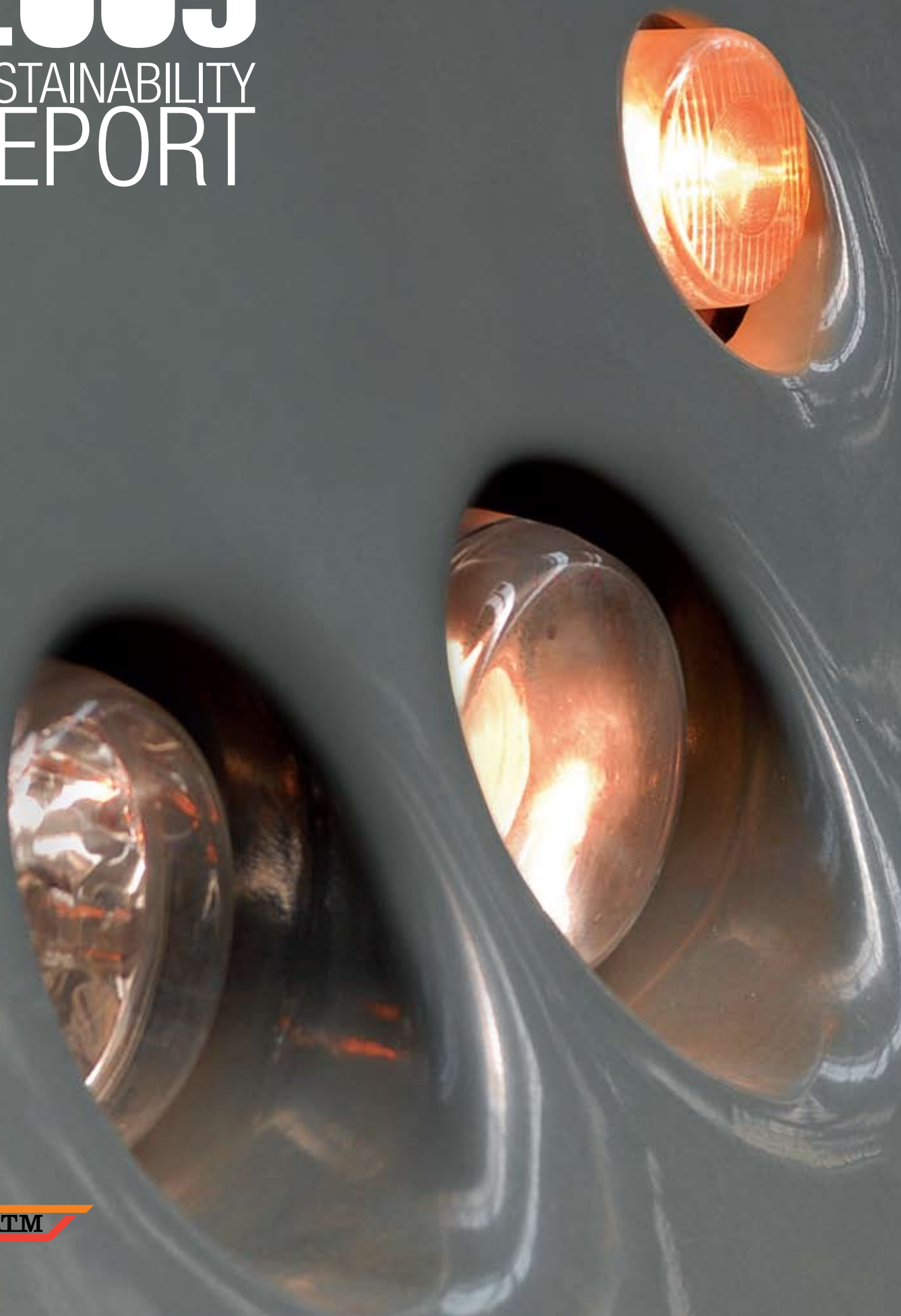


AZIENDA TRASPORTI MILANESI

# 2009

# SUSTAINABILITY REPORT



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# LETTER FROM THE CHAIRMAN

*Year 2009 marks the end of a particularly significant three-year period.*

*In the last three years we have changed: today, ATM is a modern, innovative company with a firm presence on the market, a major player of sustainable mobility in its areas and domains of operations.*

*We did the best with all of our resources to develop a company that we can proudly say has taken the leading place in Italy for the quality of its services, the modernity and efficiency of its structure, as well as for its extraordinary investment plan. The purpose of such investments is to offer Milan and its citizens a top-quality transportation service: new vehicles, modern plants and infrastructures, high-level service standards, technologically advanced systems for sustainable mobility, a pillar for a cutting-edge metropolis like Milan.*

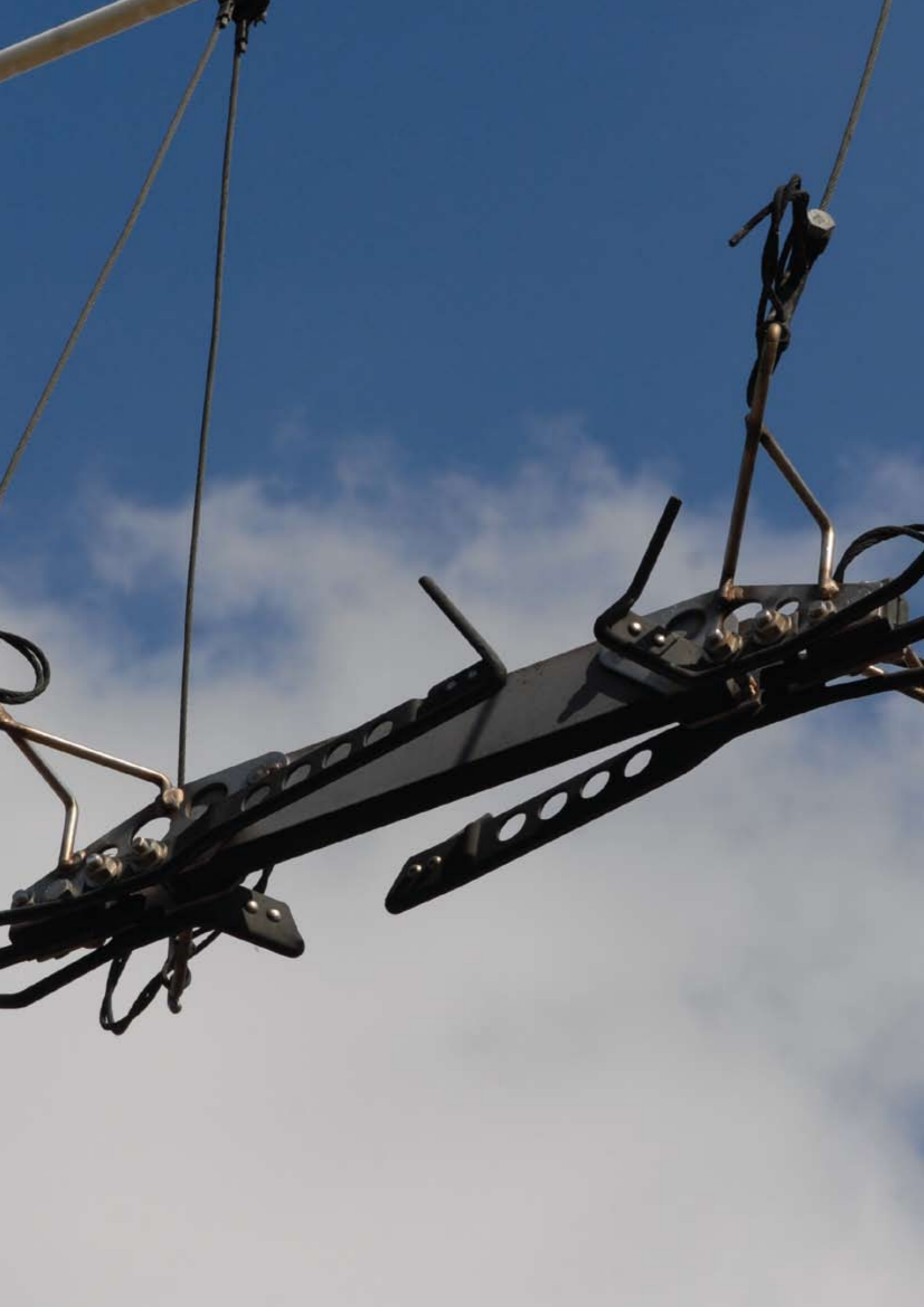
*Milan is a "smart" city, hosting a close-knit network of transport systems: from traditional ones, like metro and surface vehicles, to parking, bike sharing – that the Milanese immensely appreciate – or car sharing. We are closely cooperating with the main institutions to develop an advanced communication and information system working in real time on different platforms, so as to make transport services all the more user-friendly.*

*Today, ATM Group is a real laboratory where people exchange ideas and plans every day, tackling problems and experimenting with new solutions.*

*We live our present and look at the future precisely with such spirit, so as to make ATM a group that stands out for the excellence of its product: transport. Sustainable, naturally.*



A handwritten signature in dark ink, appearing to read 'Alloué', is positioned in the bottom right corner of the page.



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## PRESENTATION BY LEGAMBIENTE

*It may seem obvious, but it isn't. Obvious that a public transport company should play a positive role in fostering social and environmental sustainability policies within a city, just because it exists and runs trams, buses and metros. That's not the way it is.*

*Milan Mayor was among the first in Italy to sign the Pact of Mayors proposed by European Institutions, and undertook on behalf of all of us to cut environmental impact by 20%, to reduce fossil fuels consumption by another 20% and to produce 20% of energy for consumption from renewable sources. We firmly believe that the challenge of sustainability can and must be won within the city first of all. It is here that the right to mobility meets public services and private behaviours with an impact that over time shall become zero.*

*Therefore, ATM must and is becoming ever greener and cleaner. ATM must involve and persuade all the Milanese and commuters that sustainable mobility is the future. We Milanese will have to change our choices, means of transport and daily choices. We must know that every trip, every day-by-day activity will have to be carefully considered so as to make it more efficient and comfortable, for the environment, for Milan, for all of us. This is the new path we are beginning to see in this Sustainability Report, thanks to the purchase of new vehicles, the installation of solar panels, the integration of new services and offers, such as car and bike sharing. We will be able to create a new future. I'm sure of that.*

*Andrea Poppi's*



ATM  
GROUP IDENTITY



As we go about our daily tasks we must always bear in mind the aspirations for improving the living standards of those who live and move within our territory.

# 1 INTRODUCTION

The ATM Group has 80 years experience behind it. ATM was set up in 1931 to manage Milan's public transport service, and has followed the development and growth of the city and the hinterland, responding to the needs of its inhabitants – yesterday a simple demand for transport, today the need for an integrated, sustainable transport service that is accessible to all, comfortable and safe.

Tradition and innovation go hand in hand to offer a reliable, efficient service in the territory in which ATM operates. Tradition in the sense of established competence in the core business, along with the capacity to welcome, experiment with and apply new opportunities that technology offers.

## Group dimensions (data as at 31.12.09)

PASSENGERS TRANSPORTED*	713 MILLION
KILOMETRES COVERED*	163 MILLION
VALUE OF PRODUCTION (Consolidated Financial Accounts)	EURO 887,866 MILLION
PERSONNEL (Subsidiary Companies)	9,510

\* ATM, ATM Servizi, NET, Metro Copenhagen, Cascina Gobba M2 – H. San Raffaele link, Como – Brunate funicular

# 2 VALUES

## STANDARD OF LIVING FOR THE COMMUNITIES

As we go about our daily tasks we must always bear in mind the aspirations for improving the living standards of those that live and move within our territory.

## PROFESSIONAL GROWTH

We want each person in our organisation to have the possibility of achieving his potential, by means of a continuous process of professional growth.

## ETHICS, TRANSPARENCY, AND LOYALTY

We wish to mark our internal and external activities with respect for the principles of legality, transparency, correctness and loyalty.

## CONTINUOUS QUEST FOR EXCELLENCE

We want each of us to be open to change, ready to play their part and always look ahead, searching for better solutions.

These values form the backbone of the [Code of Ethics](#) that lays down the guidelines and manner of behaving that each person that works for the Group is required to comply with.

# 3 HISTORY

**1917**

Azienda Tranviaria Municipale is launched - The Edison crest is replaced by that of the City Council of Milan.

**1927**

The first trolley bus with automatic doors (1500 series) enters service on a test basis.

**1929**

28 October: Inauguration of the General Workshop on Via Teodosio.

**1931**

ATM becomes an independent company and moves to its current head office at no. 61 Foro Bonaparte.

**1933**

The first trolley-bus is built.

**1943**

In August, aerial bombardments destroy almost 500 vehicles in just 3 nights.

**1953**

Some trams are fitted with post boxes.



**1962**

First ticket issuing machine.

**1964**

1 November: Line 1 of the metro is inaugurated.

**1968**

The Celeri dell'Adda lines are inaugurated.

**1969**

4 October: Line 2 of the metro is inaugurated.

**1971**

On 28 July the first 4,800 type vehicle appears, immediately dubbed "jumbo tram".

**1977**

The 4,900 type jumbo trams come into service.

**1990**

3 May: Line 3 of the metro is inaugurated.



**1999**

ATM becomes a Special Company and takes the new name Azienda Trasporti Milanesi.

**2000**

The Radiobus enters service – a new call service. The first Eurotram is presented.



**2001**

The new ATM POINT is inaugurated at Duomo station. ATM becomes a public limited company.



**2002**

The Sirio, the latest-generation tram, is presented.



**2003**

Inauguration of the new North and South Metro-tramways.

**2005**

ATM is given an award by the Environment League for exclusive use of Euro 2 and Euro 3 buses for the service in the urban area.

**2006**

The ATM Group is formed. ATM wins the Company and Environment award instituted by the Environment Ministry.

**2007**

The ATM Group presents its first Business plan.

**2008**

The Ecobuses come into service – low environmental impact vehicles. The Milan-Cinisello metro-tramway is inaugurated. BikeMi, the bike sharing service, begins.

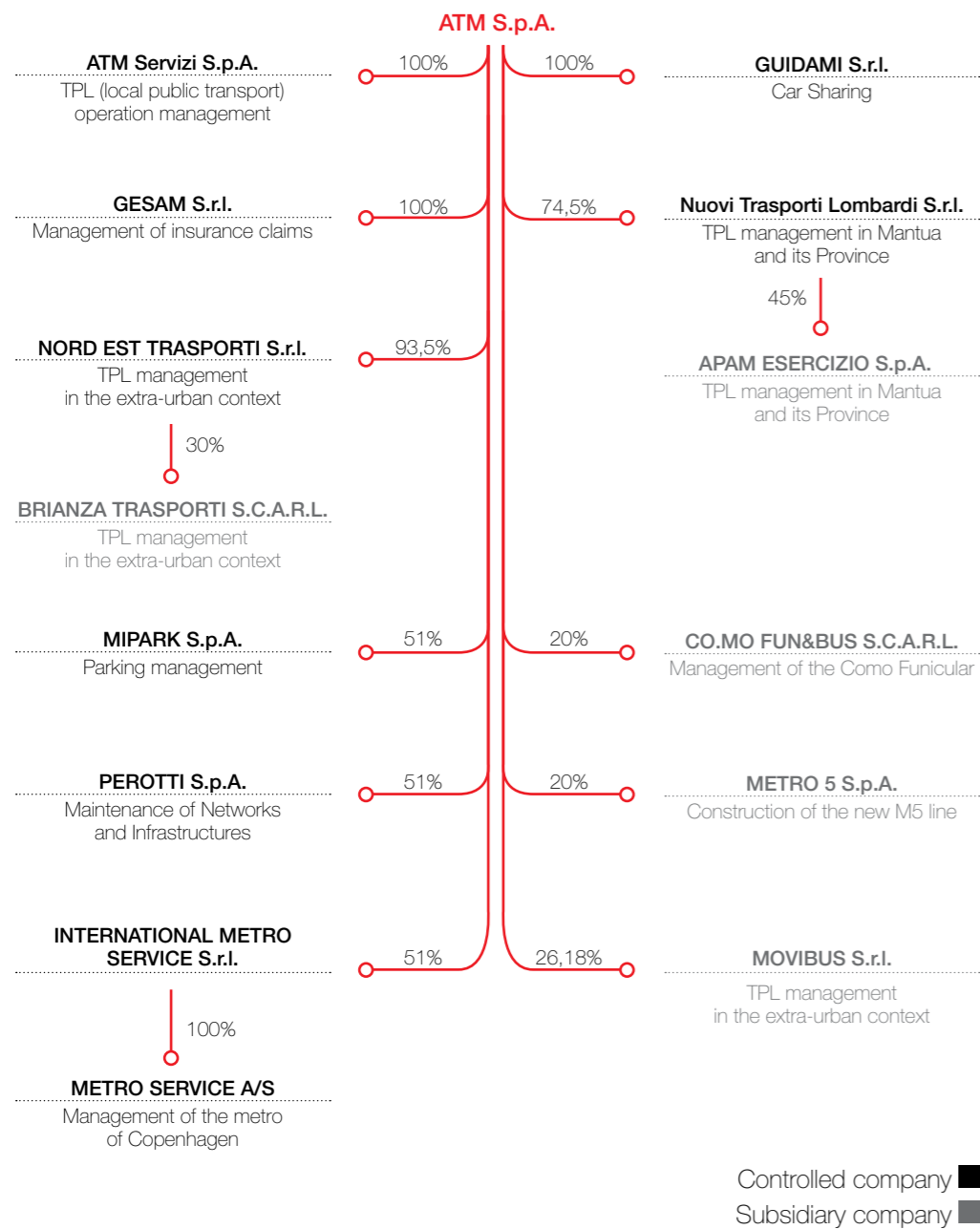
**2009**

Restyling of the Garibaldi FS M2 station. Inauguration of the Meneghino train.



# 4 GROUP STRUCTURE

The ATM Group is made up of the holding company ATM S.p.A. and 14 companies, 9 of which are subsidiaries and 5 associate companies.



The structure mirrors the multiplicity of services that the Group is able to offer, associated with sustainable transport in the territory, supported by continuous research aimed at applying new technologies.

Being broken down into a number of companies allows greater specialisation in managing activities and extends our capacity for seizing market opportunities.

During 2009 changes to the company set up of the Group involved:

- **Gesam S.r.l.:** Acquisition of 100% of the company. The holding company ATM S.p.A. bought the 10% share in Gesam S.r.l.'s share equity from the minor partner (Assiparos Group), to become the sole shareholder.
- **Nord Est Trasporti S.r.l. (NET):** increase of the share equity. ATM S.p.A. changed its controlling share from 100% to 93.5% following an increase in the Share Equity deliberated by the Shareholders Meeting for Nord Est Trasporti S.r.l., and fully paid up by the Trasporti Pubblici Monzesi S.p.A. company, by transferring the branch of its company related to urban public transport in the City of Monza.

## CONTROLLED COMPANIES

**ATM Servizi S.p.A.:** directly runs the public transport service for some lines in the Province of Milan. From 1 May 2010, following the outcome of the tender launched by the Milan City Council, ATM Servizi were awarded the contract to manage the local public transport service for the next seven years within the territory of Milan and the area referred to as the urban area.

**Nord Est Trasporti S.r.l.:** runs the public transport service for the North-East lot of the Province of Milan and, as a shareholder in Brianza Trasporti S.c.a.r.l., the urban public transport service for the City of Monza.

**Perotti S.p.A.:** sees to diagnosis and maintenance of the tramway and metro installations.

**Mipark S.p.A.:** set up to run parking construction and management projects.

**Gesam S.r.l.:** sees to managing insurance claims for all the companies in the ATM Group and also works in the market as a partner of insurance companies.

**Guidami S.r.l.:** manages the car sharing service in the territory of the City Council of Milan.

**Inmetro S.r.l.:** via Metro Service, a 100% controlled company, manages the Copenhagen metro.

**Nuovi Trasporti Lombardi S.r.l.:** via the associate company APA M Esercizio S.p.A. this company runs the local public transport service in the City and Province of Mantua.

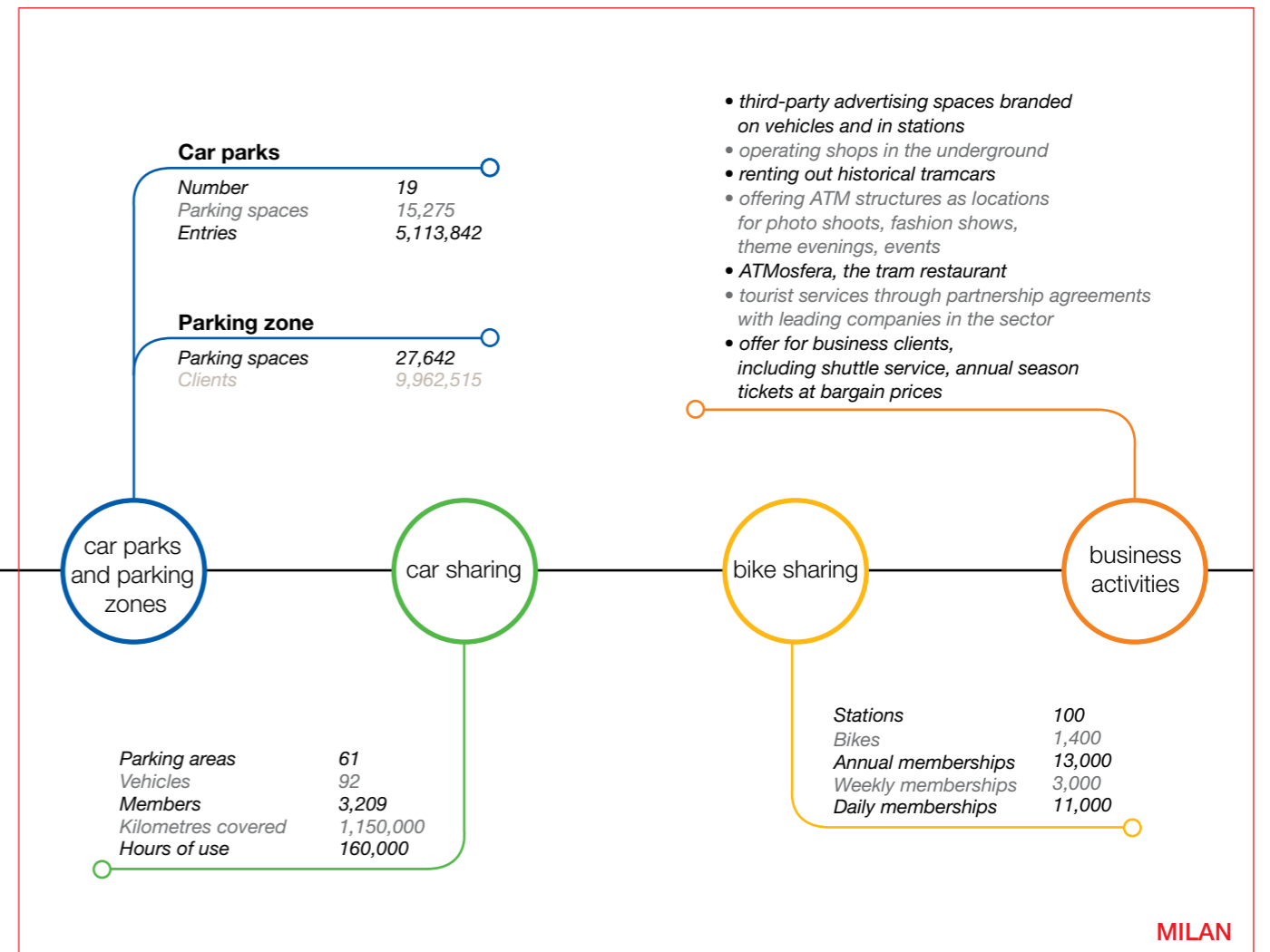
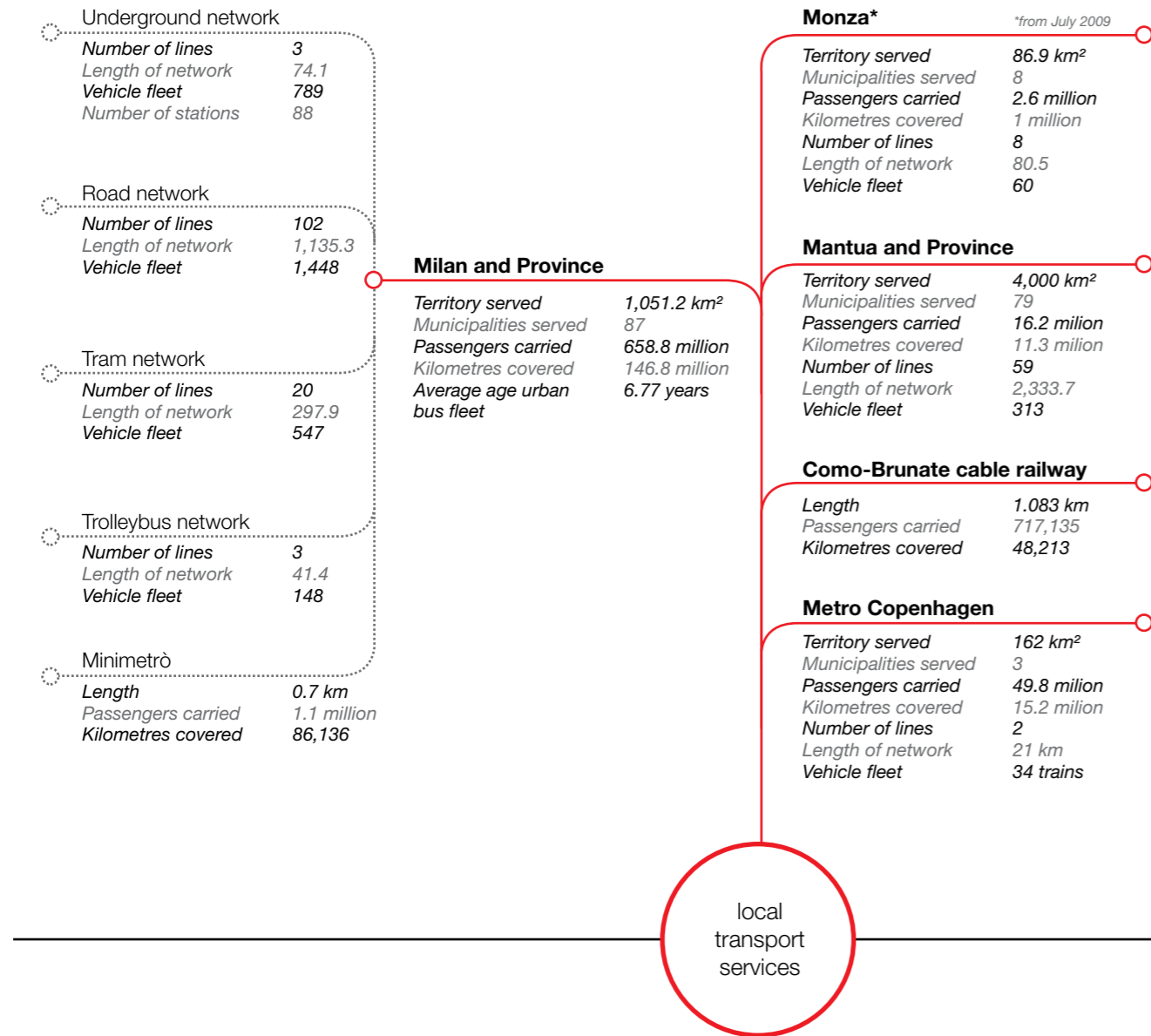
The Group has won the contract for the next five years for managing the Copenhagen metro. Recognised for its service and quality, over the last three years, the company received awards including the "World's Best Metro" in 2008 and "World's Best Driverless Metro" in 2009.

# 5 THE ATM GROUP'S ACTIVITIES

Today the Group manages a multiplicity of networks in Italy (Milan and Province, Monza, Mantua and Province) and abroad (Copenhagen), involving four modes of transport (bus, trolley-bus, metro and tram).

Within the Milan area the core business is backed up by call and night-time services (Radio-bus and Bus by Night), the mini metro that connects the Cascina Gobba M2 station to the San Raffaele Hospital, car sharing, bike sharing, stopping and parking spaces.

Since 2005 ATM has also been running the Como-Brunate funicular.





Our ambition is to be a company that is admired for the excellence of its transport services for its clients, its leadership in environmental and energy sustainability, the dynamism of its operating model, the quality of its professional resources and its innovation.

## 6 GROUP STRATEGY

The complexity of the scenario faced by the ATM Group calls for a great degree of flexibility in directing its strategy, in order to provide a quick, effective response to the demands of a context that, unlike some years ago, is now changing rapidly.

The challenge is, therefore, on the one hand to read and interpret the signs and needs of clients (whether they be individuals or the city as a whole), and on the other hand to seize the opportunities the market offers, as important chances for development.

The strategic vision that has been consolidated over the last 3 years includes some key points and diversified horizons.

### KEY POINTS

- *the transport network, adequate for the demand and flexible in its development.*
- *the fleet, gradually renewed to reduce the environmental impacts.*
- *technologies at the service of an integrated transport system.*
- *people, client-oriented, aware and competent.*
- *growth, to extend the geographical areas served.*

### STRATEGIC HORIZON, 2015

The long-term strategic vision is the result of an awareness of the importance public transport has for the City of Milan, as it represents one of the corner stones of sustainable development of the territory.

