Valore **D**

2020
projects for member companies

VALORE D

IS THE FIRST ASSOCIATION OF COMPANIES IN ITALY, TODAY BOASTING OVER 200 MEMBERS FOR A TOTAL OF MORE THAN 2 MILLION EMPLOYEES AND A COMBINED TURNOVER OF OVER €500 BILLION. FOR TEN YEARS, THE ASSOCIATION HAS BEEN COMMITTED TO BUILDING A PROFESSIONAL WORLD FREE OF DISCRIMINATION, ONE IN WHICH GENDER EQUALITY AND A CULTURE OF INCLUSION SUPPORT INNOVATION, PROGRESS AND THE GROWTH OF ORGANISATIONS AND ITALY ITSELF.

The topic of diversity and gender inclusion has become a fully-fledged part of companies' reporting and is now a key element in their sustainable business strategy.

The obligation to report information beyond strictly financial data in statements[1] serves to reinforce the importance of corporate responsibility towards the environment, people and society. Nowadays, investors and consumers require companies to have strategies that are sustainable over time, implemented consistently and communicated in a transparent manner.

Valore D supports companies by providing know-how and effective tools for a Diversity & Inclusion strategy, offering the opportunity for inter-company discussion thanks to the exchange of good practices - and constant dialogue among companies - through the community as part of a team effort that turns the association into a partner for institutions and a promoter of initiatives that drive the country's social and economic development.

1 This obligation was introduced by Italian Legislative Decree n. 254 of 2016, which in turn implemented European Directive 2014/95/EU on the reporting of non-financial and diversity information.

MEASURE TO IMPROVE

The goal for 2020 is to measure and fulfil the commitments to promote female talent within companies and in Italy: these commitments were made by companies in 2017 with the signing of the Valore D Manifesto for Female Employment.

With the support of Politecnico di Milano, Valore D has developed the Inclusion Impact Index®: an application that offers all companies, whether or not they are members, the chance to assess their organisation in terms of gender diversity in relation to four macro-areas: governance and the ability to attract, develop and promote female talent over time. Once the data has been entered, the application gives the company comprehensive, customised and illustrated mapping.

The indicators in each area are based on the international ESG sustainability standards (GRI: Global Reporting Initiative), so the company can use the report of the results obtained to complete the non-financial information within its annual reporting. Each company can also compare its position with the aggregated data of companies in the same sector and/or of the same size and can build scenarios with customised parameters.

INCLUSION IMPACT INDEX

Over the following pages, we have included an icon with each activity that refers to one or more of the four areas that make up the Inclusion Impact Index®.

GOVERNANCE

This area monitors a company's ability to help women grow within the company, creating a pipeline of talent all the way up to senior management, through 19 indicators

ATTRACTIVENESS

This area monitors a company's ability to attract female talents and to convey its values and plans relating to the issues of diversity and inclusion, using 39 indicators

DEVELOPMENT

This area monitors a company's ability to promote existing female talents within the company by defining customised growth pathways to support merit and talent

RETENTION

This area monitors a company's ability to promote female talents with an integrated and ongoing approach throughout women's entire professional lives

ACTIVITIES FOR MEMBERS

	STANDARD	SUPPORTERS
TRAINING SESSIONS		
4 TOPICS	**10** participants max 1 per session	**20** participants max 2 per session
PATHS		
YOUNG TALENT **MIDDLE MANAGER** **DIGITAL ACADEMY *** **SENIOR SMART MANAGER**	**3** participants 1 per path companies can choose 3 of the 4 paths	**4** participants 1 per path
C-LEVEL SCHOOL	-	**1** participant
MENTORSHIP		
DPLUS	- -	**1** mentor **1** mentee
POWER	**1** mentor **1** mentee	**1** mentor **1** mentee
WEFLY **	- -	**1** mentor **1** mentee
SHARING LAB		
6 THEMES	**3** participants in total 1 per each topic	**3** participants in total 1 per each topic
VALORE D COMMUNITY	✓	✓
E-LEARNING	✓	✓

*SUPPORTERS - 1 seat
STANDARD - until full capacity

**TO BE CONFIRMED

TRAINING SESSIONS

Open days for women and men of member companies to encourage the development of inclusive leadership.
To facilitate networking between companies, each session is intended for a maximum of 40 participants.

THE LANGUAGE OF INCLUSION

TO REFLECT ON UNCONSCIOUS STEREOTYPES IN LANGUAGE
TO LEARN THE PRINCIPLES AND TOOLS OF MORE INCLUSIVE LANGUAGE

Language plays a central role in activating our thoughts and our cognitive processes.
But to what extent are we really aware of how we use it?
This training session is open to all roles and professions and is an initial introduction to a more inclusive use of everyday language in formal and informal work contexts and in all its forms: written, spoken, visual and non-verbal.

