



Corporate Social
Responsibility

Report

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2014



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Methodology and Glossary



Emidio Ettore Isacchini
ALER Brescia Chairman

This is the last year you will see our usual social Responsibility Report as we know it.

The legislative choices made by Regione Lombardia as regards the public residential building reform in Lombardy provides for merger of the current 13 firms into 5 new “macro” Alers through acquisition.

Thus, Aler acquired the Cremona and Mantua Alers thus incorporating the Brescia-Cremona-Mantua Aler or even referred to as Aler BCM. Regione Lombardia aims at optimising the services provided by companies thus reducing production costs.

Our objective is to attain these goals and simultaneously maintain our commitment to disclosing the company activity results as promised to our stakeholders thus guaranteeing our social accountability as usual.

ITALY

ALER Brescia - Brescia
ALER Milano - Milano
ARTE Genova - Genova
ATC Torino - Torino
ATER Treviso - Treviso
ARCA Puglia Centrale - Bari
IPES Bolzano - Bolzano

FRANCE

Delphis - Paris
FSM - Melun
Habitat 62/59 Picardie - Calais
Le Foyer Rémois - Reims

GERMANY

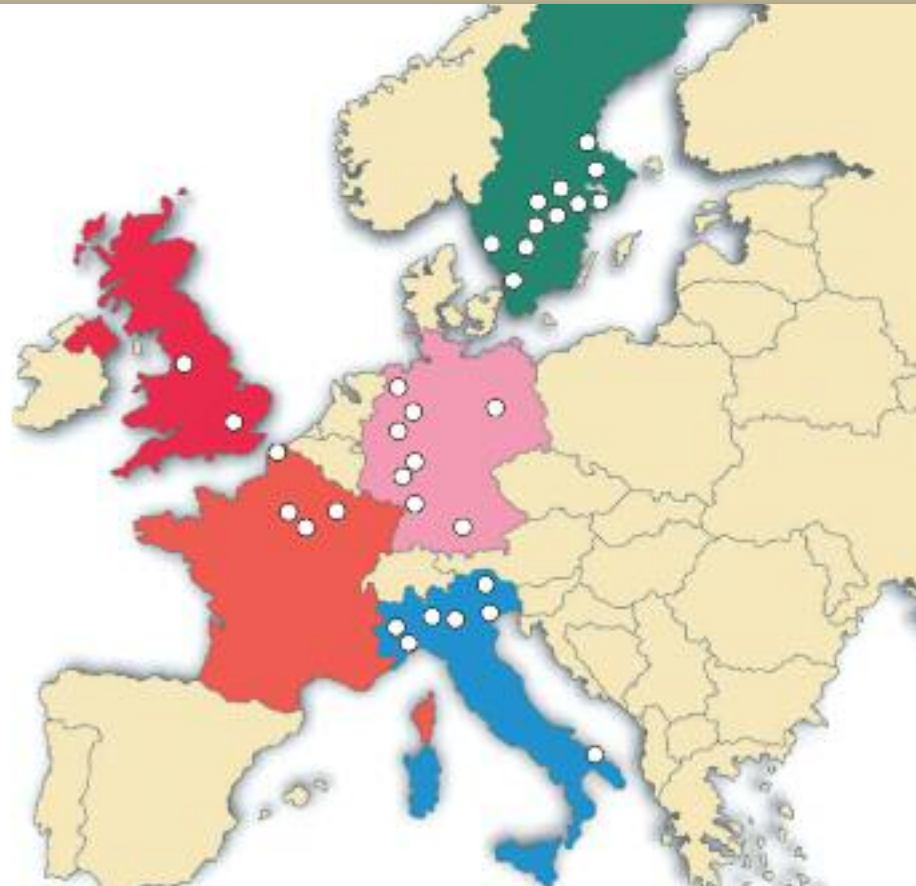
bauverein AG - Darmstadt
BWG - Bielefeld
DOGEWO 21 - Dortmund
GBG Mannheim - Mannheim
Gewoba - Bremen
GWG München - München
PRO POTSDAM - Potsdam
VOLKSWOHNUNG - Karlsruhe

SWEDEN

Bostadsbolaget - Göteborg
Botkyrkabyggen - Botkyrka
Familjebostäder - Stockholm
Gavlegårdarna - Gävle
Helsingborgshem - Helsingborg
Hyresbostäder - Norrköping
Mimer - Västerås
ÖrebroBostäder - Örebro
Stångåstaden - Linköping
VätterHem - Jönköping
Uppsalahem - Uppsala

UNITED KINGDOM

Bolton at home - Bolton
Poplar Harca - London



The European Social Housing Network, Eurhonet, is a network that groups together approximately thirty social housing organisations in France, Germany, Italy, Sweden and United Kingdom. The common denominator of these companies is the management of social or public housing.

Although the participating countries have different regulations which govern the activity of social housing organisations, all have a common aim which is to work for a sustainable company where the environmental fall out is minimized thanks to conscious actions.

Eurhonet manages various projects, one of which is aimed at producing a model for the associated companies which allows them to relate their company on the basis of social responsibility criteria - CSR. This report was drawn up using this model.

The concept of social responsibility can be interpreted in different ways. Eurhonet's vision of social responsibility is to show how associated organisations have voluntarily incorporated social and environmental aspects into their activity in cooperation with their stakeholders. Therefore, taking into account responsibility and social, environmental and economical sustainability, while maintaining at the same time ethical behaviour towards employees.

Social and environmental responsibility

in public social housing

01

PROMOTING LOCAL SOCIAL SUSTAINABILITY

- Fulfilling housing needs
- Supporting disadvantaged families
- Promoting social cohesion

02

PROTECTING THE ENVIRONMENT

- Promoting the environmental challenge in social housing
- Promoting energy improvement measures
- Developing new energy-saving projects

03

PROMOTING ECONOMIC SUSTAINABILITY

- Supporting local economy
- Promoting responsible purchasing
- Protecting housing stock quality

04

PROMOTING DIALOGUE WITH STAKEHOLDERS

- Ensuring stakeholder satisfaction
- Boosting participation
- Focusing on work ethics and transparency

05

DEVELOPING HUMAN RESOURCES

- Valuing human resources
- Boosting qualifications and training
- Furthering work-family balance

05



Key Numbers



Brescia Province

ALER Brescia is a public body subject to the obligation of balancing of accounts, with legal personality, entrepreneurial, organizing and accounting autonomy, and having its own statute, approved by the Regional Council.



