1,457,729	1,758,426

Figure 47 | Total emissions of NO_X (nitrogen oxides) – t [G4-EN21]

	2013	2014	2015
Networks and Heat Business Unit	249	193	210
Generation Business Unit	4,569	2,584	2,757
Environment Business Unit	657	631	611
Corporate Business Unit (including other companies and general services)	-	-	-
Total	5,476	3,408	3,578

Figure 48 | Total emissions of Powders – t [G4-EN21]

	2013	2014	2015
Networks and Heat Business Unit	2.0	1.0	0.4
Generation Business Unit	108	84	107
Environment Business Unit	3.4	3.5	3.2
Corporate Business Unit (including other companies and general services)	-	-	-
Total	113	89	110

Figure 49 | Total emissions of SO_2 – t [G4-EN21]

	2013	2014	2015
Networks and Heat Business Unit	136	127	144
Generation Business Unit	1,715	839	1,206
Environment Business Unit	10	13	11
Corporate Business Unit (including other companies and general services)	-	-	-
Total	1,861	979	1,361

Figure 50 | Micro-pollutants [G4-EN21]

	2013	2014	2015
Polycyclic aromatic hydrocarbons (kg)	0.22	0.63	0.09
Mercury (kg)	11	6	25
Other metals (Sb + As + Pb + Cr + Cu + Mn + Ni + V + Sn+Cd+Tl) (kg)	1,722	734	513
Dioxins (toxic equivalent grams)	0.010	0.021	0.024
PCB (polychlorobiphenyls) Dioxin Like (toxic equivalent grams)	0.001	0.006	0.004

7 | Human capital

Composition of the workforce

Figure 51 | Personnel by category and type of contract [G4-10_LA1_LA12]

	2013			2014			2015		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Managers	136	25	161	128	26	154	121	24	145
Supervisors	358	115	473	357	114	471	368	112	480
White-collar workers	3,050	1,118	4,168	2,927	1,095	4,022	2,879	1,137	4,016
Blue-collar workers	4,777	205	4,982	4,600	199	4,799	4,600	193	4,793
Permanent workers	**8,321**	**1,463**	**9,784**	**8,012**	**1,434**	**9,446**	**7,968**	**1,466**	**9,434**
Fixed-term workers	129	27	156	134	31	165	183	22	205
Inclusion contracts	3	-	3	-	-	-	10	3	13
Fixed-term workers	**132**	**27**	**159**	**134**	**31**	**165**	**193**	**25**	**218**
Workers on foreign contracts	**1**	**1**	**2**	**3**	**-**	**3**	**-**	**-**	**-**
TOTAL	**8,454**	**1,491**	**9,945**	**8,149**	**1,465**	**9,614**	**8,161**	**1491**	**9,652**
Workers on part-time contracts	98	253	351	110	249	359	34	242	276
Workers on full-time contracts	8,356	1,238	9,594	8,039	1,216	9,255	8,127	1,249	9,376
Workers on non-typical contracts* (temporary workers/ trainees)	64	65	129	144	44	188	37	11	48

* Workers on non-typical contracts do not include consultants.

Welfare and diversity

Figure 54 | Personnel according to age bracket [G4 – LA12_EU15]

Age bracket	2013					2014				
	Managers	Supervisors	White-collar workers	Blue-collar workers	Total	Managers	Supervisors	White-collar workers	Blue-collar workers	Total
Up to 30 years old	-	1	266	493	760	-	1	263	410	674
From 31 to 40	12	83	742	1,078	1,915	9	79	700	995	1,783
From 41 to 50	75	183	1,621	1,900	3,779	68	185	1,513	1,853	3,619
Over 50	76	207	1,581	1,627	3,491	78	207	1,587	1,666	3,538
Total	**163**	**474**	**4,210**	**5,098**	**9,945**	**155**	**472**	**4,063**	**4,924**	**9,614**

Figure 52 | Personnel by workplace [G4-10]

Region	2013			2014			2015		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Abruzzo	52	5	57	52	6	58	51	5	56
Calabria	83	1	84	83	1	84	77	1	78
Campania	194	15	209	194	15	209	192	15	207
Emilia Romagna	51	7	58	49	7	56	45	6	51
Friuli Venezia Giulia	209	4	213	194	4	198	188	5	193
Lazio	2	2	4	2	2	4	2	2	4
Lombardy	7,504	1,432	8,936	7,264	1,407	8,671	7,290	1,427	8,717
Piedmont	62	13	75	64	13	77	99	24	123
Apulia	81	3	84	68	3	71	54	2	56
Sicily	206	4	210	169	4	173	158	4	162
Veneto	9	4	13	7	3	10	-	-	-
Abroad	1	1	2	3	-	3	5	-	5
Total	**8,454**	**1,491**	**9,945**	**8,149**	**1,465**	**9,614**	**8,161**	**1,491**	**9,652**

Figure 53 | Personnel by type of contract applied [G4-11]

	2013	2014	2015
Managerial contract	163	155	146
Electrical contract	3,559	3,333	3,251
Single gas-water contract	1,300	1,271	1,275
Commerce contract	279	283	328
Municipal hygiene contract	4,087	4,053	4,068
FISE contract	390	360	429
Chemical contract	166	159	155
Other contracts	-	-	-
Foreign contract	1	-	-
Total	**9,945**	**9,614**	**9,652**

2015				
Managers	Supervisors	White-collar workers	Blue-collar workers	Total
-	-	303	436	739
6	80	676	986	1,748
59	189	1,384	1,777	3,409
81	212	1,691	1,772	3,756
146	481	4,054	4,971	9,652

Figure 55 | Personnel by protected categories [G4-LA12]

Protected categories	2013			2014			2015		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Cat. Pro. (Art.18 para.2 Law 68/99)	38	17	55	36	16	52	33	16	49
Disabled	330	93	423	327	92	419	344	94	456
Weak bracket (mobility-c.Int)	5	-	5	5	-	5	5	-	5
Total	**373**	**110**	**483**	**368**	**108**	**476**	**382**	**110**	**510**

Figure 56 | Personnel by office and company seniority [G4-EU15]