ATTRACTIVENESS
DEVELOPMENT
RETENTION

TARGET The entire company
TRAINING SESSION IN ITALIAN

TRAINING SESSION

TRUST YOURSELF

TO UNDERSTAND THE UNDERLYING ELEMENTS OF SELF-CONFIDENCE
TO ANALYSE THE RELATIONSHIP BETWEEN SELF-CONFIDENCE AND A PROPENSITY
FOR RISK IN A PROFESSIONAL CONTEXT
TO ACQUIRE USEFUL TOOLS FOR SELF-CONFIDENCE

In a world that is constantly changing, we need to continuously learn new ways of behaving in order to respond to this complexity, making decisions that are often not obvious.
Self-confidence therefore becomes the driver or the constraint on our potential and our ability to value the potential of others.

DEVELOPMENT

TARGET The entire company
TRAINING SESSION IN ITALIAN

TRAINING SESSION
MANAGING THE D FACTOR

TO LEARN HOW TO COLLABORATE WITHIN DIVERSE AND INTERNATIONAL TEAMS
TO ACQUIRE INCLUSIVE LANGUAGE AND BEHAVIOURS WITHIN A CULTURALLY DIVERSE TEAM

The effectiveness of international teams is a major challenge in increasingly global situations and businesses. During this training session, participants will learn about the D Factors that allow value and innovation to be created through diversity and inclusion, using dynamic, interactive and experiential learning methods.

DEVELOPMENT
RETENTION

TARGET The entire company
TRAINING SESSION IN ENGLISH

TRAINING SESSION
(new) # PERSUADE AND INSPIRE

TO BE AWARE AND TO VALUE ONE'S OWN RESOURCES AND THOSE OF OTHERS
TO ESTABLISH CONVERSATIONS AND RELATIONSHIPS BASED ON TRUST
TO BUILD MESSAGES THAT INSPIRE OTHERS IN BOTH THEIR CONTENT AND FORM
TO THINK OF ONESELF STRATEGICALLY WITHIN THE ORGANISATION

Being a leader means knowing how to guide others, regardless of one's role and organisational level, but people must want to follow us.
How do we make this happen? A clever combination of self-awareness and self-management, the ability to build solid relationships and effective communication skills. In this training session, the participants begin to define some fundamental elements to focus on each day to improve their ability to influence, engage and persuade.

DEVELOPMENT
RETENTION

TARGET The entire company
TRAINING SESSION IN ITALIAN

SHARING LAB

Inter-company workshops to promote the sharing of good practices, methodologies and tools. These sessions are aimed at women and men who work as line managers and HR managers for member companies.

SHARING LAB

(new) # GENDER AND SEXUAL HARASSMENT
IN WORKPLACES

**TO RAISE AWARENESS AND PREVENT SEXUAL AND GENDER
HARASSMENT IN WORKPLACES**

Using the document on sexual harassment in the workplace created by Valore D with Parks
– Liberi e Uguali as a starting point, the workshop helps companies share experiences and
good practices and define effective strategies together.

TARGET The entire company
SHARING LAB IN ITALIAN

SHARING LAB
HAPPINESS IN THE COMPANY

**TO IDENTIFY THE MOST USEFUL TOOLS FOR ORGANISATIONAL WELL-BEING
TO LEARN TO MANAGE HIGH-STRESS SITUATIONS BY CREATING ENGAGING AND
STIMULATING WORK ENVIRONMENTS**

Researches and studies increasingly show that there is a correlation between employee
happiness and company productivity. This workshop helps participants acquire the tools to
create peaceful and constructive work environments.

INCLUSION IMPACT INDEX
ATTRACTIVENESS
DEVELOPMENT
RETENTION

TARGET The entire company
SHARING LAB IN ITALIAN

SHARING LAB
(new) # GENERATIONS IN CONNECTION

**TO DEVELOP DIALOGUE BETWEEN THE DIFFERENT GENERATIONS WITHIN THE COMPANY
TO BUILD INTERGENERATIONAL BRIDGES AND SKILLS EXCHANGES**

Nowadays, as many as five generations work together in companies, all with very different
work values and communication styles, and collaboration is not always productive.
In this workshop, participants will study researches and good practices and acquire useful
tools to create an inclusive organisational setting where each generation can express its
talent and create value for the company.

INCLUSION IMPACT INDEX
RETENTION

TARGET The entire company
SHARING LAB IN ITALIAN

THE NEW ROLE OF HUMAN RESOURCES IN THE DIGITAL AGE

WHAT IS HR AGILITY?
The ability of those working in human resources to redesign their role to support business and respond to the new expectations of employees and changes in the world of work.

To further explore the topics of HR Agility, Valore D has organised three Sharing Labs, each one dedicated to a different phase of an individual's professional journey within the company.

SHARING LAB
(new) # HR AGILITY: FINDING AND ATTRACTING TALENT

**TO LEARN TO IDENTIFY THE SKILLS OF THE FUTURE AND ATTRACT NEW TALENTS
TO OPTIMISE ATTRACTION AND SOURCING CHANNELS THROUGH NEW WAYS OF APPLYING TECHNOLOGY**

This session is dedicated to learning how to recognise the "skills of the future" and how to develop new attraction and recruiting strategies using digital tools and platforms. Participants will look at practical case studies and guidelines which will be shared in order to reshape processes with a digital cut, with the aim of increasing attractiveness on the labour market (employer branding) and identifying and acquiring new professional skills at a faster pace.