Milan is an urban reality that is continually changing, looking to an ever growing international calling – large projects have been launched for rehabilitating what was previously the fairgrounds, Rogoredo, the Garibaldi – Repubblica area, and areas of the railway hubs. The dimensions of this phenomenon are represented by the more than 4 million square metres of areas being redeveloped, undergoing functional conversion, and a morphological rearrangement.

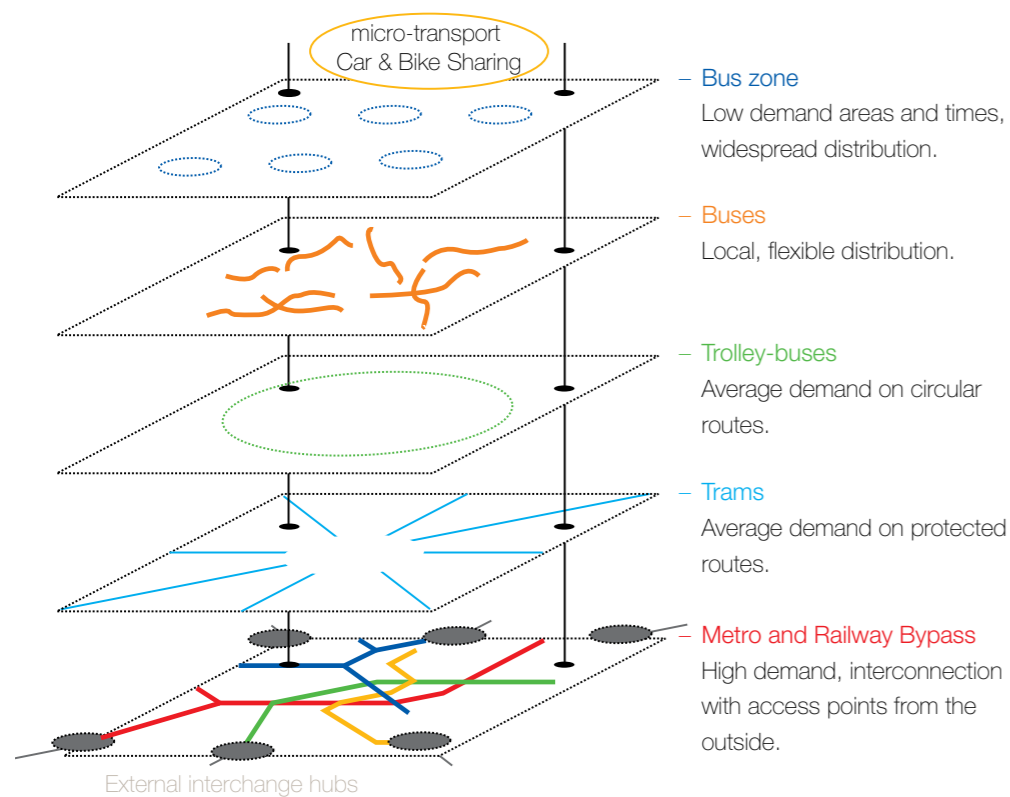
Their impact on the services system inevitably represents a sticking point to be resolved for sustainable development.

In 2015 the EXPO will also come to Milan, a decisive occasion, and the role ATM will play is substantial: currently, as a partner to the institutions planning and programming the event (the company has drawn up the transport study for the Master Plan), and tomorrow as a leading player, as the leading exponent of the integrated transport system.

The long-term strategy is broken down into sectorial plans.

First of all, the aim is to have a 100% renewed **fleet** that is environment-friendly with significant amounts of hybrid and hydrogen technology.

The strategic plan for the **network** that provides the metro with new extensions to the three existing lines and the construction of two new lines, new management and signalling systems that allow shorter intervals, and a redesign of the surface network on the basis of more modern and functional concepts.



The highly innovative **technology plan** provides for a "Milan Traffic-Info System" that is accessible to all, integrated and dynamic, and that will provide updated and personalised information on public transport, parking and traffic conditions.

A change strategy that sees **human resources** as the main asset and guarantee of success. And an Azienda Trasporti Milanese ever more customer oriented, that recognises merit and competence, is quick to decide and act and works as a team and towards goals.

Finally, a strategy of **growth** in size, in presence in the territory, in cultural and technological leadership, with the goal of extending the areas served in Italy and of structuring a system of alliances with other operators in order to reinforce the ATM Group's presence abroad.

The medium-term objective, **2012**, is that of the Business Plan that sets the guidelines for the next three years, defining goals and resources.

This Plan details the short-term goals, year by year, by means of operational planning of the actions required to attain the results set beforehand.

## THE STRATEGIC PLAN 2010 – 2012

During 2009 workgroups were set up of particular strategic relevance, which concluded with indications and pointers that were embodied in the Plan.

### PLAN GUIDELINES:

- o **GREATER QUALITY PERCEIVED BY THE CLIENT**  
More punctuality, safety, comfort and information.
- o **RECONFIGURATION OF THE NETWORKS IN RELATION TO DEMAND**  
Redesign of the surface network, with a long-term perspective, in relation to urban development, extension of the metro and the availability of new technologies.
- o **UPGRADING OF CRITICAL TECHNOLOGIES**  
Increased reliability, quality of the service and safety of the tram and metro systems.
- o **REINFORCING SKILLS AND A CULTURE OF RESPONSIBILITY**
  - Continuous development of management and training tools for managing Human Resources.
  - Adapting of Governance to the Group's new dimensions and complexity.
- o **REVISION OF OPERATING PROCESSES**
  - Simplification of the Organisation and operating processes.
  - Increased efficiency of key industrial processes: maintenance of the fleet of vehicles, fixed plants and systems, logistics.

## 7 CORPORATE GOVERNANCE

ATM S.p.A., the holding company in the ATM Group, is a public limited company fully owned by the City Council of Milan, which appoints the members of the Board of Directors, for a three-year mandate.

### COMPANY POSITIONS (IN OFFICE SINCE 30.04.2010):

- o **Chairman and Managing Director:** Elio Catania
- o **Board of Directors:** Dario Cassinelli, Giuseppe Frattini, Piero Ramponi, Francesco Tofoni
- o **Board of Statutory Auditors:** Angelo Minoia, Carlo Bellavite Pellegrini, Stefano Sarubbi

The articles of association grant the Board the widest possible powers for ordinary and extraordinary administration of the company, as it has been appointed to engage in all deeds that are useful for implementing the company purpose, with the sole exception of those that – by law and on the basis of the articles of association – are reserved to the Shareholders Meeting. The activity of the Board of Directors of the holding company ATM S.p.A. is backed up by the presence of various committees that allow it to be fully involved in the choices and subjects for which it is responsible:

- **The Remuneration Committee:** sees to validating the Group's remuneration policies (Piero Ramponi, Chairman; Elio Catania; Dario Cassinelli).
- **The Audit Committee:** runs in-house audits of company processes (Carlo Bellavite Pellegrini, Chairman; Piero Ramponi; Francesco Tofoni; Sergio Canzano).
- **The Watchdog Body:** checks compliance with Organisational Model 231 (Giuseppe Frattini, Chairman; Angelo Minoia; Stefano Sarubbi; Sergio Canzano).

For ATM sustainability is a basic strategic orientation that involves all the organisational actions and affects the goals of the Business Plan. For this reason, too, the Group does not have a single in-house point of reference for sustainable development, but a series of responsibilities spread out to maintain a coherent, integrated overview of the existing management systems and organisational departments involved. However, sustainability is constantly monitored by the Chairman and Managing Director, in his capacity as the main contact for all stakeholders.

An important contribution to the evolution of the governance and control mechanisms used by company management is associated with the development of the Organisational Model according to Legislative Decree 231/2001.

This Model pursues the goal of setting up a structured, organic system of checking procedures and activities aimed at preventing, and possibly avoiding, any of the crimes provided for in the Decree being committed such as corruption and false reports, exploiting people, conflicts of interests, and many others (for which, to date, the company has not had any implications), and violations of the Code of Ethics.



The constitutive elements of the Model are represented by the following documents:

- Reference principles for the organisational, management, and control model.
- Code of ethics.
- Code of conduct 231 of the ATM Group.

In 2008 a specific Watchdog Body was set up, tasked with monitoring functioning of the Model, seeing to updating it, and receiving any reports, and an Ethics Committee that acts as guarantor of correct application of the Code, with consultative and guiding tasks.

During 2009, in the face of the extension of the crimes that can be committed in terms of administrative responsibility, a project was launched to update the model itself, with the aim of issuing it by the end of 2010.

ATM has set about training personnel in the contents of Legislative Decree 231/2001 and any risks, and this activity will be completed in 2010.

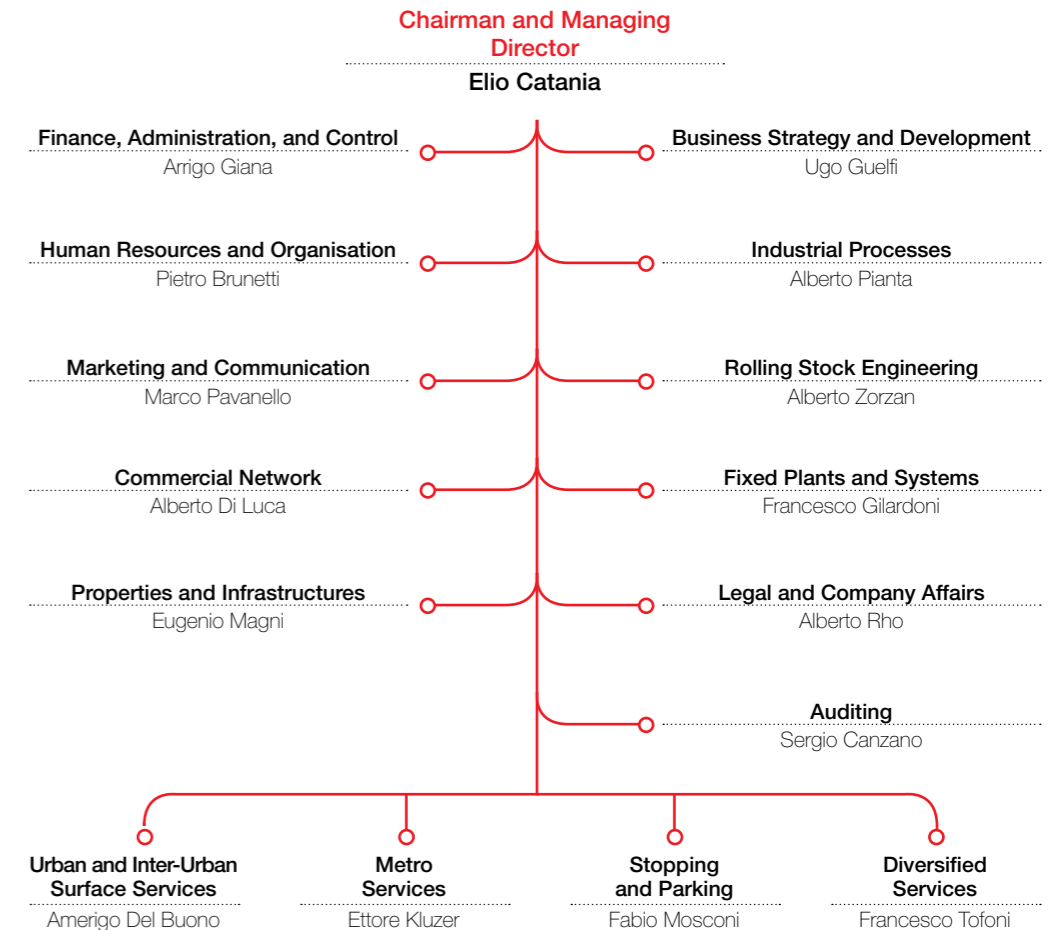
## 8 ATM'S ORGANISATIONAL STRUCTURE

ATM S.p.A. is structured to guarantee maximum efficiency, transparency and control in its management action. In the meanwhile, the integration of the governance model and a simple, flexible organisational setup has ensured greater focussing on the client and on operating processes.

The management structure is based on a system of top-level meetings aimed at monitoring management and at facilitating greater communication within the Group.

- **Executive Team:** Supports the Managing Director in strategic and operating decisions and monitors overall performance of the Group – meets once a week.
- **Business Operating Team:** Analyses and resolves problems regarding the Surface and Metro Operations, coordinates the activities of the various company departments that have an impact on how the operation runs and on customer satisfaction, and constantly anticipates possible critical situations in relation to safety and reliability.
- **Engineering Operations Team:** Ensures coherence of engineering and maintenance programmes, checking correct and coordinated implementation of the same, and guarantees progress with planned, approved investment projects.

### Structure of ATM S.p.A. (as at 01.07.10)



In addition, on a more informative and communicative line, the following also meet periodically:

- **Operations Team:** Once a quarter to bring the departmental managers up to date on the company's major projects, monitor how operations are proceeding, and check the progress status of innovation projects.
- **Management Team:** A opportunity to share and involve managers, middle managers, office holders and those on an intermediate level in how the Group is going and in the principal strategic and operational questions. This team meets on a half-yearly basis.

Management is supported by a structured reporting system on how business is going and on progress on the projects. This also makes correct application of incentive systems for managers and middle management possible, with a view to supporting and valorising merit, based on the degree of attainment of goals set beforehand, including those of an environmental and social nature.

# 9 STAKEHOLDERS

Identification of those most involved in looking after ATM's interests is based on the criteria contained in the AA1000 SES standard.

	CLIENTS	PERSONNEL	SUPPLIERS	CITY COUNCIL OF MILAN AND OTHER INSTITUTIONS	COMMUNITY	ENVIRONMENT
Relevant topics and questions	<ul style="list-style-type: none"> <li>- Regularity and punctuality</li> <li>- Safety and security</li> <li>- Comfort</li> <li>- Accessibility</li> <li>- Information</li> </ul>	<ul style="list-style-type: none"> <li>- Professional growth and development of skills</li> <li>- Protecting health and safety in the workplace</li> <li>- Company welfare</li> </ul>	<ul style="list-style-type: none"> <li>- Transparency and correctness</li> </ul>	<ul style="list-style-type: none"> <li>- Economic balance</li> <li>- Quality of the service</li> <li>- Customer satisfaction</li> <li>- Expo 2015</li> </ul>	<ul style="list-style-type: none"> <li>- Socio-cultural development of the Territory</li> <li>- Impact and problems associated with local public transport</li> </ul>	<ul style="list-style-type: none"> <li>- Reduction of direct impacts</li> <li>- Energy efficiency</li> </ul>
Dialogue and involvement initiatives	<ul style="list-style-type: none"> <li>- Customer satisfaction surveys</li> <li>- Taking part in discussion sessions with the City Council of Milan and Consumer Associations</li> </ul>	<ul style="list-style-type: none"> <li>- Internal surveys on the climate</li> <li>- Evaluation sessions</li> <li>- In-house communication initiatives</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluation of suppliers and continuous monitoring</li> </ul>	<ul style="list-style-type: none"> <li>- Collaboration with Local Administrations and Zone Councils</li> <li>- Involvement in drawing up the Master Plan for Expo 2015</li> </ul>	<ul style="list-style-type: none"> <li>- Collaboration in initiatives for the territory</li> <li>- Support to the services sector and culture</li> <li>- Periodic meetings with citizen committees</li> </ul>	<ul style="list-style-type: none"> <li>- Involvement in work sessions on sustainable transport</li> </ul>

As a Milanese institution, ATM has open contact with a number of stakeholders that look after various interests of a cultural and social nature. The numerous partnerships in these areas are the result of a course that has matured over the years that has led to the Group supporting events and initiatives at a territorial and a national level.

In 2009 ATM inaugurated discussions with Consumer Associations. This occasion was in the form of discussion, before publication, of the Transport Charter (the Services Charter of transport companies), the subject of common reflection, and the meetings then continued on various topics such as customer satisfaction surveys and the process for managing complaints.

This activity took on an institutional form on the occasion of the signing of the Protocol of Understanding that the City Council of Milan signed in December 2009 with a group of Consumer Protection Associations. It provides for the creation of a permanent work table for structuring a shared path of activities and initiatives that can provide advantages for citizens, in their capacity as consumers and clients. This table involves the City Council's controlled

companies and subsidiaries and, as a result, also ATM. This is an important opportunity for listening, discussion, and communications, for exchanging ideas, and information.

At the same time the activity of collaboration with the Consultative Council for the Disabled has continued, which took concrete form in the publication of an ad hoc brochure on the accessibility of the network (May 2009).

The role that the Group has always played in the area of transport means that it is also the best contact for the institutions and bodies set up to govern the territory. For this reason the opportunities for meeting not only the Milan City Council, but also the Zone Councils and Municipalities in which ATM operates have been stepped up, with meetings aimed at tackling and resolving transport-related questions.

The Group is part of ASSTRA (The National Association of Local Public Transport Companies in Italy) and Assolombarda, the regional association of Confindustria, a choice dictated by the need to be involved in the economic life of the Lombardy territory, as an important productive enterprise.

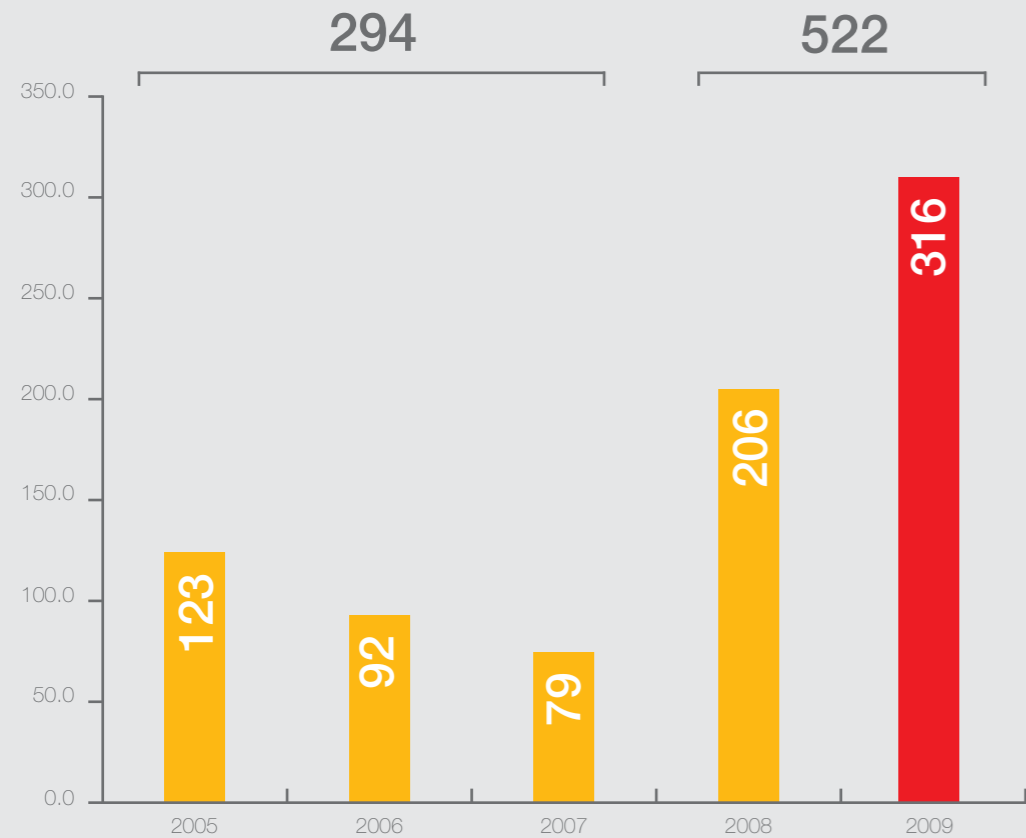


ECONOMIC  
SUSTAINABILITY

# HIGHLIGHTS

Efficiency / productivity	Δ 2009-2007
Income per km	+ 9.7%
Income per employee	+ 11.6%
Investments per employee	+ 301.2%
Indirect income per employee	+ 2.3%
Km per employee	+ 2.3%
MOL/Income	+ 1.1 pts

Investments in the last 5 years (Millions of Euro)



# GOALS

WE SET OURSELVES THE FOLLOWING GOALS:	WE ACHIEVED:
To maintain the economic balance in view of the planned investments	In 2009 ATM invested Euro 316 million, in line with what was provided for in the Business Plan, a level never reached before in the history of the Group
To structure purchase contracts for hybrid vehicles based on the lifecycle cost, that is over the whole lifecycle, including maintenance and assistance costs	Four vehicles were acquired, with a contract structured in the lifecycle cost

## GOALS 2010 – 2012

- Completion of the stores management process changeover from “stock breakage” to “needs”
- Revision and updating of the process for approving and evaluating suppliers
- Extension of the functions in the Suppliers area of the website, including the approval, tender, and integration of the supply chain phases
- Upgrade of the SAP SRM release for managing tenders online, catalogue purchases and implementation of the automated authorisation workflow

# 1 ECONOMIC PERFORMANCE

For the ATM Group 2009 represented a fundamental passage in checking results after the three years of work that began in 2007 with the drawing up of the first Business Plan.

Overall, it was a positive year that confirms the Group's capacity to generate income on a continuous basis.

	2007	2008	2009	Δ % 2009/2008
<b>Total value of production</b>	<b>756.0</b>	<b>841.3</b>	<b>887.9</b>	<b>5.5</b>
Income from Local Public Transport	389.7	350.4	377.9	7.9
Stopping and Parking	23.7	24.8	25.1	1.2
Contributions	340.9	342.8	360.6	5.2
Other income and earnings	101.6	123.3	124.2	0.7
<b>Total cost of production</b>	<b>686.6</b>	<b>760.6</b>	<b>800.3</b>	<b>5.2</b>
Raw and subsidiary materials, consumables, and goods	79.9	85.3	76.4	(10.5)
Services	161.3	191.1	191.0	(0.1)
Usage of others' assets	37.3	39.0	38.9	(0.4)
Personnel	396.7	429.1	454.7	6.0
Variations in stores stocks	(0.9)	(3.1)	16.5	(640.3)
Other operating costs	20.4	19.2	22.9	19.4
<b>Gross operating margin</b>	<b>69.4</b>	<b>80.6</b>	<b>87.6</b>	<b>8.6</b>
Depreciation and devaluation	70.2	73.3	81.1	10.5
<b>Gross operating result</b>	<b>(0.8)</b>	<b>7.3</b>	<b>6.5</b>	<b>n.s.</b>
Financial Income and Expenditure	10.5	6.5	10.9	68.3
Extraordinary Income and Expenditure	8.9	7.4	5.4	(26.1)
<b>Result before tax</b>	<b>18.6</b>	<b>21.1</b>	<b>22.9</b>	<b>8.1</b>
Tax on operating revenue	(15.8)	(15.7)	(18.4)	(17.7)
<b>Operating profit (loss)</b>	<b>2.8</b>	<b>5.5</b>	<b>4.4</b>	<b>(19.2)</b>
<b>Group operating profit (loss)</b>	<b>2.4</b>	<b>4.4</b>	<b>3.7</b>	<b>(15.6)</b>
<b>Third parties' operating profit (loss)</b>	<b>0.4</b>	<b>1.1</b>	<b>0.7</b>	<b>(34.3)</b>

Amounts in millions of Euro

The Consolidated Financial Accounts closed with a net profit of Euro 4.4 million, of which 3.7 million were earned by the Group and 0.7 million by third parties.

The consolidation area, that is the companies that make up the ATM Group, did not undergo any changes compared to the previous financial year. As regards the comparison of the data against 2007, it should be remembered that these refer to non-homogeneous consolidation areas, since Metro Service, GuidaMi and NET have only been consolidated since 2008.

As shown in the table below, the increase in income is due to increased invoicing relating to the public transport activity of + Euro 27.5 million.

## Income from Local Public Transport (data as at 31.12 each year)

	2007	2008	2009	Δ % 2009/2008
Italy	289.7	317.3	341.0	7.5
Denmark	0	33.0	36.9	11.7
<b>Total</b>	<b>289.7</b>	<b>350.4</b>	<b>377.9</b>	<b>7.9</b>

Amounts in millions of Euro



## 2 INVESTMENTS

In 2009 the Group invested Euro 316.2 million (of which Euro 7.3 million on Intangible Fixed Assets, and Euro 178.9 million on Tangible Fixed Assets) compared to Euro 206 million in 2008 and 78.8 in 2007.

Over a two-year period the Group has invested Euro 522 million, a figure that is even more significant if compared with what is happening in other companies and other sectors.

### Investments (data as at 31.12 each year)

	2007	2008	2009	Δ % 2009/2008
Buildings and other infrastructures	7.8	14.0	52.2	272.8
Plants	15.1	40.0	29.9	(25.2)
Rolling stock	55.9	152.0	234.1	54.0
<b>Total</b>	<b>78.8</b>	<b>206.0</b>	<b>316.2</b>	<b>53.5</b>

Amounts in millions of Euro

The investments were made mainly by the holding company ATM S.p.A. The other companies in the group made modest investments, in line with the Group's policy that sees investments for common use concentrated in ATM.

The investments were mainly in:

- **Rolling stock** (contracts in progress for supplying 40 metro trains, 85 Sirio trams, 275 buses and 30 trolley-buses).
- Refurbishing of the **signalling system** on metro line 1.
- Renovation and replacement of metro and trolley-bus **points** and **equipping**.
- **Revamping** of trains for metro line 1.
- Construction of the **new depot at San Donato** and factory building for refurbishing metro trains in Precotto.
- Work on waterproofing the stations and tunnels for the 3 metro lines.
- **Works on the plants** for the metro and **refurbishing of the stations**.
- Setting up of **bike sharing**.
- Completion of the magnetic – electronic ticketing system.

Once again for 2010 the Group intends making investments of at least Euro 300 million, continuing with the relaunch process undertaken and triplicating the effort compared to the 2005–2007 three-year period, thereby winning back the competitive edge and operational capacity that a low level of investments had caused.

This new development process is made possible by a combination of at least two factors: self-financing generated by the positive economic results achieved, also due to containing costs; and a flow of resources provided by the City Council of Milan that in two years contributed more than Euro 150 million, which underlines the shareholder's interest in the growth and development of local public transport.

The investment choices always take into consideration that variables associated with the environmental impact and respecting human rights.

## 3 ADDED VALUE PROSPECTUS

Added value represents the wealth produced by the ATM Group, calculated as the difference between the value of production and intermediate costs of production for the public transport service. The added value created in 2009 came to Euro 579.4 million and was partly held onto by the Group in order to invest in its own future, and part was distributed to the major stakeholders.