Company seniority	2013						2014					
	Managers	Supervisors	White-collar workers	Blue-collar workers	TOTAL	%	Managers	Supervisors	White-collar workers	Blue-collar workers	TOTAL	%
Up to 10 years	68	149	1,081	2,281	3,579	36%	60	143	1,082	2,083	3,368	35%
From 11 to 20	51	69	613	871	1,604	16.1%	49	83	626	955	1,713	17.8%
From 21 to 30	37	185	1,797	1,568	3,587	36.1%	38	173	1,655	1,434	3,300	34.3%
Over 30	7	71	719	378	1,175	11.8%	8	73	700	452	1,233	12.8%
Total	**163**	**474**	**4,210**	**5,098**	**9,945**	**100%**	**155**	**472**	**4,063**	**4,924**	**9,614**	**100%**

Company seniority	2015					
	Managers	Supervisors	White-collar workers	Blue-collar workers	TOTAL	%
Up to 10 years	56	138	1,066	2,018	3,278	34%
From 11 to 20	44	100	671	1,107	1,922	19.9%
From 21 to 30	36	167	1,500	1,378	3,081	31.9%
Over 30	10	76	817	468	1,371	14.2%
Total	**146**	**481**	**4,054**	**4,971**	**9,652**	**100%**

Figure 57 | Personnel by educational qualification

	2013				2014				2015			
	Men	Women	Total	%	Men	Women	Total	%	Men	Women	Total	%
Degree	590	343	933	9.4%	620	369	989	10.3%	653	390	1,043	10.8%
Secondary school diploma	3,286	775	4,061	40.8%	3,001	738	3,739	38.9%	3,153	763	3,916	40.6%
Professional qualification	595	91	686	6.9%	712	92	804	8.4%	611	83	694	7.2%
Compulsory schooling	3,983	282	4,265	42.9%	3,816	266	4,082	42.5%	3,744	255	3,999	41.4%
Total	**8,454**	**1,491**	**9,945**	**100%**	**8,149**	**1,465**	**9,614**	**100%**	**8,161**	**1,491**	**9,652**	**100.0%**

Figure 58 | Number of new employees and turnover rate, divided up according to age, gender and geographic area* [G4-LA1]

New employees Italy	2013			2014			2015		
Age bracket	Men	Women	Total	Men	Women	Total	Men	Women	Total
Permanent workers									
Up to 30 years	27	3	30	14	10	24	132	54	186
From 31 to 40	51	7	58	18	10	28	71	12	83
From 41 to 50	102	1	103	26	3	29	35	3	38
Over 50	80	1	81	15	-	15	17	1	18
Fixed-term workers									
Up to 30 years	91	15	106	85	19	104	319	65	384
From 31 to 40	82	6	88	64	5	69	135	29	164
From 41 to 50	41	6	47	31	4	35	69	5	74
Over 50	14	1	15	9	-	9	27	1	28
Total	488	40	528	262	51	313	805	170	975
Percentage of new employees out of total workforce	5.8%	2.7%	5.3%	3.2%	3.5%	3.3%	9.9%	11.4%	10.1%

* Abroad, in the three years 2013-2015, one man was hired aged under 30, with a fixed-term contract (new employee 2014).

Figure 59 | Redundancies* of workers during the year, divided up according to gender [G4-LA1]

Italy	2013			2014			2015		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Retirement	44	16	60	91	8	99	177	11	188
Voluntary redundancy	65	12	77	50	3	53	101	45	146
Death	12	1	13	14	-	14	13	2	15
Dismissal	64	14	78	254	54	308	81	16	97
Other (e.g. end of fixed-term contract)	247	19	266	161	12	173	426	71	497
Total	432	62	494	570	77	647	798	145	943
Turnover rate**	5.11%	4.16%	4.97%	7.00%	5.26%	6.73%	9.78%	9.73%	9.77%

* Abroad, during the three years 2013-2015, two collaborators left: a man and a woman. One in 2013 and another in 2014.

** The turnover rate was calculated according to the following formula: (outgoing)/(workforce) as at 12/31
The term "Outgoing" is used to refer to workers leaving as a result of: retirement, voluntary redundancy, death or dismissal. If there are other types of outgoings, specify these and the relevant type.

Figure 60 | Redundancies* of workers during the year, divided up according to age bracket [G4-LA1]

Italy	2013					2014				
	up to 30 years old	31-41	41-50	over 51	Total	up to 30 years old	31-41	41-50	over 51	Total
Retirement	-	-	-	60	60	-	-	-	99	99
Voluntary redundancy	15	24	6	32	77	10	17	6	20	53
Death	-	1	4	8	13	-	-	3	11	14
Dismissal	5	4	8	61	78	6	17	35	259	308
Other (e.g. end of fixed-term contract)	89	34	39	104	266	95	49	19	10	173
Total	**109**	**63**	**57**	**265**	**494**	**111**	**83**	**63**	**399**	**647**
Turnover rate**	14.34%	3.29%	1.51%	7.59%	4.97%	16.49%	4.66%	1.74%	11.28%	6.73%

* Abroad, during the three years 2013-2015, two collaborators left in the age bracket 31-41 years old. One in 2013 and another in 2014.

** The turnover rate was calculated according to the following formula: (outgoing)/(workforce) as at 12/31
The term "Outgoing" is used to refer to workers leaving as a result of: retirement, voluntary redundancy, death or dismissal.
If there are other types of outgoings, specify these and the relevant type.

Staff training and development

Figure 61 | Training delivered according to qualification [G4-LA9]

	2013		2014		2015	
	Number of hours	Average annual hours of training per employee	Number of hours	Average annual hours of training per employee	Number of hours	Average annual hours of training per employee
Managers	7,377	45.8	2,387	15.4	**2,805**	**19.2**
Supervisors	22,452	47.5	13,110	27.8	**11,700**	**24.3**
White-collar workers	105,171	25.2	76,752	18.9	**61,629**	**15.2**
Blue-collar workers	84,541	17.0	51,473	10.5	**63,425**	**12.8**
Total	**219,540**	**22.1**	**143,722**	**14.9**	**139,559**	**14.5**

Figure 62 | Training delivered according to gender [G4-LA9]

	2013		2014		2015	
	Number of hours	Average hours per employee	Number of hours	Average hours per employee	Number of hours	Average hours per employee
Men	197,677	23.38	124,154	15.24	**121,322**	**14.9**
Women	21,864	14.66	19,568	13.36	**18,237**	**12.2**

Figure 63 | Cost of training

	2013	2014	2015
€	1,723,000	1,946,777	**2,036,198**

Figure 64 | Employees trained during the year (percentage of total)