ATTRACTIVENESS

TARGET HR Managers
SHARING LAB IN ITALIAN

SHARING LAB

(new) # HR AGILITY: DEVELOP AND SPREAD TALENT

TO PUT PEOPLE BACK AT THE CENTRE OF HUMAN RESOURCES MANAGEMENT
TO MAKE EMPLOYEES FEEL FULFILLED BY PROMOTING THE DIVERSITY OF THEIR TALENTS
TO SUPPORT THE DISSEMINATION OF THE SKILLS OF THE FUTURE WITHIN ORGANISATIONS

This session is dedicated to studying the employee journey. Through the sharing of good practices, the workshop explores new human resources policies focused on developing an individual's talent, building professional pathways and measuring the growth of individuals. Human-centred design tools and shared experiences of data-driven approaches in the management of HR processes will also be presented.

DEVELOPMENT

TARGET HR Managers
SHARING LAB IN ITALIAN

SHARING LAB

(new) # HR AGILITY: NEW ORGANISATIONS AND ENGAGEMENT SYSTEMS

TO CREATE WORK ENVIRONMENTS AND PROCESSES THAT ENCOURAGE EMPLOYEES TO EXPRESS THEIR TALENT
TO MANAGE THE BALANCE BETWEEN PHYSICAL AND VIRTUAL SPACE
TO IDENTIFY THE NEW RULES OF ENGAGEMENT THAT SUPPORT THE DEVELOPMENT OF TEAM PERFORMANCE

This session is dedicated to understanding how new work environments evolve and how these environments foster collaboration, the dissemination of the culture and the retention of today's managers. It will illustrate web-based performance management processes that facilitate the sharing of experiences, the verification of results and the management of feedback as part of a continuous learning approach.

RETENTION

TARGET HR Managers
SHARING LAB IN ITALIAN

PATHS

Classes which meet regularly for several lessons during the year with the aim of maximising the impact of the training on participants in order to promote the development of their skills, network and career path.

PATH IN ITALIAN
YOUNG TALENT

ATTRACTIVENESS

To promote an attitude of continuous learning and an entrepreneurial spirit among young women in the company

TARGET AUDIENCE

Young women between 24 and 28 years of age
With no more than 3 years of professional experience
Any position within the company

GOALS

To build self-awareness in an organisational context
To develop an entrepreneurial spirit and effective dialogue with different generations
To nurture careers, encourage cross-company networking and create a network of talented women

DURATION

3 days (in three months)

FIRST SESSION
SELF-PERCEPTION

Working on physical and emotional presence allows us to define a distinctive and effective communication style that is consistent with the company culture.

SECOND SESSION
THE ART OF LEARNING

Knowing how to interpret one's own skills and build development pathways as part of a lifelong learning approach is an asset for individuals and organisations. In this session, we will explore the resources that enable learning during the entire work cycle.

THIRD SESSION
AUTHENTIC RELATIONSHIPS IN THE DIGITAL AGE

In a highly digitised world, it is essential to know how to create the space to enhance interpersonal relationships, rediscovering the authenticity of those we work with and seeking out the distinctive characteristics of each generation as a source of inspiration and a driver for our own growth.

MIDDLE MANAGER

DEVELOPMENT
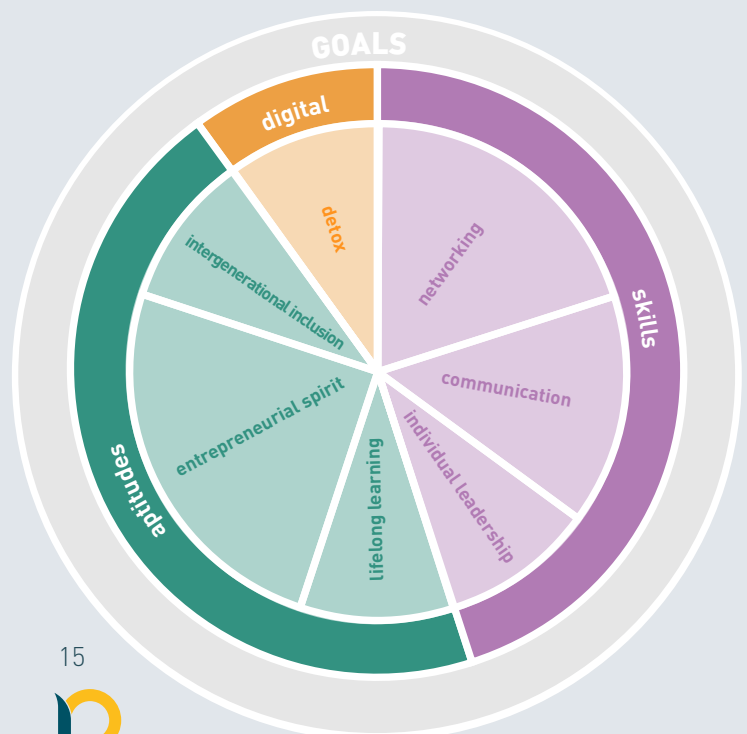
To accelerate the careers of female middle managers towards positions with greater responsibility