### Added Value Production Prospectus (data as at 31.12 each year)

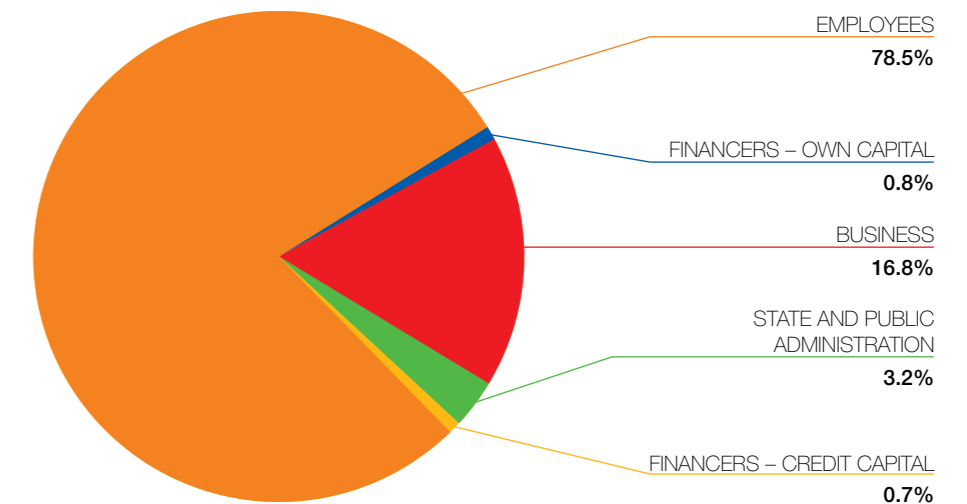
	2007	2008	2009
Income from sales and services:			
– traffic	284.5	345.8	370.2
– stopping and parking	23.7	24.8	25.1
– other	5.2	4.5	7.8
<b>Total</b>	<b>313.4</b>	<b>375.2</b>	<b>403.1</b>
Increases in fixed assets	15.9	19.9	30.4
Other income and earnings	85.7	103.4	93.8
Contributions to the operating account	340.9	342.8	360.6
<b>Total income</b>	<b>756.0</b>	<b>841.3</b>	<b>887.9</b>
Consumption of materials	(70.9)	(82.2)	(92.9)
Maintenance and repairs	(47.8)	(56.2)	(51.3)
Providing of services and utilities	(113.5)	(134.9)	(139.7)
Usage of others' assets	(37.3)	(39.0)	(38.9)
Other operating burdens	(5.8)	(5.6)	(6.4)
<b>Characteristic gross added value</b>	<b>480.7</b>	<b>523.3</b>	<b>558.8</b>
Financial Management	13.1	11.4	15.2
Extraordinary Management	8.9	7.4	5.4
<b>Overall gross added value</b>	<b>502.7</b>	<b>542.0</b>	<b>579.4</b>

Amounts in millions of Euro

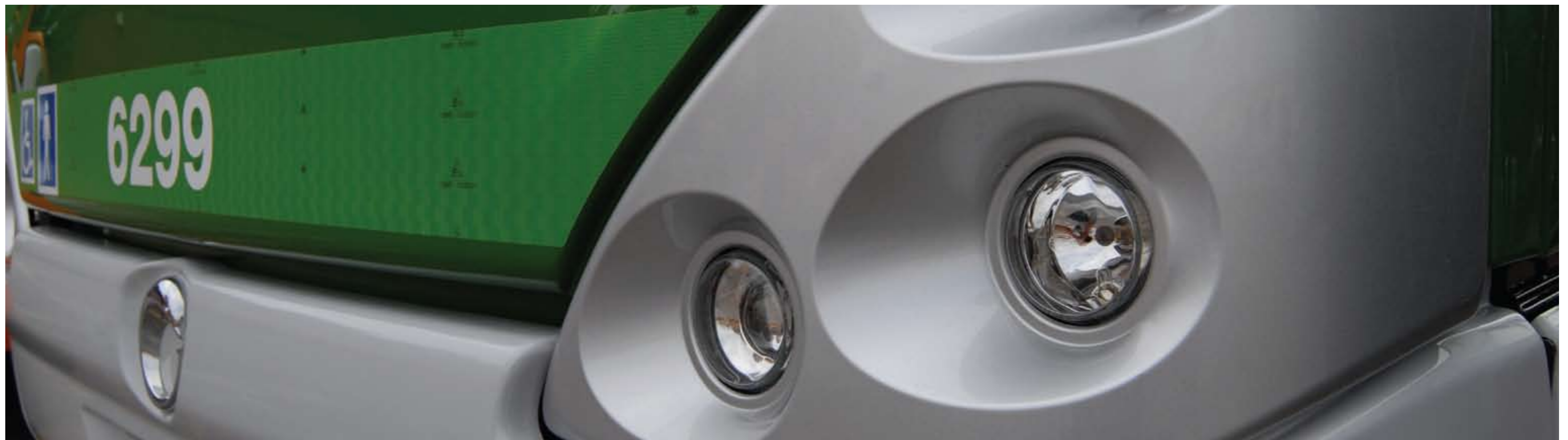
**Added Value Distribution Prospectus (data as at 31.12 each year)**

Added value broken down between	2007	2008	2009
<b>A) EMPLOYEES</b>			
Labour cost	396.7	429.1	454.7
<b>B) FINANCERS – CREDIT CAPITAL</b>			
Interest balance	2.6	4.9	4.3
<b>C) FINANCERS – OWN CAPITAL</b>			
Operating result: Group profit	2.4	4.4	3.7
Operating result: Profit due to third parties	0.4	1.1	0.7
<b>D) STATE / E.U. SYSTEM</b>			
Production Activity Income Tax / General Taxation	15.8	15.7	18.4
<b>E) BUSINESS SYSTEM</b>			
Depreciation	70.2	73.3	81.1
Reserves	14.6	13.5	16.5
<b>Total added value distributed</b>	<b>502.7</b>	<b>542.0</b>	<b>579.4</b>

Amounts in millions of Euro

**Distribution of Added Value in 2009**

In 2009, 78.5% of the Added Value produced at a consolidated level was distributed to employees, which confirms that a significant part of the wealth produced by the ATM Group is due to those that actively contribute to its development. The part of the added value assigned to the business system, of 16.8%, is significant, also thanks to the amounts assigned to reserves, which indicates the high level of self-financing for the growth of the Group. Of the remainder 3.2% was distributed to the public administration system, 1.5% was assigned to interest paid to financiers and profits earned by third parties or the sole shareholder.



## 4 THE ATM GROUP AND THE PUBLIC INSTITUTIONS

Various public institutions interact with ATM in the multiple roles of financiers, those responsible for determining tariffs, and those involved in guaranteeing the transport service.

The tables below show the principal sums received or paid by the company in its dealings with the Public Administration.

### Sums received from Public Institutions (data as at 31.12 each year)

	2007	2008	2009	v.a. 09/08
<b>Amounts from the State</b>				
– Illness contributions, previous years	5.5	5.8	3.5	(2.2)
– CCNL [National Joint-Bargaining Employment Contract] contributions	46.3	49.3	45.4	(3.9)
– Contributions to the capital account	0.9	0.0	61.3	61.3
<b>Amounts from the Lombardy Regional Authority</b>				
– Contributions to the operating account	294.4	293.3	315.1	21.8
– Contributions to the operating account related to previous years	0.5	0.9	20.4	19.5
– Contributions to the capital account	15.6	8.6	10.4	1.8
<b>Amounts from the Province of Milan</b>				
– CCNL contributions, previous years	0.4	0.0	0.0	0.0
<b>Amounts from the City Council of Milan</b>				
– Contributions to the capital account	16.9	40.7	41.1	0.4
<b>Total</b>	<b>380.5</b>	<b>398.7</b>	<b>497.2</b>	<b>98.6</b>

Amounts in millions of Euro

### Contributions received in relation to investments by financier body (data as at 31.12 each year)

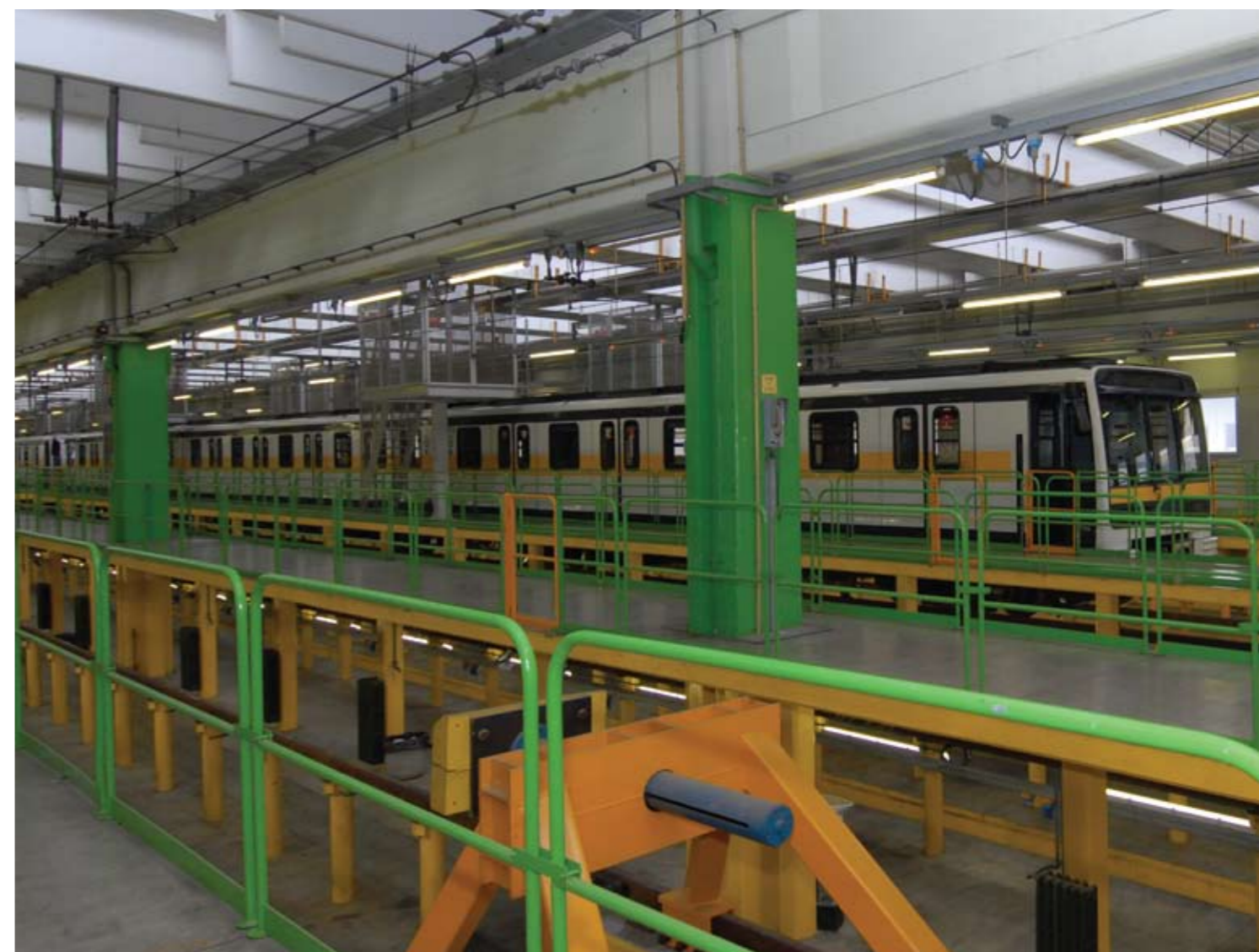
	2008	2009	v.a. 09/08
– State contributions	1.391	2.203	0.812
– Regional contributions	16.730	17.004	0.274
– Municipal contributions	1.775	3.080	1.305
– Other contributions	0.086	0.240	0.154
<b>Total</b>	<b>19.982</b>	<b>22.527</b>	<b>2.545</b>

Amounts in millions of Euro

### Amounts paid to Public Institutions (data as at 31.12 each year)

	2007	2008	2009	v.a. 09/08
<b>Amounts to the State</b>				
Income tax	15.6	15.4	18.8	3.3
Licence and registration fees	0.1	0.1	0.1	(0.0)
Vehicle ownership tax, first registration, and roadworthy inspections	0.2	0.1	0.2	0.0
<b>Region and Municipalities</b>				
Municipal rates and taxes	2.9	2.9	3.0	0.1
<b>Total</b>	<b>18.8</b>	<b>18.6</b>	<b>22.0</b>	<b>3.4</b>

Amounts in millions of Euro



## 5 THE ATM GROUP AND THE SUPPLIERS

For the ATM Group, relations with its suppliers are strategic and marked by maximum transparency, correctness, and quality.

Multiple procedures have been set up for this purpose, both in the initial purchase phase and in the subsequent phase of evaluating the service provided throughout the lifespan of the contracts. This begins with the extensive recourse to open product approval systems, and the possibility afforded to suppliers of introducing themselves by completing a questionnaire online, in order to check that they meet the organisation requirements (assets, economic – financial and organisational requirements and those connected with quality and environmental certification) required for “approval”.

In addition, reward procedures have been introduced in tender procedures (in terms of scores) for suppliers that are able to attest ISO 14001 Environmental Certification and SA 8000 Social Responsibility Certification.

### THE CODE OF ETHICS IN CONTRACTS

The contracts include the addition of a contractual clause concerning compliance with the Code of Ethics and Code of Conduct 231, in order to avoid conduct that goes contrary to the norms they contain.

In particular, in tender and service contracts carried out at ATM premises (like those for cleaning and maintenance services), a clause is included that requires the contractor to apply the current National Joint-Bargaining Employment Contract to their workers and, in general, compliance with the standards in relation to health, safety and hygiene in the workplace, and remuneration, contribution and insurance obligations.

### CHECKS AND EVALUATIONS

The ATM Group carries out a series of checks on the suppliers and procedures they apply, by conducting audits at the companies to check compliance with the standards on labour, safety and the environment. In relation to the goods and materials purchased, the relevant environmental standards are applied (waste disposal, scrapping, RAEE contribution, COBAT, reforestation obligations, etc.). As a lead up to direct checking suppliers are evaluated on a regular basis for all the companies in the Group for both supplies and services connected with the core business.

#### Heat contract

In 2009 ATM formalised a “heat contract” the major characteristics of which can be summarised as follows:

- Supply of a heating service, paid for on the basis of an index-linked fee that includes all that is required to guarantee comfortable conditions in the buildings, including the supply of fuel, operating, managing and maintenance of plants, and work to upgrade them to comply with standards.
- A tender structured in a way that rewards refurbishing and energy saving actions. The fee also includes, for the account of the executing companies, construction of cogeneration plants for producing electricity themselves.

### Evaluation of suppliers (data as at 31.12 each year)

	2007		2008		2009	
	N.	%	N.	%	N.	%
Suppliers with positive evaluation	1,085	79.66%	1,085	82.82%	1,282	85.18%
<i>Excellent</i>	471	34.58%	528	40.31%	729	56.86%
<i>Good</i>	370	27.17%	275	20.99%	296	23.09%
<i>Sufficient</i>	244	17.91%	282	21.53%	257	20.05%
Suppliers evaluated negatively due to:	277	20.34%	225	17.18%	223	14.82%
<i>Delays</i>	273	20.04%	218	16.64%	214	14.22%
<i>Product quality / deliveries</i>	4	0.29%	7	0.53%	9	0.60%
<b>Total no. of suppliers evaluated</b>	<b>1,362</b>		<b>1,310</b>		<b>1,505</b>	

ATM's suppliers during the 2009 financial year were prevalently Italian, with a significant number coming from the Lombardy area. The table below provides percentages that indicate the distribution by turnover (out of a total of about Euro 166 million) and number of suppliers (1,082).

### Distribution of suppliers (data as at 31.12 each year)

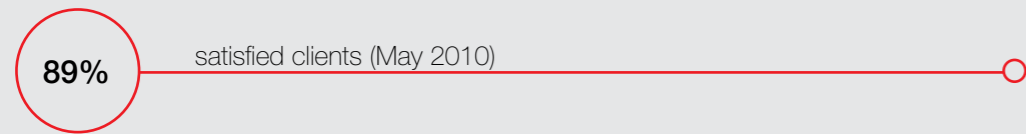
	2007		2008		2009	
	% by turnover	% by number	% by turnover	% by number	% by turnover	% by number
Italy	94.20%	97.30%	96.75%	96.92%	93.02%	96.86%
<i>Of which, from Lombardy</i>	46.39%	71.44%	36.60%	75.94%	30.96%	72.42%
<i>Of which, from other regions</i>	47.86%	25.86%	60.15%	20.98%	64.23%	26.71%
Rest of the world	5.80%	2.70%	3.25%	3.08%	6.98%	3.14%

This data refers to the ATM Group, excluding Metro Service

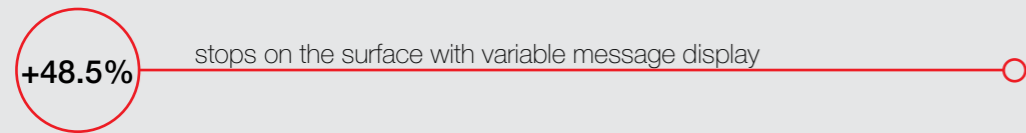


SOCIAL  
SUSTAINABILITY

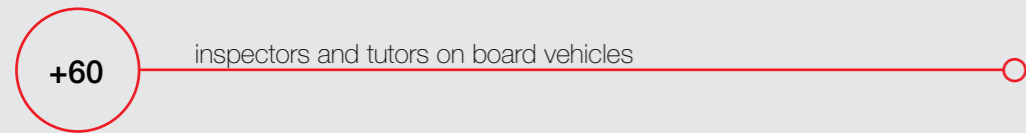
# HIGHLIGHTS



## INFORMATION (2009 VS 2007)



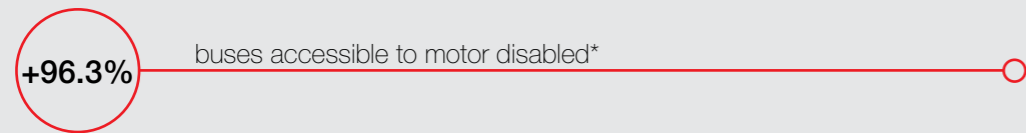
## SAFETY AND SECURITY (2009 VS 2007)



## PUNCTUALITY (2009 VS 2007)



## COMFORT AND ACCESSIBILITY (AS AT 31.12.2009)



\* In service in the urban area

# GOALS

WE SET OURSELVES THE FOLLOWING GOALS:	WE ACHIEVED (31.12.2009):
<b>Information and Communication</b>	
New website	Online from July 2009
Extending of real-time information on the surface and on the metro	<ul style="list-style-type: none"> <li>- 1,530 surface stops equipped with waiting time displays and variable message displays for information to clients</li> <li>- ATM Television News, an information strip connected with the Operations Rooms (10 editions daily, on the air, one the website, and on screens in the metro)</li> </ul>
Improvement of communication in the metro	<ul style="list-style-type: none"> <li>- New line synoptics at all stations</li> <li>- Renewal of all information material on trains</li> <li>- New signage: Installation at Garibaldi FS, pilot station</li> </ul>
Publication and distribution of topical information brochures	Brochures dedicated to youth, families, the aged, disabled, companies, and on the use of bicycles in the metro
Redevelopment of ATM POINTS	Renovation of ATM Point at Romolo
<b>Safety &amp; Security</b>	
Upgrading of the units dedicated to control	180 inspectors on the entire network, plus 11 dedicated teams on the metro in the evening and at night
Conclusion of the process of upgrading the video surveillance system for the metro.	Installation of 1,037 new video cameras in the metro
Vehicles with video surveillance system on board	46.5% of buses, 30.1% of trams, 28% of trolley-buses, 25.7% of metro trains
Extension of mobile telephone coverage to the whole metro network	Completed
<b>Punctuality</b>	
Punctuality at stops	% trips punctual at stops: 96% on the metro 78% on the surface
<b>Comfort</b>	
Increase in air-conditioned vehicles	93.2% of buses, 41.9% of trams, 33.1% trolley-buses, 40% of metro trains
Cleanliness of vehicles and stations	Introduction of 12 Mobile Cleaning Teams plus 6 inspectors on board vehicles on the surface, in stations, and on metro trains

**Accessibility to the network and the service**

Increase of the structures to guarantee greater accessibility: – Lifts and escalators – “Sensitive” platforms in the metro – Vehicles accessible to motor disabled – Monitor/display with audio/video announcement of next stop	– 52 stations accessible to motor disabled – 74 stations equipped with sensitive floor at the edge of the platform at the “yellow line” and in front of the junction between the train’s two Traction Units – 96.3% of buses in the urban area (97.3% of the entire bus fleet), 33.1% of trolley-buses, and 30.1% of trams accessible to motor disabled – 80% of buses in the urban area (72.6% of the entire bus fleet), 33.1% of trolley-buses, and 30.1% of trams and 8.3% of trains equipped with monitors/displays with audio/video announcement of next stop
New systems for purchasing season tickets	Introduction of online purchasing via the website
Extension of the use of electronic cards for urban tickets	Launch of the new electronic RicaricaMi card that can be topped up with various types and combinations of urban tickets

**GOALS 2010 – 2012**

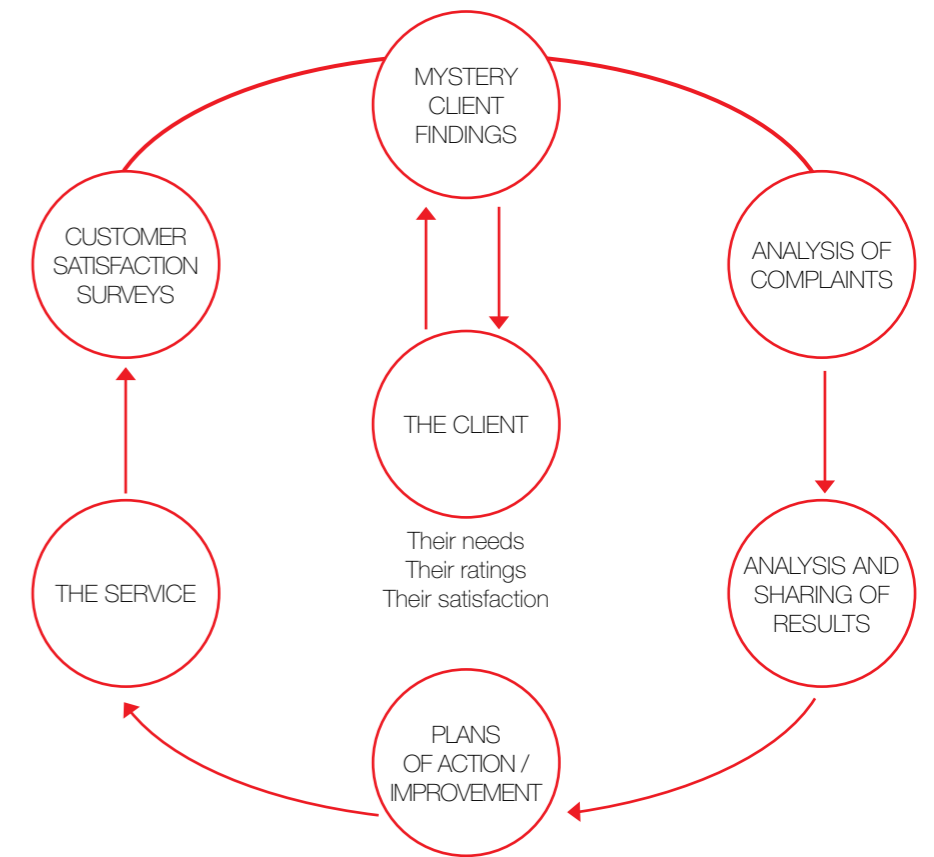
- Extension of the functionality of the website and development of applications for *smart phones* and *iphones*
- Upgrading of Transport Info channels
- Upgrading of communication on the metro, both fixed (maps and signage) and real-time (installation of new monitors on some mezzanine levels in the metro and increase in the number of stations equipped with monitors along the platforms)
- Publication and distribution of a new information leaflet on the service (tariffs, timetables, etc.) and renewal of the maps for the surface and metro networks available to clients via the ATM POINTS
- Redevelopment of the ATM POINTS in the Loreto and Centrale FS stations
- Conclusion of the process of upgrading the video surveillance system for the metro
- Installation at all stations of SOS systems on the platforms
- Improvement of punctuality at stops on the surface: goal 85%
- Renewal of vehicle fleet: greater travelling comfort (air-conditioning, lowered floor, information in the vehicle), and greater security (video surveillance on board)
- Improvement of accessibility of stations and surface vehicles
- Extension of sound and visual systems for announcing the next stop

# 1 INTEGRATED LISTENING AND MONITORING SYSTEM

Client ratings and needs are starting points for defining, planning, and implementing actions to improve and develop the service. According to this “customer-centric” vision, an integrated listening and customer satisfaction monitoring system has been set up.

The means used on a structural level include:

- Customer satisfaction surveys
- Mystery client findings
- Gathering and analysis of complaints.



**CUSTOMER SATISFACTION SURVEYS**

Each year ATM carries out customer satisfaction surveys, using a model drawn up following compared analysis of the main European companies. This model provides for:

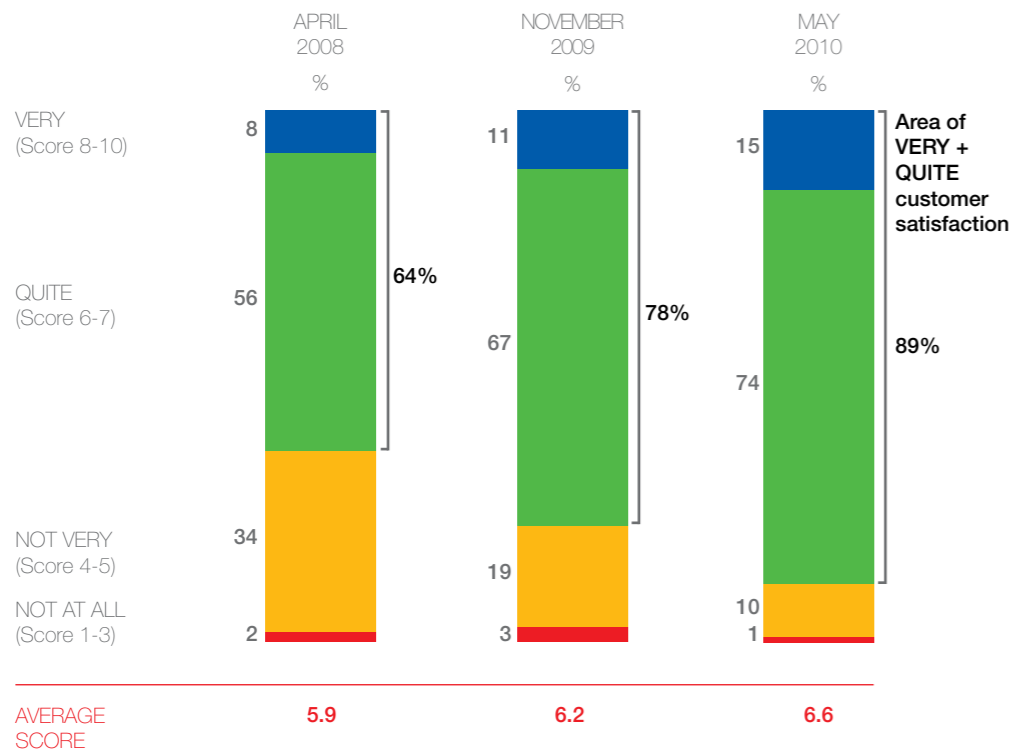
- 2,600 face-to-face interviews on board vehicles or in the vicinity of surface stops and/or metro platforms.
- The spreading of interviews over the period of a typical week, from Monday to Friday, and for 5 time periods (rush hour and quiet) from about 7:30 to 22:00, in order to gather information of customers’ experiences in various contexts and/or conditions, when using the service during the day.

- The use of a "by line" logic: the 16 principal urban surface lines travelled by buses, trolley-buses and trams, and the three metro lines are monitored.
- Weighting of data on satisfaction according to the criterion of the average load percentage on the various lines.

In the survey carried out in November 2009, by GFK-Eurisko, the percentage of clients that say they are very satisfied or satisfied enough was 78%, which was well up compared to the 64% of the survey in April 2008. In the May 2010 survey this figure reached a record value of 89%.

**OVERALL SATISFACTION WITH ATM**

"Overall, on a scale of 1 to 10, how satisfied are you with the transport service offered by ATM?"



Also as regards factors associated with the quality of the service, the improvement trend of the last two surveys compared to 2008 was confirmed.

**Satisfaction (% very + quite)**

	APRIL 2008	NOVEMBER 2009	MAY 2010
How easy it is to buy tickets	92	89	89
How easy it is to get on and off the vehicles	74	86	85
Courtesy of ATM personnel	77	84	85
Electronic tables at stops with waiting times	72	81	82
Quality of the driving	81	83	82
Information to clients	70	77	79
Comfort of seats	59	76	77
Regularity and punctuality of the service	52	70	72
Air-conditioning	53	71	71
How often the service runs	48	67	71
Safety in terms of accident risk	55	69	70
Vehicle cleanliness	33	60	69
Cleanliness of stops and stations	48	62	67
Security against the risk of theft or aggression	27	57	61
Crowding of vehicles	36	56	58

However, ATM's attention remains focussed on the areas that need improvement:

- Vehicle crowding, especially on the metro: the new signalling system and gradual commissioning of new trains for the service will offer clients a greater frequency and higher level of travelling comfort.
- Cleanliness, in relation to which the company intends continuing on the line taken, is confirmed by the positive trend found by the surveys.

**CUSTOMER SATISFACTION SURVEY BY AGENZIA MOBILITÀ AMBIENTE E TERRITORIO**

The positive results recorded by the customer satisfaction surveys carried out by ATM are also confirmed by those carried out by AMAT – Agenzia Mobilità Ambiente e Territorio di Milano in November 2009.

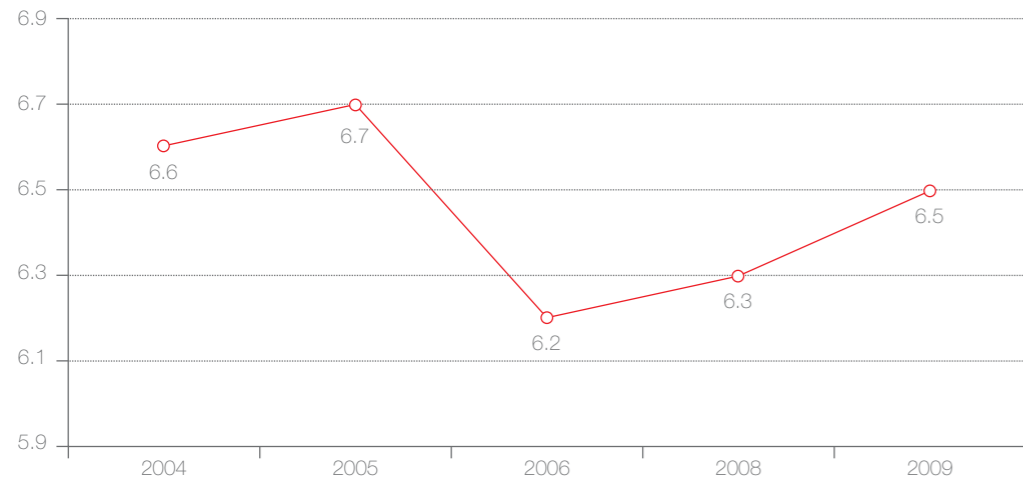
All 4,200 telephone interviews were carried out using the CATI (Computer Assisted Telephone Interviewing) method, covering users of local public transport that live in Milan and in the 32 municipalities in the urban area that had used at least one means of transport over the seven days prior to the interview.

Overall satisfaction with the service was high and achieved an average score of 6.5 with 88% of clients stating that they were very or quite satisfied. All the principal indicators were at the highest value recorded between 2004 and today.

