



Network Italy

ACTIVITIES REPORT 2014





GLOBAL COMPACT NETWORK ITALY FOUNDATION

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INTRODUCTION

PRESENTATION OF THE REPORT

Every year, the Global Compact Network Italy Foundation produces an Activities Report intended for the New York Global Compact Office, all the organizations that subscribe to the Foundation, and the partner organizations and its internal and external stakeholders. The Report is set up as an important information-giving and communication tool concerning the Foundation's objectives, the governance system and the people involved as staff and contributors, the founders and the participants but, above all, concerning the state of the implementation of the initiatives that make up the Foundation's activity program and the results achieved in the year referred to. In order to allow the reader the opportunity of following the organization's developments and to compare the objectives (general and specific) declared the previous year with the activities implemented and the results achieved in the following one, the Foundation's program guidelines for the year to come are presented at the end of every edition of the Report. Every year the Report also presents an introductory research paper about the United Nations Global Compact that represents the reference framework of all the Foundation's initiatives. The document is produced in both Italian and English and is only available in an electronic format. The choice not to produce a version on paper is in line with the *eco-friendly* approach adopted by the Foundation at both organizational management level and implementation of the activities level. This second issue of the Report refers to the period dating from 1st January 2014 until 31st December 2014.





LETTER BY MARCO FREY

President of the Global Compact Network Italy Foundation

This is the second annual report of the Global Compact Network Italy Foundation which, like the previous one, aims to periodically report the activities of a network that is continuing its process of consolidation. The annual report is of course only one of the tools of communication alongside the regular newsletter and the revamped website.

Last year, after the first report we highlighted some general objectives, let's name them once again: spreading the word about the United Nations Global Compact in Italy, the increase in Foundation memberships, the quality and the concrete results of the members' participation, the promotion of partnerships with the institutions and key players on the Italian and international sustainability scene and ultimately fostering the greatest transparency and quality possible of the communication between the Foundation and the network members.

As you will read in the report, many of these objectives were pursued throughout the year.

In particular, this year many of the initiatives have been shaped to fit the strategy for an intense collaboration with institutions, other networks and national associations, in order to develop a common critical mass with respect to some major challenges in the field of sustainability.

It is in this context that we find: the partnership with the Antitrust Authority under the Memorandum of Legality; the international event on the G4 version of the Guidelines for Sustainability Reporting of the Global Reporting Initiative which is co-organized with several other organizations committed to the issue of reporting; the creation of a path of study leading to a workshop on natural capital in the sphere of the States General of the Green Economy together with the Ministry of Environment and the European Commission; the continuing collaboration with the Ministry of Foreign Affairs on foreign policy for sustainability; the participation of the network in numerous initiatives fostered by other participants active in the field of social responsibility.

In the same vein, but with a greater focus on the direct participation of firms with a view to the strategic integration of sustainability issues, the activities of the working groups and projects continued. Among the latter the TenP





Platform stands out on the sustainability of the supply chain, which is a concrete tool of major importance for the Foundation. In fact, hundreds of companies using it are already involved in a process of pre-qualification in terms of sustainability based on the principles of the Global Compact, which will extend and strengthen in the coming years.

2014 was also the year in which the process of international involvement in the definition of Sustainable Development Goals developed that will replace the Millennium Development Goals at the end of 2015. This process is particularly important for the Global Compact and for all the United Nations that will see how the Foundation is more and more committed, also in contributing to the declination of the most important objectives for our country.

The Global Compact in fact continues to be a central framework in the context of the commitment of the business sector towards the major global challenges and their variation in different national contexts. We hope, with the active help of all the Foundation members and our partners, to always be worthy of our role.



Marco Frey

*President of the
Global Compact Network Italy Foundation*





UNITED NATIONS GLOBAL COMPACT

DESCRIPTION OF THE INITIATIVE

The United Nations Global Compact is corporate citizenship's broadest strategic initiative in the world.



It stems from the desire to promote a sustainable global economy: respectful of human and labor rights, protecting the environment and promoting anti-corruption. It was proposed, for the first time in 1999, at the World Economic Forum in Davos, by former UN Secretary General Kofi Annan, who, on that occasion, had invited the global economic leaders present at the forum to sign up to a “Global Pact” together with the United Nations, in order to address the most critical aspects of globalization in a spirit of cooperation. Never before had the desire to





align the objectives of the international community with those of the private interests of the business world been proclaimed so clearly. Therefore, starting from July 2000, the United Nations Global Compact was operationally launched at the United Nations Building in New York. Since then over 12,000 companies and organizations from more than 145 countries around the world have joined, creating a new reality of global collaboration.

INITIATIVE PARTICIPANTS' STATUS *(data till December 31, 2014)*

Total	12,805
Business Participants	8,323
Non-business Participants <i>(Non-profit Participants)</i>	4,482
No. Countries of Origin	Over 145
COPs Submitted	29,349
Delisted Businesses	4,893

The United Nations Global Compact is:

in a broad sense:

- a **voluntary initiative** of allegiance to a set of principles (the *Ten Principles of the United Nations Global Compact*) that promote the values of sustainability in the long term through political action, corporate practices, responsible social and civil behaviours which also consider future generations;
- a **commitment**, signed by participating company directors with the United Nations, to contribute to a new phase of globalization characterized by sustainability, international cooperation and partnership in a multi-stakeholder perspective.





from an operational viewpoint:

- a **network** that unites governments, firms, United Nations agencies, trade unions and civil society organizations, with the aim of promoting the culture of corporate citizenship on a global scale;
- a **platform** for the processing of policies and guidelines for the management of sustainable economies and policies;
- an **operating structure** for firms that are involved in responsible business for developing, implementing, maintaining and spreading sustainable practices and policies;
- a **forum** within which to learn about, compare, and share business experience and critical aspects about globalization.

From this perspective the initiative aims to achieve two complementary goals:

- to make the United Nations Global Compact and its *Ten Principles* an integral part of the strategy and daily operations of the participating firms;
- to catalyze the actions in support of the more general United Nations development goals.