	2013	2014	2015
%	82%	83%	**75%**

Figure 65 | Percentage of employees receiving regular performance assessments [G4-LA11]

	2013	2014	2015
%	42%	46%	**48%**

	2015				
	up to 30 years old	31-41	41-50	over 51	Total
	-	-	-	188	188
	73	32	16	25	146
		2	1	12	15
	13	7	14	63	97
	272	130	73	22	497
	358	171	104	310	943
	48.44%	9.78%	3.05%	8.25%	9.77%

Health and safety at work

Figure 66 | Data on incidents [G4-LA6]

	Generation BU			Environment BU			Networks BU		
	2013	2014	2015	2013	2014	2015	2013	2014	2015
Number of deaths	-	-	-	-	-	-	-	-	-
No. of incidents (excl. during travel)	9	15	8	518	449	417	56	42	33
No. of days absence	176	854	238	11,894	11,034	10,366	1,525	1,126	844
Average duration	19.56	56.9	29.75	22.96	24.57	24.86	27.23	26.81	25.58
Frequency index FI	3.52	6.9	4.01	69.04	61.71	53.98	15.34	11.67	9.36
Severity index SI	0.07	0.4	0.12	1.59	1.52	1.34	0.42	0.31	0.24
Incidence index II	5.8	10.9	6.56	111.02	97.64	86.48	25.62	19.44	15.72
Injuries during travel	3	2	-	76	58	67	20	24	22

	Commercial BU			Total A2A		
	2013	2014	2015	2013	2014	2015
Number of deaths	-	-	-	-	-	-
No. of incidents (excl. during travel)	2	1	1	608	526	475
No. of days absence	16	11	40	14,236	13,620	11,951
Average duration	8	11	40	23.41	25.89	25.16
Frequency index FI	2.95	1.45	1.43	37.58	33.74	29.93
Severity index SI	0.02	0.02	0.06	0.88	0.87	0.75
Incidence index II	4.51	2.23	2.19	60.68	53.77	48.37
Injuries during travel	4	7	6	117	103	104

In order to calculate the indices, only **professional incidents** are considered, which entail at least one day of absence apart from the date on which the incident took place; medications/precautionary measures and unrecognised incidents are therefore excluded. Professional incidents also include those occurring simply by moving, with or without a vehicle.
All incidents suffered by workers are counted, regardless of the type of employment contract (e.g. temporary contract).
FI = frequency index (no. incidents x 1,000,000 : hours worked)
SI = severity index (no. days absence x 1,000 : hours worked)
II = incidence index (no. incidents x 1,000 : workforce)
Incidents during travel: incidents involving workers as they travel from home to work and vice versa (in any case outside actual work).

Note on method
Companies outside the scope of consolidation
Governance
Risks and opportunities
Stakeholder engagement and Materiality analysis
Financial capital
Manufacturing capital
Natural capital
Human capital
Relational capital

Figure 67 | Incident indices of contractors and subcontractors for construction and maintenance works [G4-EU17]

	Contractors hours worked	No. incidents	Days lost	Frequency index	Severity index
2013	1,878,955	20	668	10.42	0.83
2014	1,526,436	9	150	5.90	0.10
2015	**1,776,465**	**15**	**467**	**8.44**	**0.26**

Figure 68 | Percentage of workers represented in formal health and safety committees [G4-LA5]

	2013	2014	2015
Percentage of total	100%	100%	**100%**

Absenteeism

Figure 69 | Absenteeism: working days lost [G4-LA6]

Absenteeism	2013			2014			2015		
	no. days	% incidence	Working days per worker	no. days	% incidence	Working days per worker	no. days	% incidence	Working days per worker
Illness	110,108	4.4%	11	109,949	4.6%	11.2	**109,510**	**4.8%**	**11.1**
Unpaid leave/ permits	6,825	0.3%	0.7	6,820	0.3%	0.7	**8,301**	**0.4%**	**0.8**
Company strikes	110	-	-	105	-	-	**398**	**-**	**-**
National strikes	2,978	0.1%	0.3	1,458	0.1%	0.2	**68**	**-**	**-**
Injuries*	16,188	0.6%	1.6	16,260	0.7%	1.7	**14,113**	**0.6%**	**1.4**
Total	**136,209**	**5.4%**	**13.6**	**134,592**	**5.6%**	**13.8**	**132,390**	**5.8%**	**13.5**

* Please note that the figures given in this table refer only to working days missed through injury and not to calendar days lost, which are instead used to calculate the severity index.

	2013	2014	2015
Average number of employees on the workforce	10,013	9,789	**9,829**
Total working days	2,516,085	2,413,114	**2,398,493***
Total hours worked	15,981,607	15,578,853	**15,888,689**
Days of absence per capita on potentially working days	5.1%	5.3%	**5.5%**
Annual average days of absence per capita	13.60	13.75	**13.47**

* The 2015 figure cannot be compared with that of previous years, because the calculation method has been changed. In previous years, the number of working days was calculated by multiplying the number of potential working days during the year by the number of employees as at 12/31. The 2015 figure, on the other hand, was calculated by adding the number of days worked plus the number of days absence.

Figure 70 | Number of working days lost per worker according to gender [G4-LA6]

	2013		2014		2015	
	Men	Women	Men	Women	Men	Women
Illness	92,361	17,748	92,196	17,752	**92,800**	**16,710**
Unpaid leave/permits	5,183	1,642	4,990	1,830	**6,569**	**1,732**
Company strikes	108	2	78	2	**316**	**82**
National strikes	2,706	272	1,463	161	**65**	**2**
Injuries	14,635	1,553	14,544	1,716	**12,959**	**1,154**
Total	**114,992**	**21,217**	**113,271**	**21,461**	**112,709**	**19,680**

Figure 71 | Rate of days lost* (total number of days lost through injury or illness out of total hours worked by the workforce in the reporting period) [G4-LA6]

	2013		2014		2015	
	Italy	Abroad	Italy	Abroad	Italy	Abroad
Hours lost due to illness at work (**)	-	-	-	-	-	-
Hours lost due to injury	104,545	-	105,627	-	92,261.05	-
Rate of days lost	0.65%	-	0.68%	-	0.58%	-

* Days lost means the days that cannot be worked due to injury or occupational disease. They should not be counted if there is a partial return to work.

** Illness at work means illnesses caused by the working environment or professional activity (e.g. stress or regular exposure to harmful chemical substances) or deriving from an incident.