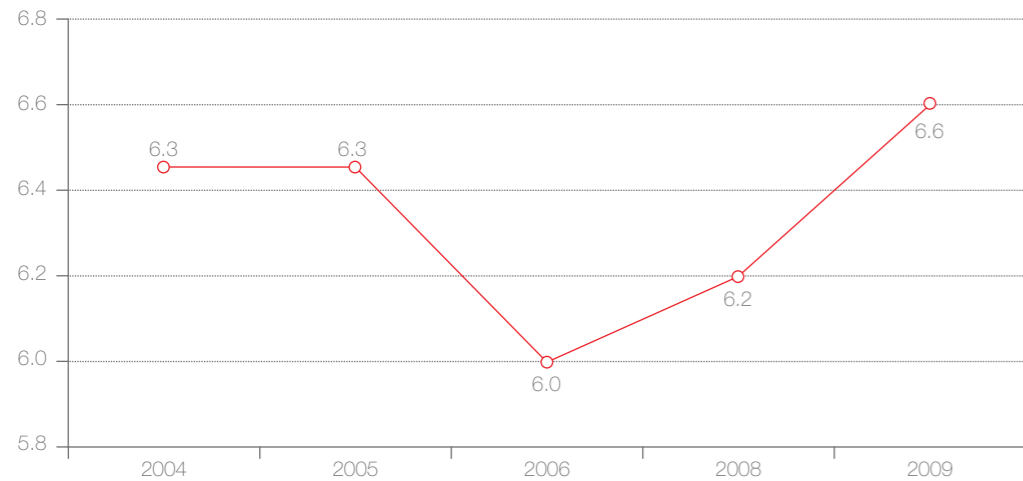
There was a clear increase in the number of citizens that perceive a general positive change on the part of the company in recent years: today one in two Milanese stated that the service is improving (49.6% compared to 35% in 2008).

As already highlighted, the question of crowding due to the increase in passengers, especially on the metro, is confirmed as a factor that must be given attention.

**Overall satisfaction with the service**



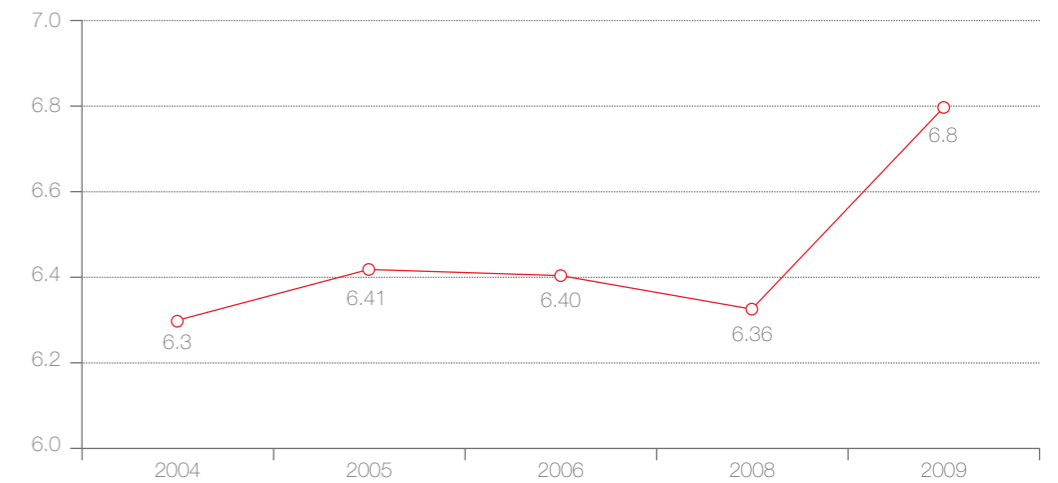
**Frequency of the service**



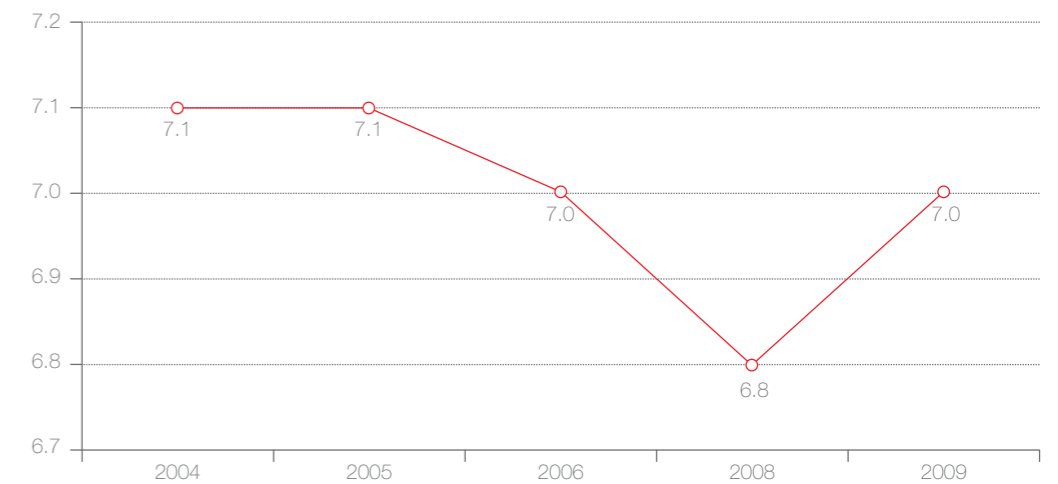
**Regularity of the service**



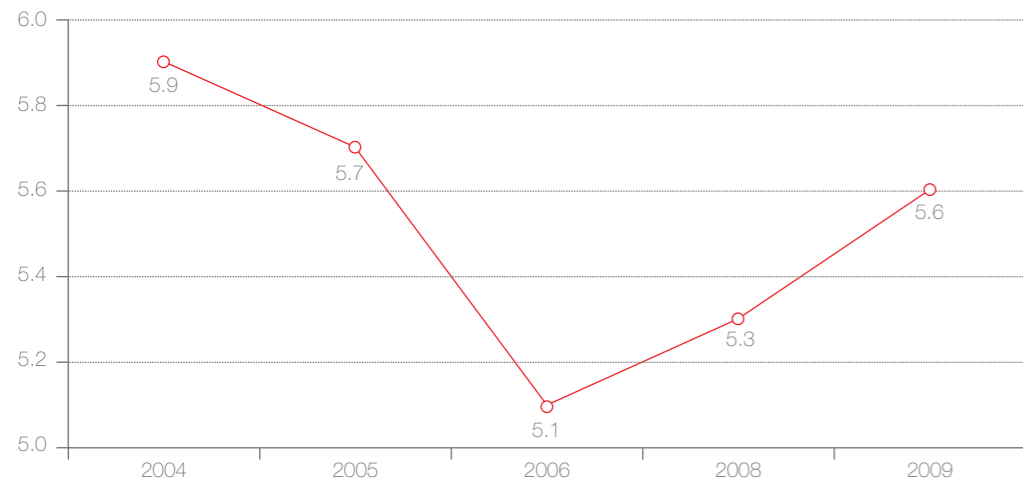
**Personal safety and property safety**



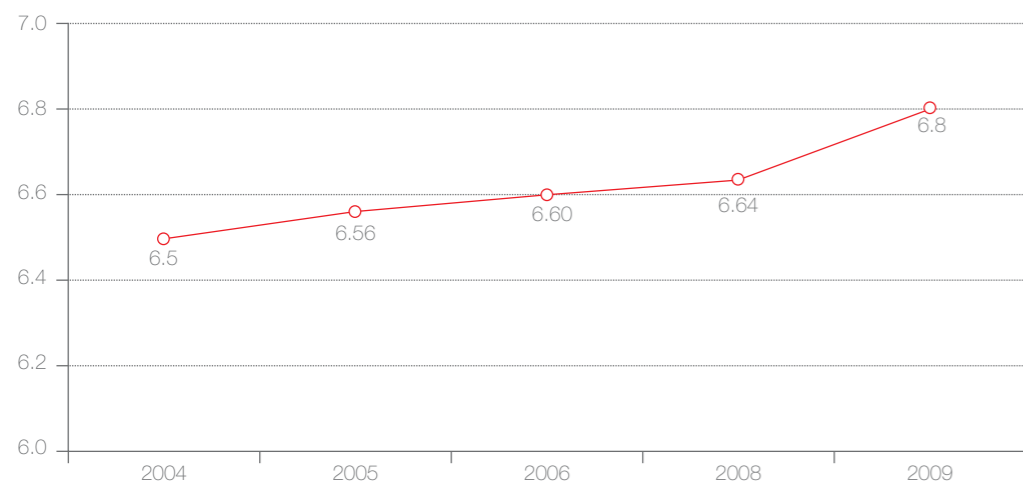
**Safety vs accidents**



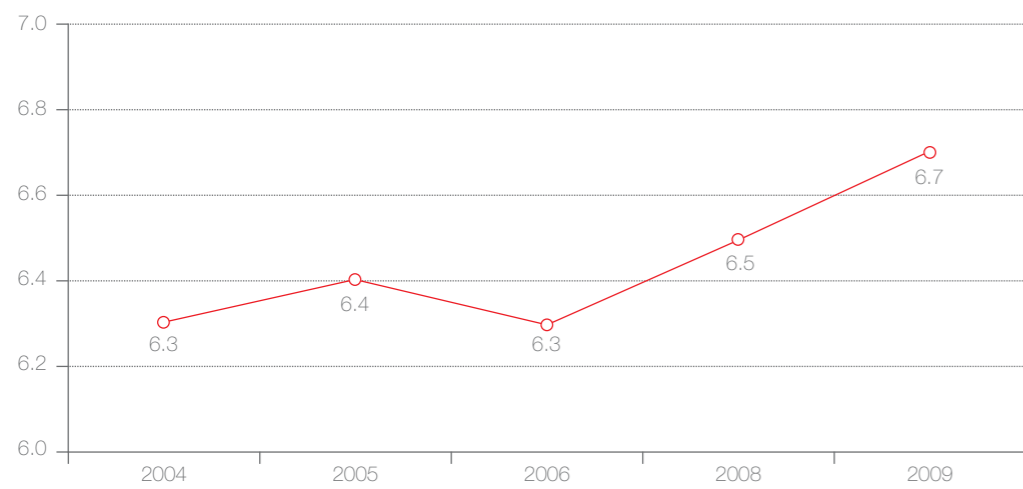
**Cleanliness**



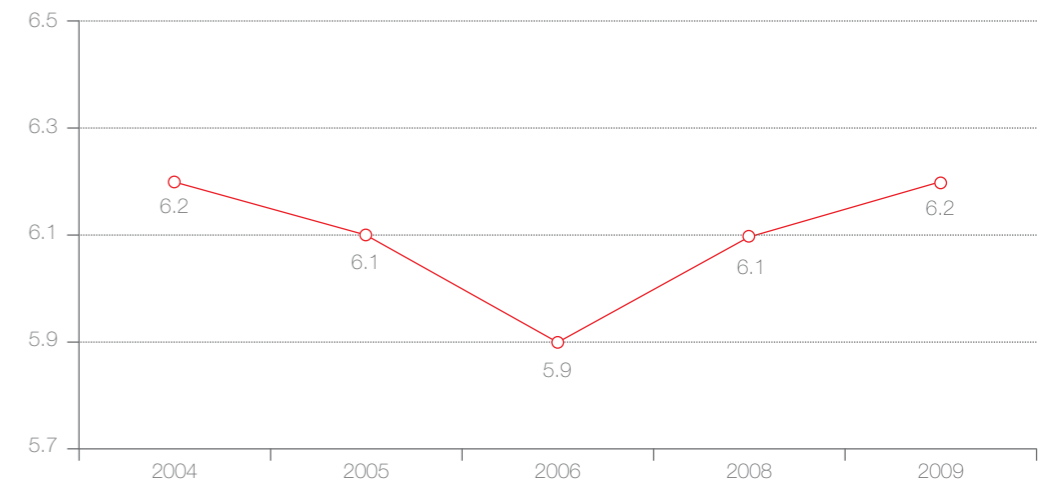
**Courtesy of personnel**



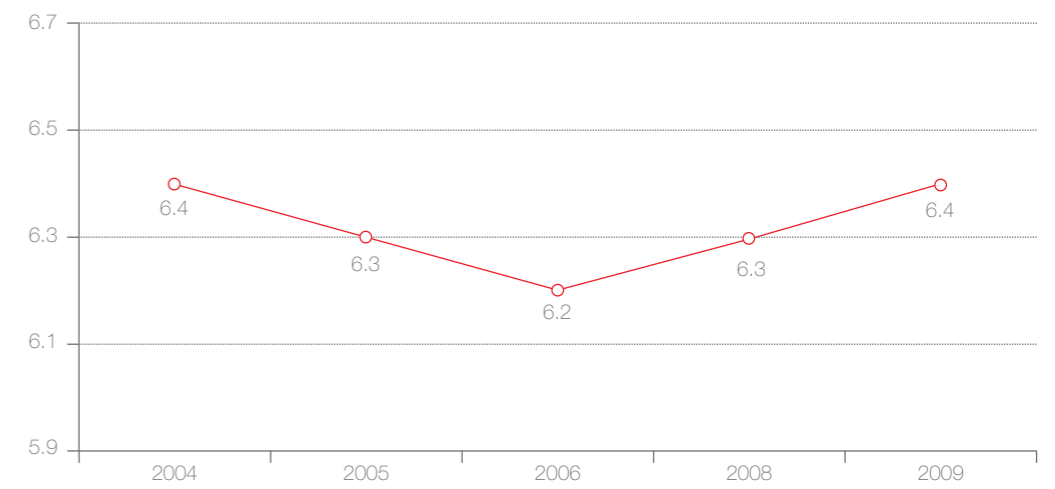
**Information for clients**



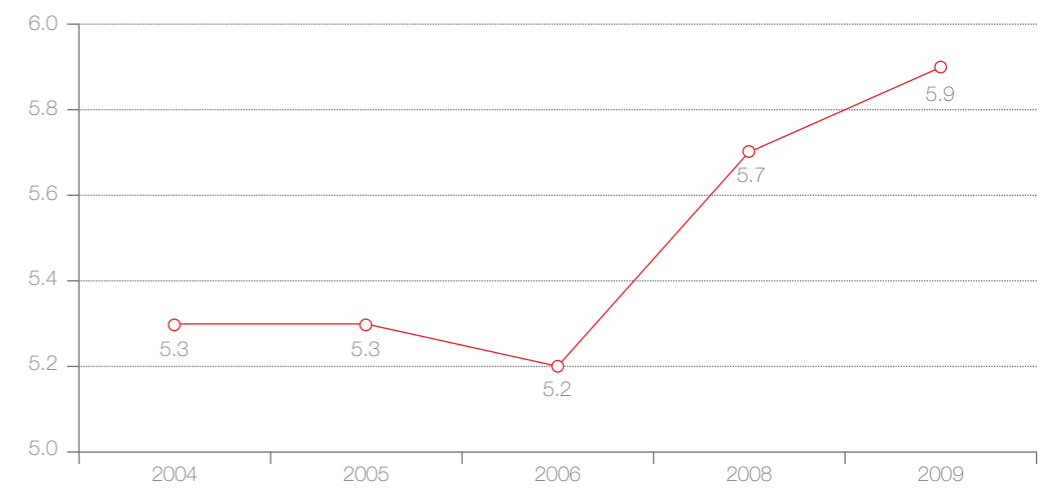
**Comfort of the service**



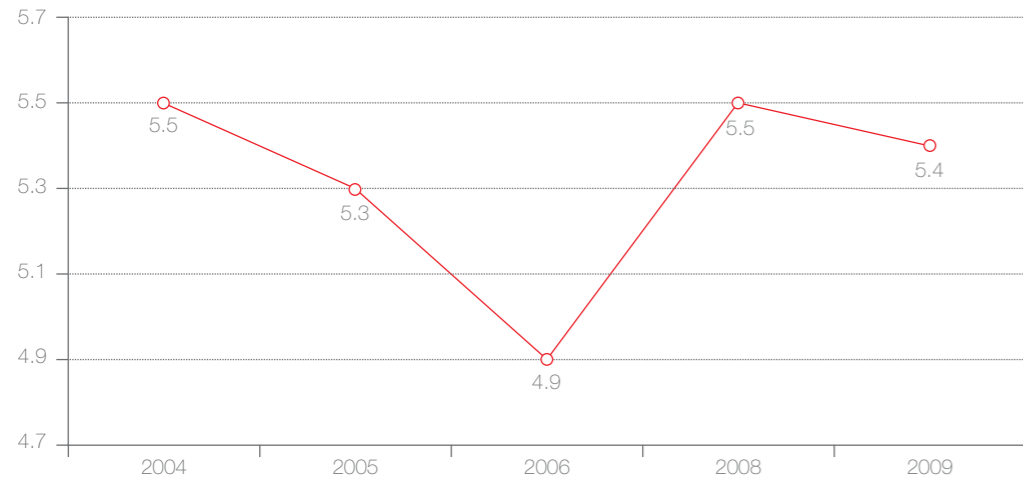
**Accessibility**



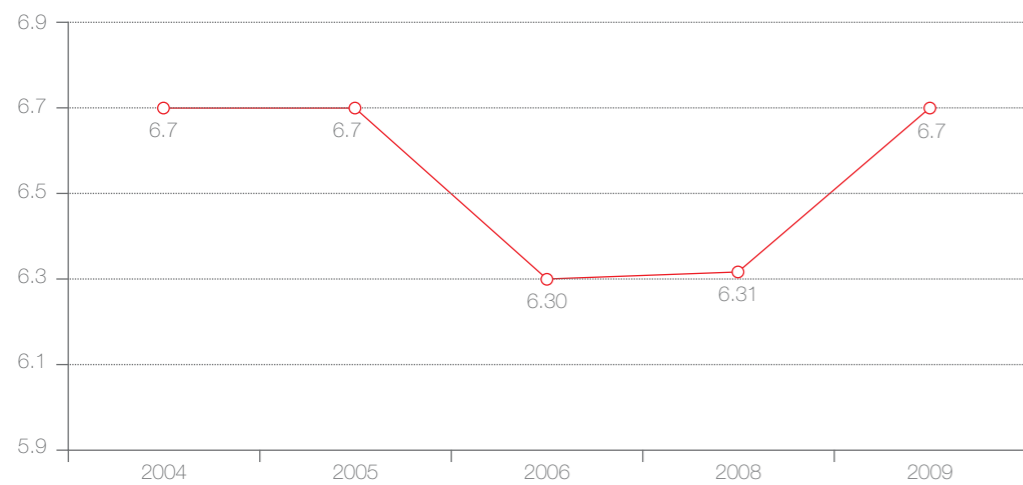
**Air-conditioning**



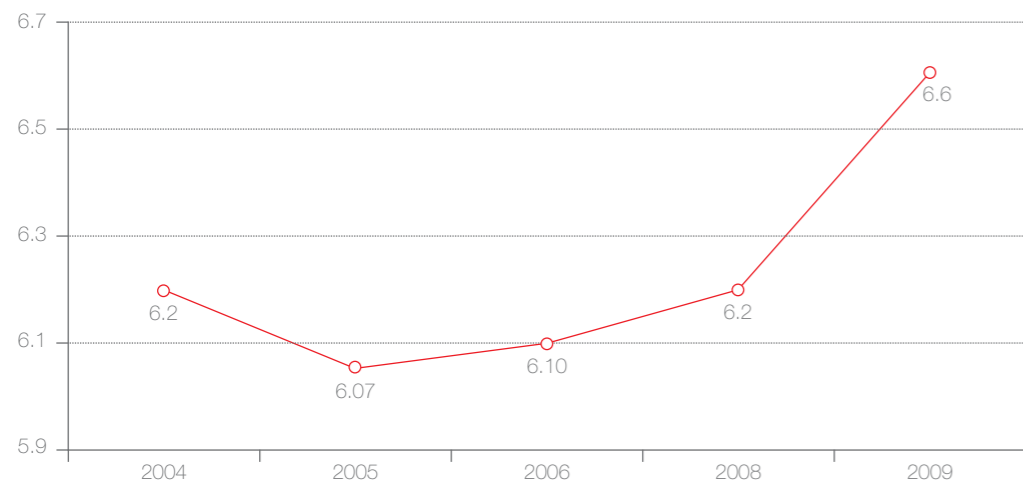
**Crowding**



**Mode integration**



**Attention to the environment**



**MYSTERY CLIENTS**

The second tool used by the integrated monitoring system for the quality of the service is mystery clients. This type of survey makes it possible to evaluate the service from the client's point of view, according to their logic, and is used internally as an analysis tool.

Over the year three standard surveys are carried out, over 4 timeframes (from 7:30 to 20:00). The surveys cover 12 surface lines and 33 stations in the metro, with the highest number of incoming passengers.

Where criticalities arise from customer satisfaction surveys or complaints analyses, mystery clients are used as a quick, efficient tool to check the problems in the field, by means of ad hoc surveys.

**THE SURVEY ON ATM'S IMAGE**

In November 2009 the Group commissioned ISPO (Renato Mannheimer's Institute for Studying Public Opinion) to do a survey with a view to studying ATM's image among the people of Milan, both users and non-users, of the public transport service.

The survey was carried out by means of telephone interviews using the CATI method over a sample of 800 people that are statistically representative of the population that resides in the Milan Municipality.

ATM's image profile and the Milanese's opinion of the company were analysed. Those interviewed were asked to express a general opinion about ATM: the company is seen in a positive light by 76% of citizens and the highest opinion was found among the young, the senior citizens and the better educated. Of the Milanese 79% see ATM as a symbol of the city and, among the characteristics associated with the company, professionalism prevails with 77%, closely following by 68% for efficiency and 66% for reliability. In terms of opinions, the majority of the sample (65%) recognise the improvements made by ATM in terms of communication and information to their clients. Two Milanese out of three attribute responsibility for inefficiency in public transport more to the traffic in Milan than to ATM and believe it is "a Company that is evolving, and is striving to improve the service". Finally, the perception that the company guarantees good value for money went from 31% on 2002 to 51% today.

**HANDLING COMPLAINTS**

Complaints, like surveys, are a useful tool for highlighting critical areas in which action needs to be taken. In 2008 the process for handling complaints underwent far-reaching revision. All reports from the clientele, irrespective of how they are received (web, call-free number, post, fax, or delivered by hand) are managed using a SAP platform shared by all sectors in the company. This allows greater reliability of the entire process and more accurate monitoring of the times for responding to the client.

In 2009 a total of 19,800 complaints were received, which was an increase of 21% compared to 2008. This is mainly due to three elements:

- The extraordinary "white strike" that involved metro train drivers in March 2009, and had an effect on the service (527 complaints).
- The overflowing of the Martesana canal and the Lambro River, in the months of April and July 2009 respectively, which blocked the M2 line and a series of surface lines (554 complaints).

– The launch of the new ATM site in June 2009 (1,890 complaints), with numerous additional functions, a real revolution in terms of the quantity and quality of the services offered but that, initially, meant that the client had to get used to new, different functions.

The average response times to reports by the clientele, calculated for all channels in 2009 was 7 days, which was quicker than the 10 days recorded for 2008. This result is due mainly to the increased usage of the web channel for sending in complaints.

The opportunities for clients to send in complaints were increased by the better, more far-reaching opportunities offered by the new site. Access to the complaints page from the home page is more visible and quicker. In the form the space provided for the description has been extended to 800 characters. Also with a view to facilitating contact with ATM, a form was created for suggestions that is separate from that for complaints. For suggestions the client also has an 800 character space available for the description.

#### Complaints (as at 31.12.2009)

CATEGORY	NUMBER
Punctuality, regularity and frequency of the service – total	6,464
<i>Complaints related to the surface service</i>	5,050
<i>Complaints related to the metro service</i>	1,398
<i>Complaints due to strikes</i>	16
Accessibility of vehicles and plants – travel documents	3,187
Information	3,136
Behaviour of front-line personnel	2,385
Comfort	961
Surface network	754
Environmental impact	461
Safety & security	460
Milan Parking and Stopping spaces	316
Tariffs and regulations	3
Miscellaneous	1,673
<b>Total</b>	<b>19,800</b>

In 2009 there were 439,171 requests for information, 12.5% fewer than the previous year. In particular, the reduction in requests that arrived via the channel most used by the clients, the Toll-Free Number, was due to the new website, chosen as an alternative for obtaining complete information on the ATM service.

The process for replying to complaints is part of the quality management system according to the UNI EN ISO 9001 standard that is periodically audited.

## 2 ATM FOR CLIENTS

### INFORMATION AND COMMUNICATION

To develop an integrated information and communication system that supports clients before, during and after their trip: this is the goal the Group set itself in 2007. This gave rise to a process that, over a three-year period, led to:

- **The creation of a structure dedicated to Transport Info**, able to provide information in real-time on the status of the service, via various channels: the web, surface stops (1,600 displays), on vehicles (500 monitors on buses), in metro stations and in the media.
- **The launching of a new website** with additional functions and applications.
- **Revising of the information tools** at stops, in trains, and in stations, as well as preparing a manual on signage for the metro.
- **The publication of a wide range of information brochures.**
- **The implementation of a customer care system** (ATM POINT, Call-free number, and structure dedicated customer relations).

In 2009 the Transport Info system was added to by a new, important tool, the ATM Tg, a service information strip connected to the Surface Operations Room, with ten editions spread over the day, that can be seen online on the ATM site, monitors, and screens on the platforms of the metro stations. ATM Tg is put together in the ATM Operations Room, where a recording studio has been set up that is unique in this sector. In August 2009 the television news bulletin was also transmitted in two editions per day, in English, intended for tourists. The extraordinary events that affect the service are indicated in real-time to national radio broadcasters and spread throughout the Province of Milan. Also if significant events occur, a direct link is set up between the Operations Room and the major regional television broadcasters through which updates are given on the circulation of vehicles on the surface and the three metro lines.

The Transport Info system also includes the DIRECT Line to ATM page that is to be found in the free City newspaper, of which 250,000 copies are distributed from Monday to Friday in metro stations and at some surface stops. The content and layout were renewed at the start of 2009 and each day the page offers information and news from the world of ATM that can be downloaded from the website.

#### Digital monitors in the metro

At the beginning of 2010 ATM installed digital monitors in the stations that have the greatest number of travellers, dedicated to providing real-time information on the regularity of the three metro lines. Located at the various entry points, the monitors also provide information on the surface service, as well as communicating ATM news.

The **new website**, launched in July 2009, immediately gained the approval of users (+30% in hits compared to the previous site). Designed according to web 2.0 logic, [www.atm-mi.it](http://www.atm-mi.it) is also available in a mobile version, and in 2010 the new application for i-Phones will also be inaugurated.

These are the new features:

- *ATM news*: Real-time information on traffic, reports, news and an audio and video review of the company.
- *ATM alert*: The newsletter service keeps the client up to date on the service (offering the possibility of choosing the lines they are interested in) and news on the Group.
- *GiroMilano*: This navigator offers new maps compared to the previous site, allows you to plot routes, view stops, timetables and waiting times for vehicles updated in real-time, and the routes for all the lines, as well as locating addresses in the city, displaying points of interest (stations, hospitals, cultural and tourist sites, and services in the city such as universities for example). With more than 50% of the hits this is the application most used.
- *ATM widget desktop*: To receive information from Traffic Info and use GiroMilano from your computer.
- *Viaggia con noi*: This section gathers all the useful information on the services of the ATM Group, on travel documents, accessibility by passengers with disabilities and advantages to annual season tickets. From this section it is also possible to download the service guides and norms for safe travel.
- *Online season tickets*: The platform provides the possibility of purchasing a new electronic card and choose what type of season ticket you want to load on it.

As regards information on the transport network, installation of the roofs designed by Norman Foster has continued at surface stops (+259), equipped with new maps, timetables and displays that indicate waiting times and provide real-time information on the service.

A great deal of attention has been given to information in the metro. In 2009 the entire signage system for stations was revised in collaboration with Bob Noorda, who designed the original project in the 1960s. The first application occurred at the Garibaldi FS station and, in the course of 2010, will be extended to another twenty stations. The purpose is to rationalise the information in order to increase usability, improve identification of routes and create uniformity for messages. In the meantime both the line route panels put up in all the stations and the information material to be found on all the trains have been renewed.



[www.atm-mi.it](http://www.atm-mi.it) received the *Interactive Key Award* as the best corporate Italian site and the *eContent Award Italy* as the best digital product in the eGovernment and Institutions category.

In order to facilitate use of the public transport and provide clients with a further channel of information, the company has published a series of **topical brochures** that present ATM services dedicated to families, the aged, students, people with disabilities, companies and a specific leaflet on transporting bicycles on the metro, as well as an ATM service guide that provides all the information you require to travel using the transport network. These publications, as well as the map of ATM City transport and map of the metro network, are distributed free of charge via the 6 ATM POINTS and can be consulted and downloaded from the website.

In 2009 almost 450,000 people called the **ATM Call-Free Number** (800.80.81.81) for information on timetables, routes, tariffs and company initiatives.

The **6 ATM POINTS** at as many metro stations are open to the public, and are both information offices and points of sale for travel documents, as well as parking documents, the Ecopass card and subscriptions to the BikeMi and GuidaMi services. The program for setting up and renewing these structures saw the opening of the ATM POINT in Garibaldi FS station and the redevelopment of the ATM POINT at the Romolo station in 2009.

### IMPROVEMENT OF THE SERVICE

ATM along with the City Council of Milan is committed to making the public transport service more efficient, as it must respond to the transport needs of the citizens, accompanying the development of the territory. The Group has therefore worked both on improving the regularity of its vehicles, and to extend the service offered and improve its effectiveness. As regards regularity, one of ATM's priority goals, shared with the City Council of Milan, is the upgrading of the existing preferential lanes and creation of new lanes of this type, reserved to public transport and in a fully protected space, with particular attention being paid to trolley-bus lines. The plans presented by the company provide for lanes controlled at strategic points by "intelligent traffic lights" and television cameras (electronic gateways). The latter will be dedicated to controlling travelling along the preferential lanes, entering the Ecopass area and access to limited traffic zones – discouraging unauthorised passages will contribute towards raising safety levels as well as favouring operating regularity.