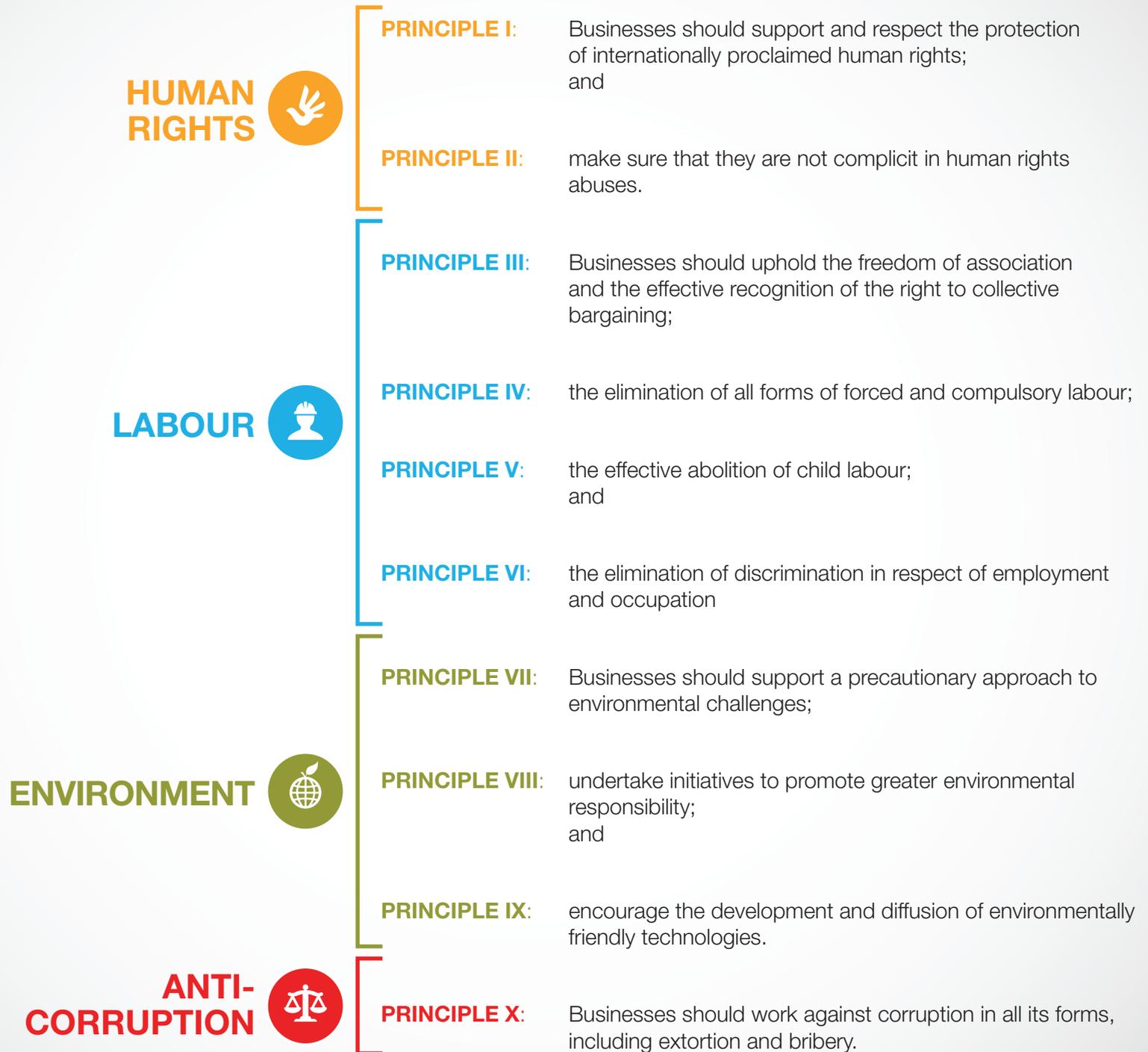


These two objectives are followed by requesting all the organizations involved participating in the United Nations Global Compact to commit themselves to:

1. bringing about all the necessary changes to make the Global Compact and its principles part of the strategy, culture and daily operations of the organization and promoting collective actions in support of the more general United Nations development goals;
2. promoting and spreading the Global Compact and its principles through communication channels such as press releases, public interventions, etc.;
3. communicating with their stakeholders, once a year (in the case of firms) or once every two years (in the case of stakeholder organizations), about the progress recorded in the implementation of the *Ten Principles* and with reference to the initiatives promoted to support the United Nations development goals.



THE TEN PRINCIPLES





LOCAL NETWORKS

Local Networks are clusters of participants who come together to advance the United Nations Global Compact and its principles within a specific geographic area. They perform increasingly important roles in rooting the Global Compact within different national, cultural and language contexts, and also in helping to manage the organizational consequences of the Global Compact’s rapid expansion. Their role is to facilitate the progress of companies (both local firms and subsidiaries of foreign corporations) engaged in the Global Compact with respect to the implementation of the *Ten Principles*, while also creating opportunities for multi-stakeholder engagement and collective action. There are **86 Local Networks** at the moment.





HIGHLIGHTS 2014 UNITED NATIONS GLOBAL COMPACT

XII ANNUAL LOCAL NETWORKS FORUM OF THE UN GLOBAL COMPACT

The XII Annual Local Network Forum of the Global Compact of the United Nations was held from 10th to 12th June in Addis Ababa. The meeting aimed to lay the groundwork to initiate the development of the Global Compact in countries all over the world, by optimizing the UNGC's governance measures and presenting new tools and guidelines to strengthen the potential of Local Networks in their daily activities. This meeting led to important results, including the adoption of a new Memorandum of Understanding (MoU). The new MoU includes measures to: (1) request the Local Networks for annual reports on their activities and financial aspects; (2) improve the alignment with the Global Compact's integrity measures, especially with regard to the use of the logo and the facilitation of dialogue; (3) strengthen support for Local Networks outlining 18 specific responsibilities of the Global Compact Office, which provide, among other things, an increase in the communication of information about the activities, and financial aspects and initiatives to support the Local Networks in the processes of recruiting new members and training participating organizations. Also at the Forum new tools and resources such as the Global Compact Local Network Report 2013, which accurately describes the initiatives implemented by the Local Networks and the results achieved by these in the course of promoting corporate sustainability in the world, were presented.

https://www.unglobalcompact.org/NetworksAroundTheWorld/Meetings_and_Events.html





UN GLOBAL COMPACT BOARD PROGRAMME

Board adoption and overseeing of corporate sustainability represents an area where vast improvement and gains can be achieved. By embedding sustainability into its core duties Directors are uniquely positioned to ensure the full mainstreaming of it into business strategy and practices in a way that will support the long-term profitability and viability of the company. Global Compact LEAD and the Principles for Responsible Management Education (PRME) – in collaboration with BCG, DLA Piper and BSR – have developed an innovative Board Programme to accelerate recognition by corporate leaders of the material impacts of non-financial issues. The Global Compact Board Programme is the first of its kind to support Boards of Directors to effectively oversee and help drive their company's sustainability strategy, with a view to protect and support financial value creation.

Through facilitating strategic discussions among Board members on pressing sustainability issues and how to evolve the role of the Board and corresponding governance tools, the Programme aims to help Boards to:

- align on the strategic imperative and materiality of corporate sustainability as critical for the company's long-term viability;
- realize the integral role that Board members can and should play in overseeing, incentivizing and driving corporate sustainability, embedding it into Board duties, governance mechanisms and structures;
- demonstrate leadership on Board adoption and overseeing of corporate sustainability with investors, employees, customers and other stakeholders.

The Board Programme is designed to be tailor-made according to the characteristics and needs of each Board of Directors participating in the initiative; providing for the creation of professionals in corporate governance and sustainability issues; it has been implemented for the benefit of the applicant firms through an in-house intervention.

https://www.unglobalcompact.org/HowToParticipate/Lead/board_programme.html





PUBLICATIONS IN SUPPORT OF ENTERPRISES

GUIDE TO CORPORATE SUSTAINABILITY

Corporate sustainability is imperative for business today – essential to long-term corporate success and for ensuring that markets deliver value across society. This guide lays out five defining features of corporate sustainability, which the Global Compact asks businesses to strive towards – looking at why each element is essential, how businesses can move forward and what the Global Compact is doing to help.

