Strategic Report 2025

Value of Water

6th Edition

The European House Ambrosetti

COMMUNITY VALORE ACQUA PER L'ITALIA

Strategic Report 2025

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Preface

Valerio De Molli ↓

Managing Partner
and CEO, The European
House – Ambrosetti
e TEHA Group

In 1845, in his work Philosophische oder vergleichende allgemeine Erdkunde, the German geographer and scientist Ernst Kapp proposed a classification of great civilizations, using water as the criterion for his taxonomy. The earliest civilizations arose between the Tigris and Euphrates and along the Nile, while in the Greco-Roman era, the Mare Nostrum was the nerve center of economic and social life.

On August 24, 2021, upon the publication of detailed satellite images of Earth captured by the Copernicus Sentinel-3 mission, the European Space Agency (ESA) used the term Water Planet for the first time to describe our planet. The purpose of this lexical choice was to emphasize the dominant role of water on Earth's surface and its deep connection to the planet's survival.

Water is increasingly a topic of discussion: either there is too little or too much of it at once. Climate change is altering the water cycle and the availability of water resources in increasingly evident ways, affecting precipitation patterns with long drought periods and a high risk of fires or devastating floods. In other words, it rains less frequently, but when it does, it rains more intensely.

In 2024, global warming reached unprecedented levels, with global average temperatures exceeding the +1.5°C threshold compared to pre-industrial times for the first time. In Italy, the increase was even more pronounced, reaching +2.95°C, with significant consequences on water availability and the frequency of extreme weather events. Not surprisingly, Italy ranked as the 3rd European Country most affected by economic damages caused by climate change over the past year: €267 per capita, a 30% increase compared to the European average, about twice that of Spain (€147), approximately six times that of France (€46), and over ten times that of Germany (€26).

Water is also a strategic resource for our economy. Since its first edition, the Community has aimed to map the water value chain, which involves a long and complex supply chain with 26 two-digit ATECO codes and 74 three-digit subcodes. Analyzing over 84 million observations and 1.5 million businesses, the Community estimated that in 2023, water was the enabling factor for €383 billion in added value. Without water, 20% of the national GDP could not be generated.

However, water management in Italy still has critical issues: the country is among the most water-consuming in Europe, with a direct domestic consumption of 62 cubic meters per capita per year—almost twice the European average of 35 cubic meters.

Building on this premise, TEHA launched the Value of Water in 2019, the first multi-stakeholder platform dedicated to water resource management as a driver of competitiveness and sustainable development. The partners of the 6th Community edition manage over 60% of the national water network and serve about 80% of the population. The Community analyzes the entire extended water value chain, identifies international best practices, and develops concrete proposals for institutions and the national system.

The findings from the 2025 White Paper highlight the need for a systemic intervention to improve water resource management in Italy. In its Agenda for Italy, the Community has developed and maintained, over six years, a ten-point plan of priority actions to

The development of human culture and civilization is based on the influence of environmental elements, particularly water
— Ernst Kapp

enhance the water sector and promote efficient and sustainable resource management in all its phases.

Thanks to its contributions and the increasing relevance of the initiative over time, the Community was selected as the official Observatory of the Water Crisis Steering Committee, composed of seven ministries and chaired by Special Commissioner Nicola Dell'Acqua. The Community contributed to drafting the second report presented to the Steering Committee and the Presidency of the Council of Ministers in April 2024, outlining short-, medium-, and long-term solutions to address the water and drought crisis.

A key element of this journey is the awareness and training work targeted at all stakeholders that the Community is carrying out. A survey conducted among Italian citizens revealed that while over 95% claim to be mindful of reducing water consumption, only 6% have an accurate perception of their daily water usage, often significantly underestimating their personal impact.

To ensure efficient and sustainable water management, spreading a new culture of valuing this resource is essential, starting with younger generations. The Community is actively engaged in youth education through a pilot project in Italian schools, successfully involving over 5,000 students nationwide. This includes distributing a water kit designed to spread the knowledge developed by the Community about the water supply chain and the importance of responsible and conscious consumption habits.

A heartfelt thank you to all the Community partners for their valuable contribution to this ambitious initiative: A2A, Acea, Acquedotto Pugliese, Hera, Iren, MM, SMAT, ANBI – Associazione Nazionale Consorzi di Gestione e Tutela del Territorio e Acque Irrigue, Acque del Sud, Almaviva, Almaviva Bluebit, CVA – Compagnia Valdostana delle Acque, Engineering, Fisia Italimpianti – Gruppo WeBuild, Nepta – Gruppo Italgas, Schneider Electric, Suez, Xylem, Acqua Novara, Alfa Varese, Aquanexa, Beccaceci, Brianzacque, Como Acqua, Industrie De Nora, HBI, Intesa Sanpaolo – Innovation Center, Irritec, Livenza Tagliamento Acque, Padania Acque, Piave Servizi, RDR, RINA, SEV, SIT, Sorical, SO.T.ECO, Studio PD, Sparkasse, Vodafone, and Wateralia. I also thank Utilitalia and Fondazione Utilitatis, with whom, for the 6th 2024/2025 edition—continuing the collaboration from the previous two editions—the Community has established a scientific partnership regarding the Integrated Water Service dimension.

Finally, I would like to extend my gratitude to the TEHA team for their work: Benedetta Brioschi, Nicolò Serpella, Mirko Depinto, Alessandra Bracchi, Alberto Maria Gilardi, Camilla Ciboldi, Giulia Tomaselli, Fabiola Gnocchi, Erika Panuccio, Simonetta Rotolo, Manijeh Merlini, Maria Maggioni, Annalisa Pinto, and Walter Adorni.

We firmly believe that an innovative, responsible, and sustainable water management approach can contribute not only to the country's water security but also to its economic competitiveness and the protection of our ecosystems. The White Paper " Value of Water" represents a step in this direction, and we are confident that the analyses and proposals contained in this report can provide a concrete contribution to the national and international debate.

Enjoy.

The Water Value Community: goals, activities, and the main characters of the sixth edition 2024/2025

Mission, reasons, and work methodology of the sixth edition of the Water Value Community

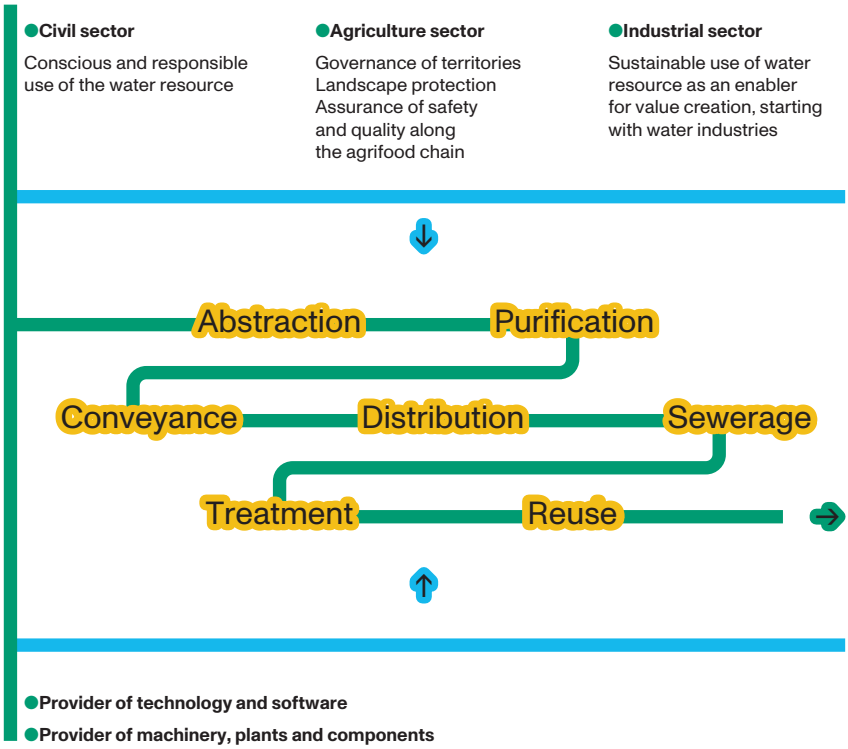
Water is a **fundamental element** that has regulated life on Earth for millennia, maintaining its delicate balance. However, in recent decades, we have been witnessing unprecedented changes in the global climate, with significant impacts on the water cycle and the planet's water resources.

Water covers approximately **70%** of the Earth's surface, yet only about 3% is accessible for human consumption. Climate change, primarily driven by human activities, is **negatively changing atmospheric patterns**, significantly challenging the availability of freshwater. Extreme weather events, such as floods, droughts, and rising sea levels, are becoming more frequent and intense, generating negative externalities for many regions worldwide. The effects of climate change are increasingly evident not only in tropical and subtropical countries but also in Western nations.