TARGET AUDIENCE

Women between 29 and 40 years of age
With a professional experience between 4 and 15 years
Level: Middle management
Responsibility for managing a team and/or a budget
Any position within the company

GOALS

To understand new business scenarios and become active agents of change
To strengthen confidence in oneself and one's skills and foster career progression
To encourage cross-company networking and create a network of talented women

DURATION

3 days (in three months)

FIRST SESSION
DIGITAL SCENARIOS

Digital is a cross-disciplinary approach in business management that requires the adoption of new methodologies and tools, but also the development of new skills to facilitate innovation processes.
In this session, participants will experience various digital technologies first-hand in order to understand how they work and try out using them.

SECOND SESSION
CREATING CONSENSUS WITH NEGOTIATION

Participants are given tools and techniques that can be applied immediately to make daily negotiations more effective, balancing empathy and assertiveness to generate value and interpersonal skills both inside and outside the organisation.

THIRD SESSION
ORGANISATIONAL LEADERSHIP

Acquiring tools to analyse formal and informal power in organisations and understand one's own behaviour patterns in relation to power.

PATH IN ITALIAN
DIGITAL ACADEMY

(new)

INCLUSION IMPACT INDEX — DEVELOPMENT
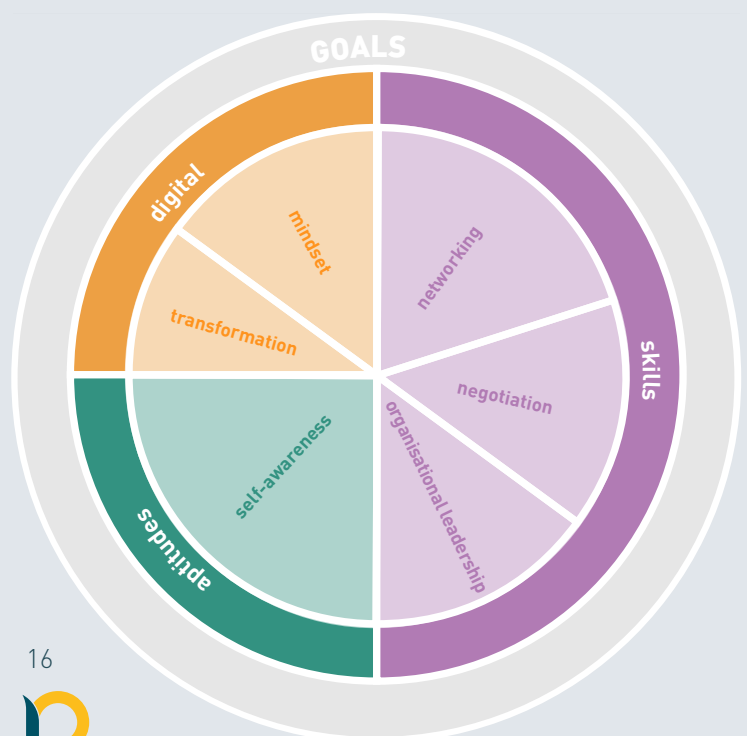
To help women in middle management
with new digital trends

TARGET AUDIENCE

Women between 29 and 40 years of age
With professional experience between 4 and 15 years
With basic knowledge of digital tools
Level: Middle management responsible for managing a team and/or budget
From corporate business roles

GOALS

To facilitate professional growth within the complexity of today's
organisations and promote an immediate understanding of new
digital trends
To tackle a new way of thinking, new ways of working and new
ways of measuring

DURATION

3 days (in three months)

FIRST SESSION – HALF DAY
NEW WAYS OF MEASURING

The traditional principles of Data
Analytics and Data Science, with
highlights on their business
implications in terms of creating
a value chain and strategic
objectives.

SECOND SESSION – HALF DAY
NEW WAYS OF THINKING

Principles and purposes of design
thinking, in order to distinguish
it from traditional approaches to
design.