Download:

https://www.unglobalcompact.org/AboutTheGC/guide_to_corporate_sustainability.html

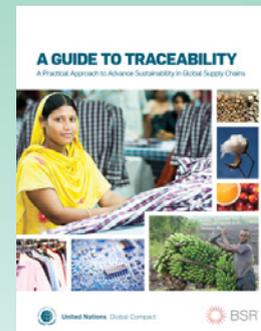


A GUIDE TO TRACEABILITY: A PRACTICAL APPROACH TO ADVANCE SUSTAINABILITY IN GLOBAL SUPPLY CHAINS

Launched by the United Nations Global Compact and BRS in April 2014, the guide provides an overview on the importance of traceability for corporate sustainability goals, outlines the global challenges and opportunities that it represents, and identifies practical steps for the implementation of traceability programs within firms.

Download:

<https://www.unglobalcompact.org/resources/791>





GLOBAL COMPACT NETWORK ITALY FOUNDATION

WHO WE ARE

Our Path

2002 The Global Compact Network Italy was created thanks to the coordination of **Cittadinanzattiva** and the support of the Global Compact Office, the International Labour Organization (ILO), the United Nations Development Programme (UNDP) and several institutions, businesses and Italian universities.



2003 The Global Compact Network Italy was managed by the **ILO – International Labour Organization** in relation to the broad project: “Sustainable Development through the Global Compact”, financed by the Italian Ministry of Foreign Affairs - Italian Development Cooperation. This project was established to promote corporate citizenship as a means for developing cooperation in countries in the Mediterranean area. The project was not developed only to promote the Global Compact in Italy, but also to spread it as a vehicle of corporate citizenship together with other international instruments: the OCSE Guidelines and the Tripartite ILO Declaration.





2006 The Italian Global Compact Network Steering Committee nominated Marco Frey of the Sant'Anna School of Advanced Studies as its President and sanctioned the passage of its technical secretariat to **FONDACA – Active Citizenship Foundation**, in order to allow the Network to play a central role in terms of promotion and dissemination of the United Nations Global Compact at a national level. The new organization has worked towards the following main goals: to consolidate the Network as an entity of propulsion for the United Nations Global Compact in Italy; involving more and more Italian firms and organizations in the UN initiative; bestowing a greater gravity and continuity to their commitment to the *Ten Principles of the Global Compact* and, more generally, to the theme of sustainability.



2010 The Italian Global Compact Network Assembly unanimously approved a **new governance model for the Network**, thus marking an important step along the path towards the consolidation and development of the initiative. The new governance model is characterized by the voluntary participation of the Italian organizations subscribing to the United Nations Global Compact; by the leadership role of a Steering Committee made up of representatives of the organizations participating in the Network and supported by a Technical Secretariat entrusted to FONDACA – active citizenship foundation; and by the organizations participating in the Network covering its running costs, its coordination and some of its activities.





2013 On June 10th 2013, the Global Compact Network Italy (GCNI), active since 2002, became legally established as the **Global Compact Network Italy Foundation**. Eighteen organizations took part in the Foundation's establishment, private enterprises (from different productive sectors and of different sizes), universities and research centres, non-profit foundations and civil society organizations. More in particular, the **Promoting Founders** of the Global Compact Network Italy Foundation are:

1. Acea
2. Ansaldo STS
3. Edison
4. Enel
5. Eni
6. ERGO
7. Fondazione Eni Enrico Mattei
8. Fondazione per lo Sviluppo Sostenibile
9. Gruppo Generali
10. Italcementi
11. LATI Industria Termoplastici
12. Pentapolis
13. Snam
14. Sodalitas
15. Sofidel
16. TELECOM Italia
17. Terna
18. Università Ca' Foscari Venezia



MISSION AND OBJECTIVES

The Global Compact Network Italy Foundation was established with the primary purpose of contributing to the development of the UN Global Compact in Italy.



The mission of the GCNI Foundation is structure in 7 points. In accordance with the *Ten Principles of the UN Global Compact*, the Foundation aims to:

1. be recognized as an institutional spokesperson that allows companies engaged in sustainability in a multi-stakeholder perspective to be heard
2. raise awareness and the level of national involvement
3. help make sustainability the main lever of change in pursuit of a future that is more efficient, more equitable and safer in the management of resources





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4. be characterized as a subject oriented towards the development of operational solutions and the creation of shared economic, social and environmental values
5. encourage partnerships, collective actions and dialogue among all actors in the promotion of sustainability
6. promote accountability, fairness and transparency in communication and corporate reporting
7. endorse the contribution of Italian companies and synergies at international level





GOVERNANCE



The Global Compact Network Italy Foundation Roles are:

- the **Board of Directors**, vested with all the powers to identify the actions to be taken and the criteria for the achievement and implementation of the objectives of the Foundation and its ordinary and extraordinary management.
- the **President** (and two **Vice-Presidents**), is the legal representative of the Foundation before third parties, and acts and stands before any administrative or judicial authorities. In relations with the Board of Directors, the President has the power of impulse and initiative over the administration and management of the Foundation. In addition, the President embodies the institutional representation of the Foundation.
- the **General Secretary**, is first and foremost the point of contact between the Foundation and the Global Compact Office in New York. The Secretary carries out the organizational and administrative management of the Foundation, as well as the organization and promotion of individual initiatives, providing resources and tools needed for their practical implementation; acting as coordinator between the various organizations of the Foundation and the United Nations Global Compact and looking after and promoting the external relations of the Foundation.
- the **Auditor**, verifies the correct accounting of the Foundation and its legal books and provides advice to the Board and to the founders of the regularity of financial statements and compliance with tax and social contributions, drawing up a written report on the balance sheet.





Composition of the Foundation Roles

Board of Directors	<p>Marco Frey, Director of the Institute of Management of the Sant’Anna School of Advanced Studies and Founder of Ergo, offshoot of the School (<i>President</i>)</p> <p>Sabina Ratti, Sustainability - Senior Vice President, Eni S.p.A. (<i>Vice-President</i>)</p> <p>Luigi Lazzareschi, CEO, Sofidel Group (<i>Vice-President</i>)</p> <p>Alessandro Beda, Steering Counselor, Sodalitas Foundation (<i>Counselor</i>)</p> <p>Marina Donati, Head of Corporate Social Responsibility Generali Group Head Office, Assicurazioni Generali S.p.A. (<i>Counselor</i>)</p> <p>Stefano Gardi, Sustainable Development Director, Italcementi Group (<i>Counselor</i>)</p> <p>Francesca Magliulo, Corporate Responsibility Manager, Edison S.p.A. (<i>Counselor</i>)</p> <p>Chiara Mio, Professor at the Department of Management and Delegate of the Rector to environmental sustainability and social responsibility of the University, Ca’ Foscari University of Venice (<i>Counselor</i>)</p> <p>Fulvio Rossi, CSR Manager, Terna S.p.A. (<i>Counselor</i>)</p>
General Secretary	Alessia Sabbatino
Auditor	Domenico Antonelli



STAFF AND EXTERNAL COLLABORATORS

Laura Lamberti	Communication and Organization
Giacomo D’Orazio	Webmaster
Alessandro Casanova	Graphic designer
Mauro Fanti	Graphic designer
Monica Datta	Translation and correction of texts in English





FOUNDERS AND PARTICIPANTS (data until December 31, 2014)

PROMOTING FOUNDERS



FOUNDERS



PARTICIPANTS





HOW TO PARTICIPATE

MEMBERS

Membership is open to:

- Italian businesses and organizations participating in the UNGC;
- subsidiaries of multinational companies participating in the UNGC which operate in Italy;
- businesses, not operated on an individual basis and with less than ten employees (micro-enterprises), which are located in Italy.