00 Key figures

N.	INDICATOR	2012	2013	2014
01	PATRIMONIO			
	Number of rented dwellings (nb.)			
	owned by Aler	7,025	7,159	7,158
	owned by municipalities and managed by Aler	3,898	3,908	3,956
	total	10,923	11,067	11,114
	Breakdown per type of rent (owned by Aler) (%)			
	social rent	91.30	91.05	91.04
	controlled rent	0.43	0.84	0.84
	other	8.27	8.12	8.12
	Breakdown per number of rooms (%)			
	2 rooms	23.16	24.32	24.42
	3 rooms	36.20	35.76	35.68
	4 rooms	40.64	39.92	39.90
	Breakdown per construction period (decades) (%)			
	decade 2004 - 2014	12.71	13.27	13.01
	decade 1993 - 2003	10.12	11.13	10.45
	decade 1982 - 1992	15.94	14.89	15.48
	decade 1971 - 1981	36.80	36.51	36.84
	decade 1960 - 1970	9.55	9.61	9.47
	until 1959	14.88	14.58	14.75
02	RENTAL RATES ACCORDING TO THE TYPE OF DWELLING UNITS			
	Average rental rate per type of dwelling (Euro/m²/month)			
	social rent	2.19	2.17	2.11
	controlled rent	5.07	4.98	4.97
05	TURNOVER			
	Overall turnover (Euro)	20,934,351	20,367,785	19,973,957
	Turnover generated by rents (Euro)	14,228,646	14,226,355	13,947,174
07	NUMBER OF EMPLOYEES			
	Number of employees (FTE)	88.39	88.05	86.13



Giacomina Bozzoni
ALER Brescia CEO

Our long path towards the acquisition of the Cremona and Mantua Alers, as provided for by the Regione Lombardia public residential building companies reform law dated December 2013, by the end of the year characterised and affected our activities as an organisation.

As a matter of fact, there arose the need for an in-depth and detailed analysis of all company assets (both from a quantity/contents and formal point of view), brought over to the new organisation by the three companies involved in the extraordinary merger by acquisition.

Almost all our efforts, as an organisation, have been basically aimed towards analysing and organising all elements required for the merger. An extraordinary effort that had to be jointly addressed simultaneously with other activities our organisation had to carry out without neglecting the quality of our services.

Thus, we take particular pride in outlining our achievements over this complicated period of radical change of assets, in the next pages of this report.

We were able to maintain our commitment to strive towards promoting sociality in our residential areas, as outlined in the specific chapter. As usual, we paid special attention to environmental issues by undertaking eco-sustainable experimental interventions in Desenzano. In addition, we implemented environmental rehabilitation projects actively involving tenants like in the case of the Sojido project described in the special section.

Lastly, we adopted an important instrument for facilitating relations between our stakeholders and us by drafting the Services Charter which clearly and transparently outlines our commitment towards our clients and community.

01

Promoting local social sustainability

08



INCREASING SOCIALITY IN THE PUBLIC RESIDENTIAL PROJECT NEIGHBOURHOODS

Aler applied for the Regione Lombardia tender for funding projects aimed at improving social conditions and improving aggregation amongst the public residential project tenants so as to guarantee greater sociality.

Neighbourhood contract project, an urban and social rehabilitation project implemented in San-polo (Brescia), allowed us to verify how useful initiatives of this kind could be for those living in these areas and those managing the property.



Active participation
in the community life
and choices helps reduce
social hardship and public
residential building
management challenges.



Aler strives towards achieving several major objectives through this project.

The first objective lies in

supporting promotion and development of new forms of organisation

for better relations between tenants and owners by designating specific people.

BEST PRACTICES

EIRENE PROJECT

Our collaboration with Cooperativa Sociale Gruppo Eva allowed us to implement the Eirene project, by joining the European civil mediation promotion project.

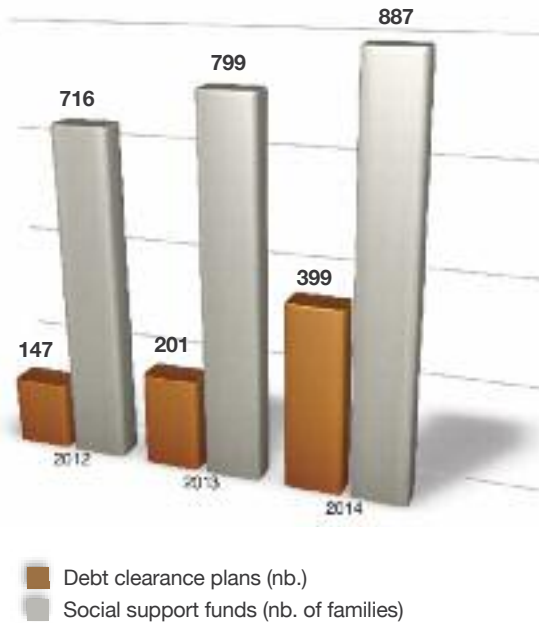
The Eirene project is part of the activities promoted by the European Union addressing civil justice. In addition, it establishes civil mediation conducted by qualified figures as the conflict management elective instrument.

We identified some fields – including good neighbourhood relations and criticalities related thereto - in which to promote awareness.