Figure 72 | Return to work and retention rates after parental leave [G4-LA3]

	2013		2013 > 2014		2014		2014 > 2015		2015	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Parental leave granted	179	257	-	-	182	275	-	-	311	349
of whom returned to work	167	234	10	16	169	260	12	15	299	328

Figure 73 | Registrations with trade union

	2013		2014		2015	
	no.	%	no.	%	no.	%
Italy - Registered with Confederal Organisations	4,085	41.1%	3,738	38.9%	3,716	38.5%
Italy - Registered with other Trade Union Organisations	1,381	13.9%	1,265	13.2%	1,105	11.4%
Employees not registered with Trade Union Organisations	4,477	45%	4,608	47.9%	4,826	50%
Abroad - Registered with other Trade Union Organisations	-	-	-	-	-	-
Abroad - Employees not registered with Trade Union Organisations	2	-	3	-	5	0.1%
Total	9,945	100%	9,614	100%	9,652	100%

Figure 74 | Hours spent on strike

	2013		2014		2015	
	Total hours on strike	Hours on strike per capita*	Total hours on strike	Hours on strike per capita*	Total hours on strike	Hours on strike per capita*
Italy	19,197	1.92	10,848	1.11	3,526	0.4
Abroad	-	-	-	-	-	-

* The per person hours are calculated on the basis of the average workforce.

Figure 75 | Contributions to Recreational and Welfare Circles (G4_LA2)

	2013	2014	2015
Total	4,682,890.45	4,741,928.11	4,591,980.98

8 | Relational capital

Relations with customers

Gas and electricity sales service

Figure 76 | Electricity supply contracts by type of market [G4 - EU3]

	2013	2014*	2015
Protected market	831,198	767,781	717,353
Free market	158,900	202,627	267,717
Total	**990,098**	**970,408**	**985,070**

* figure recalculated.

Figure 77 | Electricity supply contracts by type of customer [G4 - EU3]

	2013	2014	2015
Domestic	797,033	795,136	804,341
SME	120,488	112,395	119,864
Large customers	38,967	28,765	27,021
Condominiums	33,610	34,112	33,844
Total	**990,098**	**970,408**	**985,070**

Figure 78 | Gas supply contracts by type of market [G4 - EU3]

	2013	2014*	2015
Protected market	1,063,484	941,604	881,530
Free market	76,628	170,281	215,950
Total	**1,140,112**	**1,111,885**	**1,097,480**

* figure recalculated.

Figure 79 | Gas supply contracts by type of customer [G4 - EU3]

	2013	2014	2015
Domestic	1,090,481	1,038,640	1,026,914
SME	33,065	55,927	55,446
Large customers	6,108	7,339	5,454
Condominiums	10,458	9,979	9,666
Total	**1,140,112**	**1,111,885**	**1,097,480**

Figure 80 | Geographic breakdown of electricity sales volumes

	2013	2014	2015
Lombardy	84%	81%	84%
Rest of Italy	16%	19%	16%

Figure 81 | Geographic breakdown of gas sales volumes

	2013	2014	2015
Lombardy	95%	94%	91%
Rest of Italy	5%	6%	9%

Figure 82 | Number of Bollett@mail service activations

	2013	2014	2015
A2A Energia	195,719	225,187	244,398
Aspem Energia	133	1,548	4,240
Total	**195,852**	**226,735**	**248,638**
% increase	-	15.8%	9.7%

Figure 83 | Number of Chiara2a programme adhesions

	2013	2014	2015
A2A Energia	119,219	147,191	196,843
% increase	100%	23%	34%

Figure 84 | Green energy sold

Market segment	2013	2014	2015
Public administration	53%	31%	13%
Mass market	39%	49%	64%
Other	8%	20%	23%
Total GWh	**456**	**383.7**	**630.2**

Figure 85 | Customer satisfaction level with call centre (AEEGSI survey) [G4-PR5]

	1st half 2014			2nd half 2014		
(% satisfied customers)	A2A Energia	National average	Difference	A2A Energia	National average	Difference
Simplicity of automatic response system to speak to an operator	95.3	94.3	+1	94.3	94.5	-0.2
Wait time to speak to an operator	97.1	95.2	+1.9	96.4	95	+1.4
Operator courtesy	98.3	95.9	+2.4	98.1	96.1	+2
Clarity of answers	97.1	91.8	+5.3	96	91.7	+4.3
Capacity to solve the problem as quickly as possible	95.4	86.3	+9.1	92.7	87.6	+5.1
Customer Satisfaction Index (CSI)	**95.6**	**90.4**	**+5.2**	**94.9**	**91.4**	**+3.5**

	1st half 2015			2nd half 2015		
(% satisfied customers)	A2A Energia	National average	Difference	A2A Energia	National average	Difference
Simplicity of automatic response system to speak to an operator	94.6	95.1	-0.5	95.4%	95.4%	-
Wait time to speak to an operator	97.4	95.1	+2.3	96.4%	95.2%	+1.2
Operator courtesy	98.8	96.6	+2.2	98.2%	96%	+2.2
Clarity of answers	97.2	92.6	+4.6	95.2%	90.2%	+5
Capacity to solve the problem as quickly as possible	95.8	88.4	+7.4	92.8%	85.3%	+7.5
Customer Satisfaction Index (CSI)	**96.5**	**92.5**	**+4**	**94.4%**	**89.8%**	**+4.6**

Figure 86 | Call centre quality [G4 – PR5]

		A2A Energia			Aspem Energia		
	AEEG target	2013	2014	2015	2013	2014	2015
Percentage of calls successful	>=80%	95.7%	98.5%	99.4%	95%	96%	97.7%
Accessibility of lines and services (time when line is free vs operator presence time)	>=80%	100%	100%	99.9%	100%	100%	100%
Average time spent on-hold	<=240″	92″	86″	77″	35″	75″	48″

Figure 87 | Gas and electricity complaint trend

	2013	2014	2015
Number of complaints	3,608	3,008	2,672
% "simple" complaints out of average no. of customers*	0.18%	0.15%	0.14%

* AEEGSI defines complaints as "simple" when they refer exclusively to the seller and do not require any data pertaining to the distribution company in order to prepare the answer.