The rapid evolution of the current landscape urgently calls for a **serious and in-depth debate on water resources**, bringing together the best expertise through a systemic and collaborative approach among all stakeholders in the extended water supply chain. Building on this reflection, in 2019, TEHA, together with the leaders of Italy's extended water supply chain, founded the **Water Value Community**. This platform fosters constructive and ongoing dialogue among stakeholders, focusing on water resource management as a driver of sustainability, competitiveness, and industrial development. Its ultimate goal is to present proposals to the Government and the national system.

The Water Value Community for Italy brings together representatives from the **entire extended water supply chain** in Italy. This includes stakeholders who use water as a primary production input (such as agriculture, water-intensive industries, and energy sector companies), operators within the extended water cycle, including Integrated Water Service providers and suppliers of inputs for the water sector (such as technology, software, machinery, and dispensing systems for water consumption), as well as the banking and insurance sectors.

FIG I →
Extended water supply chain.



TEHA Group, 2025.

The **mission** of Water Value Community is the following:

> To serve as the **multi-stakeholder think tank** in order to develop scenarios, strategies, and policies in support of **Italy's extended water value chain** and its development, helping the country become a **benchmark at the European and global level**.

The **development vision** for national framework that the Water Value Community has aimed to promote since its first edition is:

> Establish Italy as a **sustainable country**, starting with the **efficient, local, and circular management of water resources**, fully committed to mitigating water-related risks, capable of attracting investments and technological innovations across the extended water value chain, showing strong influence at the European level, and making sustainable water management a key **competitive and developmental *asset***.

The Water Value Community has the following **goals**:

- **Reach shared positions** on priority issues for efficient and sustainable management of the water resource in Italy.
- Develop **qualified advocacy at the Italian and European levels**, bringing authoritative and argued content and proposals.
- Create **new ideas and knowledge** about the extended water supply chain in Italy and Europe.
- Facilitate the **exchange of experience and qualified networking** among Community members and relevant external stakeholders.
- Produce **formalized contents** to support the goals of the Community.
- Develop **education activities** targeting both the actors in the extended water supply chain and the general public, with the aim of fostering a new awareness of the value of the water resource.
- **Authoritatively communicate** the Community's theses and positions, raising awareness and creating awareness among the business community, policymakers, and civil society.
- Mapping, approaching, and engaging the world's key players holding **successful technologies** and **experiences**.

The sixth edition of the Water Value Community took place between April 2024 and March 2025, through a series of interconnected activities following a **multi-level working methodology** that integrated debate, engagement and awareness, intelligence, and policy proposals.

The members of the Community met in regular meetings, which served as opportunities for dialogue and brainstorming on priority and current issues related to the development and optimization of Italy's extended water supply chain. During these sessions, partner companies of the Community and external guests invited to the various meetings shared their experiences and expertise. Meanwhile, the Working Group of TEHA conducted and developed in-depth analyses on the topics selected together with the Partners for each individual meeting.

It is important to highlight that, for the sixth edition (2024/2025) and in continuity with the previous two, TEHA Group established an agreement **with Utilitalia and Fondazione Utilitatis for a scientific partnership** focused on the Integrated Water Service sector. At the same time, the Water Value Community, as a Partner, contributed to the drafting of the Blue Book 2025, presented alongside the Water Value. Both documents were unveiled during the final event of the Community, held on March 19-20, 2025, in Rome.

In April 2023, as advocated by the Water Value Community in its policy roadmap for the country, the **Steering Committee for the Water Crisis** was established, comprising seven ministries and Extraordinary Commissioner Nicola Dell'Acqua. The Community was selected as the **official observatory** and contributed to the drafting of the second report, which was presented to the Steering Committee and the Presidency of the Council of Ministers in April 2024. This report outlined short-, medium-, and long-term solutions to address the water crisis and drought emergency.

For this sixth edition, the methodological framework of the Community once again included a c**ombination of plenary meetings and Focus Groups on key strategic topics** aimed at optimizing the extended water supply chain. In particular, during the fifth edition, three Focus Groups were organized:

- **Focus Group "Water and Health"** (September 18th, 2024, in Milan, at TEHA Group headquarter): the first Focus Group, focused on the relationship between water

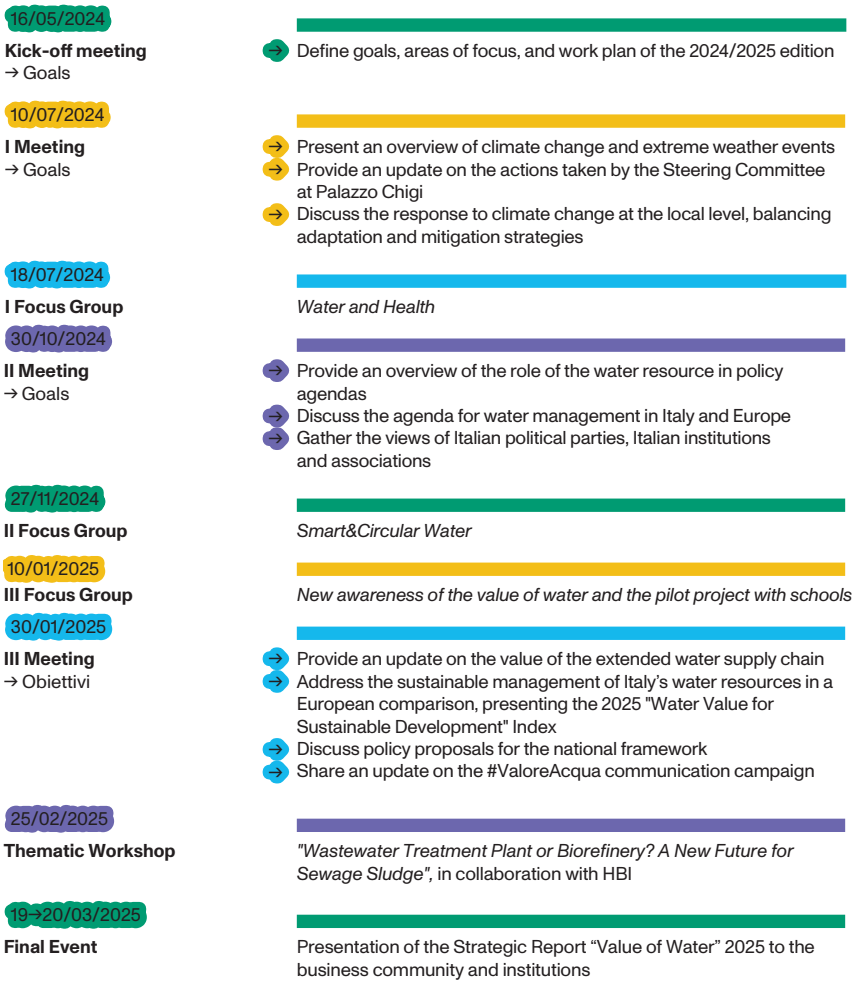
and health, exploring tools for managing water safety and quality across different regions.

— **Focus Group "Smart&Circular Water"** (November 27th, 2024, in Milan, at TEHA Group headquarter): the second Focus Group, focused on the need for a circular transition in water resource management, emphasizing the enabling role of smart and digital technologies in improving efficiency within the extended water supply chain.

— **Focus Group "A new awareness of water's value"** (January 10th, 2024, at TEHA Group headquarter): the third Focus Group, focused on the promotion of a renewed awareness of water's value, presenting a pilot project in Italian schools and discussing strategies to effectively communicate the importance of water resources to a non-specialist audience.

The plenary meetings of the Water Value Community and the Focus Groups were attended by representatives of the Community's partner companies, guests from the Italian and international business community, representatives of key Italian and European institutions, as well as experts and speakers presenting international benchmark case studies on the topics discussed during the meetings.