Foundation members are divided into:

- **Promoting Founders:** these are the companies and organizations who have endorsed and promoted the path that led to the creation of the Foundation by participating in its deployment phase right from the start.
- **Founders:** these are the companies and organizations that have become part of the Foundation undertaking to contribute to the achievement of the purposes of the same, not only supporting the organization financially, but also participating actively in its institutional life and the implementation of planned initiatives.





PARTICIPANTS

Companies and/or organizations may qualify as Participants which, sharing the aims of the Foundation and being interested in participating in initiatives and activities which it organizes throughout the country, decide to support the Foundation through annual monetary contributions in an amount not less than that established by the Board of Directors for the Participants. The Participant status, unless otherwise approved by the Board of Directors, may be kept for up to one year, after which the Participant companies and/or organizations may submit an application to the Executive Council for admission to the Founders.





WHAT WE DO

INSTITUTIONAL ACTIVITIES

External communication

The Global Compact Network Italy Foundation communicates outside Italy through three channels, which are:

 **The Website** - The Global Compact Network Italy Foundation's website is the organization's main channel of communication with the outside. The portal (also available in English) allows the user to browse a discussion on the United Nations Global Compact and on the history of the Italian Network of the Global Compact, from its establishment until today. The Foundation is presented through a description of its mission, its goals, the organizations participating as "Founders" or "Participants", and its activity program. With the "News" section on the homepage, the Foundation updates users on an ongoing basis on the UNGC's policy and initiatives, on its institutional life, on new members, and on its activities and publications. Using the buttons on the homepage, you can access the in-depth pages dedicated to the five working groups active within the Foundation and the *TenP Platform*.

In December 2014, the Foundation started work on the re-designing of the website, in order to improve usability and to renew the look of the portal, rendering it fresher, more engaging and dynamic. The new version of the Foundation's website will be on-line from the early months of 2015.

 **Newsletter Service** – a Newsletter has been activated to: inform users on the Foundation's institutional life, the projects and the initiatives it has implemented or planned; communicate all updates on the UNGC's policy and the main news from the policy-community which is active at a national and international level on sustainability issues; give visibility to projects and activities carried out by the Foundation's "Founders" and





“Participants”, as well as to their social reporting documents and publications with interesting content. The GCNI Foundation Newsletter is produced in Italian and English and is bimonthly. Six submissions were made in 2014. All numbers reported can be found on the “Newsletter Archive” page on the Foundation website.

 **Social Networks** - The Global Compact Network Italy Foundation is on Twitter with an organizational profile. In the daily management of the profile, the Foundation interacts with organizations and individuals interested in it and in the United Nations Global Compact (*follower*), as well as getting informed about major updates from the national and international community engaged in sustainability issues and corporate responsibility (*following*). More specifically, through its Twitter profile, the Foundation aims to:

- give information about their activities (programs, initiatives and events, publications, media presence, broadcasting, etc.)
- present the companies and organizations that are Founding Members and Participants of the Foundation
- give information about new Foundation members
- promote the *Ten Principles of the United Nations Global Compact*
- give information about news and initiatives of the United Nations Global Compact
- disseminate sustainability best practices and CSR implemented by Foundation member companies
- give information about initiatives on sustainability issues (programs, initiatives and events, publications, etc.) promoted by firms and organizations that support the Foundation

The Foundation manages these channels of web communication attempting to activate synergistic interactions between them and promote an ample circulation of information on issues of common interest to its users.



Initiatives and opportunities reporting service

A service has been started which is available to all Global Compact Network Italy Foundation “Founders” and “Participants” and is aimed at reporting initiatives and opportunities which address sustainability and corporate responsibility issues (by means of conferences, workshops, seminars, awards, publications, etc.) It may be promoted by the members themselves or by organizations external to the Foundation. In 2014, the Foundation sent an average of two to three reports a month using a specific e-mail format (“Newsletter - Reporting initiatives”).

Institutional Dialogue

Protocol of Intent between the GCNI Foundation and the Antitrust Authority

On 8th May Prof. Marco Frey, President of the Global Compact Network Italy Foundation, and Prof. John Pitruzzella, Chairman of the Italian Antitrust Authority, signed a *Memorandum of Intent* in Rome committing the two organizations to collaborate in the dissemination of the “Legality Rating” among Italian companies. The “Legality Rating”, the rules of which have been approved by the Antitrust Authority by its own sanction in November 2012, is a promotion tool of legality and ethical principles aimed at increasing safety and competitiveness in businesses, introducing a system of incentives for companies that comply with the law and are aligned to the highest ethical/social standards and/or of governance, adapting its organization in that direction. Based on the provisions in the *Memorandum of Intent*, the GCNI Foundation is committed to: promoting corporate members that use the “Rating” as a tool within the autonomous activities of pre-qualification and/or qualification of ethical business partners (such as suppliers and customers); encourage member companies to submit the application to the Antitrust Authority to obtain the “Rating”; promoting joint activities with the Antitrust Authority and firms (and potentially also between them and their business partners) to facilitate a common understanding of the “Rating” and the “Regulations”, explaining the basic requirements for access and its benefits, to provide useful clarifications to facilitate and encourage the submission of





the application to obtain the “Rating”; conducting surveys to collect comments and/or suggestions likely to improve the effectiveness of “Legality Rating Regulations”, in other words aiming to highlight areas for improvement, if required and that are of interest to the Antitrust Authority.

“A Foreign Policy for Sustainability”: working together with the Ministry of Foreign Affairs

For several years, the Global Compact Network Italy (then the Global Compact Network Italy Foundation since June 2013) and the Italian Ministry of Foreign Affairs (MFA) have worked together on issues of corporate responsibility and sustainability. As part of this collaboration, the MFA invited Prof. Marco Frey to take part, as President of the Global Compact Network Italy Foundation, in the multi-stakeholder Steering Committee involved in defining “A Foreign Policy for Sustainability”. The Steering Committee was established by the Ministry of Foreign Affairs – Directorate General for Global Affairs and is composed of representatives from: the most significant Italian Ministries (Agriculture, Economic Development, Environment, University and Research, Welfare), the Inter-ministerial Committee for Human Rights - IMCHR, the OECD Guidelines for Multinational Enterprises Italian National Contact Point (which is based at the Ministry of Economic Development), various university bodies and academics (for example: GOLDEN Network for Sustainability, United Nations Center for Mediterranean Sustainable Solutions Network, Tor Vergata University of Rome), the professional and managerial world (CSR Manager Network), large companies such as Enel, Eni, Ferrero, Pirelli, Telecom Italia, Terna.





