

2015
Leaders in **sustainable development**



A new focus on sustainable development

In 2015 the Iren Group presented the 2015-2020 Business Plan which outlines an ambitious journey of growth to be achieved through **efficiency** as a creative value for all stakeholders, constant **integration**, specialisation and **customer** focus, close partnerships with **local communities** to promote shared growth in the region, transversal **innovation** and significant investments in improving **internal skills**, to promote a new regional development model aimed at **process, product and corporate innovation**: in a nutshell, a **new focus on sustainable development**.

The new Plan is a renewal of the commitment that the Iren Group has towards its stakeholders, confirming its constant focus on economic, environmental and corporate responsibility as highlighted by the results achieved so far and the improvement objectives outlined for the future.

This new approach forms the focus of an ongoing, frank and lasting dialogue with our stakeholders who become increasingly involved in the collaborative planning process in order to provide innovative services and solutions to the regions and communities, thanks to 5 Iren Local Committees comprising 80 active Associations and Institutions representing the main stakeholder categories: customers, employees, suppliers, economic categories, institutions, shareholders, environmental associations, local communities, schools and universities.

In 2015 we led the field in supporting more than 200 regional projects for research, innovation, the promotion of culture and sports and environmental protection. Growing in parallel with the region means focusing on the use of resources, and so we have also promoted schemes aimed at energy efficiency for local communities as well as consolidating our production processes to use predominantly renewable or similar sources.

Growth also means enriching our internal skills, placing increasing focus on the people who work within the Group, on the quality of working relationships on the importance of training activities and generational turnover, concentrating on the recruitment of young and talented individuals. It is thanks to the contribution of all of our employees that we have been able to achieve our results.

Over the course of the year we have also confirmed our ability to create value, seizing and creating growth opportunities and improving the efficiency of our organisation and operating processes. In spite of the persisting weak global economic context, we have succeeded in increasing our added value and continued to generate investments for infrastructural development and environmental protection, with positive effects for the region, the local communities and the creation of new jobs.

Our road map is designed to drive us to become more flexible, integrated and oriented towards customers, to have a stronger presence in the regions where we operate in order to create synergies of value and to focus more on the future in order to satisfy the demands of sustainable development: this is the route that will lead the Iren Group into 2020.



The Iren Group in figures

1,500,000

electricity and gas customers

820,000

residents served by the district heating service

2,600,000

residents served by the water cycle system

2,050,000

residents served by the urban hygiene service

	Electricity	Gas	District heating	Water cycle system	Environmental services
Volumes	8,125 GWh produced 12,383 GWh sold 3,945 GWh distributed	2,568 million cubic metres sold 1,208 million cubic metres distributed	2,870 GWh heat produced 2,385 GWh heat sold 82 million cubic metres volume	162 million cubic metres sold	1,753,559 tonnes treated
Networks	7,555 km	7,634 km	883 km	16,468 km of aqueduct network 9,274 of sewage network	144 waste collection points
Plants	28 hydroelectric plants 6 thermoelectric cogeneration plants 1 thermoelectric plant 2 waste-to-energy plants 3 landfills 2 biogas 75 photovoltaic		6 thermoelectric cogeneration plants 1 waste-to-energy plant	1,085 treatment plants	19 treatment, selection, storage and recovery plants

Our 5 growth pillars

Customers



drive us to a “pull” organisation model, based on the experience of customers and residents and aimed at anticipating the needs of all of our clients

Innovation



enables us to provide fast and versatile answers through the continuous redesigning of operating processes, infrastructures and applications, supported by technologies and the management of data generated by automation systems and by customers

Responsibility



promotes a new regional development model focused on process, product and corporate innovation in order to transition from traditional Corporate Social Responsibility to Corporate Social Innovative Responsibility

Efficiency



promotes the continuous review of all corporate processes, aimed at obtaining synergies and achieving quality and growth targets