FIG II →
The path of the sixth eition of TEHA Group's Water Value Community

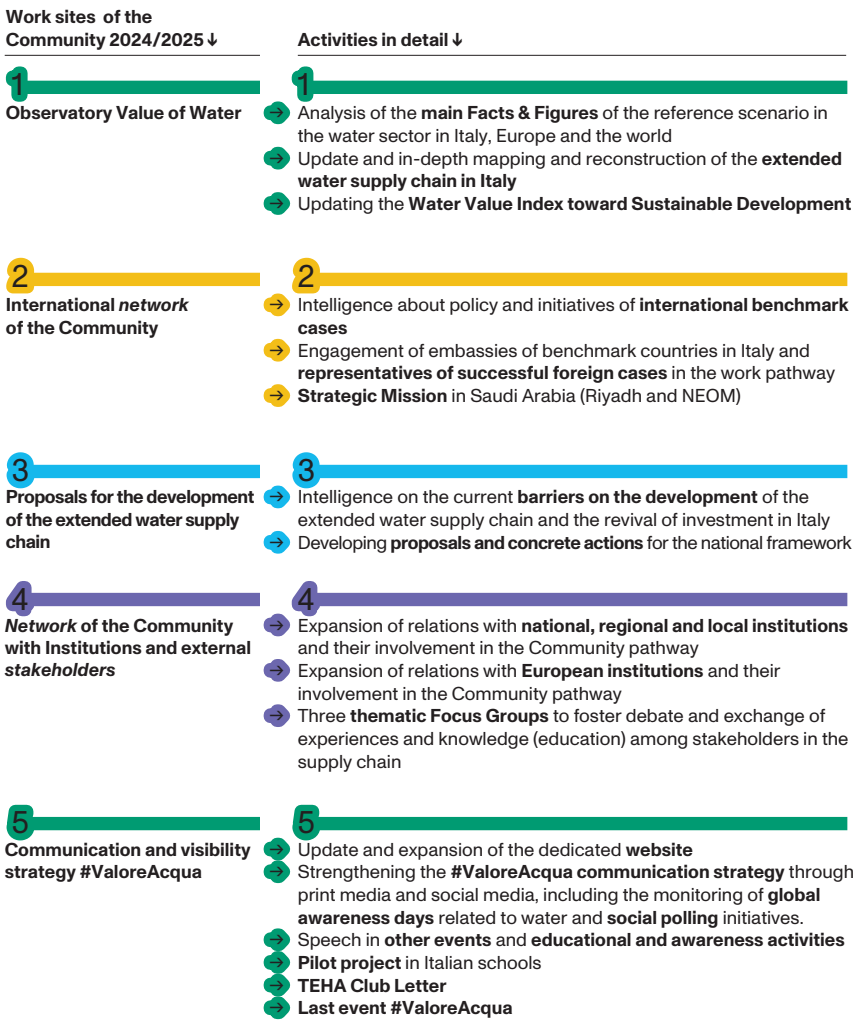


TEHA Group, 2025.

Specifically, the path of the sixth edition of the Community focused on **five key workstreams**:

- **Water Value Observatory**, which involved the development of Facts&Figures on the global, European, and Italian water landscape. It examined challenges related to sustainable water use and territorial adaptation to climate change, including mitigation and adaptation strategies. The Observatory also conducted a survey among Italian citizens on their perception of water value and consumption habits, shared insights on circular transition in the water supply chain, explored the relationship between water and health, and assessed tools for ensuring water safety and quality. Additionally, it updated the mapping of Italy's extended water supply chain, incorporating the value generated by self-managed water systems, analyzed smart&digital technologies for efficiency, assessed the role of water in Italian political programs, and updated the study on water management's contribution to the 17 Sustainable Development Goals (SDGs) of the UN 2030 Agenda.
- **International network**, which mapped best practices globally and across Europe, engaged with representatives from other countries and European institutions, and included a strategic visit to Saudi Arabia (Riyadh and Neom) to explore the country's water management strategies and latest technological advancements.
- **Action plan for Italy**, which involved an intelligence analysis of current barriers to developing the extended water supply chain and the formulation of concrete proposals and actions for the national framework.
- **Network Italian and European Institutions**, which strengthened relationships with European, national, regional, and local institutions, ensuring their engagement in the Community's initiatives.
- **#ValoreAcqua communication strategy**, which focused on traditional-media (such as newspapers) and social-media, the update of the Community's dedicated website, the continuation of the pilot project with schools, the inclusion of the presentation of challenges and opportunities in the extended water supply chain during the Learning Week of TRED Highschools (February 3rd, 2025), last event for the presentation of the Strategic Report 2025 "Valore Acqua per l'Italia" (Marh 19th and 20th, 2025), the monitoring of Global Awareness days related to water and sustaianbility, partecipation in other events at Water Value Community, and the publication of a special TEHA Club Letter dedicated entirely to water.

FIG III →
Main work sites of the sixth edition of Water Value Community



TEHA Group, 2025.

A summary of the main work sites and activities carried out by the Community during the sixth edition 2024/2025 is presented below.

→ The network of relationships activated by the Water Value Community with decision makers in the country

With the aim of sharing experiences and insights on the topic, representatives from the institutional, political, business, and associative sectors in Europe and Italy were invited to participate in the Community meetings.

FIG IV →
The Water Value Community network: partner companies, institutions and public and private representatives involved in the activities of the sixth edition of the Water Value Community.

TEHA Group, 2025.

➔ **International network of Water Value Community**

In the sixth edition of the Water Value Community, further **in-depth analyses** were conducted at various levels on **key experiences**, models, tools, and solutions adopted in **European and non-European countries** for the efficient and sustainable management of water resources. These insights were enriched by guest speakers who shared their expertise during the Community meetings. Notably, this edition saw strengthened participation from **European institutions**, further enhancing the dialogue and exchange of best practices.

Additionally, from February 1st to 6th, 2025, a **strategic mission to Saudi Arabia was organized under the theme "Smart Water and Sustainable Cities"**. The mission aimed to explore water management in the country, the smart transition of cities, and the latest technological advancements, featuring multiple institutional and business meetings in Riyadh and Neom.

➔ **Water Value Observatory**

Through the **Water Value Observatory**, the Working Group of TEHA Group conducts ongoing analysis of the evolving landscape of the extended water supply chain at the global, European, and Italian levels.

During the sixth edition of the Water Value Community, the Observatory developed **methodological and analytical tools** to monitor Italy's performance in comparison with its main international competitors and to assess the contribution of water resources to the country's efficiency and Sustainable Development:

— **Facts&Figures** on the global, European, and Italian water landscape.
— **Update of the mapping of Italy's extended water supply chain**, through the enhancement of a database containing multi-year economic data from all companies operating in the sector (agriculture, water-intensive industries, energy sector, Integrated Water Service, technology and software providers, and machinery and plant suppliers), totalling 72 million data points and approximately 2 million companies. The analysis was also expanded to include the value generated by self-managed water systems.
— Update on the **United Nations Agenda 2030 Sustainable Development Goals and individual targets** impacted by efficient and sustainable water management, along with an analysis of water's contribution to the selected SDGs.
— Evaluation of Italy's strengths and weaknesses compared to other European countries, using a **national positioning index for each water-related SDG** and a cumulative index (the "**Water Value for Sustainable Development**"), providing a foundation for policy proposals.
— In-depth analysis of opportunities arising from the **diversification of water supply sources**.
— Analysis on the **relationship between water and health**, including tools for managing water safety and quality across different regions.
— Assessment of **current and future investment priorities** in the extended water supply chain through a specific survey proposed to the partners of Water Value Community.
— Analysis of Italian political programs to understand **water's role** in the current political debate.
— Update of the **survey on Italian citizens'** perception of water value and consumption habits.

— **In-depth analysis** of young people's perception of water, based on feedback from students involved in the pilot project.
— Analysis on the **pillars of circular transition** and **smart&digital** transformation within the water supply chain.

➔ **Water Value Community's #ValoreAcqua integrated communication campaign**

To help raise awareness of the benefits associated with efficient and sustainable management and responsible use of the water resource, the Water Value Community and its Partners have implemented an **integrated communication strategy**, based on the following tools:

— Dedicated **website**.
— Communication campaign in **traditional media**.
— Communication campaign on **social media**.
— Communication to **ruling class**.

The **dedicated website** of the Water Value Cummunity was updated. (https://www.ambrosetti.eu/le-nostre-community/community-valore-acqua-per-litalia/). The website provides a detailed description of the Community and its related initiatives, also highlighting articles dedicated to the Community and those in which it is referenced. For the fift edition of the initiative, in continuity with previous editions, several activities were carried out. In particular:

— Monitoring of **World Days related to water resources** established by the United Nations.
— Speech in **other events** to provide visibility to content developed by the Water Value Community.

In addition to the continuation communication activities on **social network** (X, Instagram, YouTube, Facebook e LinkedIn), using the **#ValoreAcqua** hashtag created in the first edition, the sixth edition of Community provided the publication of over 250 articles in **traditional media** (newspapers and online magazines). Thanks to the cooperation with the Order of Journalists, a **training day for the press** was organized to promote informed and conscious communication on water-related issues.

The sixth edition also continued the **pilot project with a group of selected schools** to promote a new culture of water in Italy starting with the younger generation.

The results of the work carried out in the sixth year of the Water Value Community's activities are summarized in this **Strategic Report**, which, in a spirit of positive contribution to the improvement of the national framework, aims to provide a detailed picture of Italy's positioning in the international context and propose some action plans to optimize the development of the country's extended water supply chain.

Presentation and discussions of the results obtained by the Community, for the **last event of presentation of the Strategic Report "Value of Water"** (wednesday 19th and thursday 20th of March, 2025), will allow further discussion with business leaders and relevant Italian but also international institutions, in the spirit of teaming up and developing actions to benefit the national framework.

In addition, the results and proposals that emerged from the sixth edition of the Community will be summarized in an **TEHA Club Letter** that will be addressed to a confidential mailing list of 6,000 decision makers in the country.