THIRD SESSION – HALF DAY
NEW WAYS OF WORKING

Agile working and its principles,
with a focus on Scrum methods
in terms of project and process
management, highlighting the
differences with the Waterfall
model.
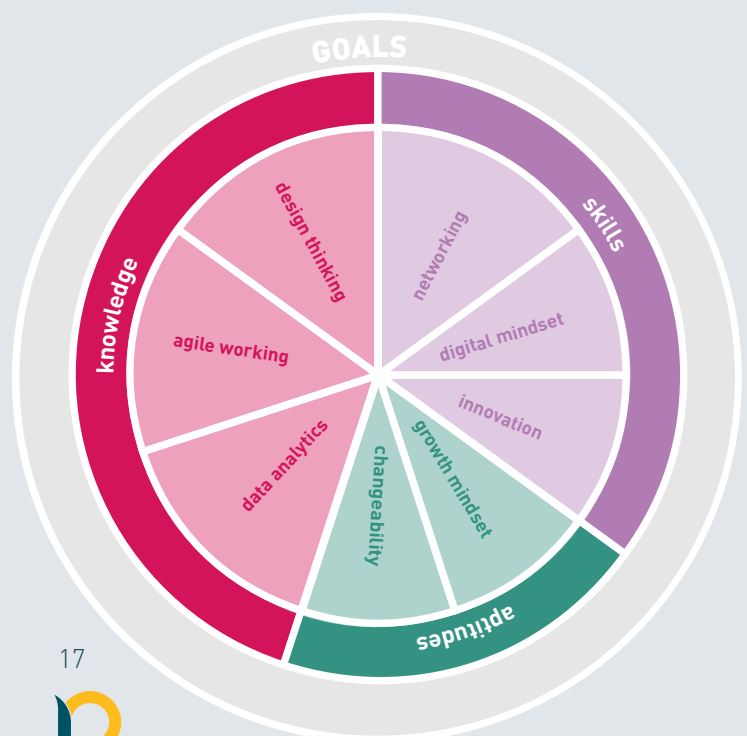
The Digital Academy course is organised in
collaboration with **Boston Consulting Group**.

GOALS

design thinking
networking
skills
knowledge
agile working
digital mindset
innovation
data analytics
changeability
growth mindset
aptitudes

SENIOR SMART MANAGER

(new)

GOVERNANCE
RETENTION

To support senior managers through the changes of the digital age.
Participants develop new methods for strategic thinking and new
tools for managing people and cross-disciplinary teams

TARGET AUDIENCE

Women and men over 35 years of age
With more than 10 years of professional experience
Level: Executives
Responsibility for managing a complex team, varied in terms of age,
gender and background, consisting of several organisational levels

GOALS

To understand the social, technological and market changes caused
by digital transformation
To share methodologies and new leadership models and to facilitate
change in contexts where the inclusion and promotion of diversity is
required

DURATION

2 days (in two months)

FIRST SESSION
NEW ORGANISATIONAL SCENARIOS

A practical key to understanding
current market scenarios and the
impacts of new technologies and
sustainability in organisations,
which are highlighting the need
to develop new cross-disciplinary
skills and leadership styles.

SECOND SESSION
BEING A SMART LEADER

Changeability as a key leadership
skill to facilitate innovation,
support collaboration through
functions and hierarchies, and
promote diversity.

PATH IN ITALIAN
C-LEVEL SCHOOL
RESERVED FOR SUPPORTER MEMBERS
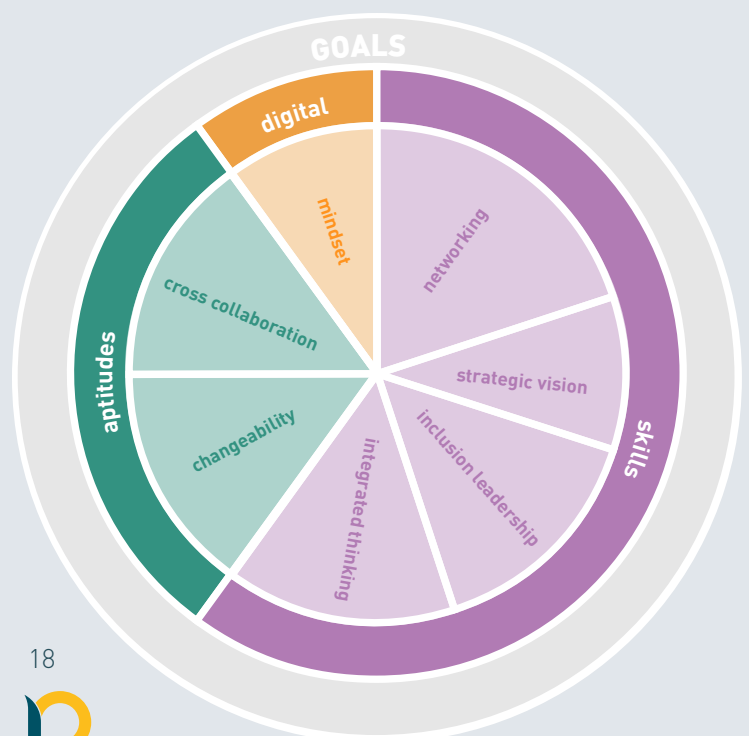
An exclusive pathway designed for women who hold C-Level positions, with the aim of strengthening cross-disciplinary skills and developing the relevant abilities to handle more complex roles

TARGET AUDIENCE

Executive women
Managers eligible for positions of wider responsibility in the following two years
Organisational level:
Directly under the CEO in the case of an Italian branch of an international group
Department directors or those who report directly to them in the case of international groups with headquarters in Italy
From senior managers to partners responsible for a team, department or function in consulting firms or professional firms
Functional level: managers with strategic and operational responsibility for a functional business area (sales, marketing, operations...), support (finance, legal...), or business unit

GOALS

To reinforce skills and enhance those necessary to take on complex roles, exploring cross-disciplinary content in more detail through training focused on technical skills, soft skills and key trends
To encourage networking through the creation of a network of women with significant potential

DURATION

6 days (in six months)

Given the high number of human resources participants in previous editions, applications from other departments will be preferred. Made up of talented executives, the class is formed based on the applications submitted by supporting members. Each application is evaluated by a committee made up of the partners involved in the project to ensure a balance of experience and background, thus guaranteeing maximum potential for the participants' learning and development.