Over the 2008–2009 two-year period ATM carried out a series of works on the surface network in Milan and the urban area, aimed at providing a service that more closely meets the demand for transport and, at the same time, increases the offer and improves regularity.

In order to reduce traffic in the centre of the city the new 26-metre long Sirietto trams have replaced the 35-metre vehicles that have been moved to interurban lines where there is a greater demand for transport and straight routes. At the same time the types of trolley-bus vehicles used to operate each line have been standardised, in order to avoid the use of vehicles with differing performance.

The service of the 13 lines that connect the first ring of municipalities in the hinterland and the Municipality of Milan has therefore been upgraded, due to 585 new trips, with an average increase of 27% in rush hour and 51% in quiet times.

As from 2008 alignment of the timetables for the main surface lines was adopted between 8:00 and 13:00 on Sundays and holidays: the frequency of trips was set at 15 minutes and synchronised with those of the three metro lines in order to reduce waiting time as much as possible.

Finally, the afternoon - evening rush hour service has been extended to 20:00, with a 20% increase in trips both on the surface and in the metro. In January 2009 the **Milano-Cinisello light railway** entered service that covers an 8.5 kilometre route, most of which is in a reserved lane, connecting the North of Milan to the M3 line on the metro. At the same time the set up of the network for the zone was revised, and extended by adding four new bus routes.

On 15 December 2009 ATM inaugurated the **Linea Express X73** Linate-San Babila M1 that provides a direct link between the Milanese airport and the centre of the city and the metro's M1 line.

#### The Neighbourhood Radiobus

The Neighbourhood Radiobus is an innovative service that was launched with a view to improving the quality and quantity of the services offered by public transport in the evening and at night in areas outside the centre. These are the salient characteristics:

- Departures from the terminus are synchronised with the lines coming from the centre of the city, at intervals of 15 minutes.
- It takes the passenger in the vicinity of the destination indicated to the driver.
- It is also open to booking.
- The ticket is bought on board with no surcharge.

In the test zones it is running in widespread approval of the passengers has been found, also do to the greater safety the service offers. The Neighbourhood Radiobus service will gradually be extended to other quarters in the 2010–2011 two-year period.

### SAFETY & SECURITY

According to the three-year plan for improving operating safety, in 2009 ATM completed the **check-up on the metro network and the trolley-bus infrastructure**. At the same time, particular attention was given to personnel in the form of extraordinary training for travelling and control personnel.

In 2009 the light metro that connects the Cascina Gobba M2 station to the San Raffaele Hospital was also subjected to maintenance and servicing work that took in both the plant and the trains. Particular care was taken over revising vehicle maintenance processes, in order to guarantee the maximum level of safety and security, as well as the reliability of the vehicles in service. In fact, the use of the most recent forecasting analysis and diagnostic technologies made it possible, in addition to renewing the fleet of vehicles, to achieve a decisive improvement in reliability. With this goal in mind, in addition to routine maintenance works, trolley-bus and metro vehicles are periodically subjected to general servicing, during which the equipment on board, electrical systems, and brakes are replaced.

Work on renewing the infrastructures, new operating instructions, new vehicles, and applied technology brought about **extraordinary results in terms of operating safety**, especially as regards the circulation of the trams where, in the first half of 2010 a reduction of more than 90% was recorded in the derailing and impacts between trams compared to 2007.

In terms of the safety of personnel the **control activity was stepped up** both on the surface network and on the metro: the number of ATM inspectors increased from 120 to 180.

The increase in the number of operators and number of checks carried out resulted in a **decrease in fare avoidance** that went from an average of 9% between the metro and surface systems in 2008 to 7% in 2009, with an increase of 36% in fines imposed in 2009 compared to 2008. The presence of ATM personnel is not only intended to check the regularity of the travel document, but also to offer passengers greater security, especially on the lines and at the times that are subject to less traffic.

The services aimed at passenger security are also carried out in collaboration with the Public Transport Protection Force, a dedicated unit of the Local Police and the Police Forces present in the area, with special attention being paid to high risk lines. In the metro, from November 2009 the security service was increased with the introduction of eight ATM squads and three squads made up of members of the A.P.I. – Association of Italian Policemen – that monitor the stations and travel on board the trains from 18:00. To support their personnel and clients, ATM has a “security network” that is made up of:

- Video surveillance systems in stations and vehicles. ATMetro stations installation has continued of new colour television cameras that, at the end of 2009, reached a total number of 2,578. Also 150 new television cameras, connected to the Police Forces, were installed at surface stops. A video surveillance system forms part and parcel of the equipment for all newly acquired vehicles (trams, buses, trolley-buses, and trains), and trains for the M1 line that undergo revamping.



- The SOS systems installed on all the trains in service on the metro lines, in all the stations on the M3 line, both on the platform and on the mezzanine level, that, in case of emergency allow the client to communicate with the Operations Room. During 2010 installation also began in the platforms of the stations on the M1 and M2 lines.

The equipment on board the surface vehicles and metro trains, and that provided to station personnel, make it possible for the personnel to contact the respective Operations Rooms directly in case of emergency.

After just two years work and three months ahead of schedule, **in December 2009 ATM completed UMTS coverage of the entire metro network** with all the telephone operators in business in Italy. Today you can talk on mobile phones, send messages and exchange data in all stations and all tunnels in the metro network. The quality and technology applied make it possible to use all the options and services that mobile phone operators currently make available on the market. Thanks to HSDPA connectivity, which makes it possible to surf the Internet and transfer data at high speed, both in stations and while travelling, besides making telephone and video calls, passengers can surf the Internet, and receive and send e-mails.

**COMFORT**

Ecobus, Van Hool, Sirietto, Meneghino: these are the names of the leading vehicles in the process of renewing the ATM fleet. Significant investments to allow our clients to travel in comfortable vehicles that are air-conditioned in summer and heated in winter, with onboard (video and display) information and communication systems that are also safe because they have video surveillance systems and are accessible due to the lowered threshold.

The new green livery distinguishes the 340 Ecobus\*, buses from 12 to 18 metres, with low environmental impact motors and consumption. At the same time, the trolley-bus fleet had 30 new vehicles added to it, the Van Hool, and renewal of the fleet of minibuses has begun. These are used for the call service, Quarter Radiobus service, and service in the town of Segrate (20 in 2009; about 50 by the end of 2011).

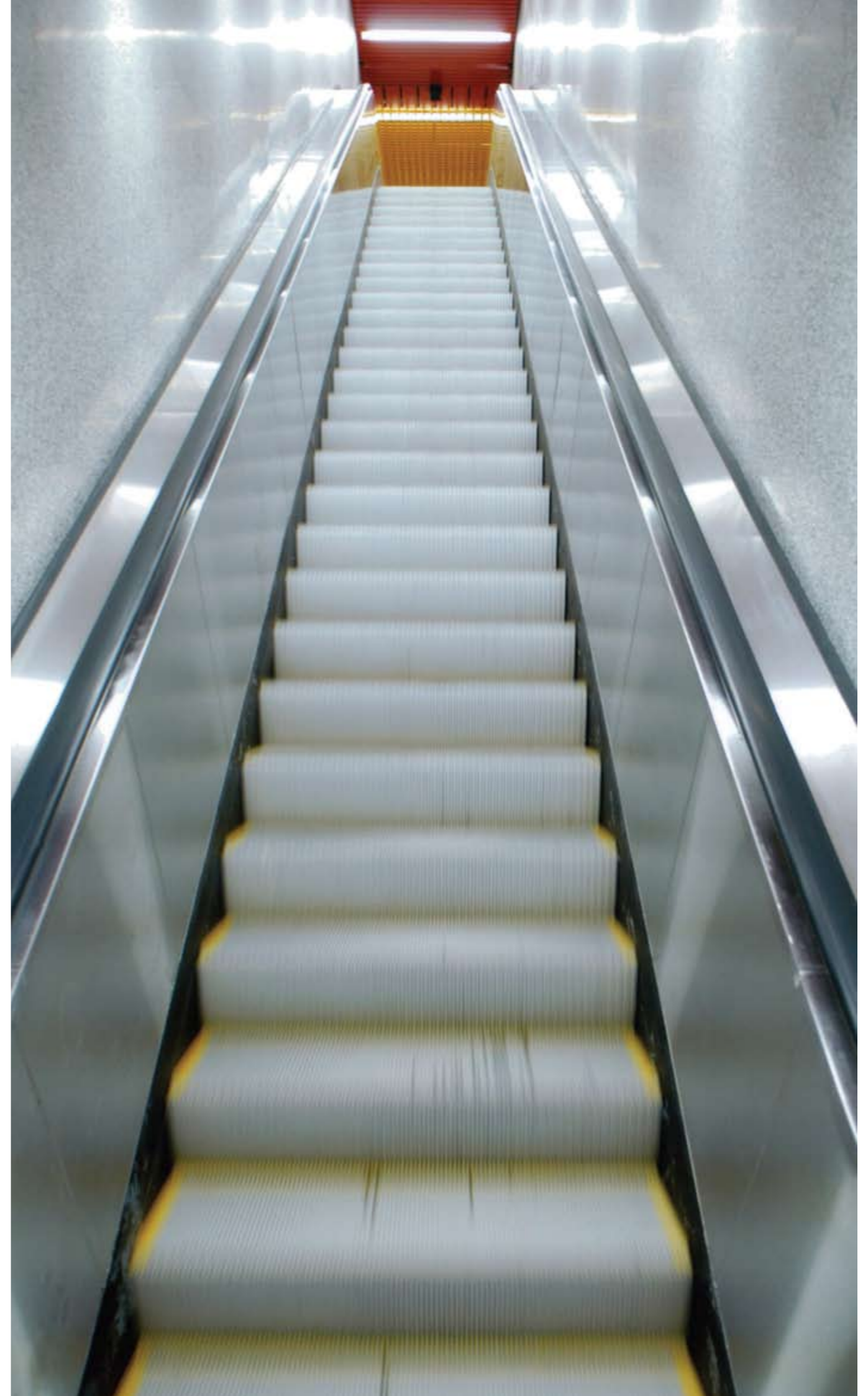
Passengers on the tramlines, travel on 26 Eurotram, 47 Sirio\* and 68 Sirietto\*, a "short" version of the Sirio (26 metres) that are better suited to dealing with city traffic, distinguished by the "Milan yellow" livery instead of green, which is reserved to the longer vehicles. The metro saw the arrival of the Meneghino\*, 21 new trains in service, 6 interleading carriages that offer passengers a single comfortable safe space, equipped with a video/audio information system on which the monitors display the stops along with the corresponding indications and the "next stop" is announced in both Italian and English.

ATM also set aside a significant portion of its investments for remodernising the most dated tram and metro vehicles. As from 2008, 53 jumbotrams and 14 trains on the M1 line were equipped with air-conditioning. At the same time, the ambitious project of revamping the metro trains has proceeded. This project involves modernising the interior and exterior of carriages on the M1 line, which have been interlinked, have had air-conditioning and video surveillance units installed, as well naturally undergoing servicing of all the equipment on board. In overall terms, 27 trains were involved, of which 21 were in service at the end of 2009.

From 2010, according to a multi-year program, 51 jumbotrams will undergo the same attention: installation of air-conditioning and new inverter equipment, renewal of the interior furnishings and the external livery.

As regards the aspect of cleanliness of the vehicles and stations, in 2009 ATM launched a Mobile Cleaning Team Project: twelve teams with twenty-four operators, working from 11:00 to 15:00 on weekdays on board surface vehicles, at terminuses of the most used lines, in stations and on board trains in the metro, for the stretches that attract the most travellers. Steps were also taken to revise contracts to raise the quality levels and to add inspectors that check the inspect compliance with the standard of cleanliness required. In the metro, cleaning of the trains at the terminuses is done every day, between 7:00 and 10:00 by teams made up of three operators each that see to both removing rubbish and collecting paper (newspapers).

\* Updated at 30/09/2010



## ACCESSIBILITY

In 2008 a three-year plan was drawn up for improving the accessibility of the network, and for this purpose significant investments were set aside, mainly in the form of self-financing, dedicated to both upgrading and maintenance of the vehicles and infrastructures, and to the adoption of specific devices. The Group has set up a structure to provide an adequate response to the needs of disabled clients. In fact, a person has been appointed that works in-house and coordinates and monitors all dedicated projects and their progress status. During the preliminary phase of launching the plan, ATM created complete mapping of the vehicles and infrastructures according to the Full Handicap Compliance (FHC) indicator, which showed that a level of accessibility for those with motion handicaps had been achieved of 56 for the metro and about 70% for the surface network, a value that puts Milan, when compared to the largest metropolises in the world, in an intermediate position, but higher up the rankings than European cities like London and Berlin.

These are the areas in which ATM is working:

**Motor disability:** The entire metro network is constantly the scene of both maintenance works and checking to maintain the efficiency of the systems, which have a reliability of index of 98%. In 2009 new escalators were installed at three stations on the M2 line: overall accessibility to mezzanine levels and platforms is guaranteed by 305 escalators, 75 chairlifts and 76 lifts.

Between the end of 2010 and initial months of 2011 another 5 stations will be made accessible, three of which will be equipped with lifts and two with chairlifts.

On the surface, attention has been focussed on renewing the fleet of vehicles, to increase those with a lowered threshold, and on the functionality of equipment on board the buses, that is, raising and lowering platforms that allow those with motor disabilities to get on and off the buses. On the new buses the platform is activated manually and not electrically, a detail that guarantees greater reliability of the system. For this reason, in 2009 the replacement of electric ramps on 500 buses with the same number of manual units began, a process that will be completed at the end of 2011.

**Visual disability:** On the surface, 100% of the vehicles in service in the urban area are equipped with a system that announces the next stop and, on all the new vehicles, the size of the characters on the displays that show the line number and destination has been increased to improve visibility.

In the metro, in 2009 work continued to equip the stations with a sensitive floor at the edge of the platform aligned with the "yellow safety line" and the floor that informs visually disabled of the joints in the 2 traction units. In all stations the name of the stop is announced (with the exception of the terminus and junctions), while the Meneghino trains are equipped with an audio system to provide information to passengers that also announces the destination and the next stop.

**Hearing disability:** On the surface, 80% of the buses in service in the urban area, 30.1% of trams and 33.1% of trolley-buses are fitted with monitors or LED displays that indicate the next stop. All the Meneghino trains are equipped with a video system for indicating the destination and next stop.

To inform clients about the devices to provide for the accessibility of vehicles and stations, the "ATM transport network. Guide for passengers with disabilities" publication has been prepared, with the addition of ideas and experiences provided by Ledha, the League for the Rights of People with Disabilities\*. This Guide is available free of charge from all ATM POINTS and can be downloaded from the website.

The new site was designed and created also to allow greater usability by people with visual, hearing, or motor disabilities. Of fundamental importance is the collaboration with ASPHI, the Foundation that deals with Launching and Developing Projects to reduce Handicaps by means of Informatics, which made an important theoretical and practical contribution and submitted the site to a group of users with disabilities that tested it before it was launched, evaluating it according to parameters such as pleasantness, the possibility of easy access to information, good perception of colours, contrasts, and characters and surfing speed.

The average score of 4.2 out of 5 given to the site expressed the overall positive rating in terms of usability. Final comments and suggestions put forward by ASPHI were used as a basis for further improving the site.

\* A traction unit is made up of two tractors and a wagon in-between (tractor + wagon + tractor). Trains circulating on the three metro lines are composed of two traction units.

## 3 ATM AND SOCIAL ACTION

As a Milanese institution, ATM acts to spread a culture of integrated transport and of sustainability in all its aspects that, in addition to the public transport service, create an effective network with those in the city that have differing interests. ATM has always acted for the city as a whole. It acts for the differently-abled, it acts for immigrants, for the aged, for children, and for women in difficulty. ATM acts in relation to social difficulties of youth, to combat abuse, for prevention on the health and social realm, for scientific research, and for environmental sustainability.

During 2009 the Group supported more than 100 initiatives in the social realm, supporting an association network that acts in the interests of the citizens, going beyond national boundaries, while also remaining sensitive to the humanitarian emergencies around the world. Among the initiatives in 2009, we wish to mention:

- The **Good Samaritan**: For years ATM has been involved in helping the homeless, providing its own equipped vehicle during winter, with an area set aside for hospitality, a medical consulting room, bathroom facilities, tables for catering and beds. This initiative is promoted by the Friars of St Francis of Assisi.
- Collaboration with **Telethon** is a prime example of ATM's company voluntary work: since 2008 the Group has been organising teams of volunteers from among its employees, for collecting funds to support research of genetic illnesses.
- **Love Design**: ATM took part in the fourth edition of the grand Market Exhibition promoted jointly by AIRC (the Italian Association for Cancer Research) and ADI (the Association for Industrial Design). The initiative – hosted at the prestigious PAC premises – involved the most famous designers that offered the public the work that best represented them at a greatly discounted price, in order to collect funds to support cancer research.
- Support for campaigns for associations like Avis, Lilt and San Raffaele.
- Activity to promote associations that work on protecting children like Telefono Azzurro, CAF onlus and Aiutare i bambini.
- Events to support humanitarian emergencies, like on the occasion of the earthquake in Abruzzo.

Finally, each year ATM makes travel passes available free of charge to those invited to the lunches that the Opera Cardinal Ferrari provides on the occasion of festivities like Christmas, Easter and 15 August.

## 4 ATM FOR CULTURE

ATM has always paid a lot of attention to the cultural events that are held in the city, supporting and promoting them. In 2009 the Company was a partner in:

- **MITO**, the International Music Festival: for the entire duration of the Festival ATM organised a review of “underground” concerts at five metro stations. The programme for MITO in METRO included live shows involving the piano, guitar and even Gospel choirs.
- **La Milaneseiana**, a summer Milanese cultural review: on board the historical white tram the writers Gianni Biondillo, Donato Carrisi and Simone Ragazzoni entertained guests with readings on the topic of the Invisible, with a musical score by Flavio Soriga, and Giovanni Peresson, and the philosopher Massimo Donà, a literary event that moved around the streets of the city.
- **Quante Storie**: In the context of the usual participation in the book festival for infants and children organised by the Nautilus Cultural Association to promote literature among the younger members of the community, ATM and Quante Storie promoted the first edition of the literary competition “In viaggio con ATM” for infants and children age 6 to 14, rewarding the most charming tales about public transport in the city. For the winners of the three categories contested the prize was the publication of their text in *Zio Paperone e il magico autobus*, a book published by ATM in collaboration with Walt Disney Italia (available from 2010), for the final winner there was also free hire of a tram for themselves and their class for a special tour of the streets of the city.
- **Subway**: a literary event to stimulate the creativity of young up and coming writers that had the opportunity, thanks to ATM, of seeing their works published and distributed in the vending machines located in the major metro stations in Milan and on the NET network. In the 209 edition ATM and Subway set up a Special Prize dedicated to ATM's multi-ethnic integration project, “Migrart”, run in collaboration with the IULM university and Contrasto photographic agency.

The Group also boasts historical collaboration with the most important cultural institutions in Milan like the Triennale, Spazio Forma, Palazzo Reale, Fondazione Mazzotta, Fondazione Pomodoro and la Pinacoteca di Brera, which also led to ATM becoming a partner in important exhibition events (*Il Futurismo, Darwin, Frank O. Gehry, Monet*).

## 5 ATM FOR SCHOOL AND UNIVERSITY

ATM pays particular attention to the young and the world of education, in the conviction that investing in them as “future clients” may have an important, positive effect on the wellbeing of all. Seeing close up, touching with your hands, and discovering “how public transport is done”: this is the scope of “In viaggio con ATM”, guided visits to depots and workshops reserved to students from elementary, middle, and secondary schools. During the visits ATM provides the students with information on the Company and its history, which is useful for more in-depth work done in the classroom on the public transport system and its environmental and social impact. Visits by elementary and middle schools are run in collaboration with ANLA ATM (the National Association of Aged Workers), a group of ex-employees that are now on pension. Students from secondary schools, on the other hand, are looked after by technical personnel in service. During the 2008/2009 school year, In viaggio con ATM involved about 2,500 students.

ATM has sound ties with five Milanese universities (the Polytechnic, Bocconi, Statale, Cattolica and Bicocca), with IULM in Rome and the athenaeums of Pavia and Parma for running a series of projects and collaborations that deal, among other things, with identifying university courses related to transport planning and railway engineering, taking part in after-graduate masters courses, implementation of internships and employment of newly graduated personnel. For the very purpose of facilitating the passage from the university world to the working world. Each year ATM offers internships and training periods for recent graduates, as well as assisting and supporting those on degree courses in specialising in the public transport sector. In 2009 there were 30 paid training periods, ten more than those run in 2008, while 53 free internships were offered. In addition, the company regularly organises talks at universities by its personnel.



## 6 ATM FOR MILAN

The Group has always supported and promoted all the most important initiatives that involve the city of Milan: in 2009 it was the institutional partner in the **initiatives promoted for Expo 2015**, from the General States to the Exponiti Campaign, for the International Festival for the Environment and Mobility Tech – to mention but a few.

But that's not all. ATM pays particular attention to the **events associated with sport and leisure activities**, due to their social and educational function. It therefore took part, along with other important organisation in the territory, in the Parco in Comune, an initiative already in progress in various European Capitals to valorise and get people to enjoy the green areas in the city, as well as taking part in the Mysland summer initiative, the holiday village designed for Milanese and set up in Piazza Carlo Magno as a real seaside resort with swimming pool, sand, umbrellas, and sporting activities for adults and children. ATM was also involved with the Stramilano and City Marathon, the two most important marathons in the city.

During the **Christmas period** ATM took part in initiatives aimed at bringing life to and lighting up the city: in addition to the traditional Christmas Tree in Piazza Duomo and the Tram di Luce, it supported the LED - Light Exhibition Design - project, contributing by furnishing and decorating the metropolis with lights. To celebrate Christmas with the children of the city it also contributed to creating Father Christmas' Tram: a vintage vehicle decked out according to tradition with post boxes to collect letters to Father Christmas from the little ones.

Then music filled the Duomo station with the launching of the **LiveMi** project for which a sound stair was set up – like an enormous piano – on the entrance steps to the Duomo metro station. The musical stair was the tease for the LiveMi event: a talent show in which up and coming groups performed in the metro under the artistic direction of Red Ronnie.

### The Milanese trolley-bus turns 75 – celebrations at the Molise depot

2009 was a year of anniversaries for ATM: the seventy-fifth anniversary of the Milanese trolley-bus system was celebrated and the sixtieth of the historical depot in Viale Molise, which opened its doors to the citizens to celebrate this double anniversary. For two days the industrial plant was turned into a unique location for the numerous enthusiasts for a means of transport that the economic situation and need for sustainable transport are bringing back for a second childhood. This can be seen in the green Van Hool, the latest ATM trolley-bus, and one of the main attractions among the trolley-buses on display at Molise, where all the generations of these vehicles from 1933 to date could be admired by the curious and enthusiasts alike. A photographic exhibition, accompanied by a series of film strips acted as a time machine for the long road travelled over these 75 years.

Then we must not forget the way we were – ATM restored the historical 1959 FIAT Viberti trolley-bus and invited those present to book a special trip to relive the attractions of Milan in black and white on board.

## 7 ATM FOR RESEARCH AND INNOVATION

The Group leads the way when it comes to experimentation and the use of new technologies applied to transport services. The most important are:

- The Chic (Clean Hydrogen in European Cities) project at an international level: for 5 years, starting from 2011, buses will be experimented with powered exclusively by hydrogen. The objective is to achieve mass production of this type of vehicle, which will make it possible to completely eliminate the emission of fine dust. In Milan three examples will be circulating:
- Experimentation with hybrid vehicles, in partnership with the leading producers (Iveco, Man, Mercedes and Van Hool), equipped with a diesel engine and two electric motors. On the one hand, this characteristic makes it possible to reduce fuel consumption by up to 30 percent, as well as cutting CO2 emissions, while on the other hand it also reduces noise and vibrations. In addition, they have a braking energy recovery and accumulation system, a peculiarity that is of fundamental importance for long urban routes where the vehicle has to stop rather frequently.
- The use of solar energy to power the metro, using photovoltaic plants installed in the roofs of two depots.
- The use of systems that make it possible to optimise the production of energy, like cogeneration.
- The application of cutting-edge technology in the area of maintenance: at some depots and workshops totems have been installed with touch screen monitors that guide the operator through the maintenance process, providing instructions for repairing faults and allowing computerised management of materials.
- The creation of the Ecopass platform, the system that controls access to the city centre.

Over the years ATM has consolidated its membership of the group of European companies involved in research and innovation projects, promoted and financed by the European Community as part of the Seventh Draft Program, the main tool for financing research in Europe.

During 2009 it took part in the projects financed as part of the programme that focussed in the topic of safety and security:

- SECURED - Secured Urban Transportation - European Demonstration
- SECURE STATION - Safety & Security by Design - Rail Stations & Terminals.

Activities related to running of the European Bus of the Future project have continued, with a view to promoting the public transport system in European cities, and EUMASS – a project that deals with the security question.

A dedicated workgroup looks after both the various tenders available as part of the financing

programmes of the European Community, LIFE + and IIE - Intelligent Energy Europe - and the evolution of the main questions that then become the subject of attention by the European Commission that prepares the tenders themselves.

The ATM Group contributed to running of the international session of the Mobility Tech convention, the international forum on technological innovation for the development of mobility and transport. With leading guests from the world of politics, institutions, and industry, the convention was an opportunity to compare notes on the entire range of topics of technological innovation and the development of mobility and public transport systems in Italy and in Europe.

## 8 INTERNATIONAL RELATIONS

During 2009 the Group further consolidated its presence on the international scene, taking part in topical discussion groups and workgroups organised as part of various reference institutions. ATM's presence in topical commissions of the UITP (Unione Internazionale Trasporti Pubblici) increased and ATM was granted chairmanship of the Transport Commission of the CEEP (Centre of Employers and Enterprises providing Public services). It also took part in the workgroup that, under the auspices of Polis, looks after the development of ICT and ITS systems.

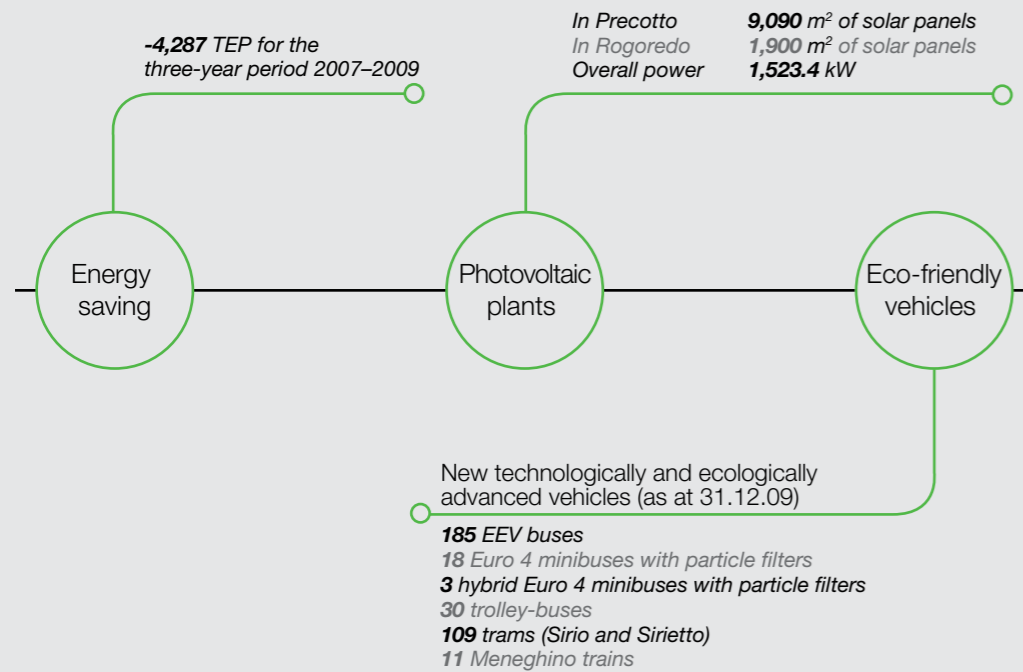
Its participation in NOVA Comet also continued successfully, an initiative coordinated by the Imperial College of London and that allows an effective exchange of data and good practices between the leading metro operators around the world.

ATM also took parting international events, bringing life to some sessions of the World UITP Congress that was held in June 2009 in Vienna, "The Green Lane" workshop held in Palermo in December, co-organised with ASSTRA (the Italian Association of local public transport companies and bodies) and UITP.