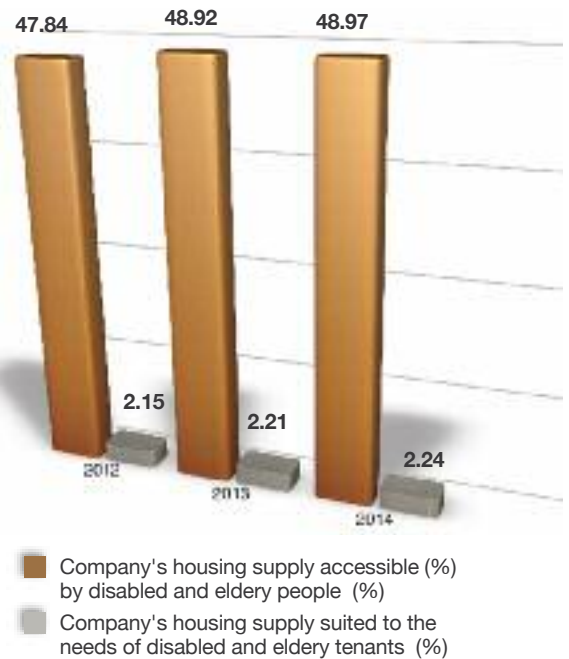
The experiment aimed at managing challenges of families subject of allocation of public residential houses by creating awareness around civil cohabitation, compliance with rules and home economics.

Family situations were addressed in an absolutely personalised manner and intervening with the aim of guaranteeing efficient mediation.

SOC. 1 SOCIETAL RESPONSIBILITY AS A PROVIDER OF A SERVICE OF GENERAL INTEREST: ENSURING ACCESS TO HOUSING FOR ALL



SOC. 2 SOCIETAL RESPONSIBILITY AS A HOUSING PROVIDER: RESPONDING TO TENANTS' NEEDS AND ENSURING THEIR QUALITY OF LIFE



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The second objective lies in promoting self-management amongst tenants. In this case, self-management means a chance to improve the conditions of the tenants

who thus cease being passive users of a service and become conscious and active players in decisions that directly affect them.

The third objective lies in fighting blameless non-payment of rent

(i.e. non-payment due to factors that do not directly depend on the debtor such as for example loss of a job in absence of different sources of income) by helping tenants recover professionally and active job policy instruments. This can be achieved creating awareness around family budget management culture alongside engaging tenants in other remunerated activities to enable blameless non-payers to meet their duties.

The last objective lies in fighting social hardships by carefully selecting tenants hence

avoiding disruptive processes alongside promoting creation and reinforcement of social activities in the residential areas subject of sensitive situations.



01

Promoting local social sustainability

N.	INDICATOR	2012		2013		2014	
SOC. 1 SOCIETAL RESPONSIBILITY AS A PROVIDER OF A SERVICE OF GENERAL INTEREST: ENSURING ACCESS TO HOUSING FOR ALL							
SOC. 1.3	Growth of rental housing supply (%)	1.14		1.91		-0.01	
SOC. 2.3	Progression of rents for social housing (%)	-0.19		-0.08		-0.32	
SOC. 3.4	Debt clearance plans (nb.)	147		201		399	
	Social support funds (Euro and nb. of families)	Euro	families nb.	Euro	families nb.	Euro	families nb.
		163,219.48	716	207,548.09	799	244,265.98	887
	Partnership (nb. and description)	2 - Coop. Sociale Onlus La Rete - Gruppo Elefanti Volanti Andropolis		2 - Coop. Sociale Onlus La Rete - Gruppo Elefanti Volanti Andropolis		2 - Coop. Sociale Onlus La Rete - Gruppo Elefanti Volanti Andropolis	
	Social eviction preventions measures (description)	Evictions control plan, social services workshop		Evictions control plan, social services workshop		Evictions control plan, social services workshop	
SOC. 2 SOCIETAL RESPONSIBILITY AS A HOUSING PROVIDER: RESPONDING TO TENANTS' NEEDS AND ENSURING THEIR QUALITY OF LIFE							
SOC. 6.1	Company's housing supply accessible by disabled and elderly people (%)	47.84		48.92		48.97	
	Company's housing supply suited to the needs of disabled and elderly tenants (%)	2.15		2.21		2.24	
SOC. 3.1	Internal mobility rate (%)	16.14		18.00		24.20	
SOC. 7.1	Existence of security and tranquillity policy (description)	Social Concierge, surveillance, lighting, prevention of unauthorized tenancy, mobile social concierge, partnership with local authorities and institutions to ensure safety and legality		Social Concierge, surveillance, lighting, prevention of unauthorized tenancy, mobile social concierge, partnership with local authorities and institutions to ensure safety and legality		Social Concierge, surveillance, lighting, prevention of unauthorized tenancy, mobile social concierge, partnership with local authorities and institutions to ensure safety and legality	
SOC. 3 SOCIETAL RESPONSIBILITY AS A LOCATOR ACTOR: INVESTING IN COMMUNITIES' QUALITY OF LIFE							
SOC. 4.1	Social cohesion initiatives (description)	Social Concierge, social and cultural mediation, care service, neighbours-day, neighbourhood contract, social cohesion project funded by Cariplo Foundation, aggregation projects for young people, social cohesion project and active involvement of the citizens		Social Concierge, social and cultural mediation, care service, neighbours-day, neighbourhood contract, social cohesion project funded by Cariplo Foundation, aggregation projects for young people, social cohesion project and active involvement of the citizens		Social Concierge, social and cultural mediation, care service, neighbours-day, neighbourhood contract, social cohesion project funded by Cariplo Foundation, aggregation projects for young people, social cohesion project and active involvement of the citizens	
SOC. 8.1	Part of turnover invested in urban renewal / areas with special needs (Euro - %)	Euro	%	Euro	%	Euro	%
		14,052,681.00	67.13	1,183,971.00	5.81	1,043,261.00	5.22
	Part of these projects financed through public grants (%)	45.00		43.41		37.46	

02



Protecting the environment

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ENERGY EFFICIENCY REHABILITATION IN DESENZANO: PARTICIPATION TO SAVE ENERGY

A tenants'-owners' cost sharing agreement between Aler and tenants was entered, also signed by the tenants' unions, with the aim of implementing energy rehabilitation projects (usually extremely expensive and fully met by Aler) even during the current financial crisis.