Partnership initiatives

Conference “Responding to the challenges of the new G4 Guidelines - Focus on Materiality and Governance”

On 10th April 2014, a meeting was held in Milan which was sponsored by the G4 Network Italy with the participation, as well as of the Global Compact Network Italy Foundation, of ABI - Italian Banking Association, Assirevi, All - Italian Association of Internal Auditors, CSR Manager Network, FONDACA - Foundation for active citizenship, and the Sodalitas Foundation. The meeting was held at the headquarters of Edison in Milan and was aimed at analysing the content and guidelines for the application of G4 Guidelines on the sustainability reporting of the GRI - Global Reporting Initiative. More specifically, the meeting had the purpose of discussing two important aspects in detail which were addressed in the Guidelines: Materiality and Governance. The round table devoted to this second thematic focus was moderated by Marco Frey, President of the GCNI Foundation.

International Conference “The European Directive on Non-Financial Information”

On 15th April 2014, the European Parliament adopted in plenary the proposed *Directive on the transparency of company information about CSR and sustainability*. The document, which provides integration with the provisions on the reporting of the balance sheet in the Directive 2013/34, was approved by the EU Council in September. As of October, in order to inform professionals and practitioners about non-financial reporting on the developments mentioned above and to promote an analysis of the topic, Enel S.p.A., Global Compact Network Italy Foundation and IBRN - Italian Business Reporting Network have started working on the creation of a conference to present the *European Directive* for January 2015 at the Enel Auditorium in Rome. More specifically, the aim of the promoting bodies was to provide an opportunity for an analytical discussion of the central aspects related to the introduction and implementation of the *European Directive*, those aspects





being the context and prospects, the internal processes, skills and opportunities. IAIA - Italian Association of Internal Auditors, Altis - Postgraduate School of Business and Society, "Anima" for corporate social values, Angelicum - Pontifical University "St. Thomas Aquinas", Assirevi, CSR Manager Network, Study Group for the Social Report, Impronta Etica, Sodalitas, Sant'Anna School of Advanced Studies, Ca' Foscari University of Venice, University of Ferrara, and WICI Europe assisted in the organization of the meeting.

Participation in external initiatives

Post 2015 Agenda: the debate on the SDGs and the role of Europe and Italy for a future of Sviluppo EC(QU)Osostenibile (Environmentally Sustainable and Fair Development)

A consultation day was held at the European Parliament headquarters in Rome on the subject of the Post 2015 Agenda, organized by CONCORD Italy and GCAP, the coalition against poverty, on 9th September 2014. The aim of the meeting was to reflect on the role Europe and Italy play - especially during the European Semester of Presidency - in the process of defining a fair and sustainable future from 2015 onwards. While the effort of the Open Working Group (OWG) - The United Nations Working Group dedicated to drafting the framework containing the future SDGs - was to define the priority areas and objectives of Sustainable Development, the task of the institutions, civil society and the private sector will be to identify practices to bring them to fruition. Above all the private sector will be called, over the next fifteen years, to rethink its role and to redefine its business model, with a more "circular" and collaborative one. Among the most salient points discussed were some problems that characterize the document presented today by the OWG, which to many people seems to be too much of an encyclopedic nature, simply listing the critical issues, without building a "common lexicon" that knows how to define the real priorities for a future sustainable development. For this reason the importance of continuing the work of discussion and integration as much as possible is underlined. Representing the GCNI Foundation was its Vice-President Sabina Ratti, who recalled the centrality of the private sector acting in a process in which





one is no longer looking for principles, but concrete solutions. The tools required are clearly collaboration, but also measuring and monitoring the practices implemented, to start a new course made of concrete results and continuous improvement.

SUPPORT ACTIVITIES

The TenP – Sustainable Supply Chain Self-Assessment Platform

Recognizing the importance of the supply chain contributes to the improvement of corporate sustainability performance and more generally of their overall competitiveness and, in line with the provisions of the United Nations Global Compact with regard to the scope of application of the *Ten Principles* promoted by the initiative, since 2012 the “Sustainable Supply-Chain” Working Group of the Global Compact Network Italy Foundation worked on:

- the definition and sharing of a **Questionnaire to evaluate suppliers**, structured according to the *Ten Principles of the United Nations Global Compact* to be implemented within the various business processes for the qualification of suppliers;
- the creation of a **platform** aimed at supporting firms participating in the collection and sharing of information on the corporate sustainability performance of their suppliers.

This is how the **TenP - Sustainable Supply Chain Self-Assessment Platform** commenced officially presented 10th November 2014, at the House of Energy and the Environment in



a Global Compact Network Italy Foundation Project





Milan, by the GCNI Foundation to some of the firms participating in the project as Partner (*TenP Partners*). The *TenP Platform* allows firms that access it to self-assess their strategies and sustainability performance comparing them with those of similar companies and to track their progress made in the integration of sustainability into their business.

The *TenP Partners* may use the information collected to identify common challenges and solutions to improve sustainability within their supply chain and to share the culture of and information on the *Ten Principles of the Global Compact*.

TenP PARTNER (from 31st December 2014)





Reporting processes on sustainability support

Among the commitments arising from the membership of the United Nations Global Compact, is that of producing periodic reporting documents about the implementation and promotion of the *Ten Principles of the Global Compact* by organizations participating in it. More specifically, by joining the business-participants (SMEs and large companies) are committed to producing and transmitting a **Communication on Progress - COP** to the Global Compact annually, while non-business participants (non-profit organizations and civil society, professional associations, universities and research bodies, public agencies, etc.) are required to produce and send a document called **Communication on Engagement - COE** to the Global Compact every two years. Business and non-business participants are also invited by the Global Compact to share these reporting documents with their own stakeholders.

In order to support Italian firms and organizations who are members of the UNGC in their reporting obligations arising from their participation, throughout 2014 the Global Compact Network Italy Foundation:

- provided **one-on-one assistance** to companies and organizations that requested it. In particular, the Foundation supported more than ten companies in filling in the self-assessment form to attain the Communication on Progress “Advanced” qualification (“*Program Differentiation of Communication on Progress - COP*” of the UN Global Compact).
- created a three part “**Cycle of webinars about reporting tools endorsed**” by the UNGC:
 - **Webinar on Communication on Progress for SMEs (23rd October 2014)**. The first Webinar was designed specifically for small and medium sized enterprises participating in the UNGC and interested





in knowing more about Communications on Progress - COPs as a reporting tool on the *Ten Principles of the Global Compact*; and for large firms participating in the UNGC that are characterized by a poorly structured reporting system on sustainability issues. The seminar focused on the technical aspects of the COP production process; on the selection and organization of the contents of the reporting document; about how to transmit the document to the United Nations Global Compact Office. During the meeting, the critical issues related to the work of drafting the COP were also shared and discussed, in order to facilitate the identification of possible solutions through dialogue and discussion among the participants.