The C-Level School course is held thanks to the contribution of **Egon Zehnder**, **Linklaters**, **London Stock Exchange**, and **McKinsey & Company**.
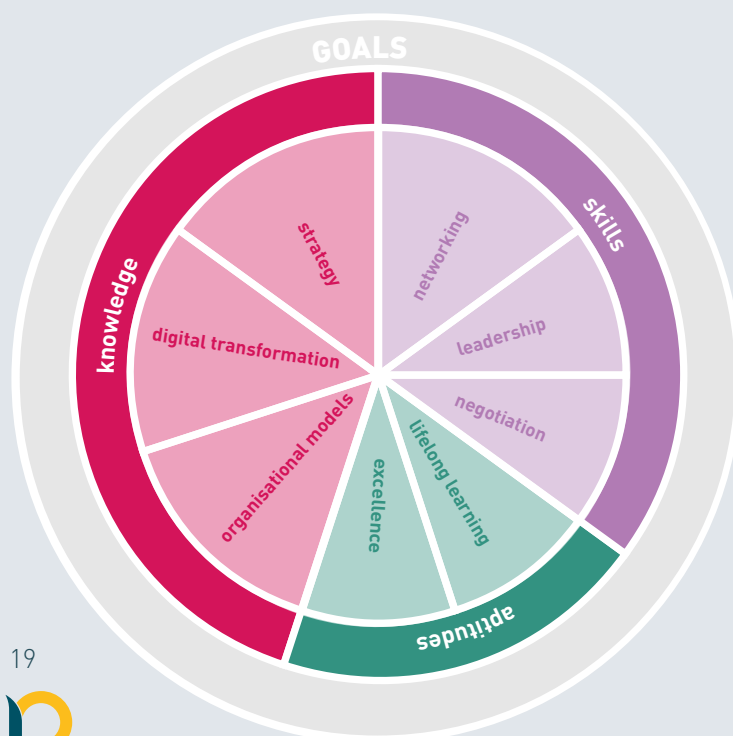
MENTORING

Cross-company mentoring courses lasting nine months. They include a monthly meeting arranged independently by the mentor and mentee. The pair will have the constant support of a dedicated coach for methodological insights and any critical issues. There are also group coaching sessions for the mentees and networking meetings between all mentors and mentees.

MENTORSHIP
DPLUS EXECUTIVE MENTORING
RESERVED FOR SUPPORTER MEMBERS

GOVERNANCE

WHO IS THE MENTEE? Female senior managers, executives

WHO IS THE MENTOR? C-Level men or women who report to the CEO or Executive Committee

MENTORSHIP IN ITALIAN

MENTORSHIP
POWER MANAGER MENTORING

DEVELOPMENT

WHO IS THE MENTEE? Female middle managers

WHO IS THE MENTOR? Male or female senior managers, executives

MENTORSHIP IN ITALIAN

MENTORSHIP powered by UniCredit
WEFLY YOUR CAREER TO THE NEXT LEVEL
RESERVED FOR SUPPORTER MEMBERS

DEVELOPMENT

International and cross-company mentoring program to encourage female middle managers to pursue an international career and support them in their professional career by helping them develop an international mindset. The seven-month program includes an initial training and networking meeting and a monthly session managed independently by the mentor and mentee through digital tools. The pair will have the constant support of a dedicated coach for methodological insights and any critical issues.

WHO IS THE MENTEE? Women between 30 and 45 years of age based at one of the company's Italian offices. Middle managers responsible for a budget and/or team. As part of the medium-term development plan, an international assignment and/or substantial interaction with international stakeholders is already planned

WHO IS THE MENTOR? Women or men based in one of the company's European offices outside Italy. If based in Italy, the mentor must have gained international experience in executive roles. Senior managers or CEO direct reports

MENTORSHIP IN ENGLISH

E-LEARNING

The e-learning module allows for continuous, immediate and engaging learning.
It allows training content to be disseminated throughout the company in digital format through proprietary e-learning platforms or the cloud. Each module is a short, high-impact multimedia course lasting around 30 minutes that discusses behavioural skills in a simple and rigorous way.

E-LEARNING
(new) **GENDER AND SEXUAL HARASSMENT**

Through the use of an interactive approach, this training module aims to raise awareness among a wider base of people within the company about what gender and sexual harassment are and behaviours that can prevent them from taking place.

E-LEARNING IN ITALIAN

E-LEARNING
(new) **UNCONSCIOUS BIAS**

This training module helps participants question and reflect on unconscious prejudices. Through an interactive approach, participants will "train" themselves so they are able to see, recognise and mitigate these prejudices.