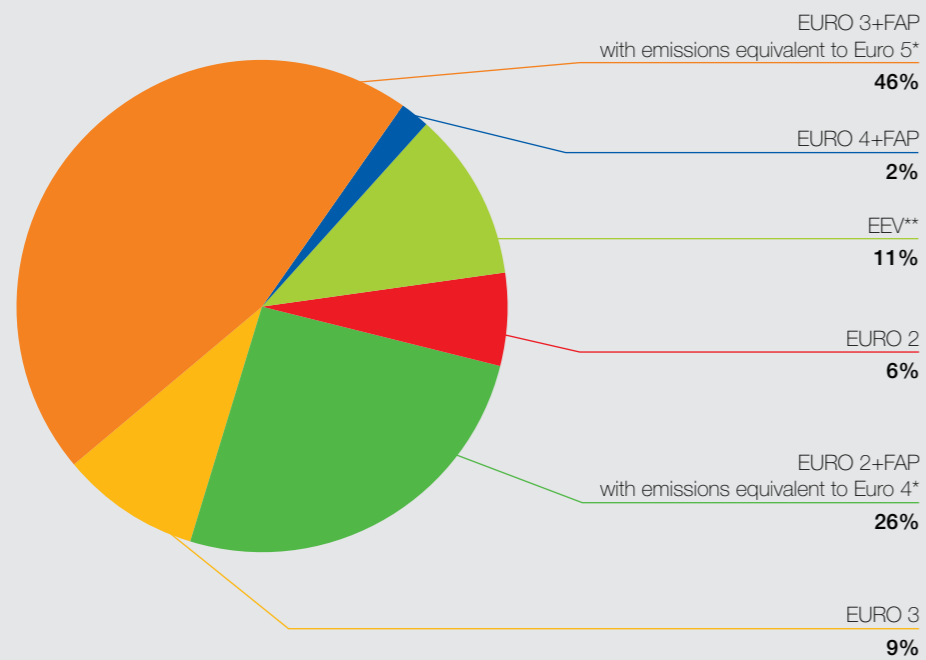


ENVIRONMENTAL  
SUSTAINABILITY

# HIGHLIGHTS



Engines in the urban bus fleet (data as at 31.12.2009)



\* Without nitric oxides (NOx)

\*\* EEV is an acronym for Enhanced Environment-friendly Vehicle, which are vehicles with pollutant emission levels that are lower than those laid down in the already stringent Euro 4 and Euro 5 standards.

# GOALS

WE SET OURSELVES THE FOLLOWING GOALS:	WE ACHIEVED:
Energy certification of all buildings	Completed
Project financing investment in cogeneration of thermal and electrical energy	Design phase completed
Installation of regulation systems on thermal plants and ambient temperature sensing systems	This plant has been installed
Renewal of the vehicle fleet	Vehicles purchased in 2009: 105 EEV buses, 18 Euro 4 minibuses with particle filters, 24 Sirietto trams, 30 trolley-buses, and 11 Meneghino trains
Installation of particle filters on the Euro 3 buses	Completed on 122 vehicles
Signing of draft agreement with the major constructors for testing vehicles with hybrid engines, by means of testing how they work on the line	3 hybrid Euro 4 minibuses with particle filters. Draft agreements were signed with the major constructors for experimenting with 2 x 12 metre hybrid vehicles and 2 x 18 metre hybrid vehicles
Extending of car sharing	Partnership between the two companies that manage car sharing in Milan, GuidaMi of the ATM Group and Legambiente's Car Sharing Italia



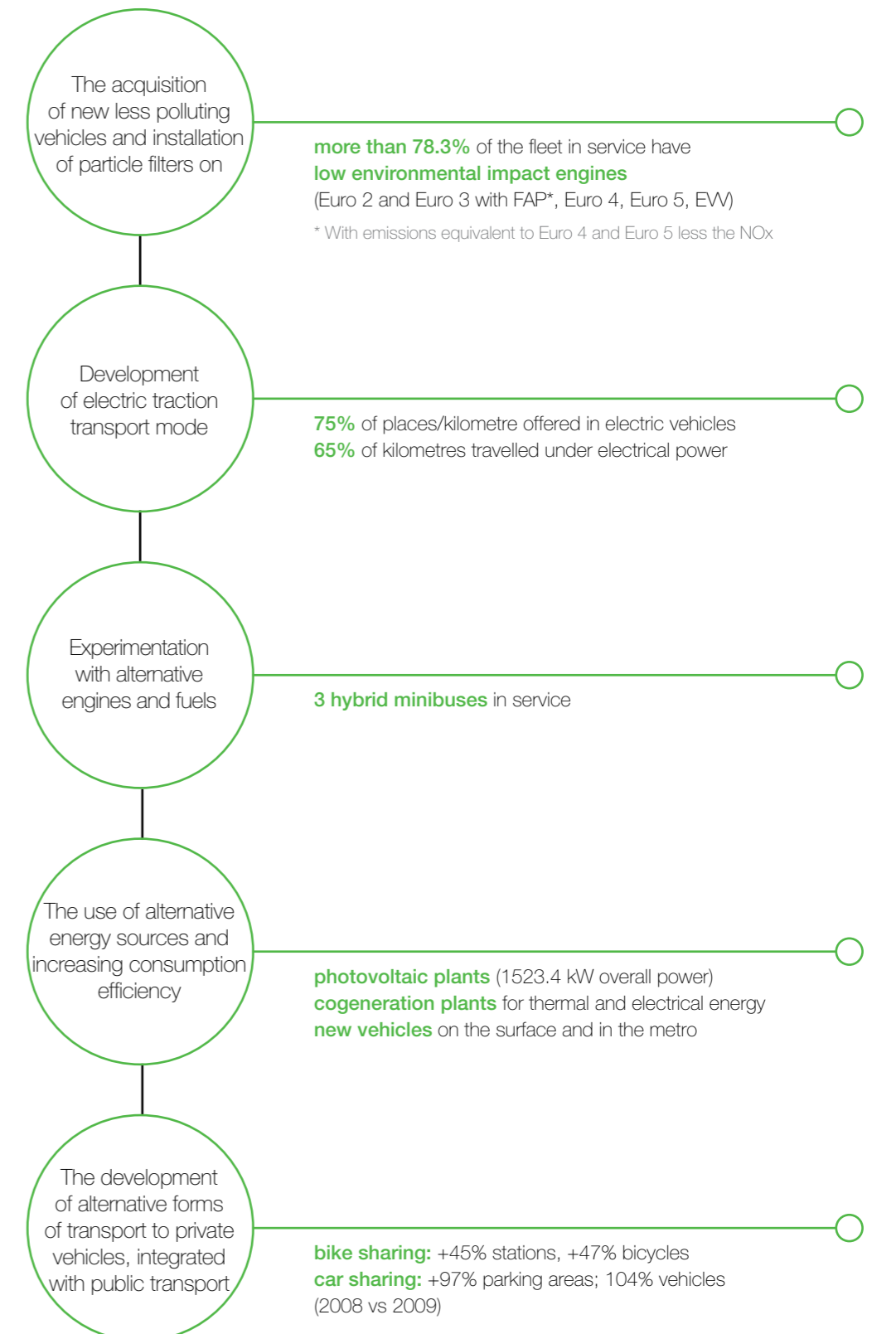
**GOALS 2010 – 2012**

- Extension of NET's ISO 9001:2008 certification to cover the TPL [Local Public Transport] in Monza as well.
- Reduced emissions:
  - new vehicles: 154 EEV buses; 50 EEV and 3 Euro 4 minibuses
  - experimentation with 4 hybrid vehicles (from the end of 2010) and 3 hydrogen vehicles (between 2011 and 2016)
  - completion of the installation of particle filters on 250 Euro 3 vehicles
  - installation of particle filters on 79 Euro 2 vehicles
- Energy saving:
  - -7.5% over the three-year period 2008–2011
  - new vehicles: 29 Meneghino trains; 7 Sirio trams (6 x 26 metres and 1 x 35 metres)
  - completion of the renewal project on 54 traction units for the M1 line
  - start of jumbotram renewal project: 51 vehicles by 2013, of which 10 in service by the end of 2011.
- Increase of renewable and self-produced energy:
  - diversification of the energy procurement portfolio
  - installation at the new Rogoredo depot of photovoltaic soundproofing barriers and photovoltaic roofs to cover the buses
  - installation of 268 sq.m. of solar panels for producing sanitary hot water.

<sup>1</sup> This piece of data is calculated in relation to the 2007 transport network. Some variables come into play that may influence the result, such as the awarding of the contract for managing local public transport in Milan and opening of the extensions to the M2 and M3 lines.

# 1 GUIDELINES

ATM's commitment in terms of environmental sustainability has two fronts: reducing emissions and sustainable energy.



## 2 THE CERTIFICATION SYSTEM

In adapting the company management system to the quality standards laid down in the current norm, ATM drew up its own Quality and Environment Policy in order to make the organisation efficient in every sector of the company, in order to provide a satisfactory response to the needs of all those it deals with and to reduce its environmental impact to a minimum. And so, from 2001, it began a process of certification as a result of which it ended up creating a Quality and Environmental Management System according to the standards laid down in the international ISO 9001 (*Quality Management System*) and ISO 14001 (*Environmental Management System*) norms.

In particular, the activities that were certified included:

- Planning of the service.
- Provision of the service and maintenance of vehicles for all modes of transport (metro, car, tram, trolley-bus, and integral automation systems).
- Support activities for providing the service like training, internal and external communication, purchases, etc.
- Maintenance and management of the plants and infrastructures required to run local public transport, including safety and security systems.
- Construction of infrastructures for the trolley-rail-tram lines, and traffic management systems.

The ATM Campus, which is set aside for training, and company pre-schools have also been certified according to the UNI EN ISO 9001 standard.

The situation of Quality (ISO 9001) and Environmental (ISO 14001) certifications within the ATM Group remained substantially unchanged during 2009, with the exception of the extension of the certificates covering planning, development, and provision of call services in both the urban and inter-urban areas as well.

ATM also subjected its reporting to product certification, for the reports produced periodically and sent to the City Council of Milan to provide indications on trends for the contractual indicators.

## 3 ENERGY

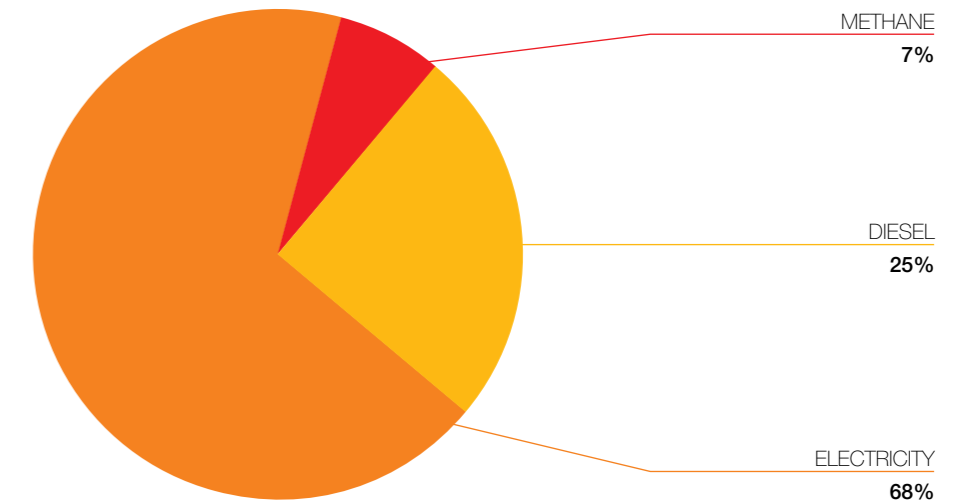
The energy efficiency plan, which has been implemented since 2008, involves all the production processes and made it possible to achieve an effective saving of more than 4,000 EPT in two years. The goal is to reach a reduction in consumption of 7.5% by the end of 2010 (for the same size network).

Overall consumption in 2009 stood at 112,917 EPT (Equivalent Petroleum Tonnes). The reduction in overall consumption was even more significant when related to the increased productivity of the Group in terms of millions of kilometres travelled.

### Annual energy consumption (EPT - data as at 31.12 each year)

	2007	2008	2009
Italy	114,007	110,816	109,720
Copenhagen	2,845	3,215	3,197
<b>Total</b>	<b>116,852</b>	<b>114,031</b>	<b>112,917</b>

### Energy sources used (data as at 31.12.09)





As a first in Italy and in Europe, the M1 and M3 are partly run by photovoltaic power, which makes lower production of CO<sub>2</sub> possible, which came to about 900 tonnes per year.

### PHOTOVOLTAIC PLANTS

Since 2009 the ATM Group has been able to produce some of the energy it consumes itself, thanks to the "photovoltaic roofs" project. The Precotto and Rogoredo depots have become clean energy stations, thanks to the installation of photovoltaic plants that are able to produce up to 1.8 million kW per year.

The Precotto plant, one of the largest in Italy, covers an area of 23,000 m<sup>2</sup>, while that at Rogoredo measures 6,000 m<sup>2</sup>. This is just the first stage of a project that envisages installing photovoltaic plants on other company sites, for which the Group has already received the necessary authorisations. The goal is to get to a point of being able to produce some of the energy needed for powering vehicles itself, and to produce it with a very low environmental impact.

### COGENERATION OF THERMAL AND ELECTRICAL ENERGY

Cogeneration represents a real opportunity for optimising energy production as it makes use of the heat emitted by thermal motors that would otherwise be dissipated into the atmosphere without producing any positive effects.

This project, broken down into three lots, is expected to cost a total of about Euro 16 million, to be paid for completely by the contractor, who can off-set the costs by fuel savings that can be achieved by improving energy efficiency. The plants and equipment will come to be owned by ATM when the contract, which has a duration of twelve years, comes to an end. Six cogeneration plants, for which commissioning is planned for the autumn of 2010: three powered by vegetable oil (1 MW plants each installed at the Gallaratese, Famagosta and Gorgonzola depots), and three methane powered. When running properly, this choice will make it possible to reduce total CO<sub>2</sub> by about 6,750 tonnes/year thanks to the use of biomass (vegetable oil) with zero CO<sub>2</sub> emissions and greater efficiency of cogeneration compared to separate generation of electricity and heat, and so less use of fuel.

### ENERGY EFFICIENCY OF THE FLEET

ATM's commitment to reducing fuel consumption could result in the purchase of a fleet of hybrid buses in the coming years, as soon as this technology reaches maturity on an industrial scale. Fitted with diesel/electric engines and a braking energy recovery system, hybrid vehicles guarantee lower consumption by recovering braking energy and the possibility of running on the electric engine alone, at speeds below 10 km/h, with the frequent starts and stops caused by city traffic. Currently this technology is in use in 2 new minibuses that are in the experimentation phase, used for the Radiobus call service.

#### The future: hydrogen vehicles

ATM takes part in the CHIC – Clean Hydrogen In European Cities – project, financed by the European Union. The project was introduced in Milan in January 2010 and its goal is to experiment in the field with the possibility of using fuel-cell technology, which will make it possible to power the next generation of buses using hydrogen, the real clean fuel that will achieve the dream “zero emissions”. The exhaust does not include any pollutant (CO, NOx, PM, HC) but only water vapour. As from 2011 the company will put three hydrogen powered buses into service for a five year experimentation period.

As regards the trolley-bus sector, the Group has put **30 VanHool trolley-buses** into service, fitted with super-capacitors. This technology makes it possible to transform and accumulate the kinetic energy a vehicle produces during braking in the form of electricity, and makes it available to the electric motor during acceleration. The use of super-capacitors under real operating conditions, makes it possible to reduce energy consumption by about 25% compared to the same vehicle without this technology. The VanHool trolley-buses are equipped with both an electric motor and a motor-powered generator. With the electric motor the vehicle draws power from the grid or the super-capacitors using the energy stored during braking. If there is no power on the electrical line or if it has to change route, the trolley-bus draws power from the electricity generator powered by a diesel powered Euro 5 class endothermic engine.

The system for recovering energy during braking, that is, transforming the vehicle's kinetic energy into electrical energy, which is made available to the grid to be able to be used by other vehicles on the line, is fitted on all the **new generation trams** (Eurotram, Sirio and Sirietto) and will be installed on 10 Jumbotram that will undergo revamping work as from 2010<sup>2</sup>.

On the metro, too, energy consumption is destined to diminish, thanks to the **new Meneghino** trains (11 trains in 2009) on all three lines, and the reconfiguration of the existing vehicles on the M1 line. This process will involve a total of 54 traction units<sup>3</sup>, of which 42 are already in service. In fact, this new equipment will reduce consumption, as well as improve the reliability of the trains and limit preventive maintenance costs. They are fitted with systems suitable for recovering the electrical energy generated during braking on all the metro trains on the M3 line as well, and 6 traction units on line M2.

<sup>2</sup> This task involves installation of new inverter equipment and air-conditioning, as well as renewing the interior furnishings and the external livery.

<sup>3</sup> The traction unit (UdT) is made up of two powered carriages and one towed carriage. The trains in circulation on the metro lines are made up of two attached traction units.



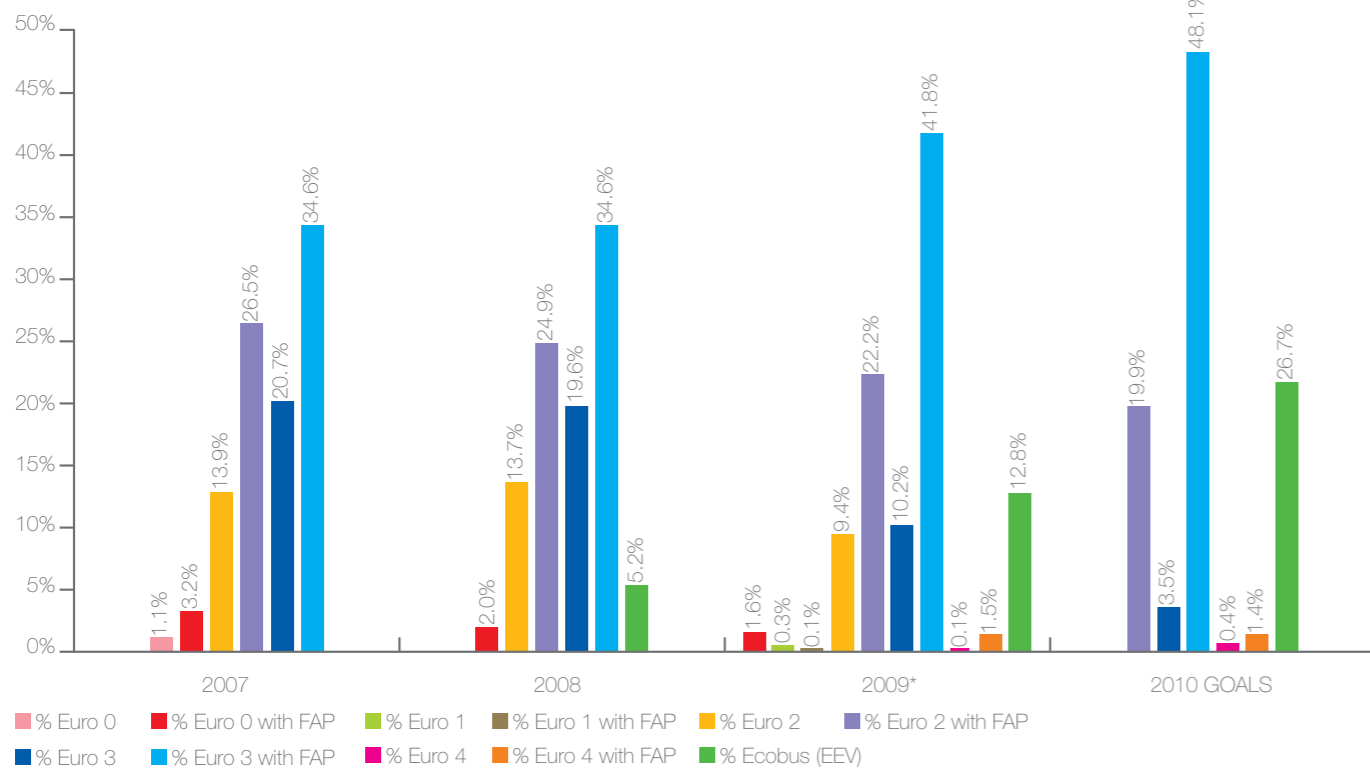
# 4 EMISSIONS

ATM continually monitors emissions into the atmosphere in order to identify and manage the most significant impacts. The activities subjected to checking include the emissions associated with the transport service, heating of the infrastructures, maintenance processes, and workshop activities. The emissions of the latter are not particularly relevant but are checked from time to time in terms of quantity and quality, according to the provisions laid down in the current norms and specific regional norms.

Emissions associated with transport are the most significant in terms of impact and, as a result, the ATM Group has drawn up an ambitious programme for renewing the road fleet that serves the urban and extra-urban area. Over the 2008–2009 two-year period the fleet had 185 EEV vehicles added to it that, in part, replaced as many buses with older engine units, as well as 18 Euro 4 minibuses fitted with particle filters.

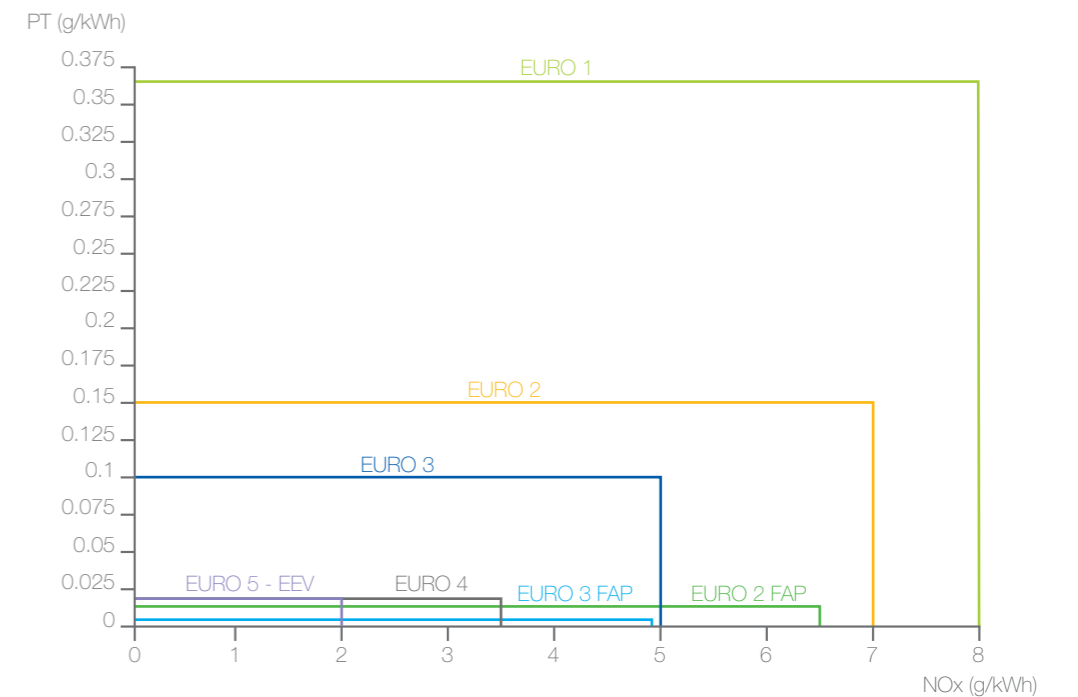
At the same time work proceeded to fit Euro 3 buses with particle filters in order to reduce the level of emissions. In 2009 this task, done on 122 vehicles, made it possible to achieve Euro 5 class for all types of pollutants, excepting for nitric oxides (NOx). By the end of 2010 we expect to complete installation on 128 Euro 3 buses as well as doing this work on 79 Euro 2 vehicles. Since 2006, in addition, 100% of the Group's vehicles use sulphur-free diesel, instead of the traditional type diesel fuels.

Engine units for the entire bus fleet (data as at 31.12 each year)



\* In 2009 the presence of Euro 0 FAP, Euro 1 and Euro 1 FAP vehicles is due to the acquisition of TPM. This also contributed to the increase in the overall vehicle fleet.

Emissions of Particles and Nitric Oxides as the type of engine changes, according to EEC Directive 2005-55-CE



DIRECTIVES	PT [G/KWH]	NOx [G/KWH]
EURO 0	N.D.	14.4
EURO 1	0.36	8
EURO 2	0.15	7
EURO 2 FAP	0.015*	6.5*
EURO 3	0.1	5
EURO 3 FAP	0.006*	4.94*
EURO 4	0.02	3.5
EURO 5	0.02	2
EEV	0.02	2

\* The values related to Euro 2 FAP and Euro 3 FAP are taken from bench tests carried out on ATM buses

All air-conditioning plants fitted in ATM means of transport comply with current standards. Hydrochlorofluorocarbon (HCFC) gases are only to be found on company premises now, but these are destined to disappear from the market over the next few years, thanks to modification or replacement of the air-conditioning plants used.

As regards emissions from the heating units, all of these are now methane powered, which results in the reduction of fine dust.

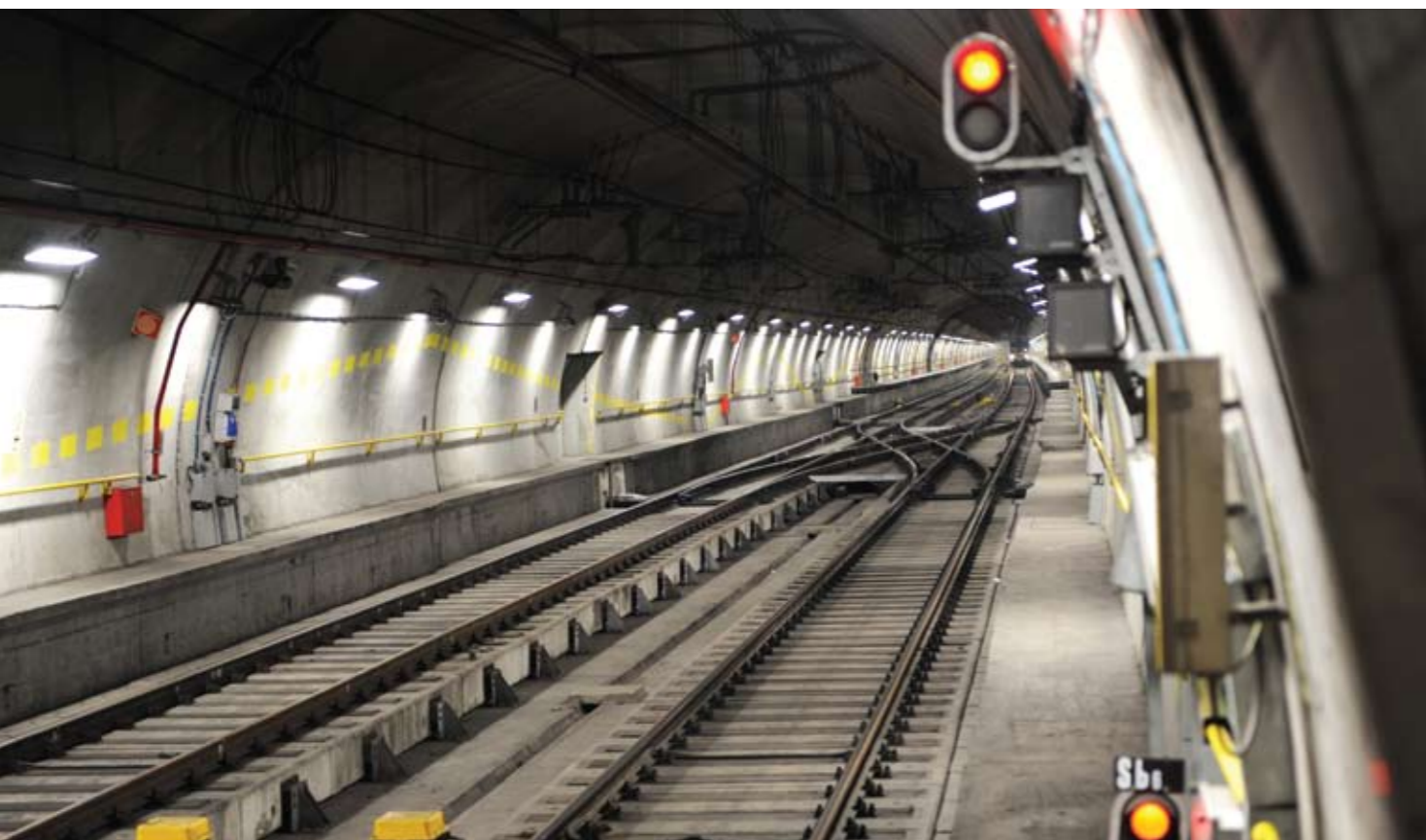
## 5 NOISE

On the vibration and noise pollution front, the measures taken begin with analysis of the results of monitoring the acoustic impact of the infrastructures and reports from citizens, which are transferred into concrete action with the start up of programmes to renew vehicles and components for network plants, as well as specific maintenance plans.

For this purpose ATM has its own in-house Vibration and Noise Laboratory, which is dedicated to and specialises in checking measurements of noise and vibrations, to protect its own employees and passengers.

In the **metro**, the phenomenon of noise is an intrinsic part of the circulation of the trains because it is related to the wheel/rail combination, which has greater or lesser effects depending on the state of wear and how they are in contact with each other. Using specifically designed software, the Vibration and Noise Laboratory processes and classifies measured data on vibrations generated by the carriages of metro vehicles, which are measured using fixed, continuous measuring systems in the tunnels. This makes it possible to assess the state of wear of the carriage wheels and programme any focussed maintenance that is required. In 2009 maintenance and checking of equipping plants was stepped up - 18,433 kilometres of rail were replaced, and 25 kilometres of ballast was relaid.

Work then proceeded on replacing expansion joints on the surface section of the M2 line (Cologno branch). This work is done for the specific purpose of reducing disturbance due to the "hammering" effect caused by trains passing over these units, as much as possible. In all 14 pairs of expansion joints were replaced as well as the blocks, and the tracks were ground.



Finally, during the night the maximum speed of trains was limited to 30 km/h.

On the **surface** various types of action were taken for replacing or refurbishing the components associated with the tramway – 6251.9 metres of track renovated and 27 points replaced (16 incoming and 11 outgoing points).