- **Webinars on Communication on Engagement for non-business participants of the Global Compact (4th November 2014).** The target participants for the second round of the “Webinar Cycle” consisted of non-profit organizations that are members of the UNGC and interested in learning more about Communications on Engagement - COEs as a tool for reporting on the *Ten Principles of the Global Compact*. The seminar aimed to provide participants with the tools necessary to produce and transmit their COEs to the Global Compact Office in New York. The meeting opened with a detailed illustration of the COE policy, introduced in October 2013 by the Global Compact office specifically for non-business organizations participating in the initiative. In closing, the criteria to be used in the production of the document and how to transmit them to the Global Compact Office in New York were studied and shared.
- **Webinar on “Advanced” level Communications on Progress (15th December 2014).** The third and final round of the “Webinar cycle” was specifically designed for UNGC Italian member firms who are interested in learning more about the requirements for moving from an “Active” to “Advanced” status as part of the *“Program on Differentiation of the Communications of Progress - COP”* launched in 2011 by the Global Compact Office in New York. The seminar focused on the qualification criteria for the “Advanced” level of the Communication on Progress. More specifically at the meeting the self-assessment





questionnaire that companies are required to fill in while sending the document to the Global Compact Office in order to qualify their COP as “Advanced” was presented in detail. Several best practices were shared with the participants and discussed in an interactive way.

The three appointments above were offered by the Foundation free of charge. Both companies and organizations that are members and participants of the Foundation took part in the meetings as well as firms and organizations not belonging to the Foundation but who are participants of the Global Compact as an international initiative.

Preparation of a training package on “Business and Human Rights” by the GCNI Foundation

With the aim of supporting its members in spreading the culture of respect for Human Rights within their own firms, in 2014 the Foundation began to work on the preparation of a training package based on the theme of “Business and Human Rights” using the “Guiding Principles of the United Nations for business and human rights” as a reference framework.

On 10th December 2014 a meeting was organized with the purpose of testing the first version of the training materials, open exclusively to the member companies and organizations of the GCNI Foundation. The final version of the training package will be made available for use by the Foundation member firms during 2015.





PROMOTING MULTISTAKEHOLDER PARTNERSHIPS AND COLLECTIVE ACTIONS

Three thematic working groups are active in the Global Compact Network Italy Foundation which work towards not only the sharing and application of the experience of firms and organizations involved in it, but also and above all towards identifying practical and innovative solutions and towards implementing the principles and mechanisms identified by the UNGC globally, at a local level.

▶ “REPORTING” WORKING GROUP

Representatives of firms with extensive experience in the field of sustainability reporting participate in the Global Compact Network Italy Foundation “Reporting” Working Group. The **scientific coordination** of the work was entrusted to **Professor Chiara Mio from the Ca’ Foscari University of Milan, with the support of FEEM - Eni Enrico Mattei Foundation and the GCNI Foundation** in 2014.

In 2014, according to the activities plan defined together by the organizations involved, a **path of comparison was started among the participants focused on the processes, methodologies and experiences relating to the implementation of the principle of materiality**, in order to facilitate firms in the analysis and declension of it. The path was structured, meeting after meeting, in a series of corporate studies that focused each time on different but complementary aspects related to the implementation of the principle of materiality (materiality and reporting; stakeholders expectations survey; management/business priorities; compliance with respect to the proposed methodologies, best practices on the topic; etc.), in order to promote further study of the most relevant issues and to overcome critical points.

The Working Group met twice in 2014. During the second activities semester, the organizations that presented a study as part of the process of sharing comparative corporate case studies (Acea, Ansaldo STS, Eni, EniPower, Italcementi, Snam, Terna, UniCredit) started work on drafting a first summary of the cross-reading experience.





► “ANTI-CORRUPTION” WORKING GROUP

The Global Compact Network Italy Foundation “Anti-Corruption” Working Group met four times in 2014.

Compliance Officers/Legal Office Representatives and anti-corruption experts of the member firms of the Working Group participated in the activities. In addition, the Group could count on the participation of Transparency International Italy as an external partner.

During the first quarter (January - March), the Working Group completed the production of the “**Matrix of corporate risk areas of corruption**” started in 2013. The Matrix is an important tool for self-assessment available to companies of any productive sector in order to identify organizational areas at risk of corruption, with reference to corruption in public offices as well as in the private sector.

In the following months, the Working Group implemented a **course of sharing policies and business practices on anti-corruption** aimed at identifying the basis of the applicable criteria and/or compliance programs adopted by firms with regard to the areas of risk identified by the Matrix and considered by the Group to be the most relevant. The extension activity focused on the following topics: 1) *corporate policies and procedures for the management of agents, consultants and intermediaries*; 2) *corporate policies and procedures for the granting of gifts and entertainment expenses or hospitality, including organizing or promoting travel to third parties*; 3) *strategies and policies on corporate donations*. The course will end with the production of a document of analysis and cross-reading of the experiences.

Also during the course of the year the Working Group, with the Foundation as co-ordinators and on a continuous basis, maintained the dialogue with the Antitrust Authority which began in 2012. The main result of this collaboration was a **Memorandum of Intent between the GCNI Foundation and the Antitrust Authority on “Legality Rating”** which was signed on 8th May in Rome (see p. 27). Subsequently, the GCNI Foundation fostered the participation of firms participating in the Working Group in the public consultation launched by the Antitrust Authority for the revision of the “Legality Rating Regulations”. In October 2014, the Working Group firms sent their proposals for amending the “Legality Rating Regulations” to the Antitrust Authority.





Finally, among the various collaborations started during 2014 concerning the fight against corruption, also the one with the **ISTUD Foundation** should be mentioned. Following a fact-finding meeting between the Working Group and the ISTUD Foundation, sponsored by the GCNI Foundation, some of the companies that are members of the Group decided to take part in/offer their support to the research project “**Prevention of criminal infiltration into firms in the North**” coordinated by the ISTUD Foundation. The research was part of a larger project which Fondirigenti Assolombarda and ALDAI promoted with the intention of involving various institutions and training bodies, entitled “Prevention of criminal infiltration into firms and enhancement of assets confiscated in Lombardy: an opportunity for territorial development”. The main objective of the research was to create a mapping of risks which might apply to entrepreneurs and managers, as well as professionals and public administrators and the ways in which organized crime infiltrates into the legal economy.

▶ “ENVIRONMENT” WORKING GROUP

The Global Compact Network Italy Foundation’s “Environment” Working Group formally active since July 2013 committed itself to “**Business & Eco-System Services**”. The ecosystem services (eg. food, water, fuel, air purification, natural recycling of waste, pollination, etc.) play a vital role in society. The Millennium Ecosystem Assessment estimates that the loss of ecosystem services contributes to food and energy insecurity, increases the probability of natural disasters occurring, such as floods or tropical storms, decreases the level of health, reduces the availability and quality of water resources and undermines cultural heritage. Ecosystem services also represent a significant portion of the total economic value of the planet.

The Ministry of the Environment and Protection of Land and Sea, the Sant’Anna School of Advanced Studies and Bocconi University all participated as external partners in the activities of the Working Group.

In 2014 the Working Group met four times. Its members were involved in a process of an **in-depth study about “The ecosystem services in business management”** through the sharing of business practices (policies, projects and initiatives). The course of study will continue in 2015 and will end with the production of a summary





of the results designed to focus on the key issues of the relationship between Business and Biodiversity, also in terms of overall business strategies and of new (and old) challenges; to bring firms' experiences into the Italian Network of the Global Compact (GCNI) characterized by a reflection and a more mature working on the issue; and to highlight the views of the industry regarding governance of nature and natural capital.