Figure 88 | Conciliation procedures

Number of conciliations	2013	2014	2015
Requests received	54	39	28

Most frequent disputes	2013	2014	2015
Problems relating to metering	-	77%	61%
Abnormal amounts on invoices	82%	4%	-
Contractual changes	8%	19%	8%
Consumption recalculation	10%	-	-
Problems relating to billing	-	-	15%
Contracts not requested	-	-	8%
Credit management	-	-	8%
TOTAL	100%	100%	100%

Outcome of conciliation procedures	2013	2014	2015
Successful	63%	72%	75%
Conciliation not successful	11%	22%	10%
Being settled	26%	6%	15%

Figure 89 | Cost trends in the electricity bill for a typical household*

€	2013	2014	2015
Sales services	274.17	256.57	226.53
Network services	172.16	190.63	219.78
Tax	21.78	21.78	21.77
VAT	46.81	46.9	46.81
Total	514.92	515.88	514.89

* For electricity, the Authority took as an example a resident domestic use contract, having 3 kW of available power and an average annual use of 2,700 kWh.

Figure 90 | Cost trends in the gas bill for a typical household*

€	2013	2014	2015
Sales services	610.51	542.22	477.82
Network services	235.82	209.69	224.98
Tax	231.15	231.15	242.46
VAT	196.61	180.15	169.03
Total	**1,274.09**	**1,163.21**	**1,114.30**

* For gas, domestic use with independent heating in the north-east and an annual use of 1,400 cm^3 was taken as the example.

Figure 91 | Affluence at branches*

	2013	2014	2015
Total number of customers served	318,964	314,253	275,288
Average wait time at branches in minutes**	20'29"	9'58"	5'03"

* The data of the Milan branch includes the cash desk service.
** Data refers to the branches of Milan, Brescia and Bergamo.

Figure 92 | Number of visits to the commercial websites

	2013	2014	2015
Total number of visits	2,195,175	1,955,652	1,956,964

Gas and electricity distribution service

Figure 93 | Extension of the electricity distribution service [G4 – EU3_EU4]

	2013	2014	2015
Km of electricity networks	13,254	13,837	13,952
of which underground cable	11,192	11,787	11,922
Customers connected	1,118,073	1,121,954	1,120,197
Municipalities supplied	54	54	54

Figure 94 | Customers of the electricity distribution service by geographic area [G4 – EU3]

	2013	2014	2015
Lombardy	1,119,348	1,121,954	1,120,197
of which Milan	883,250	886,338	887,976
of which Brescia	236,098	235,616	232,221
Other regions of northern Italy	-	-	-
Rest of Italy	-	-	-

Figure 95 | Extension of the gas distribution service [G4 – EU3_EU4]

	2013	2014*	2015
Km of gas networks	7,838	8,033	8,055
End customers connected	1,259,457	1,259,986	1,260,233
Municipalities supplied	202	204	204

* figure recalculated.

Note on method
Companies outside the scope of consolidation
Governance
Risks and opportunities
Stakeholder engagement and Materiality analysis
Financial capital
Manufacturing capital
Natural capital
Human capital
Relational capital

Figure 96 | Customers of the gas distribution service by geographic area [G4 – EU3]

	2013	2014*	2015
Lombardy	1,203,780	1,217,309	1,217,304
Other regions of northern Italy	26,741	13,305	13,277
Rest of Italy	28,936	29,372	29,652

* figure recalculated.

Figure 97 | Electricity technical quality [G4 – EU29_EU28]

	Milan											
	High concentration scope				Medium concentration scope				Low concentration scope			
Service continuity indicator	2013	2014	2015	AEEGSI objective 2015	2013	2014	2015	AEEGSI objective 2015	2013	2014	2015	AEEGSI objective 2015
Average annual minutes of interruption for LV users due to long interruptions without notice	24.83	23.79	23.77	25	45.56	44.63	41.75	40	-	-	-	-
Average annual number of interruptions for LV users due to long interruptions without notice	1.3	1.21	1.31	1.36	1.65	1.96	2.11	2.03	-	-	-	-

	Brescia											
	High concentration scope				Medium concentration scope				Low concentration scope			
Service continuity indicator	2013	2014	2015	AEEGSI objective 2015	2013	2014	2015	AEEGSI objective 2015	2013	2014	2015	AEEGSI objective 2015
Average annual minutes of interruption for LV users due to long interruptions without notice	7.97	6.34	5.80	25	15.42	14.49	14.06	40	25.6	29.56	24.96	60
Average annual number of interruptions for LV users due to long interruptions without notice	1.08	1.06	0.81	1	1.63	1.61	1.5	2	2.34	2.60	2.18	4

Figure 98 | Electricity emergency intervention [G4 – EU28]

	Milan			Brescia		
	2013	2014	2015	2013	2014	2015
No. of MV customers with more than 6 interruptions per year for high density areas	26	25	5	-	2	-
No. of MV customers with more than 8 interruptions per year for medium density areas	-	-	-	-	-	-
No. of MV customers with more than 9 interruptions per year for low density areas	N/A	N/A	-	4	6	-

In the event of situations where there is a lack of electricity, Terna - Rete Elettrica Nazionale requires distributors to implement a **scheduled disconnection plan** on a rotary basis, so as to avoid a generalised blackout. According to the entity of the lack of electricity, there are five levels of "severity", according to which the number of users involved is varied, as is the frequency of the disconnections. The disconnections, which will last up to 90 minutes, are notified by Terna 30 minutes in advance and can take place at any time during the specified time frames and not necessarily at their start. The scheduled disconnection plan prepared by A2A Reti Elettriche, divided up according to day and time frame, can be consulted on the company's website.

Figure 99 | Electricity commercial quality: specific indicators for the Milan-Brescia area [G4 – EU21]

Specific indicators	Levels AEEGSI Res. 198/11	Services supplied within specified time frames (%)			Average time for provision of service (days)		
		2013	2014	2015	2013	2014	2015
Time for estimating works on the LV network	20 working days for LV 40 working days for MV	98.34%	99.54%	**99.26%**	7.88	7.33	**6.76**
Time for executing simple works	15 working days for LV 30 working days for MV	98.92%	99.57%	**99.56%**	5.28	5.56	**5.75**
Supply activation time	5 working days	99.49%	99.81%	**99.81%**	1.45	1.13	**0.91**
Supply deactivation time	5 working days for LV 7 working days for MV	98.86%	99.68%	**99.73%**	1.27	0.94	**0.70**
Time for reactivating supply after a suspension due to late payment	1 working day	98.73%	99.41%	**99.70%**	0.26	0.16	**0.11**
Respect of punctuality bracket for appointments	2 hours	99.73%	99.64%	**99.82%**	-	-	**-**
Time to restore supply following failure of the meter unit on working days from 08:00 to 18:00 on the LV network	3 hours	90.69%	87.99%	**87.82%**	1.79	1.97	**2.30**
Time to restore supply following failure of the meter unit on working days from 18:00 to 08:00 on the LV network	4 hours	95.92%	97.06%	**92.22%**	1.49	1.83	**2.19**
Time for notifying the result of the verification of the meter unit	15 working days	99.66%	99.57%	**94.98%**	7.35	8.51	**9.65**
Time for notifying the result of the verification of voltage	20 working days	71.43%	100%	**92.31%**	17.5	29.50	**15.50**