Development



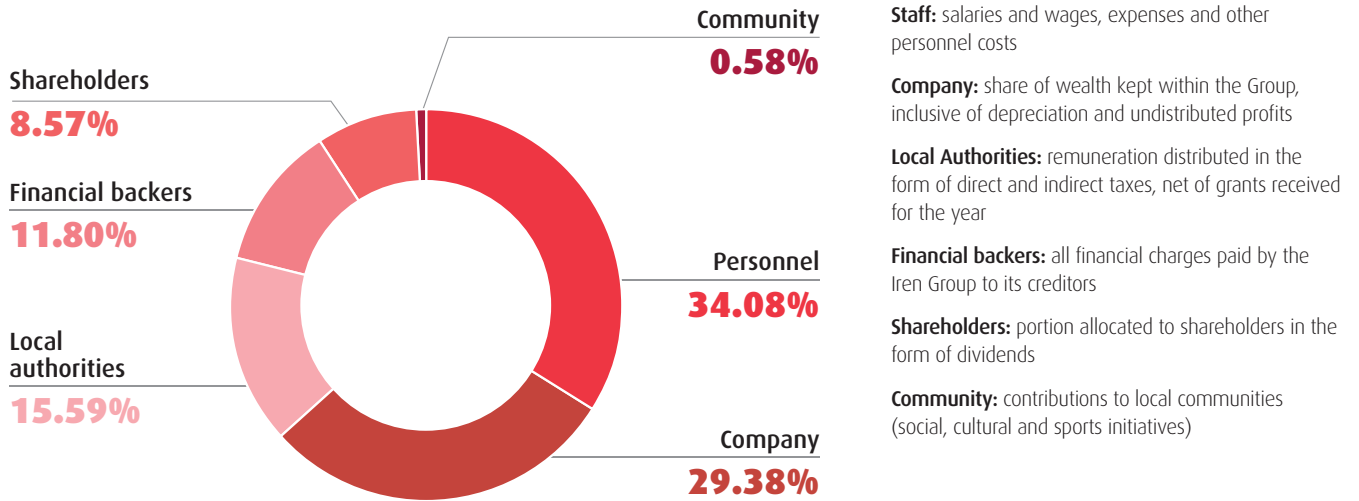
the catalyst in the process of regional consolidation, of innovating our services, of satisfying new customer and resident demands and of maximising the generation of the value of company assets



Iren's value



€ 1,074 million of value for stakeholders
Total gross added value grew by 9.6% compared to the previous year.



for our shareholders and financial backers



Dividend of **0.0550 € per share⁽¹⁾**,

an increase of **5.2%** on 2014

+60% growth of the Iren share

7 European roadshows and around one hundred funds met

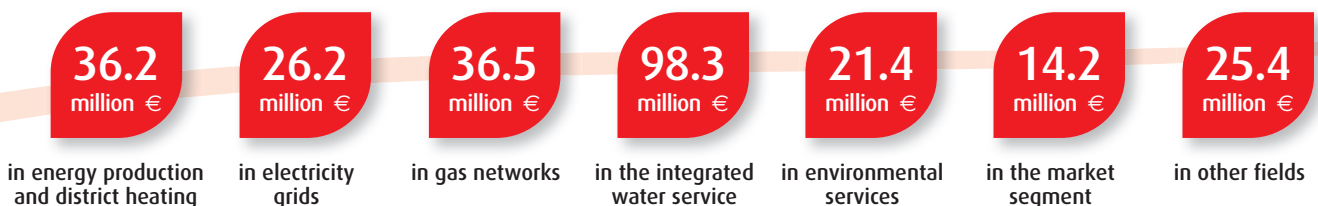
Iren shares: yield for 2015⁽²⁾ **4.2%**

(1) Dividend proposed by the Board of Directors

(2) The yield is calculated based on the average price per share recorded in 2015

for our regions

€ 258.2 million invested



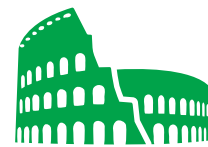
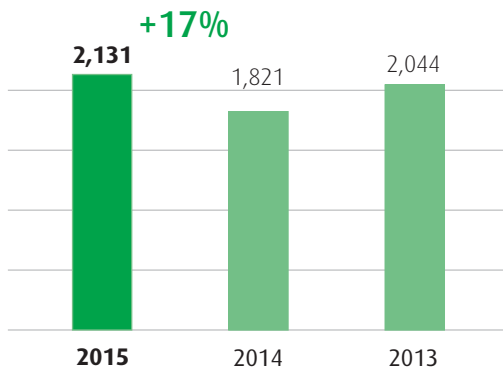
We respect the environment and natural resources a single commitment across many services

€ 230 million for environmental protection



8,125 GWh of electricity produced, of which 80% is from eco-friendly sources

Reduction in CO₂ emissions obtained (t/000)



Reduction of CO₂ emissions equal to 9 times the weight of the Colosseum



662,500 TOE saved (20% increase on 2014) thanks to sustainable management of our business, equal to more than 4.5 million barrels of oil