➔ **The members of water value community and the other actors of the initiative**
The Water Value Community consists of:

Main Partner →

— A2A: **Renato Mazzoncini** (Chief Executive Officer), **Tullio Montagnoli** (Chief Executive Officer, A2A Ciclo Idrico), **Matteo Tassi** (Monitoring, Reporting and Environment Health and Safety Development Manager, A2A Ciclo Idrico), **Alberto Hrobat** (Customer Management and Government Relations Manager, A2A Ciclo Idrico), **Pasquale Colonna** (Head of Government Relations and Ministries), **Ilaria Pratesi** (Head of National Public Affairs); **Fabrizio Petrera** (Facility Manager Media Planning, Sponsorship, Education And Research), **Marta Covella** (Structure Media Planning, Sponsorship And Research), **Angela Francesca Capaldo** (Structure Education & Youth Engagement).
— Acea: **Fabrizio Palermo** (Chief Executive Officer), **Francesco Buresti** (Director Water Vusiness Unit), **Andrea Aliscioni** (General Director Rivieracqua and COO Water Business Unit), **Enrico Pezzoli** (Water Development Manager), **Chiara Petrelli** (Water Business Development).
— Acquedotto Pugliese: **Domenico Laforgia** (President), **Francesca Portincasa** (General Manager), **Luigi De Caro** (Head of Institutional Relations, Regulation and Technical Secretariat of the Presidency), **Vito Palumbo** (Communication Manager), **Marco Mottola** (Head of Integrated Strategic Planning).
— Hera: **Orazio Iacono** (Chief Executive Officer), **Francesco Maffini** (Head of Asset Management, Water Sector) and **Chiara Odorision** (Asset Development Manager, Water Sector).
— Iren: **Luca Dal Fabbro** (Executive Chairman), **Alessandro Cecchi** (Head of Regulatory Affairs), **Francesco Castellone** (Head of Communication, External Relations & Public Affairs), **Vito Cannariato** (Environment and Water Regulation Manager), **Francesca Dattilo** (Association Relations Manager).
— MM: **Francesco Mascolo** (Chief Executive Officer), **Lorenzo Persi** (Head of Administration Finance Control and Regulation) and **Pietro Raitano** (External Communications and Events Manager).
— Smat: **Paolo Romano** (President) and **Armando Quazzo** (Chief Executive Officer).

Partner →

— Anbi – Associazione Nazionale Consorzi di Gestione e Tutela del Territorio e Acque Irrigue: **Francesco Vincenzi** (President), **Massimo Gargano** (General Manager), **Caterina Truglia** (Deputy director), **Adriano Battilani** (Technical staff Management), **Daniela Santori** (Technical staff Management).
— Acque del Sud: **Luigi Decollanz** (President).
— Almaviva: **Massimiliano Evangelista** (Sales Director Strategic BU Environment and Land, Agriculture IT Directorate), **Giuseppe Galati** (Practice Ecologic Transition, Sustainability, Environment and Land), **Antonia Pelosi** (Digital Manager – Customer Project Management).
— Almaviva Bluebit: **Franco Masenello** (Chief Executive Officer), **Nicola Negro** (Marketing Communication Manager).
— CVA – Compagnia Valdostana delle Acque: **Giuseppe Argirò** (Chief Executive Officer) and **Mara Ghidinelli** (Head of External Relations and Sustainability Function).
— Engineering: **Maximo Ibarra** (Chief Executive Officer) **Umberto D'Angelo** (Market Growth Director, Energy& Utilities), **Emiliano Coraretti** (Corporate Communication Senior Manager), **Domenico Zagaria** (Sales Manager).

— Fisia Italimpianti – Gruppo Webuild: **Giuseppe Gugliotta** (Commercial and Market Development), **Renato Aliberti** (Chief Financial Officer), **Micaela Montecucco** (Head of Communication and Identity).
— Nepta – Gruppo Italgas: **Stefano Mereu** (President), **Claudio Peretti** (Head of Project Management Office), **Giulia Stranieri** (Head of water rate planning and management idrico), **Claudio Urciolo** (Head of Communication and Corporate Identity).
— Schneider Electric: **Vittorio Panzeri** (Vice President South Europe & East North Africa), **Donato Pasquale** (Water Sector Manager).
— Suez: **Patrizia Rutigliano** (Chief Executive Officer), **Federico Boccardo** (Commercial Director), **Massimo Lamperti** (President), **Francesca Menabuoni** (Chief Executive Officer, Nuove Acque Spa; Direttore Concessioni, Suez).
— Xylem: **Elisabetta Anastrelli** (Marketing Director Water Industry), **Rossana Sartori** (Marketing Manager Italia) **Marcello Di Vincenzo** (Head of Business Development & Partnerships).

Junior Partner →

— Acqua Novara: **Daniele Barbone** (Chief Operating Officer), **Alessandro Garavaglia** (Project & Sustainability Manager).
— Alfa Varese: **Paolo Mazzucchelli** (President), **Elena Alda Bardelli** (Chief Executive Officer), **Debora Banfi** (Office of Communication and External Relations Manager), **Paolo Bernini** (Press and External Relations Manager) and **Nicoletta Poroli** (Web content editor).
— Aquanexa: **Giovanni Giani** (President), **Andrea Lanuzza** (Chief Executive Officer).
— Beccaceci: **Filippo Di Marco** (Chief Commercial Officer), **Davide Ravezzani** (Project & Innovation Director).
— Brianzacque: **Enrico Boerci** (President), **Gilberto Celletti** (Vice President) **Enrico Colnago** (Management Control Area Manager) and **Giuseppe Mandelli** (Administration area executive).
— Como Acqua: **Enrico Pezzoli** (President), **Lorenzo Zacchetti** (Communication Manager).
— Industrie De Nora: **Luca Fervari** (General Manager), **Luca Obertelli** (Sales Manager Italy and Southern Europe), **Cristian Carboni** (Business Development).
— Hbi: **Daniele Basso** (Chairman & CEO), **Renato Pavanetto** (Co-founder), **Gabriele Mazzoletti** (Senior Manager Public Affairs).
— Intesa San Paolo – Innovation Center: **Stefania Vigna** (Intesa Sanpaolo Innovation Center facility manager), **Flavio Visone** (Circular Economy Specialist), **Christopher El Khoury** (Circular Economy Specialist), **Marco Scherian** (Innovation Intelligence Specialist).
— Irritec: **Giulia Giuffrè** (Sustainbility Manager), **Francesco Quagliozzi** (General Manager) e **Giancarlo Radicchi** (Commercial Manager).
— Livenza Tagliamento Acque: **Giancarlo De Carlo** (General Manager), **Enrico Teso** (Communication Manager).
— Padania Acque: **Cristian Chizzoli** (President), **Alessandro Lanfranchi** (Chief Executive Officer), and **Stefano Ottolini** (General Manager).
— Piave Servizi: **Antonella De Giusti** (Board Member), **Carlo Pesce** (General Manager) and **Marialuisa Dalle Crode** (Sustainability Manager).
— RDR: **Alessandro Di Ruocco** (Chief Executive Officer).

— RINA: **Andrea Bombardi** (Global Market Development Executive Vice President), **Fabrizio Lagasco** (Head of Global Emerging Markets Scouting R&D Opportunities), **Andrea Goglio** (Global Emerging Market R&D Opportunities Project Manager), **Giovanni D'Angelo** (Global Senior Compliance 2.0 Strategic Stream Manager).
— SEV: **Donato Madaro** (Sole Administrator), **Michela Catozzo** (General Manager).
— SIT: **Federico De' Stefani** (President and CEO), **Francesco Hensemberger** (Sales & Marketing Director, MeterSit) and **Diego Minerva** (Key Account Manager MeteRSit).
— Sorical: **Cataldo Calabretta** (Sole Administrator) and **Giovanni Paolo Marati** (General Manager).
— SO.T.ECO: **Valeria Barletta** (Chief Executive Officer).
— Studio PD: **Carlo Piana** (Member), **Angelo Guerra** (Member).
— Sparkasse: **Ferruccio Ravelli** (Manager, Sparim) and **Daniele Vallini** (Mobility Manager).
— Vodafone: **Lorenzo Frova** (Head of Business Development & Strategic Partnerships), **Stefania Gilli** (IoT Country Manager), **Andrea Paoli** (IOT Sales Manager), **Isabella Silvi** (IoT Sales Expert).
— Wateralia: **Paola Nanni** (Head of Marketing & Communication), **Massimo Melis** (Sales manager Municipal water, Infrastructures and Tenders), **Matteo Majolo** (International Sales Director).

Partner Scientifici →

— Utilitalia: **Filippo Brandolini** (President), **Barbara Marinali** (Vice-president), **Monica Manto** (Water Board Coordinator), **Tania Tellini** (Water Sector Coordinator), **Gloria Giombini** (Events and Conferences Manager), **Domenico Zaccaria** (Press Office Coordinator).
— Fondazione Utilitatis: **Mario Rosario Mazzola** (Presidente), **Francesca Mazzarella (Direttrice)**, Rita Mileno **(Project Manager)**, Andrea Di Piazza **(Senior Analyst)**, Valeria Grippo **(Senior Analyst)**, Andrei Orbu **(Analyst)**.