Aler entirely met the energy recovery costs regarding two buildings in Desenzano in advance.

The experience gathered during the European Housing Network (Eurhonet) workshop was instrumental towards





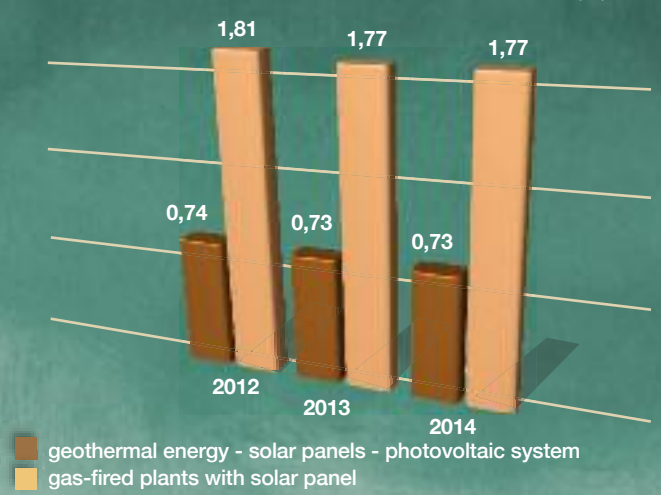
achieving this goal that led to cutting the energy efficiency index (EPH) from the initial 245 kw/m²/year to the current 45 kw/m²/year, thus saving by about 80%.

The tenants meet part of the costs by committing to pay the same amount paid for heating in the years before the interventions over the next 13 years hence temporarily waiving the economic advantages derived from due energy saving.

A 30% discount will be applied on heating costs should the tenant achieve more than 50% saving on energy costs with the aim of facilitating the tenants over this period of time and promoting proper energy consumption through best practices (for example maintaining the house temperature below 20°).

From the 14th year onwards, tenants will be required to pay actual consumption, thus fully exploiting the benefits of the interventions.

ENV 2.2 PROPORTION OF THE HOUSING STOCK SUPPLIED WITH RENEWABLE ENERGY (%)





BEST PRACTICES

SOJIDO PROJECT

Problems related to poor environmental-friendly practices concern communities, towns and nations.

Where possible, environmental support actions may also be efficiently implemented through forms of cooperation that may serve as stimuli and propeller as regards more extensive and generalised initiatives with a bottom-up approach. Given that we recognise the importance of active citizenship, we – Aler – and Cooperativa Sociale Gruppo Eva joined hands and started an experimental collaboration in Sanpolino under the Sojido project.

The project owes its name to the Japanese expression which more or less means the cleaning way.

Through this project, citizens – with the collaboration of a network made up of associations, organisations, companies and businesses – are at the forefront when it comes to managing their residential area and commit to the maintenance and cleanliness of their roads.

Besides fighting and preventing degradation, this collective activity allows recovering public areas that are shared by all citizens and creating a collaboration network as well as working as a team to help create awareness and sense of belonging amongst citizens.

This helps forge the community's identity and strength. In addition, it enhances good neighbourhood relations and collaboration leading to a widespread sense of recognised positive values.

The residential area becomes an extension of the citizen's home, thus requiring an equal share of attention and care.

Thus, the community's participation in cleaning residential areas allows saving funds that can be allocated to other useful community projects.



02 Protecting the environment

N.	INDICATOR	2012	2013	2014
ENV. 1	REDUCING HOUSING STOCK'S IMPACT ON CLIMATE CHANGE AND ENERGY RESOURCES			
ENV. 2.1	Energy performance and greenhouse gas emission of: 1. The stock - 2. Units of the last five years			
	stock: average energy consumption (Kwh/m ² /y)	167	167	167
	recent dwellings: average energy consumption (Kwh/m ² /y)	28,51	28,51	28,51
	stock: average GHG emissions (CO2 Kg/m ² /y)	33,40	33,40	33,40
	recent dwellings: average GHG emissions (CO2 Kg/m ² /y)	5,72	5,72	5,72
ENV. 2.2	Proportion of the housing stock supplied with renewable energy (%)			
	geothermal energy - solar panels - photovoltaic system	0,74	0,73	0,73
	gas-fired plants with solar panel	1,81	1,77	1,77
	Total dwellings	2,55	2,50	2,50
ENV. 2	REDUCING HOUSING-RELATED ENVIRONMENTAL IMPACTS			
ENV. 3.1	Proportion of the housing stock equipped with water-saving devices (%)	0,00	0,00	0,00
	Proportion of the housing stock equipped with water-harvesting system (%)	0,00	0,00	0,00
	Awareness-raising campaigns towards residents on water saving	no	no	no
ENV. 5.1	Environmental awareness-raising towards residents (besides waste and water issues)	yes Progetto "Con-dividere la sostenibilità"	yes Tenants active participation to energy saving initiatives	yes Tenants active participation to energy saving initiatives
	Awareness-raising towards stakeholders on sustainable behaviours and production within its sphere of influence	yes Project "La meta è la meta" - GPP	yes Project "La meta è la meta" - GPP	yes Project "La meta è la meta" - GPP

03

Promoting economic sustainability

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MERGER BY ACQUISITION – ECONOMIES

Regione Lombardia ordered a radical change of the public residential building sector in Lombardy through law n° 17 dated December 2013.

The initial 13 Alers, which represented the territorial ambits of the 13 Lombardy provinces besides Busto Arsizio, were cut to just 5 companies classified in territorial organisational and management units through a merger by acquisition process.

These units represent the territorial extra-provincial groups of the company.

These changes not only regard the overall number and territorial duties of the organisation but they also affected the governance thereof.