Towards the end of 2014 a **collaboration between the Working Group and the EU Platform on Business and Biodiversity (B&B Platform)**¹ was also launched, in partnership with the Ministry of the Environment and Protection of Land and Sea. This collaboration aims to increase the active presence of Italian companies and organizations within the Platform and also to boost the visibility of Italian good practices in a Europe.

Finally, in parallel to the activities described above and in support of them, the GCNI Foundation organized two meetings for specific study in 2014:

 **The Global Compact Network Italy Foundation's "Environment" Working Group formally active since July 2013 committed itself to "Business & Eco-System Services"**. On 26th February 2014, a meeting was held in Rome between the organizations active in the Global Compact Network Italy Foundation's "Environment" Working Group and several representatives from the Ministry of the Environment and the Protection of Land and Sea among them the Director General of Nature Protection. The meeting, hosted by and organized according to a proposal from the Ministry, had the intention of starting a joint reflection on the topic of "Measuring investments in biodiversity". This study is part of the Global Convention on Biodiversity (CBD) which established a series of targets in Aichi, Japan. In addition, the Ministry decided to get prepared at national level, also in view of the Italian Presidency of the EU, when our country was to coordinate the EU presence at the following CBD Conference of the Parties (Korea, October 2014). Along with Marco Frey, who took part in the meeting on behalf of the GCNI Foundation, representatives of Acea, Enel, Eni, Italcementi,

¹The European B&B Platform was created within the framework of the European Strategy for Biodiversity 2020(EU 2020Biodiversity Strategy), which aims to foster initiatives for the protection and enhancement of biodiversity and the protection of the ecosystem by the business sector. The objectives for the next five years of the EU2020 strategy include the protection and restoring of biodiversity and ecosystem services (targets 1 and 2), support for affirmative action in agriculture and forestry and reducing the pressure on biological resources (targets 3 , 4 and 5), the EU's active contribution to support global biodiversity (target 6). The Platform functions mainly as a channel and instrument of direct interaction between the European Commission and the business sector, also including small and medium-sized firms and all intermediate subjects (associations, universities and research centres) working in the field of interest. It is now a "place" where information can be exchanged on the issues and where organizational experiences in the field of biodiversity and ecosystem services can be shared comprehensively. There are three workstreams that are worked on within the Platform: Natural Capital Accounting, Innovation for Biodiversity and Business, and Access to Finance and Innovative Finance Mechanisms.Objectives and prioritieshave been defined for each workstream.





KPMG, UniCredit all attended. They presented an overview of the resources (financial and otherwise) which their respective companies invested in projects and initiatives to protect biodiversity also specifying the purposes. The Foundation for Sustainable Development attended the meeting too, in the role of observer. With a view to the synergistic interaction between the two initiatives, the course of study with the Ministry of Environment developed during the year in parallel with the work of the Foundation's "Environment" Group, themselves committed to the subject of "The ecosystem services in business management".

-  **"Natural capital: accounting and accountability of the participants" Workshop.** The Global Compact Network Italy Foundation (GCNI Foundation) co-organized a workshop on "Natural capital: accounting and accountability of the actors" on the first of two days during which the latest edition of the States General of the Green Economy was held (5th and 6th November 2014) in Rimini. This workshop was one of the thematic sessions that characterized the event and stood out due to the active presence of a panel of diverse and important speakers, consisting of experts from relevant fields, representatives of European and national institutions (in particular, the EU Commission and the Ministry of Environment) as well as the Italian private business sector. The meeting was coordinated by Marco Frey - President of the GCNI Foundation and Roberto Coizet - President of Edizioni Ambiente. It was a fruitful alternation between speeches of a "scientific" nature and case studies. The firms that actively participated in the meeting by presenting case studies (Enel S.p.A., UniCredit S.p.A., Barilla G. & F. Fratelli) are also members of the Foundation's "Environment" Working Group. The first focus of the meeting (the responsibility of the participants with reference to the issue of natural capital) came up clearly enough, while for the second thematic point on the agenda (the measurement of natural capital) the course of study and debate mainly rotated around two important aspects: the common opinion that both the quantitative and economic measurement of natural capital is always necessary; and the widespread awareness of the critical issues related to the process of economic measurement of natural capital. To sum up, the main outcome of the meeting could be considered as being the request to Marco Frey made by the panel of speakers to bring part of the plenary session scheduled for the next day about





the position taken by the group of experts and practitioners about the topic which had been studied and discussed: namely that the ecosystem services, particularly natural capital, should be recognized as one of the green economy's core themes (within the view of a circular economy) also given the characteristics of Italy's natural heritage. Moreover, among the main outcomes of the meeting, also the view shared by the speakers should be mentioned which considers that the development of the protection of ecosystem services and natural capital should adopt and sustain a close complementarity between voluntary initiatives implemented by private sector participants and the production of a strong regulation by institutions at various levels.





PARTNERS

The Global Compact Network Italy Foundation uses a comprehensive partner network, made up of organizations and institutions not participating in the Global Compact of the United Nations, but that share some or all the general aims of the initiative. The Foundation partners are public bodies, government institutions at national level, universities, organizations working on CSR/sustainability. They contribute to the implementation of the activities of the Foundation, and vice versa, through the sharing of knowledge and technical skills, staff, material and logistical resources, programs and courses of action in view of a rationalization of the commitments and for greater effectiveness in the initiatives. In cases of more established partnerships, the Foundation can also start broader design processes of the businesses.

For the year 2014, we thank the following organizations for having supported the Foundation in achieving its objectives and working with us to carry out its program of activities:

Antitrust Authority

CSR Manager Network

Ministry of Foreign Affairs

Ministry of the Environment, and the Protection of Land and Sea

Sant'Anna School of Advanced Studies





PROGRAM GUIDELINES 2015

The guidelines that the Global Compact Network Italy Foundation will follow in 2015 are as follows:

GENERAL AIMS

- To reinforce the organizational structure and adopt new operating procedures that are more effective with respect to the objectives of the growth and quality development of the Network
- To strengthen the Working Groups and the overview of their work programs in the broader objectives of the Foundation to be characterized as institutional/political on issues related to the principles of the UNGC at national and international level; to have a role in directing companies on issues related to the UNGC's principles; to act as a subject in the situation in which operational solutions are implemented to support the companies joining it