La Community is managed and coordinated by The European House - Ambrosetti. The working group of The European House – Ambrosetti consists of:
— **Valerio De Molli** (Managing Partner & CEO).
— **Benedetta Brioschi** (Partner, Head of Food&Retail and Sustainability and Project Leader).
— **Nicolò Serpella** (Senior Consultant, Area Scenari and Intelligence, Head of Energy&Utility and Project Coordinator).
— **Mirko Depinto** (Senior Consultant).
— **Giulia Tomaselli** (Senior Consultant).
— **Alessandra Bracchi** (Consultant).
— **Alberto Maria Gilardi** (Consultant).
— **Camilla Cibold**i (Analyst).
— **Simonetta Rotolo** (Administrative assistant of the Community).
— **Fabiola Gnocchi** (Communication manager).
— **Sabina Frauzel** (Content and social media manager).
— **Erika Panuccio** (Content and social media manager).
— **Manijeh Merlini** (Event Assistant).
— **Maria Maggioni** (Event Assistant).
— **Annalisa Pinto** (Event Assistant).
— **Walter Adorni** (IT manager).

The Community path included a constructive exchange of views and opinions with representatives of Italian and European institutions and relevant organizations.
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— **Edoardo Vigna** (Manager, Pianeta 2030, Corriere Della Sera).

The 10 key messages of the 2025 White Paper

1↓
Climate change is one of the most urgent challenges of the 21st century, with increasingly evident impacts on water resource availability. In this context, sustainable water management is a strategic priority requiring a systemic and coordinated approach to ensure global water security

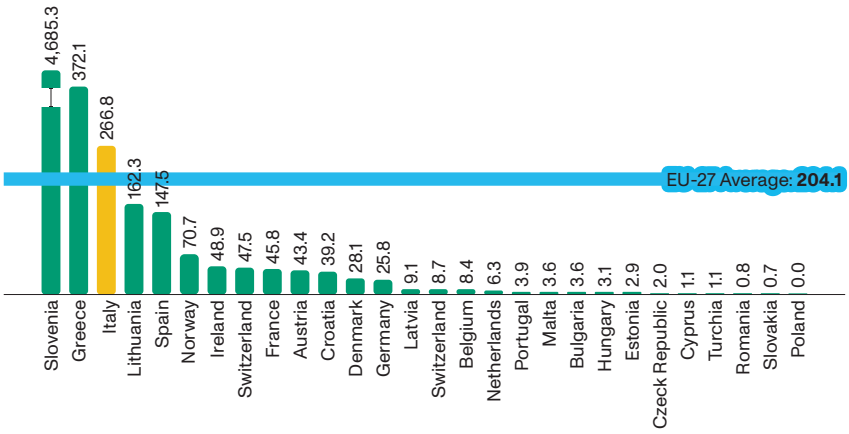
— Water is an essential element for the survival of the planet. **Global warming is increasingly altering the hydrological cycle, affecting precipitation distribution, evaporation, and the availability of water resources**. This is leading to an increase in the frequency and intensity of extreme events such as droughts and floods, with dramatic consequences for biodiversity, food security, and global economic and social stability.

— In 2024, global warming reached unprecedented levels, **with average global temperatures exceeding the +1.5°C threshold** compared to the pre-industrial era for the first time. In Italy, the increase was even more pronounced, reaching +2.72°C and significantly impacting water availability and the intensity of extreme weather events.

— **Climate change is exacerbating water stress in Italy as well**. In 2023, Italy was among the most affected European Countries, with a criticality index of 3.5 out of 5, surpassed only by Belgium, Greece, and Spain.

— Water scarcity also has a direct impact on the economy: in 2022, drought and extreme events caused damages amounting to 5.6 billion euros in the agricultural sector, with projected losses of up to 19 billion euros by 2050 in the absence of adequate mitigation measures. Furthermore, **in 2023, Italy was the 3rd Country in the European Union in terms of economic losses related to climate change, with a cost of 267 Euros per capita** (63 Euros more than the European average of 204 Euros, nearly twice that of Spain at 147 Euros, six times that of France at 46 Euros, and over ten times that of Germany at 26 Euros).

FIG I →
Economic losses related to climate change* in UE-27 Countries** (Euro per capita), 2023.



TEHA Group elaboration based on Eurostat data, 2025.

* The indicator "climate-related economic losses" measures the economic losses caused by meteorological and climatic events. Meteorological and climatic events include meteorological events (storms), hydrological events (floods, mass movements), and climatological events (heatwaves, cold waves, droughts, wildfires).
** Data is not available for: Estonia, Ireland, Cyprus, Latvia, Luxembourg, Malta, Finland, Sweden.

— The interconnection between climate change and water resource availability requires urgent and coordinated international action. COP29, held in Baku in 2024, marked a turning point, with **over 50 Countries signing the Declaration on Water for Climate Action**, officially recognizing the crucial role of water in the climate crisis and committing to enhancing cooperation on global water security.

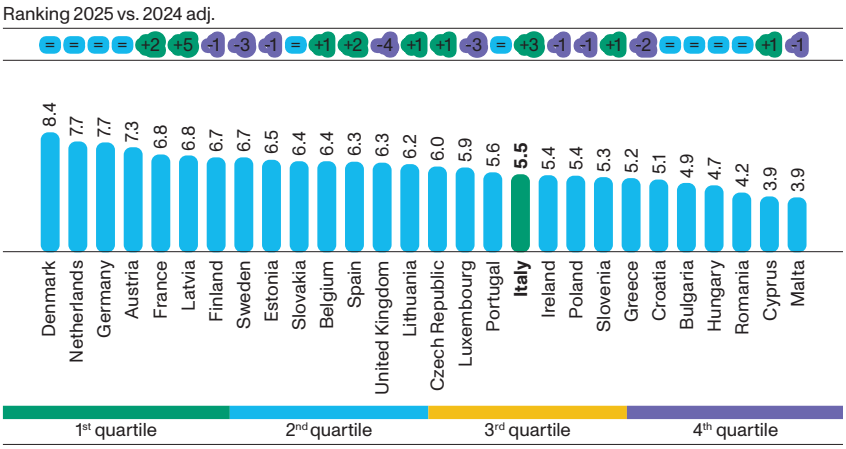
2 ↓
Analyses by the Value of Water for Italy Observatory indicate that water resource management in Italy remains inconsistent: despite improving three positions with respect to the previous year, Italy ranks 18th in the European Union in the “Value of Water for Sustainable Development” index

— The Value of Water for Sustainable Development composite index has been developed annually by the Value of Water Community, since its first edition in 2019, to assess the sustainability of water management and compare Italy’s performance with that of other EU and UK Countries. The index is based on the 17 Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda, with the Community identifying 10 SDGs directly or indirectly impacted by water management. **These 10 goals are monitored through 39 objective and measurable Key Performance Indicators (KPIs)**, which enable the construction of a relative positioning index for each goal. The final composite index is derived from the equally weighted combination of these positions.

— **In the Value of Water for Sustainable Development 2025 index, Italy ranks 18th among EU-27+UK Countries**, with an index score of 5.5 out of 10, improving by

three positions compared to the Value of Water for Sustainable Development 2024-Adjusted index, where it ranked 21st with a score of 5.2. Italy's improvement was specifically recorded in four SDG-related indices: SDG 2 "sustainable agriculture", SDG 9 "resilient infrastructure", SDG 13 "climate change", and SDG 14 "marine conservation". However, the Italian performance worsened in SDG 6 "water management".

FIG II →
Value of Water for Sustainable Development 2025 index and ranking evolution vs. Value of Water for Sustainable Development 2024 Adjusted Index ".



TEHA Group elaboration based on multiple sources, 2025.

— **Strengths** highlighted in Italy's water management include **high-quality tap water**, with 85% of the withdrawn water coming from groundwater sources (compared to the EU average of 62%), **low water consumption in the energy sector** (9% of total water consumption vs. the EU average of 47%, ranking 3rd in Europe), **strong technological expertise**, with 79 patent applications for water-related technologies (3rd in Europe vs. the EU average of 32), 1,723 citations per year for water-related publications (2nd in Europe vs. the EU average of 577), and a **high focus on organic farming**, with 18% of agricultural land dedicated to organic farming (5th in Europe, EU average 11%) in Europa).

— On the contrary, areas requiring **improvement** include **unsustainable water exploitation and consumption patterns**, with Italy ranking 3rd in Europe for domestic potable water consumption (62 m^3 per capita per year vs. 35 m^3 EU average) and 1st in Europe for bottled water consumption (249 liters per capita vs. 91 liters EU average). Additionally, **economic losses related to climate change** remain high (267 Euro per capita vs. the EU average of 204 Euro), and **the share of safely treated domestic wastewater** is below the EU average (70% vs. 79% EU average).