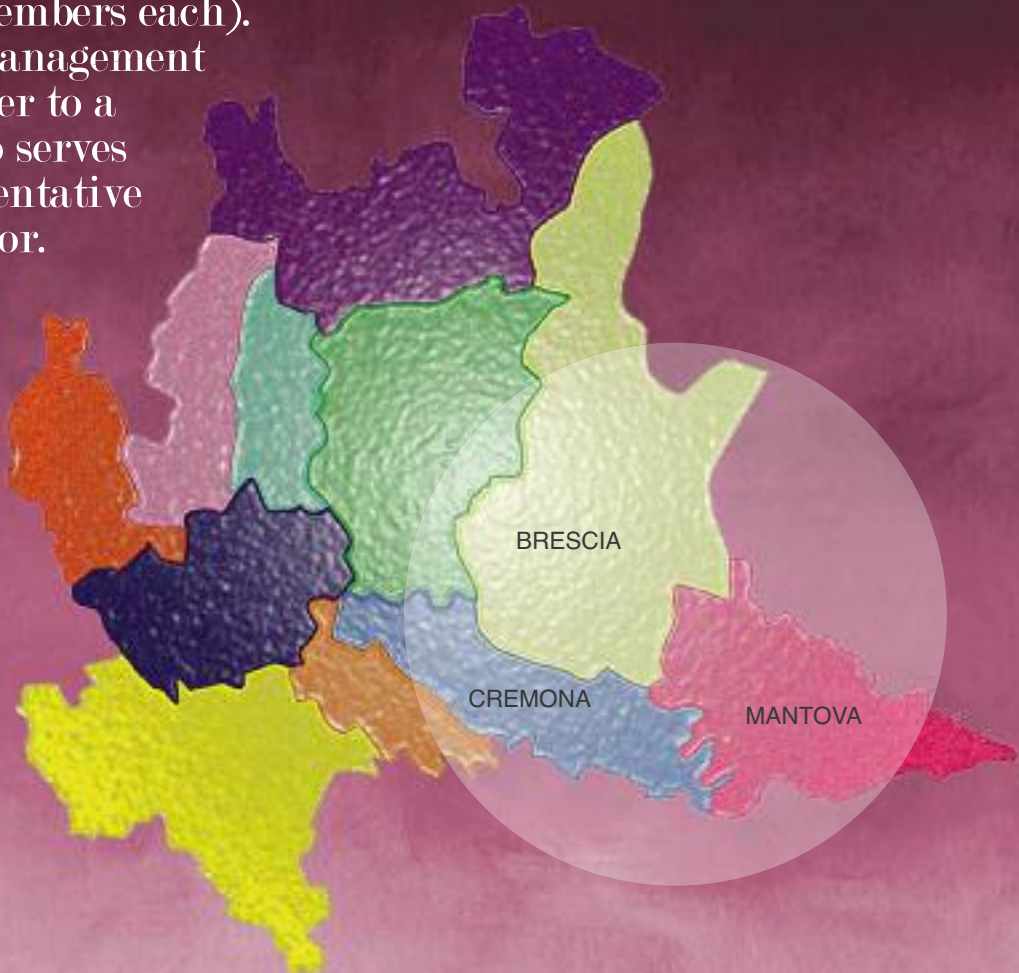
Azienda Lombarda per l'Edilizia Residenziale
di Brescia-Cremona-Mantova



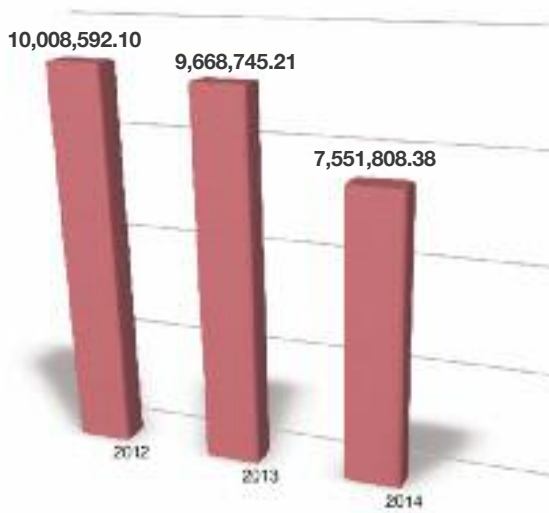
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Actually, the reform law banned boards of directors (which were previously formed by 7 members each). In addition, management was handed over to a Chairman who serves as legal representative and sole director.

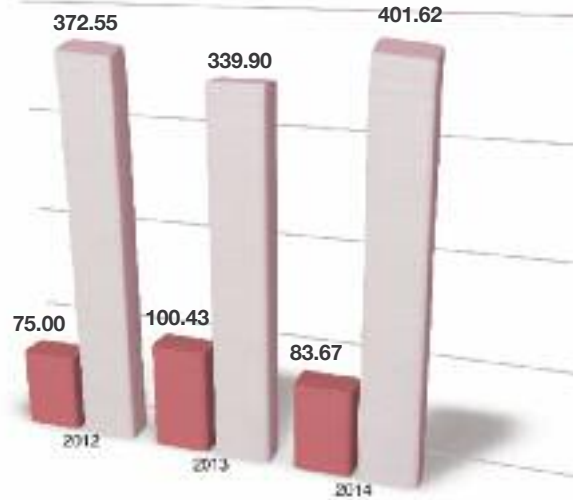
This was done with the aim of cutting costs regarding the presence of a board of directors and facilitating management economies by merging, integrating and standardising processes.



ECO. 1.1 RESPONSIBLE MANAGEMENT TO MAINTAIN AND DEVELOP THE ACTIVITY



Average annual investment in stock increase (Euro)



Average annual investment in the existing stock, per dwelling:
 ■ major maintenance (Euro/dwell.)
 ■ ordinary maintenance (Euro/dwell.)

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2014 marked a year of great commitment for the organisation. All our resources were directed towards an effort required to perform all preliminary activities and reaching the merger agreement set for November.

In 2015 and the years to come instead we – as an organisation – will strive towards facilitating and completing the harmonisation of the activities of the territorial units and completing the merger of the separate companies into one organisation.