E-LEARNING IN ITALIAN

WEBINARS
CATALYST

Thanks to our partnership with Catalyst, we offer a list of webinars covering D&I issues to our members on a monthly basis through a newsletter. Catalyst is a global non-profit organisation founded in 1962 that collaborates with companies to create inclusive work environments.

WEBINAR IN ENGLISH

VALORE D COMES TO YOU

Valore D carries out tailor-made projects with member companies to support them in the development of their organisational models through the shared planning and implementation of a diversity and inclusion strategy. Valuing diversity and inclusion has become a strategic business objective and a fundamental aspect of sustainable growth.
For an innovative organisation which is able to overcome implicit prejudices and generate a positive impact on business, improving competitiveness and financial results.

D&I Training events

training workshops for company employees on one or more topics

UNCONSCIOUS BIAS

Mental shortcuts which can take the form of stereotypes and prejudices and which we are all unconsciously subject to. This training aims to train people to see them, recognise them and be able to mitigate them.

NETWORKING

A powerful tool to expand the company's business. The aim of the workshop is to provide tools for structured and conscious networking, which can truly broaden the boundaries of our professional circumstances.

EMOTIONAL INTELLIGENCE

Empathy, management of emotions and relationships and the ability to recognise strengths and weaknesses in oneself and others are the main elements of emotional intelligence, a fundamental driver of personal and business success. The goal of this workshop is to learn how to develop it, building a corporate culture where emotions are an aspect of change and innovation.

AUTHENTIC LEADER

We will set out in search of our own authenticity: all the most recent leadership models have shown that this is the way to become credible and capable of responding to today's challenges, overcoming the barriers of diversity and unconscious prejudice.

BEYOND LIMITS

In this experiential workshop, each participant designs his or her own professional journey into the future. This starts with an analysis of the present: where are we today? How do we define the profile of the work we do? Have we achieved the goals we set ourselves at the beginning? To what extent? We then focus on the new challenges to be undertaken, highlighting differences and affirming each person's uniqueness.

THE LANGUAGE OF INCLUSION

This workshop is open to all roles and professions and is an initial introduction to a more inclusive use of everyday language in formal and informal work contexts and in all its forms: written, spoken, visual and non-verbal.

HAPPINESS IN COMPANIES

Is there a correlation between happiness at work and increased productivity for companies? The aim of the workshop is to develop tools to spread happiness in high-stress situations and create engaging and stimulating work environments.

GENDER AND SEXUAL HARASSMENT

Gender and sexual harassment in the workplace is still a widespread phenomenon, mainly linked to the exercise of power, but its profile remains very unclear. Learning to recognise it and understanding how to behave are fundamental in creating a culture of respect and inclusion.

The workshops can be integrated into broader development pathways that also include:
Meetings with **ROLE MODELS** from other companies for a cross-disciplinary comparison between sectors and skills
Presentations of **RESEARCH** and results achieved in terms of diversity and inclusion

D&I Tailor-made strategies

design and implement a tailored consultancy process developed across several planning phases

PROJECTS WITH A BROAD STRATEGIC IMPACT STRUCTURED ACROSS SEVERAL PHASES

A first phase consists in analysing the company's current development stage and people's needs through surveys and focus groups; a second phase in which we provide feedback, sharing other companies' best practices and designing practical actions. A third phase consists in activating the implementation plan.

MENTORING PROJECTS

To be implemented within companies to foster women's growth and generational dialogue. Valore D has involved over 1,000 people – mentors and mentees alike – in the DPLUS, POWER and GenerAzioni programmes. Thanks to the know-how gained, Valore D can provide organisations with experiences and knowledge as part of a positive cross-pollination approach.

VALORE D COMES TO YOU

SOCIAL INNOVATION

From a project for lower secondary school girls and boys (InspirinGirls) to one dedicated to women in business (the Manifesto for Female Employment) and one for women aiming to join corporate boards of directors (InTheBoardroom). Valore D's projects are practical action plans structured around the experience of our member companies. They aim to provide innovative solutions to specific intersectional issues concerning gender diversity and inclusion.

the**MANIFESTO**
on women's employment

The Manifesto is a nine-point policy document that defines practical tools in line with the indicators of Integrated Reporting (GRI standard). Companies can use this to enhance and include gender diversity internally.

In 2017, under the aegis of the G7 summit in Italy, the association officially presented the document in front of over 30 CEOs. Valore D thus offered its contribution to companies and the country on high-priority issues such as innovation and the impact of gender diversity on growth, development and sustainability.

On 11th September 2018, one year after it was signed, 30 CEOs and presidents from the signatory companies met again behind closed doors to review the results achieved in light of the Manifesto's nine points and to share the upcoming challenges to be tackled together. In the same year, Valore D launched an awareness campaign (#nopaygap) against the gender pay gap; this was sponsored by the foundation Pubblicità Progresso and helped to open up a public debate on the subject.

To date, over 120 companies have already signed, along with six employer associations: Unindustria, Confindustria Puglia, Confindustria Canavese, Confindustria Genova, Confindustria Venezia and Conflavoro PMI.