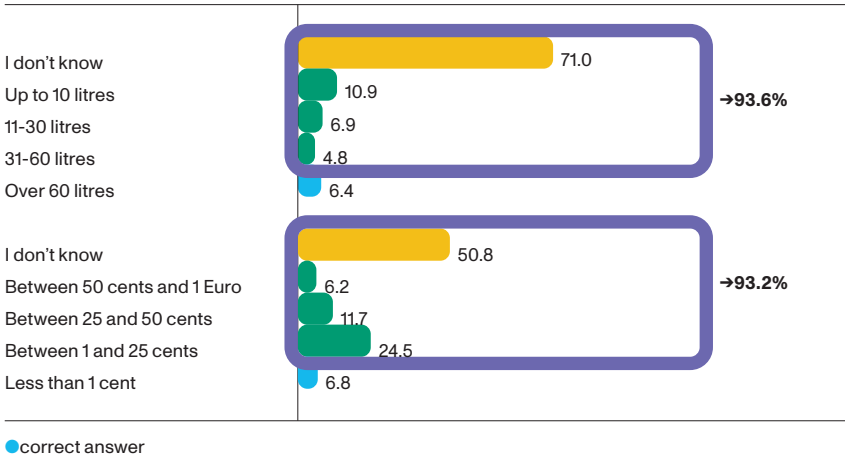
3 ↓
The survey conducted by the Value of Water Community among Italian citizens reveals paradoxes and the urgency of promoting a new awareness of the value of water resources

— Only 34% of Italian citizens can distinguish between the concepts of climate and weather, a factor that affects their understanding of climate change. Nevertheless, **public awareness of climate change appears to be growing compared to the previous year: in 2024, it returned to being one of the Country's top three concerns**. However, "NIMBY" (Not In My Backyard) attitudes persist, with the issue perceived as less urgent locally compared to the national scale: while climate change is ranked as the third most pressing issue affecting Italy, it falls to sixth place when considering citizens' immediate surroundings.

— The survey also highlighted widespread attention to water conservation: over 95% of Italian citizens claim to be mindful of reducing their water consumption, especially in drought-affected areas such as Sicily. However, this attention is accompanied by "paradoxical" behaviors: **only 6% of Italians have an accurate perception of their water consumption**, while 23% significantly underestimate it, and 71% are unable to quantify it. Furthermore, over half of respondents declare that they never or rarely drink tap water.

— Italian citizens also tend to overestimate the cost of water bills: **only 7% of the population is aware of the actual price of water services**. Nevertheless, over 56% consider water costs to be "High" or "Very High", with this perception particularly pronounced in southern Italy.

FIG III →
On the left - Answers to the question: "How much water do you think you consume daily in your everyday life?" On the right - Answers to the question: "In your opinion, what is the cost of water service per liter?" (% of total), 2024.



Survey by the Value of Water Community among Italian citizens, September 2024.

— The Value of Water Community survey also revealed a significant misalignment between citizens' expectations and political attention to water resource management. **Over 65% of Italians believe that water-related issues have been neglected in electoral programs**, with only 6.7% finding them represented in

national elections and 9.1% in local elections. Climate change also received little prominence, with only 23% recognizing it in national elections and 14% in local elections.

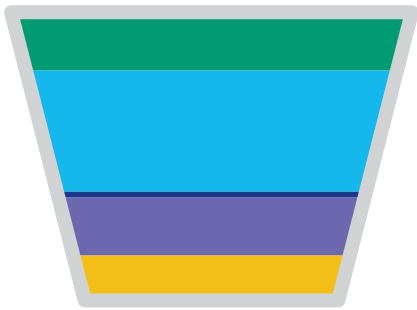
4 ↓
Water management underpins a high value-added and highly dynamic industrial and service supply chain, with significant multiplier effects in which Italy excels: without water resources, one-fifth of the Country's GDP could not be generated

- In its continuous cycle, water connects a multitude of economic sectors that are strategic for the Country's sustenance. Since its first edition, the Community has aimed to map the water value chain: **the extended supply chain involves over 1.5 million companies operating in 26 two-digit NACE Rev 2 codes and 74 three-digit sub-codes**.
- At the heart of water management is the **extended water cycle**, which comprises the eight phases of the Integrated Water Service (SII), land reclamation and irrigation consortia, software and technology providers, and machinery, plant, and component manufacturers. This **sector generated an Added Value of 11.0 billion Euros in 2023**, growing at an average annual rate of +5.5% from 2015 to 2023, exceeding the national manufacturing sector and the Country's overall economic growth.
- Through the activation of supply and subcontracting chains, the extended water cycle generates a total Added Value of 30.6 billion Euro in Italy, starting from its direct contribution of 11.0 billion Euro. This means that **for every euro of Added Value generated by the extended water cycle, an additional 1.8 Euro is activated in the entire economy, resulting in an economic multiplier effect of 2.8**.
- Direct municipal management is gradually being replaced by increasing industrialization of the service. Over 700 municipalities have transitioned to single operators since 2016, but **1,368 municipalities still operate under direct management in 2024**. In total, direct management generated an Added Value of 360 million Euro in 2023, with 48% concentrated in Southern Italy.
- There are three main categories of large water users in Italy. The agricultural sector, involving over 1.1 million companies, contributing 39.5 billion Euros in Added Value and 930,000 jobs in 2023. Water-intensive manufacturing enterprises, contributing 287.7 billion Euros to GDP, employing 3.5 million workers in approximately 330,000 companies. The energy sector, with 10,000 enterprises, generating 25.3 billion Euros in Added Value and employing 101,000 workers.
- Adding all these elements together, it is clear that water is a fundamental enabler for the generation of 383 billion Euros in Added Value in Italy in 2023. **Without water resources, 20% of Italy's GDP could not be generated** (+1 percentage point compared to 2022).

FIG IV →
Added Value generated by the extended water supply chain in Italy, 2023.

Note. All data series have been updated following the annual revision of Istat data. The total value of water as a production input has been adjusted to avoid double counting within the analysis of the direct, indirect, and induced extended water cycle.

TEHA Group elaboration based on Istat, AIDA, OpenBDAP data, and sectoral interdependency tables, 2025.



Agricolture
➔ **€39.5 billion** (+4.6% vs. 2022)

Water-intensive industries and energy sector enterprises
➔ **€313.0 billion** (+4.7% vs. 2022)

Direct municipal management
➔ **€0.4 billion** (-20% vs. 2022)

Extended water cycle (indirect e induced)
➔ **€19.5 billion** (+18% vs. 2022)

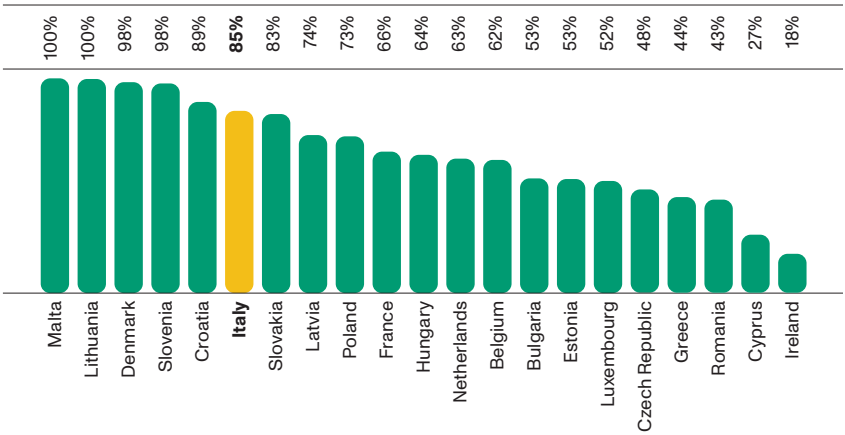
Extended water cycle (direct impact)
➔ **€11.0 billion** (+8,7% vs. 2022)

— The extended water supply chain is highly significant: it is equivalent to 80% of the combined GDP of Portugal and Greece, 40% higher than Finland's GDP, and more than twice the size of Bulgaria's economy.

5 ↓
Safeguarding the relationship between water and health remains a priority challenge: despite the availability of high-quality water, only 70% of wastewater is treated safely in Italy

— Italy ranks 6th in Europe for water quality: 85% of Italian drinking water comes from naturally protected underground sources. In addition to this qualitative advantage, according to recent research by the Istituto Superiore di Sanità, almost all Italian regions report a near 100% compliance rate in water quality standards.

FIG V →
Withdrawals of potable water from underground sources in EU-27 Countries (% of total withdrawals), 2022 or latest available year.