The new generation tram points can be activated by current impulses and radiofrequencies, and offer the dual advantage of improving operating safety, thanks to the possibility of control from a remote work post, as well as reducing the noise impact. As at 31.12.2009 the tram network had 93 automatic points units, equipped for radiofrequency activation.

The new points are classified according to the most severe European safety standard.

At the same time maintenance work on tram vehicles was implemented, also thanks to the installation at the Messina depot of an automatic station for measuring the geometric parameters of the trams' wheels. This plant identifies the vehicle by means of a specific tag affixed to its side. The data is entered and kept in a database and the system automatically associates the correct measurement for the wheel diameter to the corresponding vehicle. If a parameter is detected that is outside the limiting value, the software immediately reports the event by sending an e-mail to the maintenance staff. This system makes it possible to have an overall view of the state of the wheels on the vehicles, to programme maintenance works better, and to run statistical surveys on consumption of the tyres.

Finally, two studies were carried out for modelling and noise analysis, aimed at reducing the noise generated by the trains on line M2, over the surface stretches, by applying mini noise barriers.

### Friction moderator system project

The aim of the friction moderation system is to reduce the screeching phenomenon caused by the tram passing through tight radius bends. The friction is reduced by installing feed systems for specific liquids that are activated automatically as the tram approaches. In some cases the 15 plants installed have resolved the problem, while in others they have not produced results that are fully satisfactory.

However, ATM engages in researching and experimenting with alternative plants/systems. It is currently experimenting with a device on board the Sirio vehicles to reduce screeching on bends.

# 6 OTHER ENVIRONMENTAL IMPACTS

## ASBESTOS

In 2009 the clearing up works that began in 2008 were completed, involving removal of the asbestos-cement roof covering at the Gorgonzola metro station, whereas work was begun on extraordinary works to remove the insulation applied to the reinforcing ties in the tunnel in the section between the Lanza and Cadorna metro stations.

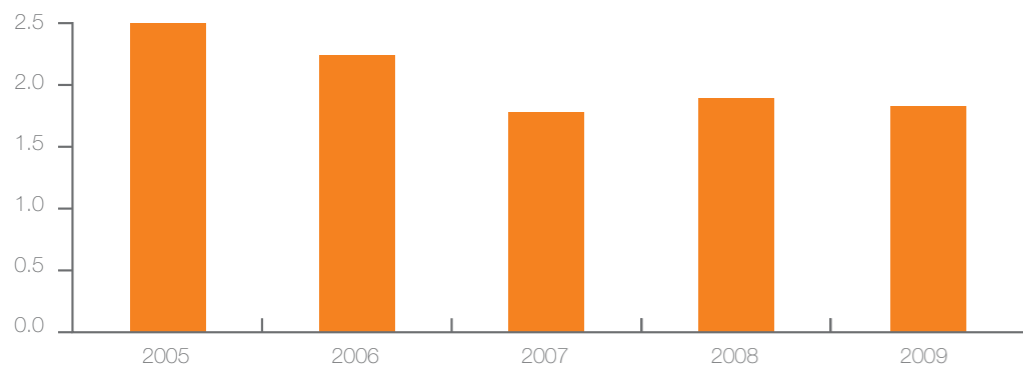
As regards the depots and workshops, work has proceeded for removing the roofing on the Precotto and Teodosio workshops, which had also begun the previous year. Currently about 85% of the asbestos roofing has been rehabilitated and these operations are planned to be completed by 2012, as shown in the multi-year programme for these works.

## WATER

ATM only produces industrial waste as a result of washing of its vehicles. The waste water is disposed of via the public sewer system, in compliance with the discharge limits, guaranteed by using purification plants that are checked from time to time by companies that specialise in this sector. Only the final destination of the industrial waste from the Famagosta depot is in surface water. In this case, compliance with the discharge limits is achieved by means of a complex purification plant, made up of a chemical-physical and a biological unit.

The reduction of the consumption of water is due to the recycling of water in the water systems for the car depots and catchment of some significant leaks in the network.

Water consumption (millions of m<sup>3</sup> - data as at 31.12 each year)



For the years 2005–2006 these figures refer to ATM, for the 2007–2009 three-year period they refer to ATM, ATM Servizi, NET, Gesam, Perotti, GuiaMi and Metro Copenhagen.

## RADON GAS

From time to time ATM carries out surveys to search for radon gas in the metro and underground works. These surveys are required by law, as called for in Legislative Decree 230/95. During the surveys all the underground metro stations are monitored. In fact, radon gas is a pollutant that can potentially be found in significant quantities in spaces located under the surface. The extent of the survey campaign carried out takes the Milan situation to a depth of 24 metres, that is, the platform level in Duomo station for line M3 (the station at the deepest position).

Continuing on from the previous two years, during 2009 the values measured were always below the thresholds laid down in the standard and so were not significant.

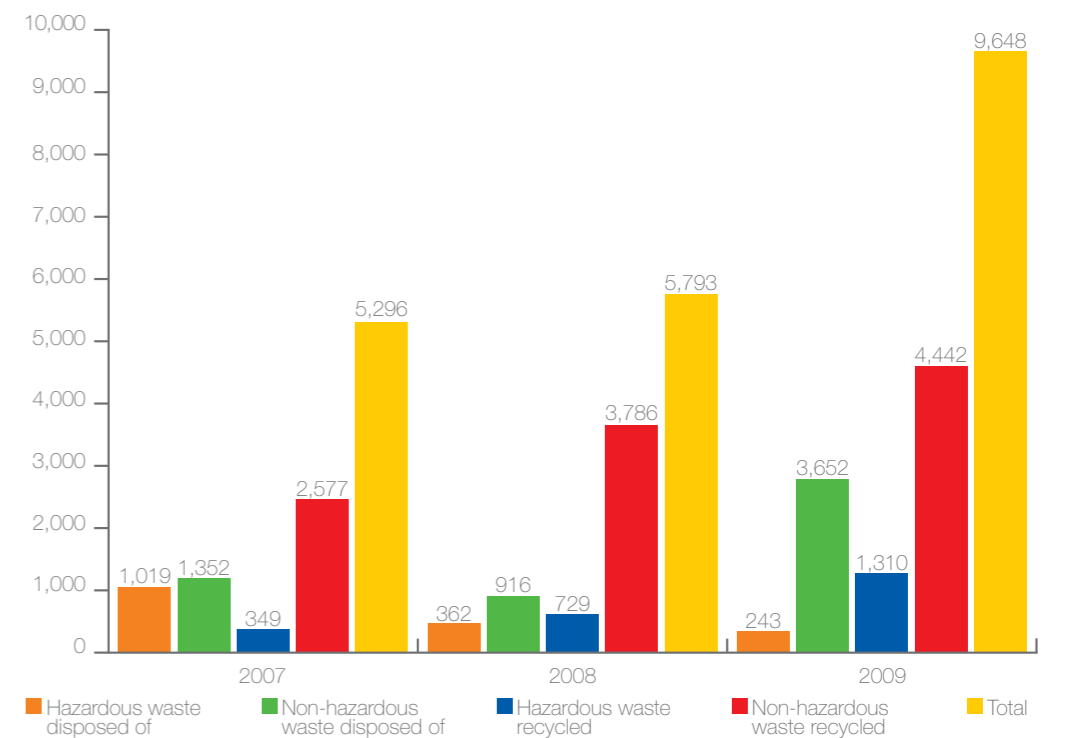
## GROUND

The ATM Group makes use of underground tanks to store diesel for powering vehicles and for heating in some of the premises, and the integrity of these is checked periodically. Continuous checking of the tanks guarantees that they are sealed and avoids damage to the ground mass - once again, in 2009 no spillage was found.

## WASTE

In a complex organisation like ATM, the waste produced varies greatly in terms of quantity and quality. In general the Group promotes the reduction of production and recovery of waste rather than disposal of the same, via specialist companies, in compliance with the limitations laid down in current standards.

Waste produced by type and destination (tonnes - data as at 31.12 each year)



This includes the companies ATM, ATM Servizi, NET, Gesam, Perotti, Guidami, Metro Copenhagen.

The increase in the amount of waste produced was due to the following factors:

- Greater extraordinary maintenance work on tracks, with a significant number of metal sleepers.
- Installation of new purification plants at Sarca, Molise, Giambellino and Novara. When installing the plants, since the washing water could not be purified and then fed into the sewers, it was disposed of as waste.

ATM takes steps towards gradual elimination of organic PCB (polychlorobiphenyl) compounds contained in a limited number of transformers. In the meanwhile, as called for by current legislation, the state of maintenance is constantly checked.



ATM PEOPLE

# HIGHLIGHTS

## 2009 VS 2007



# GOALS

WE SET OURSELVES THE FOLLOWING GOALS:	WE ACHIEVED:
Developing our "NoiATM" in-house organ and newsletter on specific topics	Publication and distribution of the new quarterly company magazine
Running campaigns dealing with health and safety in the workplace	"Safe like them" campaign
Promoting opinion surveys	A climate survey was carried out in early 2009
Extending evaluation of services to other parts of the company	The 219 people involved in the evaluation process in 2008 increased to 858 in 2009
Developing and running training courses in the areas of managing human resources and economics for managers	Organisation of training courses on managing staff, evaluating their skills, relations with personnel and the role of leader
Developing and running training courses on customer relations and an economy drive for travelling personnel	<ul style="list-style-type: none"> <li>- Inclusion of economy driving topics in courses for driving personnel and support from in-house instructors and consultants from the Automotive Safety Centre – Quattroruote</li> <li>- Course on customer relations for front-line personnel</li> </ul>
Further developing company policy on diversity and family and work counselling	<ul style="list-style-type: none"> <li>- Planning of experimental actions for working flexibility</li> <li>- Management Training Workshop on valorising differences</li> <li>- Diversity Day Convention</li> <li>- Workshop for management and middle management on the value of diversity in the company</li> <li>- Signing of the Charter on Equal Opportunity and Equality in the workplace</li> <li>- Procedure for preventing and managing discrimination in the workplace</li> </ul>
Promoting policies and action for company housing for newly appointed and employees coming from other regions and states, in situations of social-housing difficulty	<ul style="list-style-type: none"> <li>- Surveying of the housing need during selection processes for drivers, train drivers, operators, and station employees</li> <li>- Service of offering temporary residence (11 structures in Milan and the hinterland) selected by ATM, at affordable prices</li> </ul>

Developing management of health and safety	The Group invested a lot of resources in health and safety management processed, attaining the goals set in the strategic plan, and laying the basis for monitoring and continual improvement
Acting in the working community in terms of preventing dependency	Classroom training for travelling personnel and employees (drivers and operators) under an Insertion Contract, on preventing dependency on collaboration with the Dependency Department, a Specific Prevention Activity offered by the NHS agency

#### WHAT WE WILL DO

- Increase training hours.
- Implement training courses in the areas of managing human resources and economics.
- Continue with the course on customer relations for personnel that come into direct contact with the clientele and develop courses for internal and external customer orientation for middle management and office staff.
- Project for the newly graduated.
- Increase the number of company employees involved in the process of evaluating performance, involvement of middle management in further sessions on staff management by the Development Centre, extension of the merit-based remuneration policies to travelling personnel and attributing MBOs to further managers of strategic sectors.
- Reduction of absenteeism.
- Developing systematic actions for valorising diversity and promote conciliation: experimenting with working flexibility in pilot depots; group coaching on the value of differences; diversity book; gender certification; internal communication project; extension of time-saving systems; and ATM programme for families.
- Continuing the activities to prevent alcohol and drug dependence among personnel.
- "Health" project (a programme of integrated actions to promote health in the workplace) and the "Star Bene? A question of lifestyles" project, an informative and educational campaign on healthy eating habits, in company canteens.
- Creation of a company housing desk to offer temporary residential opportunities to the newly appointed, separated parents, and employees in economic difficulty.

# 1 PEOPLE

The goal of the policy that guides personnel management is to ensure excellence of the skills, guarantee correct management of internal growth, support the process of cultural change in factual terms and stimulate a sense of belonging.

#### People in the Group (data as at 31.12 each year)

	2007	2008	2009	2009	
				Hirings	Terminations
ATM	7,194	7,108	7,494	573	188
ATM Servizi	1,475	1,309	1,376	115	47
Gesam	4	4	6	-	-
NET*	-	161	313	157	5
Perotti	28	29	28	2	3
Guidami	2	2	2	-	-
Metro Service A/S	-	285	291	34	28
<b>Total</b>	<b>8,703</b>	<b>8,898</b>	<b>9,510</b>	<b>881</b>	<b>271</b>

\* In 2009 NET acquired TPM, the company that managed Local Public Transport in Monza and took on its personnel (143 people).

In the tables below the data for 2007 refers to the ATM and ATM Servizi companies, while the data for 2008 and 2009 refers to ATM, ATM Servizi and NET.

#### Position and gender (data as at 31.12 each year)

	2007	2008	2009	2009	
				% Women	% Men
Managers	29	34	38	10.5	89.5
Middle Managers/Functionaries	240	261	260	22.3	77.7
Office staff (administration and services departments and personnel at the company pre-school)	687	680	735	33.5	66.5
Movement personnel (operations area)	5,235	5,134	5,597	2.9	97.1
Operator personnel (plant maintenance dept and workshop)	1,901	1,817	1,876	0.3	99.7
Personnel for auxiliary services for transport	577	652	677	28.2	71.8
<b>Total</b>	<b>8,669</b>	<b>8,578</b>	<b>9,183</b>	<b>7.25</b>	<b>92.75</b>

As regards protected categories, on 31.12.09 the organisational chart included 5 work invalids and 96 civil invalids.

## 2 INTERNAL COMMUNICATION

### Personal seniority (data as at 31.12 each year)

	2007	2008	2009	% 2009
20-30	719	809	934	10.2%
31-40	2,540	2,561	2,583	28.1%
41-50	3,390	3,438	3,583	39.0%
51-60	1,925	1,705	2,018	22.0%
Over 60	95	65	65	0.7%
<b>Total</b>	<b>8,669</b>	<b>8,578</b>	<b>9,183</b>	<b>100.0%</b>

### Company seniority (data as at 31.12 each year)

	2007	2008	2009	% 2009
0-5	2,201	2,259	2,754	30.0%
6-10	1,216	891	1,073	11.7%
11-15	993	1,491	1,386	15.1%
16-20	1,773	1,377	1,151	12.5%
21-25	1,141	1,221	1,462	15.9%
26-30	796	930	909	9.9%
Over 30	549	409	448	4.9%
<b>Total</b>	<b>8,669</b>	<b>8,578</b>	<b>9,183</b>	<b>100.0%</b>

### Educational level (data as at 31.12 each year)

	2007	2008	2009	% 2009
Degree	269	285	353	3.8%
Three-year degree	-	20	10	0.1%
University diploma	6	8	7	0.1%
High school graduate	2,623	2,679	3,026	33.0%
Professional diploma	583	569	589	6.4%
Middle school graduate	4,718	4,645	4,848	52.8%
Elementary school graduate	470	372	350	3.8%
<b>Total</b>	<b>8,669</b>	<b>8,578</b>	<b>9,183</b>	<b>100.0%</b>

Spreading the Group's values and company culture, reinforcing the sense of belonging, sharing experiences, goals and responsibilities: this is the objective behind all Internal Communication initiatives.

### STRATEGIC COMMUNICATION

Governance of Internal Communication, now consolidated, provides for *periodic meetings* in order to fully and transparently divulge information on the projects in progress, facilitate listening and dialogue between the various levels of the organisation, and share the Group's strategies. More specifically:

- Four Operations Teams with the managerial staff
- Two management meetings a year attended by all middle managers, functionaries, and technical unit foremen.
- Departmental meetings for spreading information on and contextualising projects, and inter-departmental Depot Operating Teams (TODs) to check problems that have emerged with progress with the plans.

### CLIMATE SURVEYS

At the end of 2008 the ATM Group launched a process of employee satisfaction surveys, aimed at checking the organisational evolution in progress and identifying critical managerial factors for which development plans need to be prepared aimed at improving how the organisation is perceived in the company.

In the initial months of 2009 an anonymous questionnaire was put to a representative sample of all the people in the company, comprising 19.24% of personnel, in order to measure organisational wellbeing via the perception of the fundamental variables of company governance and to gather brief evaluations regarding:

- Satisfaction in general about working at ATM
- The perception of improvement of ATM as a place of work compared to the previous year.

### Results – brief comparison (data as at 31.12 each year)

	Organisational wellbeing	Satisfaction about working at ATM	ATM worse / the same / better than a year ago
Staff	2.71	3.03	2.72
Operating control	2.69	3.23	2.32
Other people*	2.51	2.97	2.56

1 = not at all – 2 = poor – 3 = sufficient – 4 = very

\* In processing the results of the "Other people" sample, only professionals that are statistically representative were considered (operating operators, operator personnel, line tutors / fiscal coordinator).

The socio – registry schedule included in the questionnaire also made it possible to prepare data by clusters (age, gender, occupation, etc.).

The results were processed and given back to the Departmental Managers who saw to illustrating the same within their respective departments. When deemed necessary, with the support of the Human Resources and Organisation Department, improvement actions were instituted to provide for criticalities that emerged.

### SAFE LIKE THEM

In the second half of 2009 the communication campaign on the topic of safety in the workplace began, with posters being put up in the depots and workshops.

The claim Safe like them came from using evocative sports images that led into effective, direct parallels between the working world at ATM and the world of sport. The main objective of the initiative was to promote a culture of safety at work, one of the central elements of the policy for Human Resources at ATM, sensitising workers to the importance of using personal protective equipment.

### NoiATM

ATM uses this in-house publication as an internal means of communication that is widespread and capillary, with the major purpose being to update employees and ex-employees on the company's strategies and initiatives.

The publication of the quarterly NoiATM is of very great importance when one considers the difficulty in having contact with a large section of the company's employees that do not have e-mail and are spread around the territory, as well as for the symbolic and service value it has not only for employees but for their families as well.

During 2009 the drive was concentrated on reinforcing the spirit of belonging, giving a voice directly to those that were involved by means of interviews, testimonies and photographs.

An insert to collect "Omnibus" was introduced, which contains all the news that may be of use for those that work at ATM.

In addition, new sections have been developed in order to open further to the outside world, containing news on Italy and the world, with a specific focus on the public transport sector.

### OPEN DAY 2009

On 19 December 2009 the Teodosio workshop was the venue for the first edition of Open Day. The company opened its doors to all its employees and their families for a day of celebrations, in which big and small alike were involved in various workshop activities and visited vintage vehicles, while rambling musicians played the tunes of Christmas songs, while there was also make-up for children, people on stilts and coloured balloons. The goal was to reinforce the sense of belonging, and to involve the families and get them to know more about the working world at ATM. This initiative proved a great success and recorded attendance by about 3,000 people including employees and their families.

### DIVERSITY DAY

ATM considers the principles of equal opportunity and the valorisation of diversity as fundamental values for the development of a modern company.

Carrying on from other initiatives in this regard, on 30 November 2009 Diversity Day was held at the Teodosio workshop. This was a working day during which a group of employers and some managers reflected on the question of enhancing differences and opportunities for implementing policies to support reconciling work-family time.

### WORK ORIENTATION PROJECT

Of the many initiatives the company dedicated to the children of employees during the year, there was the "Work Orientation Project", an activity organised in spring 2009 by ATM's Training and Orientation Centre. The meetings involved children between the ages of 18 and 25, with a view to providing information and tools for those preparing to enter the workforce and support the development of a professional project in line with the individual's characteristics and aptitudes.

### POCKET BOOKS

The pocket books intended for travelling personnel are small manuals, broken down according to topic, and aimed at increasing knowledge about specific topics related to their own professional setting. In 2009 there were 1,750 copies of the Operating Regulations, 1,400 copies of the Guide for operating tram vehicles and copies of the forms to be completed in case of claims, the content of which was revised and updated.

## 3 TRAINING

In order to guarantee continual updating of professional skills, motivation for getting involved in the company and customer orientation, ATM has drawn up a wide-ranging Training Plan broken down into three macro areas:

- **Job training:** before being appointed, this is intended for professionals that are difficult to find on the market, such as tram drivers or specialist operators, for example.
- **Orientation training:** this is provided during the early months of employment and is intended to assist with professional orientation.
- **Ongoing training:** this is provided to all employees to support development and updating of professional, technical and behavioural skills.

For ten years the Group has had a centre dedicated to training and work orientation, the **ATM Campus**, created for the purpose of:

- Attracting, motivating and holding onto the human capital required to support ATM's business objectives.
- Set up contacts with universities and specialised research centres for the purposes of recruiting and networking.
- Promoting and spreading the culture of caring for human resources and continuous improvement of the quality of the service provided to the client, at all levels.
- Supporting the quality, environment and safety in the workplace policy by means of training actions and the development of professional skills.
- Becoming a centre for analysis and studying personnel trends and dynamics.

- Having been accredited with the Lombardy Regional Authority for planning and providing training and orientation activities, in 2003 the ATM Campus obtained international ISO 9001:2000 quality certification in recognition of its excellence.
- The Campus is equipped for both theoretical/practical instruction (training of tram drivers, on the safe use of forklift trucks and fire-fighting devices) and theoretical instruction (all the classrooms are equipped with PCs, TVs, DVDs and video projectors).

### TRAINING 2009

Per capita 2.3 days training was provided in 2009 compared to 1.9 in 2008.

The development and training initiatives were guided by a general goal of ensuring excellence of skills, guaranteeing correct management of internal growth and supporting the process of cultural change in factual terms. Some of the most significant training activities in 2009 included:

EVALUATION & FEEDBACK – a training session introduced at the implementation phase and extending the process of performance evaluation that started in 2008 to all staff members. This course involved all managers that have to manage people and was added to by the presence of an evaluation assistant.

- THE ART OF LEADING – a training course for middle managers and functionaries, dedicated to leadership tools and managing staff.
- CUSTOMER RELATIONS – a key topic, broken down into specific training actions provided for all frontline personnel and put together on the basis of the ways of interacting with the public.
- MORE IS BETTER – a course that focuses on the questions of effective communication and interpersonal relations, dedicated to office staff and other staff personnel.
- Course on managing staff for operational and maintenance functionaries, with a day on in-depth coverage of economics.
- Course on the role of a chief for coordinators of the Surface Operations Room.
- Course on relations with drivers for operating control personnel.

Particular care was taken over training travelling personnel and on leadership techniques. The courses for the newly appointed and routine technical updating courses included economy drive topics and driving personnel were supported by in-house instructors and consultants from the Automotive Safety Centre – Quattroruote

### Training (data as at 31.12.2009)

Type of teaching	Number of courses	Duration in hours	Participants	Hours per participant
Internal	216	14,285	6,218	152,835
External	372	8,330	2,176	37,576
Internal + external	5	506	372	11,674
<b>Total</b>	<b>593</b>	<b>23,121</b>	<b>8,766</b>	<b>202,085</b>

ATM, ATM Servizi, NET, Gesam, Perotti and Metro Copenhagen.

Personnel training on **health and safety** is one of the activities that the Group relies on to improve the awareness of personnel towards the adoption of “safe” behaviour. Each year the Environment & Safety Department, in collaboration with the Human Resources Department, sees to picking up the needs related to improving the levels of safety in the workplace and to provide adequate training and drill plans. The programmes and contents of the courses are seen to be company personnel in the Prevention & Protection Department that work in the classrooms as instructors or tutors.

Overall, in 2009 training on matters related to health and safety in the workplace was given to 2,475 workers in the Group.

## 4 MANAGING PEOPLE

By means of ATM's Managerial Skills & Techniques Model the entire management section has been involved, since 2008, in a self-evaluation process as well as evaluating their own performance. This has made it possible to introduce a new culture into evaluation, aimed at developing and improving the skills of the managers involved in all sectors of the company. The data obtained was analysed and found to be useful for setting up specific shared development plans.

The **initiatives associated with development questions** carried out in 2009 included:

- A performance **evaluation session** for all middle managers, functionaries, office staff, operating room coordinators, and technical unit foremen from the Fixed Plants & Systems Department. This includes **858 people** that evaluated themselves, had an evaluation interview with their direct superior and, with this person, agreed a professional improvement plan.
- Six **Development Centre sessions** intended for managers and some middle managers and functionaries, aimed at identifying the managerial skills that need support and identifying a development process.
- Implementation of **merit-based remuneration policies** that, in close collaboration with the individual departmental managers, made it possible to reward the best performance, while at the same time representing a stimulus and clear message to those that made a significant contribution in the course of the year.
- Assigning **MBOs** at the beginning of the year to all managers and a large number of middle managers and functionaries (112) as incentive to attain challenging goals and excellence.

Over the 2008–2009 period structures and people were assigned to implementing personnel management activities within depots and workshops, thanks to the continuous presence of management staff. In 2010 this activity will have new services added to it.

## 5 WELFARE AND EQUAL OPPORTUNITY

ATM implements social policies that relate to all employees and their families, by way of a system of social services within the company and along with its Foundation, with a view to supporting the community and not merely responding to individual needs. Employees and their families are seen in terms of their lifecycles, and they are guaranteed services related to parenting, as well as social, health, recreational and cultural services. From psychological/physical health to family and working responsibilities, and the evaluation of differences: there are a whole host of areas in which social policies promote and develop innovative projects for developing the culture of people, their bosses, and organisation of work.

The programmes and actions that are part of specific social policies are shared with the company's top management and are in line with the needs and problems that emerge from the people – men and women – that work for the ATM Group. The pre-schools (places are assigned on the basis of family income of employees and at special prices), summer centres for adolescents and children, family holidays, study bursaries, health assistance, a centre for listening to the more complex problems, partnerships with social leaders in the territory - these are the many and varied answers to the needs that may arise at various times in the personal and working life of employees and that can be tackled with better instruments, having the goods and services that ATM guarantees available, with its professional service many of which are decentralised and located in the workplaces (company depots).

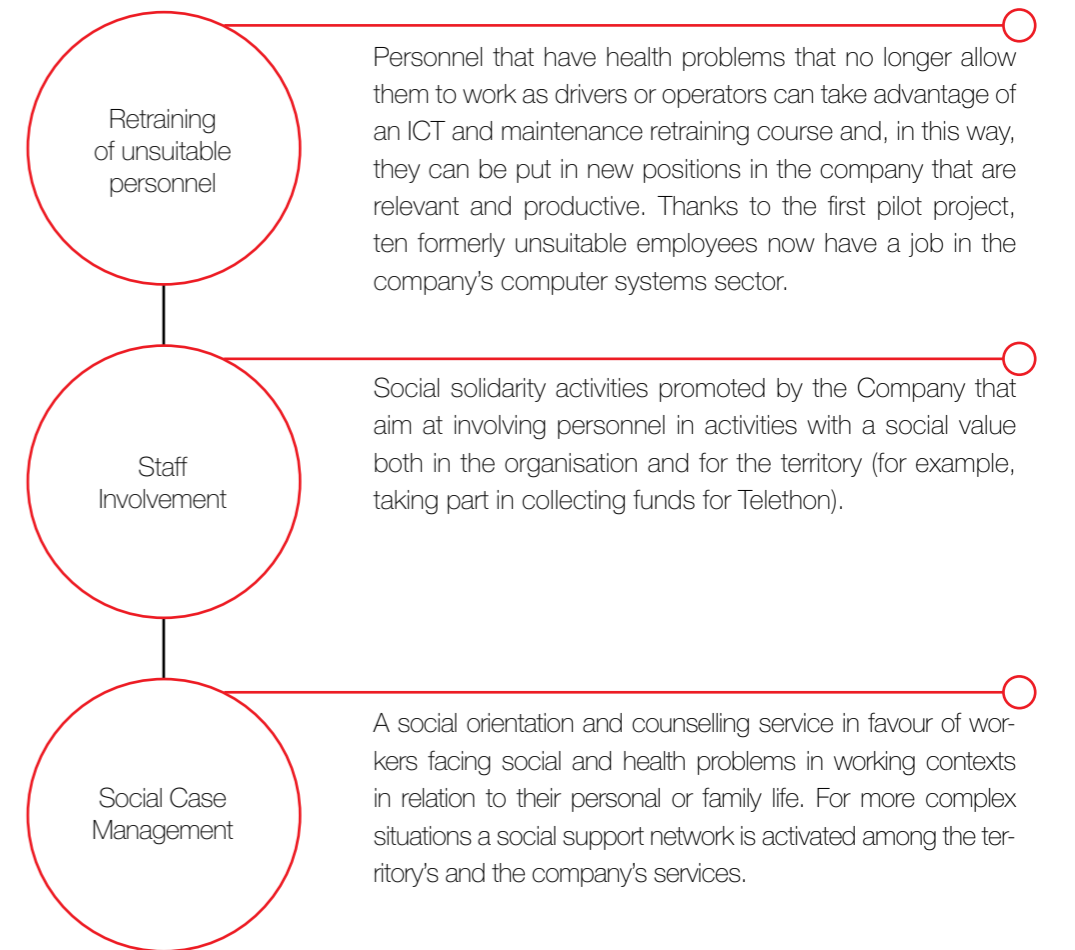
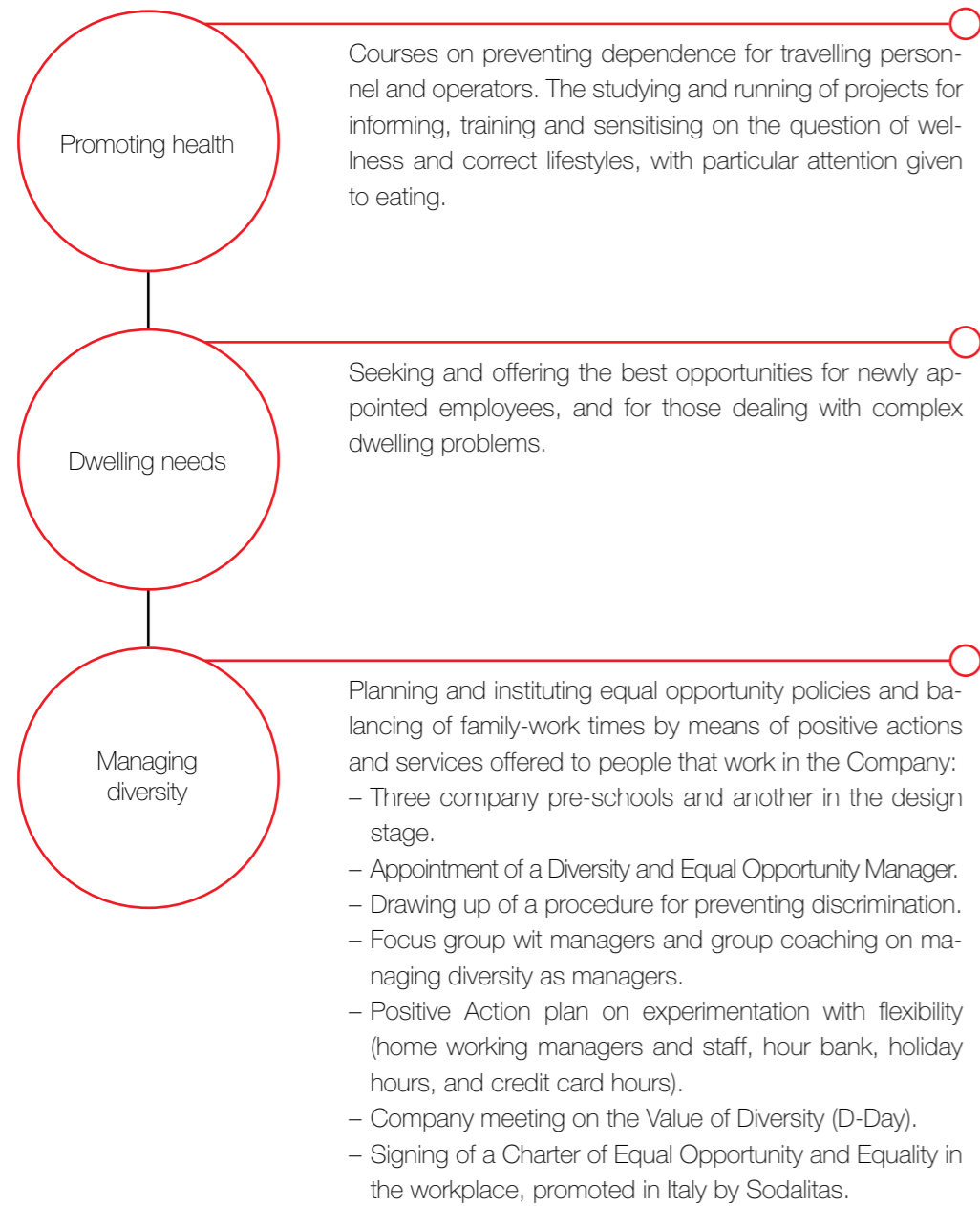
In line with mainstreaming strategies of European Union policies, coordinated, mutually coherent actions are put into action concerning all the living circumstances of the people: health and the employees and their family; balancing time between work and one's private life; equal opportunity for all in the working environment; access to temporary residence for those involved in immigration for work from the South; involvement of personnel in volunteer and solidarity activities; professional retraining for those that meet health problems that have an effect on the duties they perform.