Figure 100 | Electricity commercial quality: general indicators for the Milan-Brescia area [G4 – EU21]

Type of service	Level AEEGSI Res. 198/11 LV	Services supplied within specified time frames (%)		
		2013	2014	2015
% requests for the execution of complex works realised within the maximum terms of 60 working days	85%	99.42%	99.91%	**99.94%**
% of grounded answers to written complaints or requests for information communicated within the maximum terms of 30 calendar days	95%	91.74%	95.29%	**99.20%**

Type of service	Level AEEGSI Res. 198/11 MV	Services supplied within specified time frames (%)		
		2013	2014	2015
% requests for the execution of complex works realised within the maximum terms of 60 working days	90%	100%	98.80%	**100%**
% of grounded answers to written complaints or requests for information communicated within the maximum terms of 30 calendar days	95%	98.88%	97.18%	**98.10%**

Note on method
Companies outside the scope of consolidation
Governance
Risks and opportunities
Stakeholder engagement and Materiality analysis
Capitale Finanziario
Capitale Manifatturiero
Capitale Naturale
Capitale Umano
Capitale Relazionale

Figure 101 | **Gas technical quality [G4-EU21]**

	Base Lev.	Ref. Lev.	Effective Lev. 2014				Effective Lev. 2015			
			Milan	Brescia	Bergamo	Varese	Milan	Brescia	Bergamo	Varese
Annual percentage of high and medium pressure network inspected	30%	90%	71%	100%	99%	57%	**58%**	**86%**	**100%**	**68%**
Annual percentage of low pressure network inspected	20%	70%	68%	74%	61%	90%	**59%**	**58%**	**100%**	**92%**
Annual number of localised dispersion per km of network inspected	0.8	0.1	0.084	0.065	0.068	0.189	**0.134**	**0.091**	**0.037**	**0.169**
Annual number of localised dispersion on report by third party per km of network	0.8	0.1	0.21	0.085	0.45	0.042	**0.26**	**0.086**	**0.035**	**0.068**
Convention number of measurements of the degree of odour of the gas per thousand end customers	0.19	0.5	0.895	1.55	3.66	1.38	**0.95**	**1.82**	**3.66**	**1.39**

* The comparison is only given of the last two years, as since 2014, the data has been provided in accordance with the new AEEGSI resolution 574/13, which envisages the inclusion, in these indicators, of some new categories of requests: requests for services of end customers; interventions consequent to telephone calls for emergency intervention; replacement of the meter unit for a single end customer with duration of gas supply interruption of less than two hours. The values cannot, therefore, be compared with those of previous years.

Figure 102 | **Gas emergency intervention [G4 – EU21]**

Annual number of calls to the switchboard with team site arrival time <= 60 min **Base Lev. 90%** **Ref. Lev. 95%**	**2013**	**2014**	**2015**
Milan	97.55%	98.17%	**98.78%**
Brescia	99.41%	99.39%	**99.85%**
Bergamo	100.00%	100.00%	**100.00%**
Varese	99.75%	99.46%	**99.74%**

Figure 103 | Gas commercial quality: specific indicators Area of Milan, Brescia, Bergamo and Chieti [G4 – EU21]

Type of service	Levels AEEGSI Res. 574/13 since 01/01/2014	Services supplied within specified time frames (%)			Average time for provision of service (days)		
		2013	2014	2015	2013	2014	2015
Estimating time (simple works)	15 working days	97.36%	99.18%	**99.46%**	7.38	6.34	**7.09**
Execution time (simple works)	10 working days	96.68%	97.50%	**98.03%**	5.54	6.12	**7.14**
Estimating time (complex works)	30 working days	93.35%	93.11%	**97.71%**	18.37	15.47	**11.55**
Supply activation time	10 working days	99.74%	99.89%	**99.93%**	3.48	2.79	**2.85**
Supply deactivation time	5 working days	95.92%	99.86%	**99.87%**	3.49	3.05	**3.00**
Time for reactivating supply after a suspension due to late payment	2 working days	97.35%	96.59%	**96.42%**	1.14	1.15	**1.15**
Respect of punctuality bracket for appointments	2 hours	99.75%	99.83%	**99.82%**	N/A	N/A	**N/A**
Time for notifying the result of the verification of the meter unit	20 working days	N/A	N/A	**67.57%**	N/A	N/A	**22.92**

Figure 104 | Gas commercial quality: specific indicators Varese [G4 - EU21]

Type of service	Levels AEEGSI Res. 574/13 since 01/01/2014	Services supplied within specified time frames (%)			Average time for provision of service (days)		
		2013	2014	2015	2013	2014	2015
Estimating time (simple works)	15 working days	100%	100%	**100%**	8.2	6.7	**4.2**
Execution time (simple works)	10 working days	100%	100%	**100%**	2.1	2.5	**3.2**
Estimating time (complex works)	30 working days	100%	100%	**100%**	5.1	3.7	**4.2**
Supply activation time	10 working days	100%	100%	**100%**	1.15	1.3	**1.8**
Supply deactivation time	5 working days	100%	100%	**100%**	1.9	2.1	**2.1**
Time for reactivating supply after a suspension due to late payment	2 working days	100%	100%	**99.09%**	0.84	1	**1.1**
Respect of punctuality bracket for appointments	2 hours	100%	100%	**99.99%**	N/A	N/A	**N/A**
Time for notifying the result of the verification of the meter unit	20 working days	N/A	N/A	**N/A**	N/A	N/A	**N/A**

Note on method
Companies outside the scope of consolidation
Governance
Risks and opportunities
Stakeholder engagement and Materiality analysis
Financial capital
Manufacturing capital
Natural capital
Human capital
Relational capital