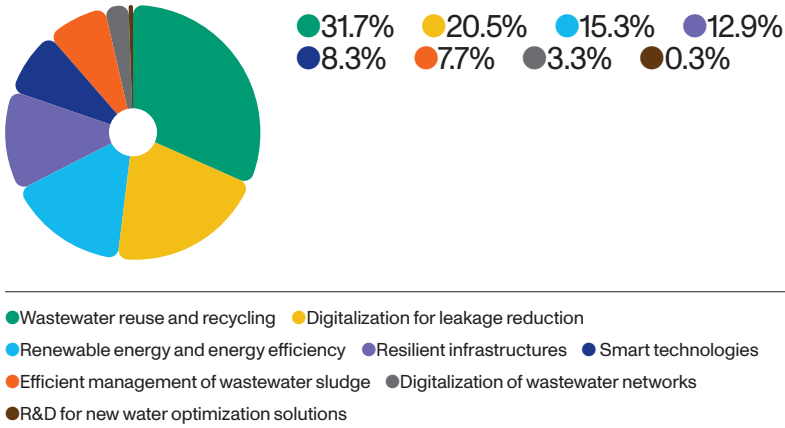
TEHA Group elaboration based on Eurostat and Istat data, 2025.

— According to the Fondazione Utilitatis survey on macro-indicator M6 (the percentage of samples exceeding one or more emission concentration limits for pollutants), a gradual improvement was recorded from 2020 to 2023, decreasing from approximately 10% in 2020 to 7.2% in 2023. However, high exceedance rates persist in Southern Italy, where in 2023 the limit exceedance rate was 22.7%
— Despite this progress, **Italy ranks only 22nd in the EU-27 for the proportion of safely treated domestic wastewater**, with a rate of 70.2%. Each year, 6.7 billion cubic meters of wastewater reach treatment plants, and effective treatment could give new life to this resource.
— This water volume must significantly increase if the Country aims to promote greater wastewater treatment coverage. Currently, **1.3 million Italians live in 296 municipalities lacking wastewater treatment services**, including over 400,000 people in the South (3.0% of the regional population) and nearly 640,000 in the Islands (9.9%). As a result, **four infringement procedures** have been initiated against Italy: from 2010 to 2021, Italy has already paid 143 million Euro in penalties.
— Waste sludge management is another crucial aspect of the Integrated Water Service (SII). In 2022, Italy produced 3.2 million tons of wastewater sludge, a figure expected to increase by at least 800,000 tons per year, solely to comply with infringement proceedings. Of this total, **54.2% is still sent to disposal**, representing a lost opportunity for both the sector and the Country.
— Constant monitoring of water quality is essential: according to the United Nations international census, **10 primary pathogens and contaminants in water can impact human health**, categorized into three macro-groups: biological pathogens, chemical contaminants, and physical contaminants. Among the emerging water contaminants requiring heightened attention are PFAS, which are extremely resistant to degradation in the environment and the human body. Italy has over 1,600 sites contaminated with PFAS, accounting for 9.5% of the total identified sites.

6 ↓
The circular and digital transition of the water supply chain in Italy is a necessity to address the challenges of climate change, aging infrastructure, and the increasing water demand in the Country

- The circular and digital transition of the water supply chain represents a crucial step in tackling the challenges posed by the climate crisis. The first step towards circular resource management is improving the efficiency of existing dams. As of today, an average of **14% of the water volumes in large dams remain unused**, and an additional 1.8 billion cubic meters are unauthorized due to infrastructural or environmental reasons, while 58.1 million cubic meters are occupied by sediments.
- Furthermore, large Italian reservoirs are aging infrastructures, with an **average age of 58 years**, peaking at 92 years in Liguria and over 80 years in Valle d'Aosta, Piedmont, and Lombardy.
- Infrastructure deficiencies in Italy also affect the water network, as **22% of the network is over 50 years old**. At the current replacement rate, it would take 250 years to replace the entire Italian water network.
- According to the Global Water Intelligence database, **16.1% of investments by industrial water managers in Italy are allocated to innovation and circularity technologies**, a value 1.7 percentage points lower than the EU-27 average (17.8%). By 2029, the share of technology investments in Italy is expected to rise to 19%, a growth rate significantly higher than the EU-27 average.
- The key investment areas for industrial operators in the Integrated Water Service focus on technologies for **wastewater reuse and recycling** (31.7%) and **digitalization for leakage reduction** (20.5%), which together account for about half of total investments.

FIG VI →
Investments in innovation and circularity by technology category in the water sector in Italy (% of total), 2023.

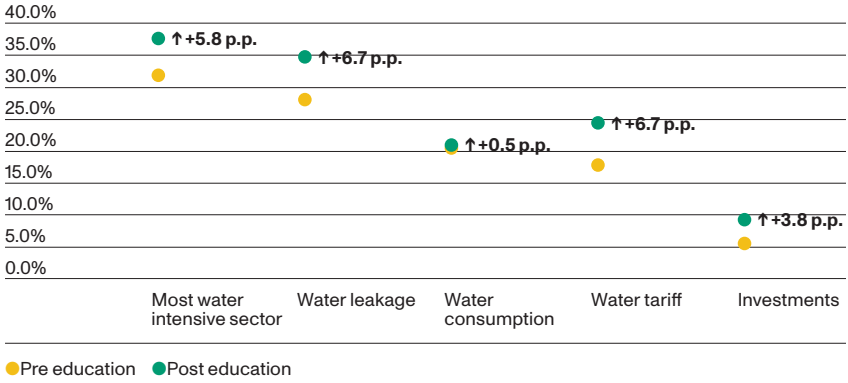


TEHA Group elaboration based on Global Water Intelligence data, 2025.

7 ↓
To ensure efficient and sustainable water management, it is essential to foster a new water-awareness culture, starting with younger generations. The Community is actively engaged in educating young people through a pilot project in Italian schools, which has already involved over 5,000 students nationwide

— **In 2024, the second phase of the pilot project in Italian schools was conducted**, involving over 5,000 students across the Country. The objective is to disseminate the Community's knowledge about the water supply chain and promote responsible and conscious water consumption habits among young people.
— The pilot project identified a sample of schools to participate, engaging in dialogue with **the TRED High Schools Network** (Experimental High School for Ecological and Digital Transition) and the National Association of Principals. The participating schools received and were presented with a "**Water Kit**", designed to spread awareness of the water supply chain and the importance of responsible water consumption behaviors. Two "**Water Audits**" were conducted among students before and after the educational session to assess the impact of the Community's training on students' knowledge and consumption habits.
— The comparison between the first and second "Water Audit" highlights **the success of the training program in enhancing students' awareness**. As shown in the figure below, the rate of correct answers across all surveyed topics increased following the Community's training.

FIG VII →
Rate of correct responses to questions on water sector knowledge before and after the distribution of the Community's "Water Kit" (% of total), January 2024 vs. November 2024.



Survey of schools by the Value of Water Community, December 2024.

— Additionally, the **school pilot project encouraged more sustainable behaviors among students and their families**: following students' consultation of the "Water Kit", the percentage of Italian families who never drink tap water decreased

by 9.5 percentage points, while the percentage of families who always drink tap water increased by 7.7 percentage points.

— As part of the School Pilot Project, students participate in a **Challenge aimed at illustrating the value of water resources for one of three potential target audiences: children, teenagers, or adults**. The winners of the Challenge, selected by the Partners of the Value of Water Commnunity, will have the opportunity to present their work at the final Value of Water for Italy event on March 19-20, 2025.

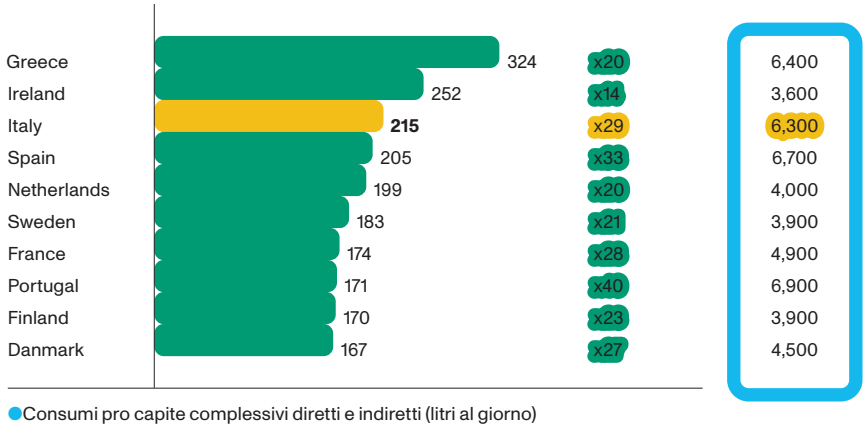
8 ↓

The water footprint of an individual or a Country is not limited to direct consumption but also includes all the water required for the production of the goods and services consumed. With a water footprint of 130 billion cubic meters of water consumed in 2023, Italy remains the most water-intensive Country in Europe

— The water footprint is a metric that measures both direct water consumption, i.e., the water used for daily needs, and indirect water consumption, i.e., the water used in the production processes of goods and services consumed. In Italy, direct water consumption is 215 liters per capita per day, accounting for only 3.4% of the Country's **total water footprint, which amounts to 6,300 liters per capita per day**.