All the experimental actions and projects are intended to improve the working and social conditions of personnel, in order to uphold the wellbeing of the community of employees and make the company a scene of fruitful relations and social opportunities for all.

All those that work for ATM can be listened to and their needs taken into consideration thanks to a specific, dedicated part of the Human Resources and Organisation Department known as Social Services.

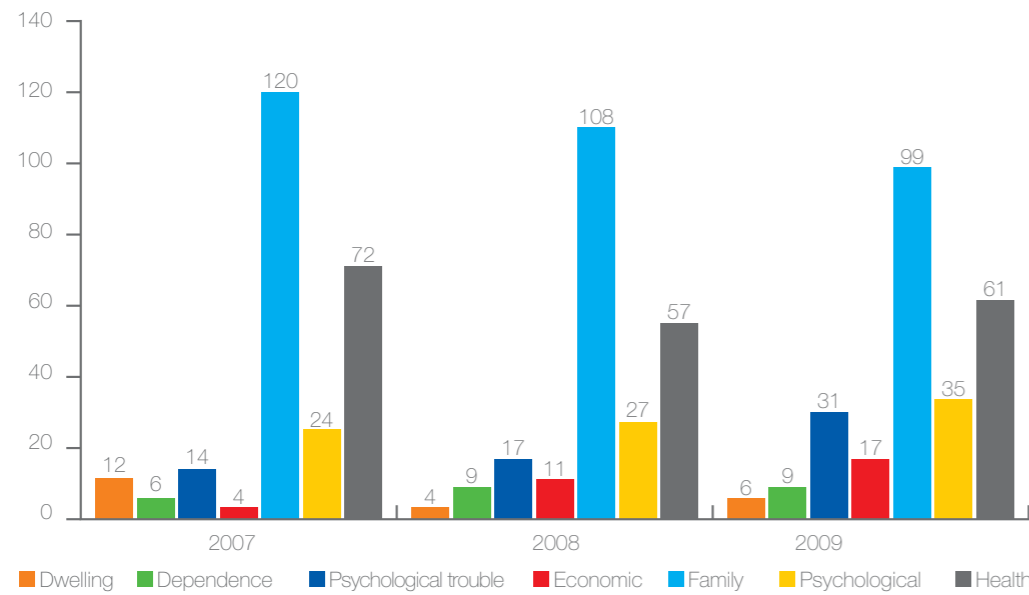


**INTERVENTION AREAS 2009**

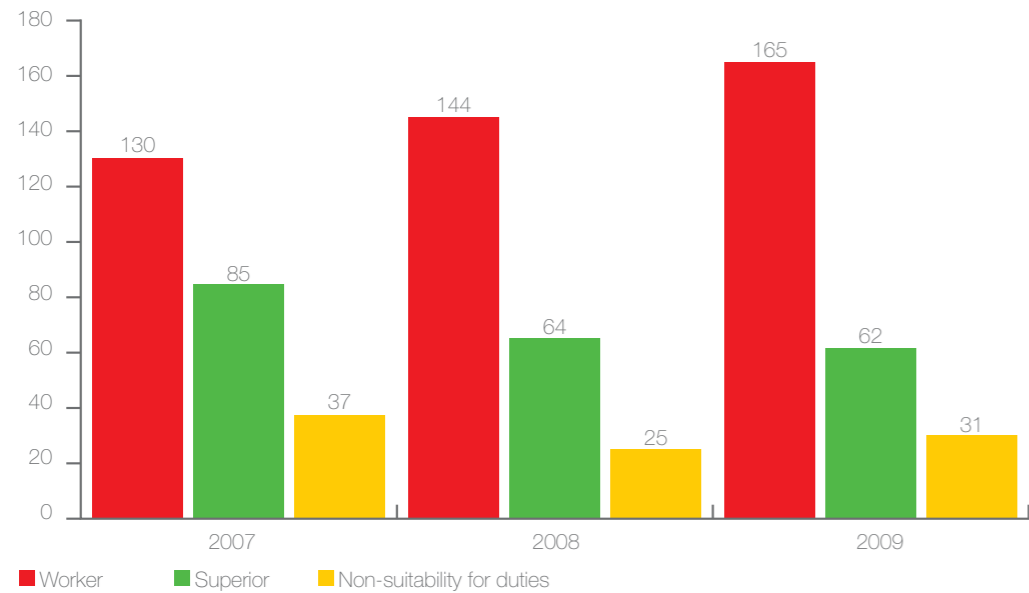


**Overall view of the requests and needs taken on and managed  
(data as at 31.12 each year)**

**Problem**



**Source of reports**



**BENEFITS FOR WORKERS**

ATM provides its employees the following benefits, without distinguishing between full-time and part-time employees:

- Company contribution for mothers and fathers on maternity leave for the optional period.
- Discounted season tickets for transport for family members.
- Priamo Complementary Social Security Fund.
- Access to the services of the ATM Foundation.
- Policy for professional and extra-professional injuries for functionaries.
- Sportello Amico for providing loans, mortgages and study bursaries for employees and their children.
- Company canteen.
- Assistance free of charge with completing tax returns and submitting the 730 form (also online) - in 2009 6,113 employees used this service.
- Anti-flu vaccination free of charge.
- Conventions for shows at theatres, and entrance to museums and exhibitions.

The Priamo Complementary Social Security fund is reserved to workers involved in the public transport services and related sectors. The scope of the Fund, membership of which is optional, is to provide members with additional pensions to the obligatory basic system, thanks to the economic contribution by the company they work for. In 2009 the fund recorded 4,222 registrations.

**COMPANY PRE-SCHOOLS**

The creation of pre-schools within ATM meets the goal of supporting and facilitating parenting and the balancing of family and work time. Currently there are 68 places available at three schools – Baggio, Leoncavallo and Precotto – (of which 10 places are reserved to citizens from the area according to an agreement with the City Council of Milan).

These are the design and construction characteristics that distinguish ATM's pre-schools:

- Designing and construction with the contribution of skills within the company, coordinated by a multi-disciplinary team.
- Creation of a number of small and medium sized pre-schools, decentralised at strategic company locations.
- Running of a specific preparatory project for families and workers at ATM on the basis of their socio-working and family characteristics, and according to the needs and potential of their children.
- ISO 9001:2000 Quality certification.
- Supply of child care products and biological meals free of charge.

The places available to employees, structured on three levels, are assigned on the basis of the overall family income by means of ISEE models. The company takes on a high percentage of the cost, thereby supporting families during the first three years of their children's lives as well as the project and service costs to support parenting in the company, including all experimentation and family and work balancing actions.

In 2010 architectural design began, leading up to construction of the fourth company pre-school at the premises on Via Monte Rosa, which will be built by the end of 2012 and will be able to host 40 children. The design includes a winter garden and a little forest in the city in the outside space set aside for the pre-school. A percentage of the places available will be reserved to children from the area, according to an agreement with the City Council of Milan.

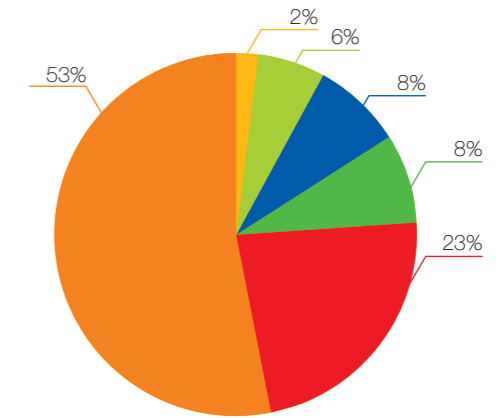
**Pre-schools at Baggio, Leoncavallo and Precotto (data as at 31.12 each year)**

	2007	2008	2009
Overall number of children enrolled	32	68	68
Enrolled	32	68	68
Days each pre-school was open	255	254	248
Meals served	4,961	5,880	9,389
Average attendance of infants (average)	15%	12%	8%
Average attendance of children (average)	68%	84%	92%
Children with special diets (average)	7%	4%	0%

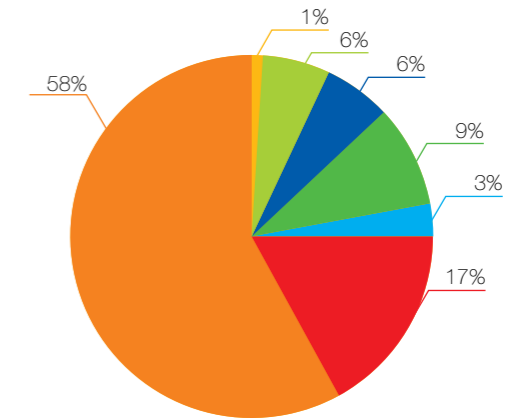
**Employee users (data as at 31.12 each year)**



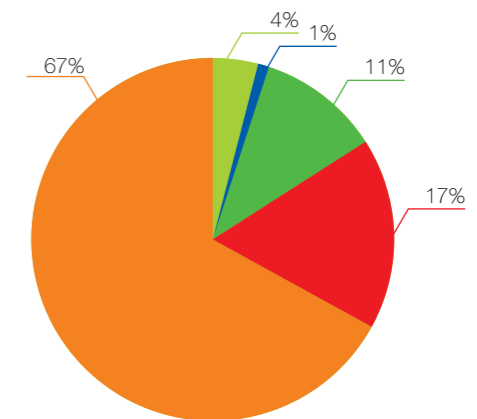
**2007**



**2008**



**2009**



## 6 SAFETY IN THE WORKPLACE

Over the course of 2009 health and safety activities included numerous updating sessions, which included meetings of the Group's Governance Bodies, which shows the great deal of importance placed on this issue.

Implementation of the multi-year plan for improvement continued as defined in the **Prevention and Safety** in the Workplace Project the fundamental objective of which is to consolidate operational attention on prevention and safety in the workplace for all company processes, in order to guarantee, along with conformity to standards, the reduction of accidents / injuries, improvement of the health conditions and maintenance of suitability for the duties assigned. This project is spread over three areas of action: promotion of safety in the departments, promotion of health and prevention of spin-off from abuse.

2009 was characterised by events inside and outside the Group that had a significant impact on managing safety and that called for upgrading of the system for prevention and protection of workers:

- The final coming into effect of the Consolidation Act on health and safety in the workplace (Legislative Decree 81/2008) called for all Risk Assessment Documents to be revised for all workplaces, and new modes for risk assessment to be applied to sites and contracts set up in the ambit of the Group's production units.
- The extension of the 231 models of the ATM, ATM Servizi and Perotti companies to crimes related to safety in the workplace, with the approval and subsequent implementation of the special parts of which suitable distribution took place via the company's intranet and specific training for the Group's managers and functionaries.
- The acquisition by NET of the branch of the TPM company that deals with urban transport in the city of Monza, and inclusion of this company into the Group's safety management system.
- Including Perotti among the Group's companies for which the Holding Company's organisation provides the Prevention and Protection Manager and the necessary support activities.
- The emergency and operating continuity plan drawn up for the prevention of the A (H1N1) influenza pandemic.

Of no lesser importance, there are also the consolidated activities for prevention and protecting health and safety in the workplace:

- Specific training on safety for the various professional sectors.
- Technical support for company management in drawing up Working Instructions.
- Periodic checking of machines and plants by control bodies.
- Management of health monitoring.
- Environmental monitoring of the exposure of workers to chemical and physical agents.
- Analysis of the trend for injuries and related causes.
- Updating of Personal Protective Equipment (PPE) provides to workers.

The programmes for safeguarding the health and safety of workers are systematically drawn up with the Workers Safety Representatives (WSRs), with whom there is not only a consultative relationship as laid down in the relevant standard, but also concrete, substantial collaboration that takes place in formal discussion sessions and, on a daily basis, in checking actions in the field.

In addition to constituting a fundamental element for carrying out improvement actions in terms of safety in the workplace, systematic and precise analysis of injuries is also an important indicator of company performance when it comes to safety. During 2009 ATM acquired specific software for recording every event and subsequent classification of the same statistically in order to make it simple to provide periodic information on injury trends.

### Injuries (data as at 31.12 each year)

	2007	2008	2009
Overall injuries with a duration > 0 days	639	667	640
No. days lost excluding that of the event	17,194	17,394	16,979

This data refers to ATM, ATM Servizi and NET.

Overall, this phenomenon seemed to decline, which is also shown in the results of the performance indices dictated by the Norms that show a reduction in both the frequency and gravity of the events (about 5%).

### Safety governance

The year 2009 saw consolidation of the organisational model in terms of Legislative Decree 231/01, especially as regards the introduction of the special parts relating to Safety in the Workplace. Within the setting of the Executive Teams and the meetings of the Board of Directors, the organisational arrangement of the safety management system was defined, identifying the employer's roles, Prevention and Protection Department Managers and the Company's Health Service.

Systematic participation of the members of the Prevention and Protection Department in meetings of the Operating Operations Team (TOE), Depot Operations Team (TOD) and Station Operations Teams (TOS), completes integration of the Safety questions in overall management of the Group's activities.

In the ambit of this organisational and management model, the Environmental and Safety Department took on the role of the Group Prevention and Protection Department, and also included the Prevention and Protection Managers for all the companies controlled by the ATM Group.

### SAFETY MEETINGS AND PROGRAMMES

Within the Group, 43 departmental meetings were organised in 2009 that were attended by 572 workers including operators and foremen from the maintenance sectors. Over the 2008–2009 period departmental meetings involved a total of 1,201 out of 1,520 employees, and the cycle of these meetings will be completed by the end of 2010. During 2009 the ATM Group promoted a campaign entitled *Safe like them* to sensitise personnel to the use of personal protective equipment.

As a further means of informing the workers, a *safety portal* was created and made available via the company's intranet that can be reached via all the workstations connected to the company's intranet, including the totems installed in the relaxation areas. Via this portal workers can consult pantries, working instructions specifically related to safety, forms, reference standards, emergency plans and the composition of emergency teams for each location. The portal is continually updated on the basis of needs gathered and prevention experience gained, and is an important point of reference for personnel for distributing information and best practices, as well as being a tool for dialogue. Using the *Safety Blog* workers can add questions on safety matters.

### HEALTH MONITORING

The health protection policy is followed by means of health monitoring of personnel exposed to specific risks relating to their duties. In this regard, during routine check-ups the company doctors have established practices for informing workers and their personal physician of any elements that are not determining items for evaluating their suitability for their duties, but deemed worthy of attention in order to promote sensitivity to taking care of health even outside the company context.

Each year the Group's employees are offered the possibility of vaccination against seasonal influenza, free of charge. In 2009, faced with the risk of the A influenza pandemic, the company's organisation set itself up to administer both vaccinations according to the instructions issued by the Lombardy Regional Administration.

The sections of the Safety portal dedicated to health monitoring are kept up to date, with particular care being taken to health protocols in relation to the risks for the worker and for the specific activities that pose risks for third parties.

In light of the updates to the norm in 2009 a precise prevention and checking methodology was clarified for the spin-off of the abuse of drugs and psychological substances, for personnel involved in duties that pose risks to the safety, wellbeing and health of third parties. In fulfilling these specific obligations, during 2009 these checks were carried out on the personnel involved (2,312 people including operating employees and other personnel licensed for specific activities).

### Health monitoring (data as at 31.12 each year)

	2007	2008	2009
Number of check-ups for operators and operation employees	1,424	1,480	3,889
Number of check-ups for operators, helpers, and temporary staff *	1,771	1,578	2,231*
Number of check-ups for administrative personnel *	419	286	316*
<b>Total</b>	<b>3,614</b>	<b>3,344</b>	<b>6,436</b>
<b>Suitability</b>			
Suitable	3,273	2,982	6,081
Suitability with limitations or requirements	322	343	321
Non-suitability	19	19	34

\* Some workers underwent more than one check-up in the course of the year. This data covers ATM, ATM Servizi and NET.



# 7 INDUSTRIAL RELATIONS

In 2007 ATM signed a Draft Agreement with the companies in the Group that are involved in Local Public Transport, with some OO.SS.1 that ensures a system of relations marked by unity in the Group's policies and sharing of the personnel policies. This system, as called for by the Protocol on Industrial Relations, is centred on the agreed format set up to identify, according to the Industrial Plan, the major themes that are discussed and negotiated in order to reduce conflict and facilitate the participation of workers in the Group's goals via their trade union representatives.

TRADE UNION ORGANISATION	AGREEMENT / PROTOCOL SIGNED IN 2009
FILT, FIT, UILT, ORSA, FAISA, SINPA, Coordinamento RSU	8 April 2009 Results Bonus
FILT, FIT, UILT, ORSA, FAISA, UGL, SAMA, SINPA, Coordinamento RSU	21 May 2009 Reorganisation of the operator sector
FILT, FIT, UILT, ORSA, FAISA	27 November 2009 Missed rest times
FILT, FIT, UILT	25 June 2009 Transfer of personnel coming from TPM Monza

The year 2009 was characterised by signing a protocol in preparation for defining a Single Transport Contract and determining the minimum contractual increases related to the year 2008.

ATM has a trade union membership rate of 69% and maintains contractual or informative ties with a number of trade unions. Contractual relations were in place with OO.SS. FILT, FIT, UILT, FAISA and UGL who were signatories of the National Joint-Bargaining Employment Contract, as well as with OO.SS. ORSA, SAMA and SINPA. The understanding was signed with the agreement of the RSU (Single Trade Union Representation) Coordination, a body that represents workers elected as single trade union representatives.

The Group ensures the right of freedom of association for its workers. In fact, each employee is free to join the trade union for their category or get involved in setting up new trade unions. Activities are engaged within the Group in which freedom of association and collective bargaining can be exposed to significant risks.

Most of the company strikes that saw the involvement of personnel from the ATM Group were called at a national level to support the trade union platform for the renewal of the National Joint-Bargaining Contract.

<sup>1</sup> FILT CGIL, FIT CISL, UILT UIL, ORSA.

## Strikes (data as at 31.12 each year)

	2007	2008*	2009*
Strikes called	14	13	5
Strikes carried out	9	10	4

\* ATM, ATM Servizi, NET.

All employees have a working relationship governed by joint-bargaining agreements at both a national and a company level that cover the economic and normative aspects, including aspects related to organisational changes and pension plans. For almost all the employees (99.5%) the working relationship is governed by the national joint-bargaining contract for those working on vehicles, trains and trams, and internal navigation routes (TPL – Transport).

## Number of employees broken down by type of contract (data as at 31.12 each year)

	2007	2008	2009	% 2009
Vehicle, train, tram drivers contract	8,630	8,532	9,134	99.5%
<i>Full-time permanent employees</i>	8,100	8,105	8,418	92.2%
<i>Part-time permanent employees</i>	146	133	155	1.7%
<i>Full-time fixed-term employees</i>	382	270	520	5.7%
<i>Part-time fixed-term employees</i>	2	24	41	0.4%
Managers contract	29	34	38	0.4%
F.I.S.M. PRE-SCHOOLS contract	10	12	11	0.1%

This data covers ATM, ATM Servizi, and NET.

The Italian legislation and joint-bargaining contracts applied by ATM provide for equal remuneration (basic salary) for men and women in the same category. The salaries of the newly appointed also comply with the minimum salary provided for at a national level for each category.

Some aspects of the working relations of vehicle, train and tram drivers are still disciplined by Royal Decree 148/31, which establishes the impossibility of appointing workers that are not from the European Union.

In relation to the activities carried out by the companies in the ATM Group, there are no operations that pose a high risk of minor workers or forced labour, as these are absolutely forbidden by Italian legislation and the joint-bargaining contracts applied by the Group.



NOTE  
ON METHODOLOGY

# NOTE ON METHODOLOGY

## GUIDELINES USED AND ACCOUNTING BOUNDARY

The contents of the Sustainability Balance Sheet were drawn up according to the Sustainability Reporting Guidelines (G3) issued by the Global Reporting Initiative (GRI) and according to the accounting principles expressed therein, including that of caution (article 15 of the Rio Principles). In addition, the guidelines for drawing up the Social Balance Sheet prepared by the Study Group for Social Balance Sheets (G.B.S.) were used, as well as AccountAbility 1000, a process standard prepared by ISEA (Institute of Social and Ethical Accountability) that pays particular attention to dialogue with the stakeholders. The accounting boundary encompassed the ATM Group's activities, especially as regards those related to the core business.

## THE REPORTING PROCESS

An in-house process was implemented in order to prepare the Sustainability Balance Sheet, involving the structure, with contributions from the various organisational areas. The boundaries and frequency of accounting coincides with those for the consolidated balance sheet, excepting for the departures indicated in each case. Compared to the previous edition of the sustainability report, there were no significant changes in terms of the objective, boundary or measurement methods used, and all the activities that have a significant impact in terms of sustainability were considered, in light of the requirements contained in the GRI-G3 standard. The information and data were gathered using specific schedules, which constitute a basic survey system that makes it possible to develop the process in coming years and most of all to make it possible to reconstruct and check the gathering and accounting procedure used for the data and information.

GRI-G3 contents matching table

LEVELS OF APPLICATION		C	C+	B	B+	A	A+
STANDARD NOTIFICATION	PROFILE	Report on: 1.1 2.1 - 2.10 3.1 - 3.8 - 3.10 - 3.12 4.1 - 4.4 - 4.14 - 4.15		Report on all criteria provided for level C on: 1.2 3.9 - 3.13 4.5 - 4.13 - 6.16 - 4.17		Same requirements provided for level B	
	MANAGEMENT METHOD	Not required		Notification on management model for each category of indicators		Notification on management model for each category of indicators	
	PERFORMANCE INDICATORS	Report a minimum of 10 performance indicators, including at least one of the following indicators: economic, social and environmental		Report a minimum of 20 performance indicators, including at least one of the following: economic, environmental, human rights, work, society, product liability		Report all performance indicators as in G3 and applicable sector supplements on the principle of material nature. Explain any omissions	
		FINANCIAL STATEMENTS CHECKED EXTERNALLY		FINANCIAL STATEMENTS CHECKED EXTERNALLY		FINANCIAL STATEMENTS CHECKED EXTERNALLY	

During this financial year, ATM developed an accounting process and number of indicators that allowed it to reach level B of standard application. Audits by outside bodies are not planned for this financial year. The table below can be used to identify the location of the information called for by the GRI-G3 standard, indicating the code that corresponds to the indicator and the number of the page on which the topic is dealt with.

## Legend

n.r. = not accounted for, as the data or information was deemed to be non-applicable or of little significance.

Strategy and analysis	Pg.
1.1	5
1.2	7 and 21-23

Profile	Pg.
2.1	1
2.2	11
2.3	26-27
2.4	128
2.5	18-19
2.6	25
2.7	17 and 19
2.8	16-17
2.9	17 and 122
2.10	17 and 61

Report parameters	Pg.
3.1-3.3	122
3.4	128
3.5-3.7	122
3.8	17 and 122
3.9	122
3.10	122
3.11	122
3.12	124-125
3.13	123

Governance, commitments and involvement of stakeholder	Pg.
4.1	25
4.2	n.r.
4.3	n.r.
4.4	25-26
4.5	27
4.6	26
4.7	n.r.
4.8	11
4.9	25-26
4.10	25 and 27
4.11	124
4.12	26 and 108
4.13	75
4.14	28
4.15	28
4.16	28-29
4.17	28-29

## Economic performance indicators

Performance economic	Pg.
EC1	37-39
EC2	79 and 81
EC3	n.r.
EC4	40
Presence on the market	Pg.
EC5	119
EC6	43
EC7	119
Indirect economic impact	Pg.
EC8	68-71
EC9	72-73

## Environmental performance indicators

Raw materials	Pg.
EN1	81
EN2	n.r.
Energy	Pg.
EN3	83
EN4	83
EN5	85
EN6	85
EN7	85-86
Water	Pg.
EN8	92
EN9	92
EN10	n.r.
Biodiversity	Pg.
EN11-EN15	n.r.
Emissions – Exhaust – Waste	Pg.
EN16	88
EN17	88
EN18	88
EN19	88
EN20	89
EN21	92
EN22	93
EN23	93
EN24	93
EN25	n.r.
Products and services	Pg.
EN26	79
EN27	n.r.
Conformity	Pg.
EN28	n.r.
Transport	Pg.
EN29	111
General	Pg.
EN30	n.r.

Specific indicators for the transport sector	Pg.
LT1	n.r.
LT2	11 and 18
LT3	79
LT4	83
LT5	80
LT6	19 and 22
LT7	88-89
LT8	64 and 83
LT9	107
LT10	108-109
LT11	112

**Social performance indicators**

<b>Employment</b>	<b>Pg.</b>
LA1	99
LA2	99
LA3	111
<b>Industrial relations</b>	<b>Pg.</b>
LA4	119
LA5	119
<b>Workplace health and safety</b>	<b>Pg.</b>
LA6	115
LA7	115
LA8	107-109
LA9	n.r.
<b>Training and instruction</b>	<b>Pg.</b>
LA10	104-105
LA11	105
LA12	105
<b>Diversity and equal opportunities</b>	<b>Pg.</b>
LA13	99
LA14	119
<b>Human Rights</b>	<b>Pg.</b>
HR1	36
HR2	42
HR3	n.r.
HR4	119
HR5 – HR7	119
HR8 – HR9	n.r.
<b>Community</b>	<b>Pg.</b>
SO1	28-29
<b>Corruption</b>	<b>Pg.</b>
SO2	26
SO3	26
SO4	25

<b>Political contributions</b>	<b>Pg.</b>
SO5	73
SO6	n.r.
<b>Anti-collusion behaviour</b>	<b>Pg.</b>
SO7	n.r.
<b>Conformity</b>	<b>Pg.</b>
SO8	n.r.
<b>Consumer health and safety</b>	<b>Pg.</b>
PR1	64-66
PR2	64
<b>Labelling of products and services</b>	<b>Pg.</b>
PR3	59-61
PR4	58
PR5	48-57
<b>Marketing and communication</b>	<b>Pg.</b>
PR6	59-60
PR7	57-58
<b>Privacy and compliance</b>	<b>Pg.</b>
PR8	58
PR9	n.r.

## **Sustainability Report 2009**

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