Figure 105 | Gas commercial quality: general indicators [G4 - EU21]

Services supplied within specified time frames (%)	Level AEEGSI	Milan, Brescia, Bergamo and other provinces			Varese		
		2013	2014	2015	2013	2014	2015
% requests for the execution of complex works realised within the maximum terms of 60 working days	90%	96.82%	98.53%	**99.54%**	100%	100%	**100%**
% of grounded answers to written complaints or requests for information communicated within the maximum terms of 30 working days	95%	95.02%	96.79%	**99.50%**	100%	100%	**100%**

Integrated water service

Figure 106 | Extension of the integrated water service [G4 – EU3]

	Aqueduct service			Purification service			Sewers service		
	2013	2014	2015	2013	2014	2015	2013	2014	2015
Municipalities supplied	108	108	**108**	66	66	**66**	69	69	**69**
Total customers	279,188	280,092	**282,254**	185,405	186,371	**186,746**	187,703	188,683	**189,065**
Inhabitants	812,814	813,466	**812,948**	549,296	546,937	**549,636**	563,809	564,051	**563,887**

Figure 107 | A2A Ciclo Idrico call centre quality [G4-PR5]

	2013	2014	2015
Percentage of total accessibility to service (in terms of line free vs operator presence time)	100%	100%	**100%**
Average time spent on-hold by end customers (seconds)	116	137	**84**
Percentage of total calls successful	82.7%	79.2%	**88.1%**

Figure 108 | Quality of A2A Ciclo Idrico service

Data in days	2013	2014	2015
Response time to requests for estimate for connection to the aqueduct	4	3.83	**3.98**
Response time to requests for estimate for connection to the sewers	3	3.5	**3.3**
Aqueduct connection time	10	12.7	**12.1**
Supply activation time	3	2.5	**2.4**
Sewer connection time	16	19.8	**12.3**

District heating and heat management

Figure 109 | **Geographic distribution of the district heating service [G4 - EU3]**

	2013		2014		2015	
	Customers* (no.)	Volume serviced (Mm3)	Customers* (no.)	Volume serviced (Mm3)	Customers* (no.)	Volume serviced (Mm3)
Brescia and province	20,403	41.6	20,634	41.8	20,726	41.9
Bergamo and province	451	5.2	518	5.8	545	6.2
Milan and province	2,776	39.8	2,945	42.4	3,109	44.9
Varese and province	143	2.6	145	2.7	146	2.7
Total	23,773	89.2	24,242	92.7	24,526	95.7

* These may be individual residential units in the case of independent heating or whole buildings in the case of centralised heating.

Figure 110 | **Transformations made by the heat management service***

	2013	2014	2015
Transformations (no.)	41	27	18
Installed power (kW)	20,992	37,340	9,394

* Transformations are methane with methane with condensation heater, methane with district heating, diesel with methane with condensation heater and diesel with district heating.

Integrated waste cycle

Figure 111 | **Municipal hygiene service: collection and sweeping [G4-EU3]**

	2013	2014	2015
Municipalities supplied	88	93	101
Population served	2,437,207	2,428,933	2,539,136

Figure 112 | **Services in exchange for payment: waste disposal and other services for private customers [G4-EU3]**

Customers served	2013	2014	2015
Amsa	8,298	8,045	8,167
Aprica	2,270	1,290	1,270

Figure 113 | **Waste disposal service – A2A Ambiente [G4 - EU3]**

	2013	2014	2015
Municipalities supplied	688	1,047	952
Companies supplied	1,203	1,960	1,844

Note on method

Companies outside the scope of consolidation

Governance

Risks and opportunities

Stakeholder engagement and Materiality analysis

Financial capital

Manufacturing capital

Natural capital

Human capital

Relational capital

Figure 114 | **Customer satisfaction Amsa – Milan [G4 – PR5]**

Score in tenths	2013	2014	2015
Mixed waste collection	7.96	8.06	8.18
Separate waste collection of glass	8.5	8.48	8.47
Separate waste collection of paper, cardboard, pieces of card and drinks cartons	8.43	8.43	8.44
Separate waste collection of plastic and metal	8.35	8.35	8.45
Fine sweeping	7.15	7.12	7.28
Massive sweeping	7.31	7.14	7.2
Global sweeping	7.39	7.18	7.32
Washing of tunnels and porticoes	7.85	7.57	7.57
Washing of pavements	6.91	6.85	6.96
Cleaning of tree-lined avenues	6.97	6.83	7.01
Emptying of rubbish bins	7.11	6.96	7.05
Cleaning service in temporary markets	7.91	7.77	7.73
Cleaning service in green areas	6.82	6.94	7.06
Well unblocking and clearing service	6.09	6.16	6.49
Service eliminating unlawful landfills on public areas	6.52	6.48	6.72
Cemetery services	7.65	7.54	7.51
Waste collection and cleaning service before and/or during and/or after events	7.52	7.4	7.54
Home collection of large waste	8.74	8.7	8.85
Elimination of graffiti	7.86	7.6	7.88
Freephone number	8.45	8.29	8.14
Branch	8.19	8.1	7.89
Website	7.9	7.74	7.88
On-line collection of large waste	8.32	8.17	8.08
Organic collection (overall)	-	8.18	8.11

Contact channels

In order to promote the services offered and enable constant dialogue with its customers and citizens served, the A2A Group provides multiple contact channels, which are summarised in the following table:

Channel	Energy sale	Heat distribution	Water service	Environmental hygiene
Local branches	Bergamo and province, Brescia and province, Luino, Milan, Varese	-	Brescia and province	-
Website	www.a2aenergia.eu www.aspemenergia.it	www.a2acaloreservizi.eu www.vareserisorse.it	www.a2acicloidrico.eu www.aspem.it	www.amsa.it www.apricaspa.it www.aspem.it
On-line branch	Yes	Yes	Yes	Yes
Telephone number	Yes	Yes	Yes	Yes
Call centre	Yes	No	Yes	Yes
Freephone number	Yes	No	Yes	Yes
Self-reading service	Yes	Yes	No	No
Emergency intervention	No	Yes	Yes	No
App	No	No	No	**Puliamo**
Dedicated e-mail account	Yes	Yes	Yes	Yes

Relations with suppliers

Figure 115 | Number and value of orders by supply type [G4-EC9]