EURHO - GR[®] grid

03

Assuming its economic responsibility

N.	INDICATOR	2012	2013	2014
ECO. 1 RESPONSIBLE MANAGEMENT TO MAINTAIN AND DEVELOP THE ACTIVITY				
ECO. 1.1	Average annual investment in stock increase (Euro)	10,008,592.10	9,668,745.21	7,551,808.38
	Share of turnover invested in stock increase through construction (%)	43.83	45.15	36.68
	Average annual investment in stock increase through acquisition (Euro)	5,149,798.93	2,725,996.84	1,975,571.27
	Share of turnover invested in stock increase through acquisition (%)	22.55	12.73	9.60
	Average annual investment in the existing stock, per dwelling major maintenance (Euro/dwell.)	75.00	100.43	83.67
	Share of turnover invested in the existing stock (%)	2.31	3.36	2.91
	Annual ordinary maintenance expenditures (Euro/dwelling)	372.55	339.90	401.62
ECO. 1.3	Overall vacancy rate (31/12) (%)	7.39	8.42	7.75
	Technical vacancy rate (31/12) (%)	1.20	0.98	0.98
	Commercial vacancy rate (<3 months) (31/12) exc. technical reasons (%)	1.91	0.57	0.66
	Commercial vacancy rate (> 3 months) (31/12) exc. technical reasons (%)	4.28	6.87	6.12
ECO. 2 CONTRIBUTION TO RESPONSIBLE AND SUSTAINABLE ECONOMIC DEVELOPMENT				
ECO. 2.1	Economic value redistributed to stakeholder (KEuro)			
	authorities	3,445.59	2,919.69	2,768.70
	employees	6,510.97	6,348.08	6,249.72
	suppliers and services providers	22,171.08	25,002.59	10,595.46
	contributions	7.49	3.19	4.64
	banks	871.76	808.36	761.46
	total	33,006.89	35,081.91	20,379.98
	Added value	10,828.58	9,748.29	9,562.84
	Average settlement period for suppliers (days)	43.50	42.67	53.89
	Proportions of bills paid within 60 days after receipt (%)	78.80	81.45	79.73

04

Promoting dialogue and good governance

20



Lei non ha ancora letto la nuova Carta dei Servizi. E tu?



Come ottenere una casa di edilizia residenziale pubblica? Quali sono i diritti e doveri dell'Inquilino? Come gestire la casa? Come richiedere un intervento di manutenzione? Come installare un radiatore? Con chi è possibile contare per avere informazioni? Per una risposta chiara e precisa, leggere la nuova Carta dei Servizi, promossa da Regione Lombardia e strutturata in capitoli di facile consultazione. Offre tutte le modalità per accedere ai nostri servizi, compresi i recapiti telefonici, indirizzi mail, giorni e orari degli uffici che possono aiutarvi a risolvere il vostro problema.

La nuova Carta dei Servizi è consultabile sul sito www.aler.bs.it alla voce "Guide e regolamenti". Buona lettura.



THE NEW SERVICES CHARTER

In 2014, Aler Brescia was the project leader in drafting the Services Charter, promoted by Regione Lombardia and extended to all Aler organisations in Lombardy.

The Services Charter is the document meant to guide users across public housing services.

The Services Charter aims at disclosing and availing services for citizens thus fully outlining their rights and duties alongside promoting a transparent form of management capable of listening, interpreting and meeting the needs of its clients.

The organisation's commitments towards citizens are outlined clearly and exhaustively.

How to get granted a public residential house? What are the terms and conditions? How do I run the house? How do I request maintenance interventions?



MAINTENANCE: MEETING COMMITMENTS UNDERTAKEN WITH THE USERS

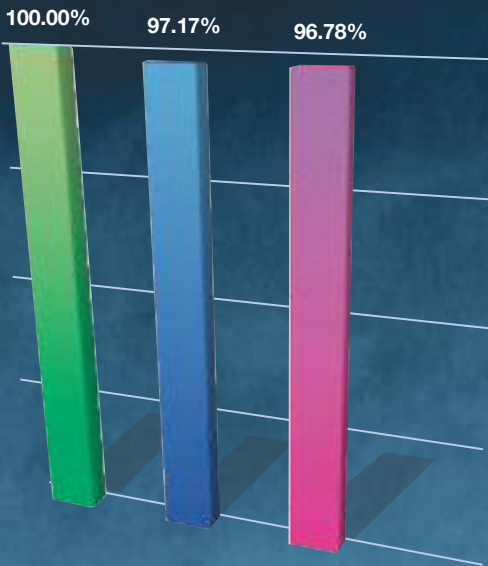
Check-ups carried out periodically on compliance with the performance times of the maintenance services provided for by the Services Charter were positive.

100% of maintenance interventions classified as extremely urgent, i.e. non-deferrable due to their seriousness, due to hardships caused to users or potential hazard, and thus to be executed within 24 hours from report, were carried out within set time. 97.17% of urgent interventions, to be performed within 48 hours from report, were carried out within the expected times.

96.78% of ordinary interventions, i.e. interventions to be performed within 20 days from report, were carried out within the set times.