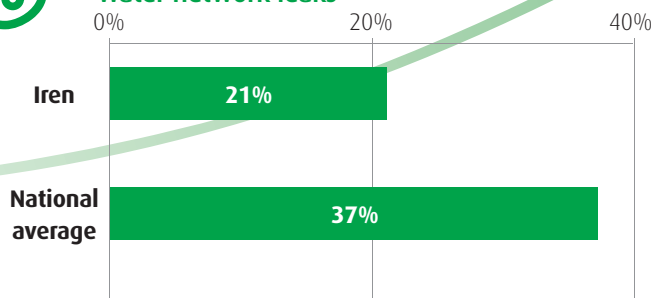
1.2 million tonnes of urban waste treated, more than 117 times the weight of the Eiffel Tower, 56.7% of which is made up of separated waste collection (national average 45.2%)



138 million 1.5-litre bottles saved thanks to the public water dispensers, equal to the number of bottles used in one year by the population of a city of 1 million inhabitants



Water network leaks



MAIN MATERIALS FROM SEPARATED WASTE COLLECTION



Paper and cardboard
145,587 tonnes



Glass
55,016 tonnes



Green and organic waste
279,622 tonnes



Plastic
31,959 tonnes



Wood
52,342 tonnes

Public water dispensers

59 still, carbonated or refrigerated water dispensers

208 million litres collected water

€ 34,7 million saved by the community

Together with our Employees



6,136 employees, of which **6,081** are on open-ended contracts

196 new employees

90% of employees attended at least one training course

"Cambiare Insieme" project

5,430 people involved in the project to share integration, operating efficiency and results within the business

230 projects and over **900** proposals leading to change

Suppliers



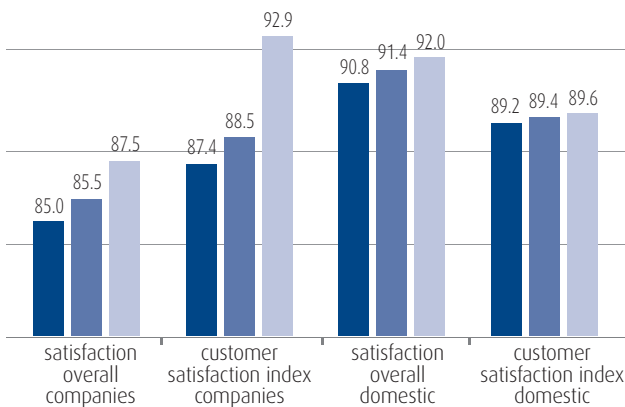
4,291 active suppliers each year

€ 289 million of local supplies (**55%** of a total of **€ 525 million**)

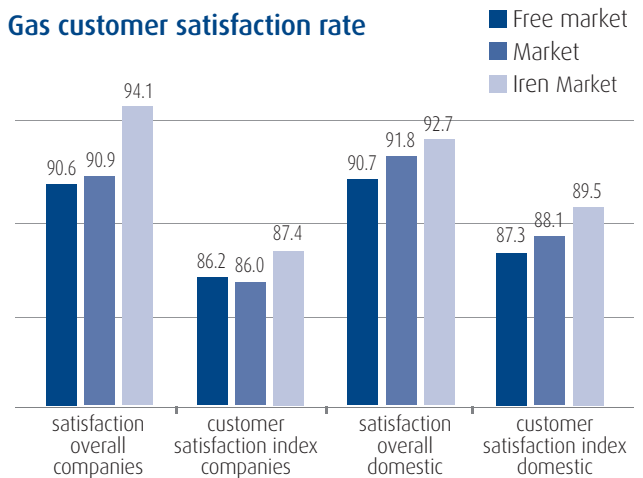
€ 51 million of orders to social cooperatives

to offer increased quality and safety to our Customers

Electricity customer satisfaction rate



Gas customer satisfaction rate



Channels	Number	Contact Us
Branches	33	240,000
Call Centres	3	1,300,000

48% electricity boxes tested

51% of the district heating network inspected

84% of the gas network inspected

-23% gas network losses

52,000 samples of drinking and waste water for **563,000** parameters analysed



We invest in Communities and Regions



98% of the investments of the 2020 Business Plan aimed at development of the local area

13 environmental, social and economic sustainability projects promoted by Local Committees

202 projects to benefit local communities

Sports Projects

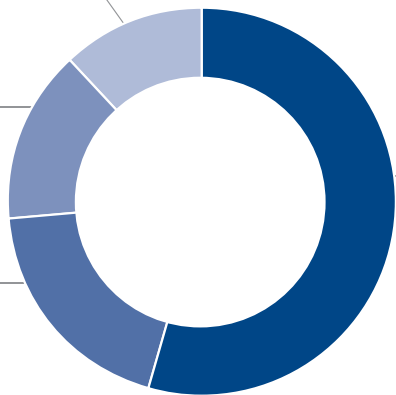
24

Social Projects

29

Environmental Projects

39



Cultural Projects

110

Local committees

A structured planning forum between Iren and its stakeholders dealing with sustainability, innovation and the quality of services provided.