In 2020, we will organise another meeting for the CEOs who signed the Manifesto to discuss the effectiveness of the corporate policies implemented.

www.valored.it/i-progetti/il-manifesto

SOCIAL INNOVATION

Inspiringirls

Freeing secondary school girls from gender stereotypes today in order to turn them into fulfilled women capable of expressing their full potential tomorrow.
This is the crux of the international project InspirinGirls, which Valore D has brought to Italy.
Thanks to a partnership with **Eni**, **Intesa Sanpaolo** and **Snam**, we bring female role models whose passion lies in a wide variety of professions into secondary school classrooms. With their experience, they can broaden the horizons of girls and boys imagining their own future. Since the start of the project, we have met around 20,000 young people in over 300 schools and over 1,000 classes throughout Italy.

www.inspiring-girls.it

IN THE 4.0
BOARD
ROOM

Strengthening and consolidating skills – both technical and soft skills – in preparation for joining a board of directors and making a valuable contribution. This was the objective behind the creation of the InTheBoardroom project in 2012. This coincided with the introduction of the Golfo-Mosca law on gender quotas in Italy. Over the last few years, 293 women have been trained, with over half of them later being promoted or appointed as board members. Valore D has now created a new edition of the course: InTheBoardroom 4.0, supported by project partners **Egon Zehnder**, **General Electric**, **Linklaters** and **London Stock Exchange Group**. The executive course aims to appoint into boards of directors women who are trained not only in terms of governance issues, but also in terms of sustainability, digital transformation and technological innovation.

SMART BOARDS is the first observatory in Italy on the composition of boards of directors, conceived by Valore D and the committee of InTheBoardroom alumnae in collaboration with Borsa Italiana (the Italian Stock Exchange) and with scientific contributions from the Management Engineering Department of Politecnico di Milano. Created to monitor the structure of corporate boards of directors not only in terms of gender diversity, but also in terms of age, experience and qualifications, the project has come up with five necessary characteristics in order to make a board increasingly efficient, i.e. "smart". The acronym SMART stands for sustainability,
meritocracy, agility, responsibility and technology.
The observatory organises an annual conference in the Italian Stock Exchange, and in 2020 the work will focus on cultural, national and international change and on the repercussions this has had in the past on the composition of boards of directors and the participation of women and younger professionals.

www.intheboardroom.it

RESEARCH CENTRE

A reference hub for issues of diversity and gender inclusion thanks to the following activities:
monitoring sources and content relating to D&I both in Italy and abroad, provided through all Valore D's communication channels;
planning and promoting research in collaboration with leading Italian universities and institutes;
managing and developing the Inclusion Impact Index® and processing the aggegated results.

**CULTURAL DIVERSITY
IN COMPANIES**

Following research projects focused on gender diversity[1] and generational diversity[2], we will carry out a research on cultural diversity: "Intercultural Viability" in collaboration with IDRInstitute (Intercultural Development Research Institute) and TCO International, represented by Milton Bennett[3] and David Trickey[4].
Organisations that know how to value their collaborators' cultural diversity are more likely to encourage innovative thinking, develop inclusive leadership, build higher levels of employee engagement, anticipate and respond to a rapidly changing environment, and attract, maintain and develop talents.

**GENDER DIVERSITY
IN ITALIAN SMES**

The objective of this research is to use a specific method to analyse how small and medium enterprises deal with the issue of gender diversity internally. Is it a problem or an opportunity for these companies? How many of them think that diversity is a strategic issue that can have an impact on business and bring about innovation? Are these companies ready to accept and promote diversity?

In collaboration with Willis Research Network (WRN) of Willis Towers Watson

1 Diversity Maturity - 2016, Cambi di rotta - 2016, Storia di Valore - 2017, Welfare Manager - 2017, Women at the Top - 2017, InspiringGirls - 2017/2018, Smart Boards - 2016/2017/2018
2 Talenti senza età - 2017/2018, Generazione Z: un nuovo approccio al mondo del lavoro - 2019
3 Milton Bennett is the founding director of the Intercultural Development Research Institute (IDRInstitute, Portland (USA) and Milan), which sponsors innovative research in the field of intercultural communication, and founder and director of the Intercultural Communication Institute (ICI), a non-profit training institute that has been operating in Portland, Oregon (USA) since 1986. Milton has also been an adjunct professor at the University of Bicocca since 2002 and teaches communication classes
4 David Trickey manages TCO's Organisational Impact business unit in Turin, which offers training to multinationals on developing global agility. He contributes to certain Valore D courses

PROUD TO BE IN VALORE D

Valore D is an association with a wide-ranging approach: it offers development programmes for a managerial and inclusive culture, carries out social innovation projects, organises awareness-raising events and participates in institutional meetings.

But it's also much more!

By becoming part of Valore D, companies can benefit from an array of contacts and knowledge and enjoy the opportunity to interactively engage with other organisations to share tried and tested projects and good practices relating to diversity and inclusion, as well as communicating their initiatives and experiences through inter-company dialogue.

The online **VALORE D COMMUNITY** also allows users to discuss and exchange policies and best practices with a fast, agile approach.

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