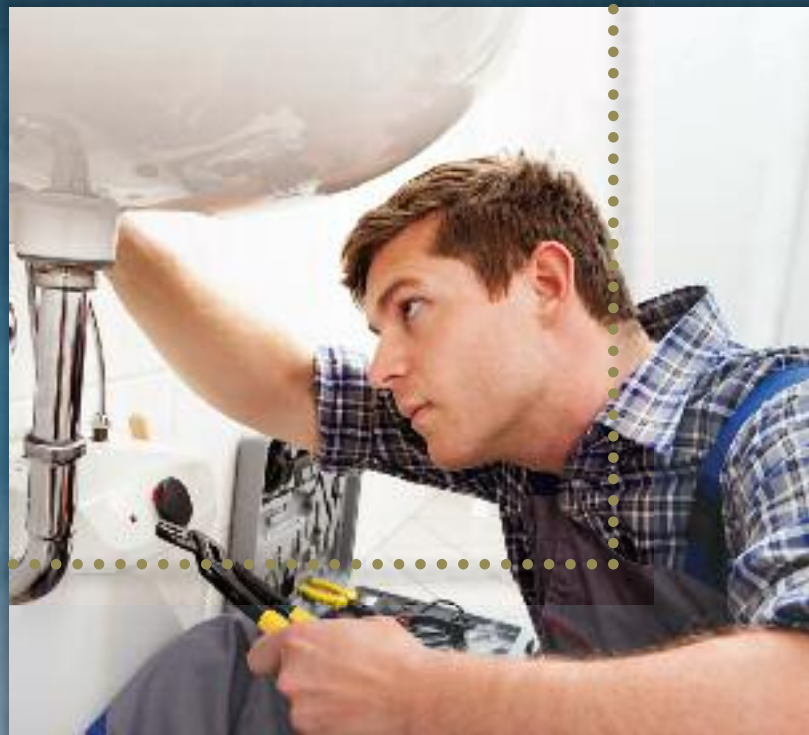
Thus, this data proves that Aler promptly intervenes to solve maintenance issues in 96% of cases and 100% of cases deemed particularly dangerous.

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Maintenance interventions carried out within set time:

- extremely urgent - within 24 hours from report
- urgent - within 48 hours from report
- ordinary - within 20 days from report



04 Promoting dialogue and good governance

N.	INDICATOR	2012	2013	2014
GOV. 1	RESPONSIBLE DECISION-MAKING AND AMAGEMENT STRUCTURES AND SYSTEM			
	System certification and/or CSR evaluation	yes ISO 9000:2008 (2001)	yes ISO 9000:2008 (2001)	yes ISO 9000:2008 (2001)
GOV. 5	PROPORTION OF WOMEN IN MANAGEMENT POSITIONS			
GOV. 5.1	Proportion of women within the Supervisory Board (%)	0.00	0.00	0.00
	Proportion of women within the Top Management (%)	50.00	50.00	50.00
	Proportion of women in a Management position (%)	50.00	50.00	50.00
	Overall proportion of women within the company (%)	57.61	58.70	56.67

Developing human resources

24

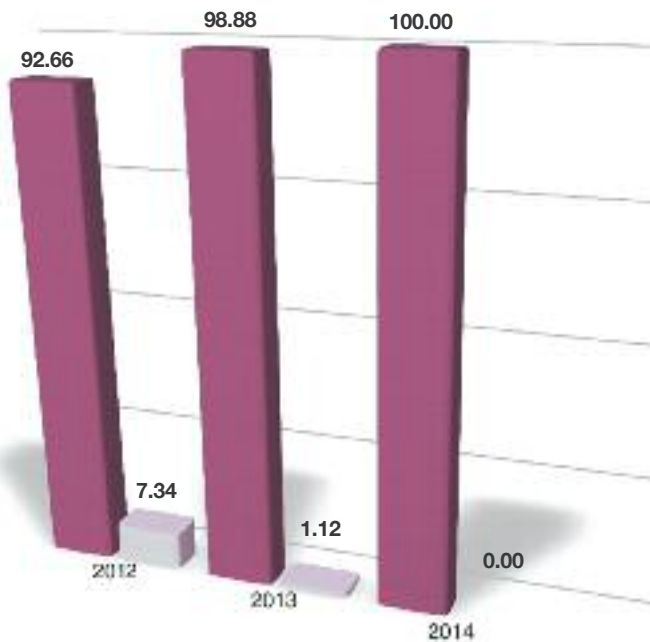
MERGER: GROWTH OPPORTUNITY FOR THE PERSONNEL

The merger of the Cremona and Mantua Alers into the Brescia Aler by acquisition characterised and conditioned the company activity over the entire last year.

This extraordinary company operation actually requested the entire company personnel to parti-

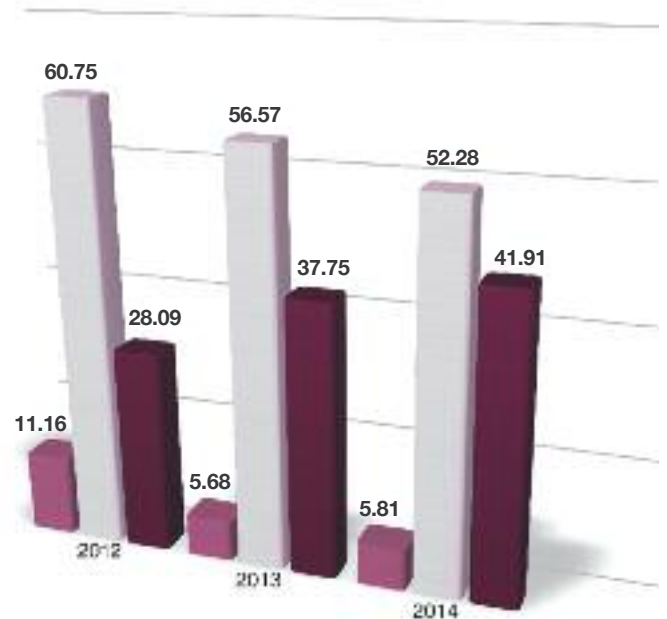
cipate in the common objective of achieving the merger, set for late 2014, after completing a series of absolutely necessary preliminary activities, such as for example verifying and possibly correcting or completing property data regarding the owned property (totally more than 25,000 units). Naturally, the activities made necessary by the merger summed up with ordinary activities, thus implying an extraordinary burden on the personnel.





Staff breakdown per employment contract:

- % permanent
- % fixed term



Breakdown of employees by age (FTE):

- 20/35 years
- 36/50 years
- 51/65 years

In addition, all operations that bring major changes within an organisation obviously create anxiety within the personnel as concerns the uncertain future of the organisation.

However, the organisation lived this complicated moment as a chance for renovation and growth.