www.irencollabora.it

and in the future



51,000 students and **400** schools participating in the Edu.Iren programme

13 innovation and research projects with a long-term investment of over **€ 10 million**

6,000 citizens involved in a trial project for the sustainable consumption of energy resources

25% of active investments in the 2015-2020 Business Plan dedicated to innovative projects

65 European cities with active partnership projects with industrial and educational organisations

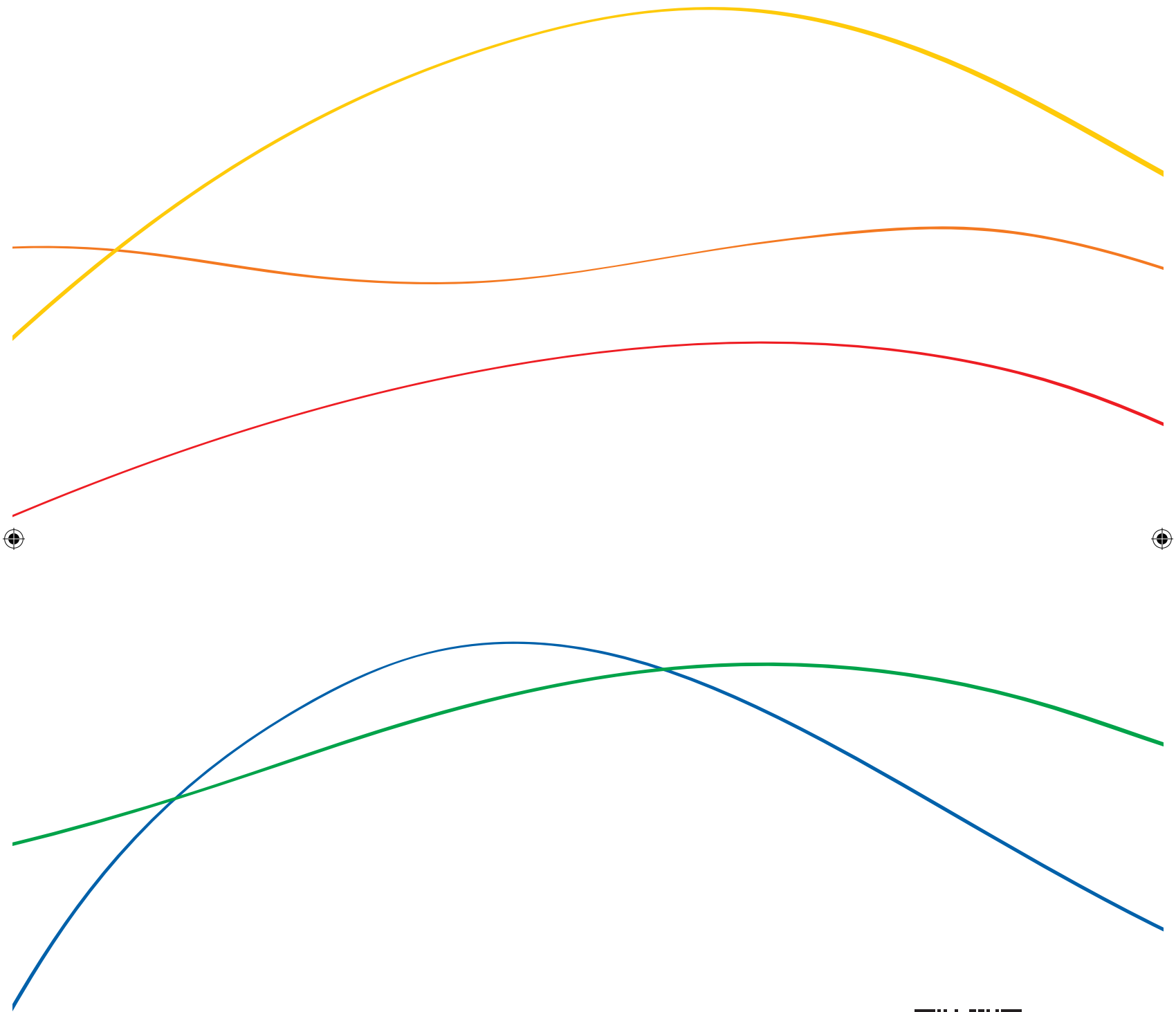
Contacts in over **20** nations, including China, Kazakhstan, Serbia, Senegal and Myanmar

Edu.Iren

A programme offering free training to schools.

edu.gruppoiren.it/eduiren





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Sustainability Report 2015