— At the European level, Italy ranks among the most water-intensive Countries, **3rd in the EU for direct daily per capita water consumption, 7th for daily per capita water footprint and 1st for total annual water consumption**, with 130 billion cubic meters used in 2023 alone.

FIG VIII →
Direct daily per capita water consumption in the 10 most water-intensive EU-27+UK Countries (liters per day) and multiplier, latest available year.



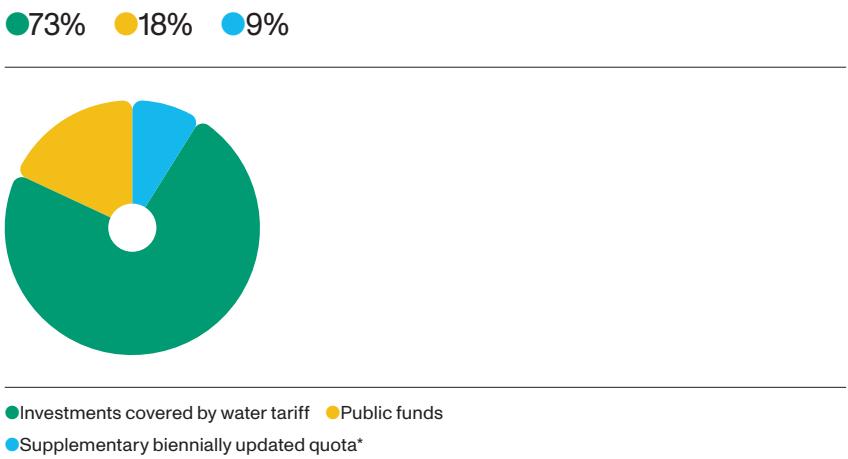
TEHA Group elaboration based on Water Footprint Network, Eurostat, EurEau, and Istat data, 2025.

- The Water Footprint is divided into two components: internal footprint: water used for goods and services produced and consumed domestically, and external footprint: water consumed abroad for imported products. Europe is the largest net importer of virtual water, and **Italy is also a net water importer, with 61% of its water footprint being external**.
- Consumption and production choices significantly influence water resource management. To reduce the global water impact, a cultural shift is required, involving citizens, businesses, and institutions. Companies can play a proactive role by adopting a "**Water Positive**" **approach**. The concept of "Water Positive" originated in the early 2000s in the United States as an initiative to raise industry awareness of responsible water use. Water-positive companies aim to return more water to the environment and communities than they consume, through efficient strategies, recycling, and innovative technologies.
- The European Union is promoting policies for more transparent and sustainable water management. The Corporate Sustainability Reporting Directive (CSRD) requires companies to monitor and disclose water usage, while the Corporate Sustainability Due Diligence Directive (CSDDD) obliges them to assess water impact across the entire value chain. These measures represent a crucial step in fostering more responsible water use at the industrial and global level.

9 ↓
Addressing the challenges facing the water sector requires substantial investments: over 70% of current investments are covered by tariffs, and the conclusion of the National Recovery and Resilience Plan (PNRR) in 2026 will leave 24% of investment needs uncovered

- According to estimates by Fondazione Utilitatis, **private investments by industrial managers in the Integrated Water Service have continued to grow since 2015, reaching 72 Euro per capita in 2024**. Their development has recorded an average annual growth rate of +7.4%, almost doubling from 38 Euro per capita in 2015.
- However, the average over the last five years remains 62 Euro per capita, a figure that places Italy **below the EU-27+UK average** (83 Euro per capita). At this pace, another two years will be required to reach the EU-27+UK average, and six years to reach the average of France, Germany, and the United Kingdom, assuming no improvements in other Countries.
- **To support their investments, operators primarily rely on water tariffs**, which accounted for 73% of planned annual investments in 2023. The tariff stands at 2.4 Euro/m^3 in 2023, remaining among the lowest in the EU-27+UK: it is 50% lower than the EU average (3.6 Euro/m^3) and less than half the average of the top 10 Countries (5.4 Euro/m^3).

FIG IX →
Planned annual investments in the water sector by investment source (% of total), 2023.



* The supplementary biennially updated quota represents a portion of the planned annual investments in the water sector that is added or modified every two years following the regulatory update set by ARERA.

TEHA Group analysis based on ARERA data, 2025.

— The PNRR has allocated up to 8.9 billion Euro for the water sector from 2021 to 2026. However, the sector's estimated needs to achieve national quality, cost-effectiveness, and service efficiency goals exceed planned investments by about 15%, and it is estimated that **24% of investments will remain uncovered after 2026 when the PNRR concludes**.

— To address this shortfall, the Ministry of Infrastructure and Transport (MIT) has introduced the **National Plan for Infrastructure Interventions and Water Sector Safety (PNIISSI)** to build and maintain strategic water supply infrastructures, with short, medium, and long-term planning. As of July 2024, the 400 intervention requests require an estimated total financial allocation of 12 billion Euro, and the Water Crisis Steering Committee has identified 36.8% of the fundable investments as priorities for the 2024-2026 period.

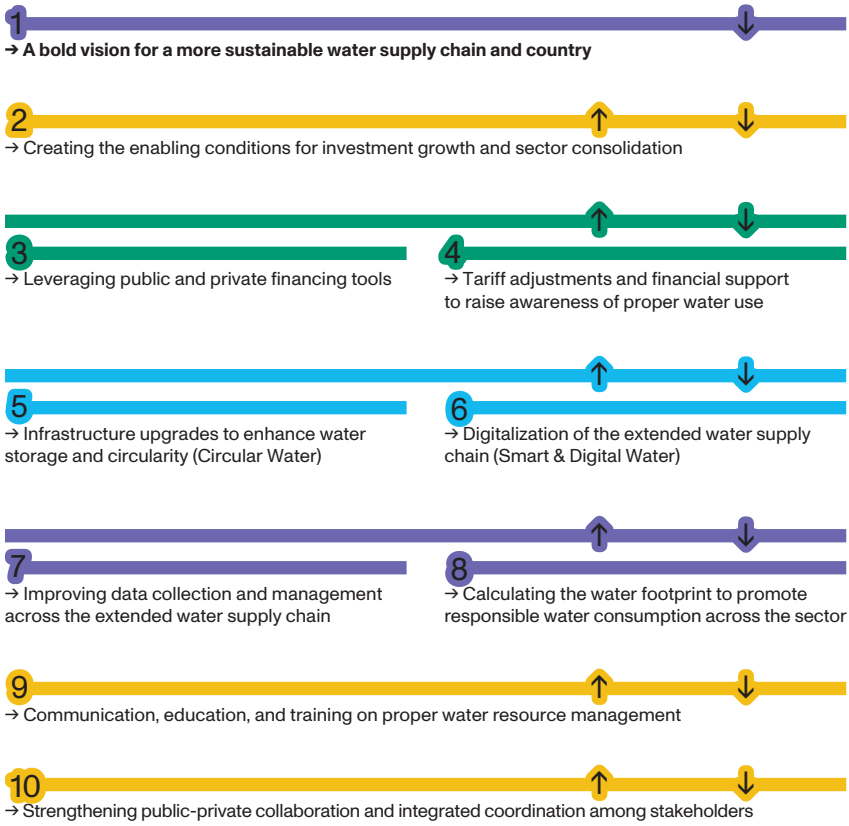
— Bridging the funding gap left by public finance also means turning to private capital. In this context, it is crucial to identify incentive mechanisms that reward businesses' sustainability efforts: the **EU Taxonomy** represents a significant opportunity for the water sector to demonstrate its positive externalities and attract investments.

10 ↓
The sixth edition of the Value of Water Community has updated the "Agenda for Italy", presenting a ten-point action plan to support the development of the supply chain and promote efficient and sustainable water management

— The key findings of the sixth edition of the Value of Water Community highlight the urgent need for a **systemic national intervention that can overcome obstacles and enhance enablers to develop the extended water supply chain and ensure efficient and sustainable resource management**, leveraging the contributions of all actors in the water sector.

- Over the first five editions, the Community responded to this need by developing a ten-point action plan with concrete proposals and actions for the Country. Building on previous efforts, the sixth edition has updated, maintained, and expanded the action plan, also monitoring the recommendations from previous editions that have been successfully implemented.
- The ten key action areas identified in the sixth edition of the Community are:
  - → A bold vision for a more sustainable water supply chain and Country.
  - → Creating the enabling conditions for investment growth and sector consolidation.
  - → Leveraging public and private financing tools.
  - → Tariff adjustments and financial support to raise awareness of proper water use.
  - → Infrastructure upgrades to enhance water storage and circularity (Circular Water).
  - → Digitalization of the extended water supply chain (Smart & Digital Water);
  - → Improving data collection and management across the extended water supply chain.
  - → Calculating the water footprint to promote responsible water consumption across the sector.
  - → Communication, education, and training on proper water resource management.
  - → Strengthening public-private collaboration and integrated coordination among stakeholders.

FIG X →
The ten-point policy agenda of the sixth edition of the Value of Water Community.



TEHA Group analysis, 2025.