SPECIFIC OBJECTIVES

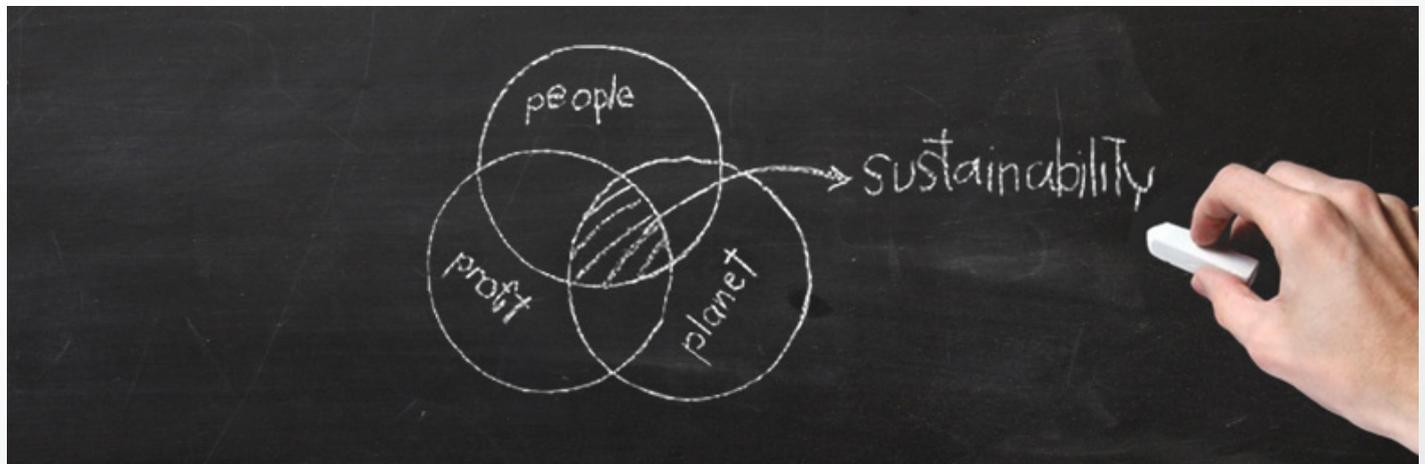
- Re-activation of the **“Human Rights” Working Group** with the dual purpose of:
 - learning more about the subject of Human Rights from a business viewpoint by highlighting the implications that they have or might have for companies regardless of the context in which they operate
 - contributing to the development of tools that help businesses to integrate Human Rights into their daily business practices





- Development of the **TenP Project – Sustainable Supply Chain Self-Assessment Platform** with the following guidelines:
 - integration of the *TenP Platform* with the Partner’s qualification system
 - definition of mechanisms which support firms belonging to the Partners’ supply chains in the implementation of their sustainability performance
 - organisation of measures to check the veracity of the information entered in the *TenP Platform*
 - research activities supporting the Partners in collaboration with the Institute of Management of the Sant’Anna School of Advanced Studies and other academic institutions

- Careful consideration resulting in a series of projects on the **United Nation’s Sustainable Development Goals (SDGs)**





GCNI Foundation press review: "Frey: together with the UN Global Compact a culture of sustainability is affirmed" – Year 1 No. 2 (May 2014) Newsletter "Welfare 24" produced by Radiocor in collaboration with Assidai.

Assidai
Il fondo sanitario per il tuo benessere

FREY: "CON IL GLOBAL COMPACT ONU SI AFFERMA LA CULTURA DELLA SOSTENIBILITÀ"

LA FONDAZIONE PROMUOVE TRA LE IMPRESE DIECI PRINCIPI ETICI GLOBALI ONU

Diffondere in Italia la nuova cultura della sostenibilità di impresa. Un compito difficile e sfidante quello che si prefigge la Fondazione Global Compact Network Italia (Gcni) guidata da Marco Frey. Il Global compact, o patto globale, è una sfida lanciata nel 2000 dall'ex segretario delle Nazioni Unite Kofi Annan finalizzata a promuovere l'adesione del settore privato, in particolare delle imprese, a dieci principi etici globali in tema di diritti umani, tutela dell'ambiente, diritti dei lavoratori e lotta alla corruzione. In due parole la sostenibilità d'impresa. Il Global compact è stato siglato in più di 130



MARCO FREY
> Direttore dell'Istituto di Management della Scuola Superiore di Studi Universitari e di Perfezionamento Sant'Anna di Pisa.
È presidente della Fondazione Global Compact Italia dell'Onu e di Cittadinanzattiva, organizzazione non-profit che promuove la partecipazione civica e la tutela della diritti dei cittadini



paesi da quasi 10.000 tra imprese, associazioni, Università e Ong. "In Italia gli aderenti sono oltre 200" afferma Frey docente di gestione delle imprese alla Scuola Superiore Sant'Anna di Pisa. Nella sua azione il Gcni trova terreno fertile in Italia che nel settore finanziario in particolare, da anni sta sviluppando i temi della responsabilità sociale di impresa.

La cultura della sostenibilità di impresa era promossa prima da un network che da un anno circa si è strutturato con la veste giuridica della Fondazione. "Il nostro obiettivo è che un'azienda faccia della sostenibilità l'elemento cardine del suo posizionamento strategico, ovvero nello svolgimento della sua attività caratteristica declini il tema della sostenibilità in tutte le possibilità". È un percorso lungo da affrontare e per gradi. "Ci muoviamo con gruppi di lavoro su più tavoli" spiega Frey. Uno è quello che punta a creare un sistema di pre qualifica dei fornitori dell'azienda secondo il decalogo Onu. "Il fornitore è sostenibile? Come lo misuro? Si tratta di un aspetto

importante che ha una forte ricaduta, in particolare per le piccole imprese" aggiunge il presidente del Gcni. Un'altra iniziativa in corso è il tavolo sull'anti corruzione per lo sviluppo di un rating di legalità che porterà alla firma di un protocollo anche con un'istituzione pubblica come l'Antitrust.

"Altro tema cruciale è la rendicontazione: come dimostro l'applicazione degli impegni presi?" Frey spiega che ci sono standard di riferimento internazionali che possono essere adottati e inoltre si stanno mettendo a punto indicatori nuovi su questi temi. Argomenti, questi ultimi, su cui si sta muovendo anche Bruxelles: "è in preparazione una nuova direttiva sull'obbligo di rendicontazione degli aspetti non finanziari da parte delle aziende". Proposta che nasce da un'iniziativa di un europarlamentare italiano e che "in Italia riguarderà alcune centinaia di imprese, non solo quotate". Nel percorso del Global Compact la crisi globale, ammette Frey, ha rappresentato un freno: "ha posto altre priorità ma la sostenibilità deve restare tra le prime: è anche attraverso l'impegno responsabile di tutti che si esce prima e meglio dalla crisi; si individua un percorso di uscita con un sistema nuovo e più equo".

BILANCI SOCIALI IN ITALIA I MIGLIORI

RICERCA KPMG SU OLTRE 4MILA IMPRESE NEL MONDO

LItalia è un punto di riferimento nel mondo per la qualità dei bilanci di sostenibilità delle imprese. A dirlo è l'ultimo rapporto di Kpmg sui bilanci di responsabilità sociale che esamina una platea molto vasta: 4.100 imprese in 41 paesi del mondo. Lo studio mette in luce innanzitutto la maggiore consapevolezza dell'importanza

dei rapporti di sostenibilità da parte delle imprese. Nell'area Asia-Pacifico, ad esempio tra il 2011 e il 2013 c'è stata una vera e propria impennata nella diffusione di rapporti di Cr: dal 49% al 71% del totale. Anche nelle Americhe c'è stato un balzo in avanti e l'area con il 76% delle imprese che offrono relazioni di Cr è davanti all'Europa, 73% e all'Asia-Pacifico con il 71 per cento.

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The background of the slide features a light blue gradient with a network of white lines and various gear icons in shades of blue and grey. Some gears are accompanied by circular arrows, suggesting a process or flow. The overall aesthetic is clean and professional, with a focus on mechanical and organizational themes.

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