In addition, the management addressed all its efforts towards coordinating its activities involving the entire organisation as much as possible.

This led to creating numerous workgroups in which the involved subjects, working together towards the objectives, had the chance to expand mutual knowledge and increase collaboration.

Commitment towards motivating the various groups was the greatest investment towards creating relations, cohesion and integration as well as increasing the level of confidence in the group deemed as a chance to meet and develop the potential of every person.

Working together to attain a clear and concrete objective also allowed developing empathy and listening capacity, instilled the spirit of delegating and forged closer ties between the management and personnel.

This extraordinary experience as a workgroup allowed an efficient transmission of the organisation's vision, mission and values to the personnel.

05 Developing human resources

N.	INDICATOR	2012		2013		2014	
HR. 1	EQUAL OPPORTUNITY AND TREATMENT IN EMPLOYMENT						
HR. 1.1	Staff breakdown per employment contract (%)						
	% permanent	92.66		98.88		100.00	
	% fixed term	7.34		1.12		0.00	
HR. 3.1	Breakdown of employees by category and gender (FTE) (%)						
		% M	% F	% M	% F	% M	% F
	manager	3.39	2.26	3.41	2.27	3.48	1.16
	executive	5.66	5.66	4.54	6.81	5.81	5.81
	employees A	12.44	6.79	13.63	14.31	13.93	14.64
	employees B	22.28	41.52	21.23	33.80	21.70	33.47
	Breakdown of employees by age (FTE) (%)						
	20/35 years	11.16		5.68		5.81	
	36/50 years	60.75		56.57		52.28	
	51/65 years	28.09		37.75		41.91	
	Breakdown of employees by payscale group (%)						
	manager	5.66		5.68		4.64	
	executive	11.31		11.36		11.61	
	employees A	19.23		27.94		28.57	
	employees B	63.80		55.03		55.17	
HR. 3.2	Special employment (%)						
	share of special employmen for the young, the unemployed people with specific social difficulties	7.19		7.21		7.37	
HR. 2	EMPLOYEES' PROFESSIONAL DEVELOPMENT AND GROWTH						
HR. 1.2	Number of training hours provided per category						
	executive	135.45		332.00		334.00	
	employees A	57.12		591.00		596.00	
	employees B	319.90		1,106.00		700.00	
	total	512.47		2,029.00		1,630.00	
	Number of trained employees per category						
	executive	10		10		9	
	employees A	19		24		19	
	employees A	16		56		38	
	total	45		90		66	
	Spesa annua per formazione esterna (Euro/FTE)	188.94		188.32		82.07	
HR.3	GOOD WORKING CONDITIONS AND WORK-LIFE BALANCE						
HR. 2.3	Absenteeism rate (%)	2.41		3.56		3.71	
	Absenteeism due to work-related accidents and illnesses (%)	0.18		0.05		0.05	
	Rate of part-time employees (%)	18.48		19.57		21.11	
HR. 4	RESPECT FOR EMPLOYEES' INTEREST						
HR. 4.1	Level of employees satisfaction (%)	76.00		75.00		73.00	

The Company directly gathered the data this report is based on. Financial information comes from corporate general and management accounting. Additional data are taken from the internal information system and other corporate reports.

Data provided in this report and specifically the indicator grid, may vary depending on the specific regional laws used by the Italian company of the Eurhonet network.

CONTROLLED RENT: The rent money that is used to cover building / renovation / acquisition / management expenses. It is calculated based on objective data. Its value somewhere between the social and free-market rent rates.

SOCIAL RENT: The rent money that is used to cover building / renovation / acquisition / management expenses. It is calculated based on the social and financial condition of the tenant and on the type of housing.

TENANT'S POLICY: The document that the communal life of the building: tenants' rights and duties, services provided and their schedules and also control procedure. This tenants' Charter is the foundation of transparency as it describes the principles that direct corporate activities: equal opportunities, fairness and human dignity protection. The Charter of Services binds the Company and its organization to the principles it contains.

ENERGY CERTIFICATE: The document that verifies a building energy performance and energy performance class. The certificate must be written down by a certified technician.

PUBLIC SOCIAL HOUSING: The building stock built by contributions by State, Region or Municipality. It is used to fulfil housing needs of financially disadvantaged citizens.

PARTIALLY SUBSIDY HOUSING: Housing projects for first-time buyers. The State contributes towards some of the mortgage interest rates.

SUBSIDY HOUSING: Building projects for supplying flats whose entire rent is paid by the State. They are managed directly by the Municipality and by the public housing companies.

EURHO-GR®: Registered mark. Official standard used by ERP companies belonging to the Eurhonet group when filling out the social sustainability and environmental report. It is used as guidelines and it shows an indicator grid (both at municipality and nationwide levels) for data collection.

ECONOMICAL INDICATOR (ISEE): The Equivalent Economic Situation Indicator is used to assess a family's financial class. It is used to set eligibility or non-eligibility to services and to calculate the social rental fees.

REPAIRS: The repairing or restoration of the building areas or accessories with no increase in value or performance.

PLANNED MAINTENANCE: Restructuring or repairing actions that may increase the estate value or life.

STAKEHOLDER: Partners recipients that affect company management direction and activities. Stakeholder include: employees, the financial community, customers, suppliers, state, Public Administration, environment and others.

SUSTAINABLE DEVELOPMENT: The financial, environmental and social services that aim to better the quality of life of the entire community. It fulfils the present generation needs without disregarding next generation's expectations.



ALER Brescia

ALER BRESCIA - AZIENDA LOMBARDA PER L'EDILIZIA RESIDENZIALE DI BRESCIA
VIALE EUROPA 68 - 25133 BRESCIA ITALY
TEL. +39 030 2117 711 - FAX +39 030 2006 423- www.aler.bs.it - e-mail: aler@aler.bs.it
EURHONET - 18 SQUARE DE MEEÛS B - 1050 BRUXELLES - www.eurhonet.eu