Type	2013		2014		2015	
	No. of orders	Amount (€)	No. of orders	Amount (€)	No. of orders	Amount (€)
Supplies	3,880	199,253	3,250	276,124,834	**2,865**	**220,661,934**
Works	1,845	248,611	1,535	260,742,046	**1,538**	**238,039,579**
Services	3,152	244,863	2,757	293,360,632	**2,300**	**231,330,697**
Total	**8,877**	**692,727,781**	**7,542**	**830,227,512**	**6,703**	**690,032,209**

Figure 116 | Breakdown of orders by geographical area [G4-EC9]

% ordered	2013	2014	2015
Lombardy	65%	64.7%	**67.4%**
Other regions of Italy	32%	31.8%	**30.3%**
EU	3%	2.7%	**2.3%**
NonEU	-	0.8%	**-**

Note on method
Companies outside the scope of consolidation
Governance
Risks and opportunities
Stakeholder engagement and Materiality analysis
Financial capital
Manufacturing capital
Natural capital
Human capital
Relational capital

Figure 117 | Fuel suppliers

2015	Coal	HFO	Diesel	Natural Gas	Total
Value of orders issued towards European suppliers (total only) - € mln	64.3	148.3	1.4	695.8	**909.8**
Value of orders issued towards non-European suppliers (total only) - € mln	-	-	-	-	**-**

Figure 118 | Suppliers with at least one certification

	2013	2014	2015
Total	2,130	2,377	2,768

Figure 119 | Value of orders issued to suppliers in possession of at least one certification

	2013	2014	2015
%	60%	70%	76%

Figure 120 | Validated suppliers, by turnover

No. suppliers	2013	2014	2015
Large company	220	233	**395**
Medium company	606	663	**763**
Small company	1,399	1,495	**1,482**
Micro company	1,118	1,342	**1,845**
Not available	329	388	**255**
Total	**3,672**	**4,121**	**4,735**

Dispute management

Employees

Employment disputes in progress or concluded in 2015 totalled 73, of which 7 concerned challenges of dismissal, 8 the transformation of an employment contract into permanent ones and 7 cases pending for alleged occupational diseases or injuries at work (as compared with 6 procedures opened in 2015 for occupational diseases by competent physicians or INAIL). The remaining cases covered various matters, such as: claims for salary differences, downgradings, challenges of the sale of business units, challenges of conservative disciplinary measures and challenges of transfers.

Customers - Commercial BU

At end 2015, 2 legal proceedings were underway relating to billing disputes due to tax problems for the application of VAT and the incorrect recording of consumptions caused by meter malfunctions. There were also 3 cases underway for claimed damages due to delays in activating supplies. One customer, whose supply had been suspended due to late payment, also submitted a petition for suspension of public service; the Public prosecutor appointed has requested that the case be archived.

In 2015, the Metric Office of Milan Chamber of Commerce charged A2A Reti Elettriche with alleged administrative violations in connection with 63 electricity meters, applying an administrative fine of 500 euros per meter. For 47 of these meters, A2A Energia was also charged, as "conveyor" of the supply by means of the distributor's meters, with an administrative fine of 207 euros per meter. All the reports and related sanctions have been challenged by the two companies.

Suppliers

Employment disputes in progress or concluded in 2015 brought by workers of contractors who worked under the scope of tenders commissioned by A2A Group companies numbered 39. With these cases, 9 plaintiffs claimed compensation for damages deriving from injury or occupational diseases allegedly caused under the scope of the tender, 8 plaintiffs claimed the establishment of a subordinate contract of employment with the client company and 15 plaintiffs summonsed the contractor, their employer, to court as well as the A2A Group company as client, so as to obtain, by virtue of the joint liability pursuant to Art. 29 of Italian Legislative Decree no. 276/2003 and Art. 1676 of the Italian Civil Code, their sentencing to pay the salary differences claimed. Finally, 7 plaintiffs asked that the contractors and client be jointly sentenced to compensate damages deriving from their failure to be employed by the company they say took over the tender for cleaning commissioned by the A2A Group companies.

Injuries and fatalities to the public, including legal proceedings [EU25]

At end 2015, there were 55 cases pending in which residents claimed compensation, for the most part of modest entity, for financial damages or damages to objects and 39 cases for compensation claims for physical damages relating to injuries; of the 39 cases with physical damages, 2 relate to fatal incidents, the first of which caused by a malfunction in the end customer's gas systems and the other that involved a group company insofar as responsible for traffic light management.

At end 2015, 1 case was pending relating to claimed violation of property rights (right of way) of a resident and a preventive technical assessment to ascertain the as-is status and maintenance condition of a thermal plant so as to record any exhalations and/or acoustic emissions disturbing third party property.

Cases of non-compliance with regulations and voluntary codes regarding impacts on health and safety of products/services during their life cycle [PR2]

As at December 31, 2015, 15 environmental procedures were underway or completed, of which 3 were closed, 1 was new and 11 were already in progress, related to miscellaneous complaints of Integrated Environmental Authorisations (IEAs) issued to Group companies, other alleged irregularities in waste management and alleged non-compliance with other requirements of the law or regulations.

A2A S.p.A.

Registered office:
via Lamarmora, 230 - 25124 Brescia
T [+39] 030 35531 F [+39] 030 3553204

Managerial and administrative headquarters:
Corso Porta Vittoria, 4 - 20122 Milan
T [+39] 02 77201 F [+39] 02 77203920

Created by:
S.O. Corporate Communication and Media Relations
S.O. Environment, Health and Safety
T. [+39] 02 77201 - sostenibilita@a2a.eu - www.a2a.eu

We would like to thank all our colleagues of A2A who worked on the preparation of this Report and, in particular, the members of the working group:
Alessandra Adamoli, Fausto Antonioli, Luca Attardi, Manuela Baudana, Marco Bassanese, Lamberto Bortesi, Alessandra Carrettoni, Valeria Casula, Giuseppe Cerrato, Paola Colombo, Rachele Donati, Anna Ferrari, Giovanna Gesi, Michele Mincuzzi, Matteo Neri, Antonella Osbello, Emilio Pafumi, Valentina Piroso, Marta Simoni, Elisetta Turci, Corrado Vicardi, Anna Villari and Saverio Zetera.

Graphic design and layout:
Boutique Creativa, www.boutique-creativa.com
Cabiria BrandUniverse, www.cabiriabrand.com

Printed by:
Staged Srl Officine Grafiche

Milan, April 2016

SHAPING THE FUTURE TODAY

www.a2a.eu