



**PROJECTS
FOR MEMBER
COMPANIES**

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VALORE D NETWORK



VALORE D

is the first association of companies in Italy that for over ten years has been committed to building a professional world free of discrimination, where gender equality and a culture of inclusion support innovation, progress and growth in organisations and in our country. The association currently has over 200 members for a total of more than 2 million employees and a combined turnover of over €500 billion.

Valore D supports member companies by providing know-how and effective tools for a Diversity & Inclusion strategy, because companies with greater diversity are better equipped to deal with market challenges. Valore D also provides an opportunity for inter-company discussion thanks to the exchange of good practices and constant dialogue between members through the Community, in a team effort that makes Valore D a point of reference for institutions and a promoter of initiatives which drive the country's social and economic development.



Dear Members,

2020 has presented unprecedented challenges that tested everyone's resilience. To support member companies in a Covid-19 context, Valore D has continued providing its activities by reformulating them in a digital format, with proposals targeted at new organisational needs, conducting surveys, collecting best practices, discussing topics of interest in the Valore D Talks, and quickly adapting to the changing scenario.

This crisis has effectively offered the corporate world an opportunity to transform itself, and to learn how to recognize, reduce and eliminate the gender gap. This is the first step towards a culture that values all diversity, because it has become a recognised fact that a more inclusive company generates a positive impact on business and that balanced work environments respond better to changes. This is why **the objective for 2021 is measure to improve.**

The **Inclusion Impact Index®** represents a fundamental tool for this objective, since it maps corporate inclusion policies and it measures their effectiveness, in order to support companies in fulfilling the commitments undertaken in the **Manifesto for Female Employment**, at a time when the results achieved in gender equality are at risk.

Being a truly inclusive organisation, which knows how to value all diversity, is a path that requires commitment, knowledge and skills. A path that we want to embark with our member companies, most of which have been with us for some time, and as well with companies that are considering to strengthen their D&I policies with Valore D, fully aware that the results achieved together can contribute to the country's growth and drive change.

BARBARA FALCOMER
General Manager Valore D





With the support of the Politecnico di Milano, Valore D has developed the **Inclusion Impact Index**[®], a tool available to all companies, whether members or not, which assesses the organisation in terms of gender diversity, in direct relation to four macro-areas: governance, attractiveness, development and retention of female talent over time. Once the data has been entered, the application provides the company with 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 then use the report with the results obtained to complete the non-financial information in its annual reporting. Each company can also compare its position with the segment benchmark or market total and will have the option of building scenarios with customised parameters.





In the pages that follow, 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®**.

G O V E R N A N C E

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

A T T R A C T I V E N E S S

This area monitors a company's ability to attract young female talent and to convey its values and agenda relating to the issues of diversity and inclusion.

D E V E L O P M E N T

This area monitors a company's ability to promote existing female talent within the company itself, by defining tailor-made solutions to support growth through merit and talent.

R E T A I N M E N T

This area monitors a company's ability to promote female talent based on an integrated and consistent approach throughout a woman's professional career.

watch
the
video

click
here



MEMBERSHIP LEVELS

	JUNIOR	STANDARD	SUPPORTERS	AMBASSADORS
TRAINING SESSIONS				
4 TOPICS	10 participants max 1 per session	10 participants max 1 per session	20 participants max 2 per session	20 participants max 2 per session
SHARING LAB				
5 TOPICS	1	3 participants in total 1 per topic	3 participants in total 1 per topic	3 participants in total 1 per topic
MENTORSHIP				
DPLUS	1 mentee per tailor-made mentorship		1 mentor 1 mentee	2 mentors 2 mentees
POWER		1 mentor 1 mentee	1 mentor 1 mentee	2 mentors 2 mentees
COURSES				
YOUNG TALENT MIDDLE MANAGERS SENIOR SMART MANAGERS DIGITAL ACADEMY		3 participants 1 per course chosen from the 4 on offer	1 participant 1 participant 1 participant 1 participant	1 participant 1 participant 1 participant 1 participant
C-LEVEL SCHOOL			1 participant	2 participants
E-LEARNING	✓	✓	✓	✓
VALORE D TALK ACADEMY	✓	✓	✓	✓
IN-COMPANY EVENT				✓

VALORE D ACADEMY

DEVELOPMENT PROGRAMMES

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TRAINING SESSIONS

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VALORE D TALK ACADEMY



TRAINING SESSIONS

Open days for women and men from member companies to encourage the development of inclusive leadership.

All training sessions in 2021 will be provided online.



TRAINING SESSIONS

THE WORDS OF INCLUSION

Reflecting on unconscious stereotypes in language and acquiring the principles and tools of a more inclusive language

Language plays a key role in activating our thoughts and cognitive processes. But to what extent are we actually aware of how we use language?

This training session comprising theory and practical exercises is open to all professional functions and figures, and is an initial introduction to a more inclusive use of everyday language in work environments.

TARGET AUDIENCE

The entire company workforce



**ATTRACTIVENESS
DEVELOPMENT
RETAINMENT**

CONVINCE AND INSPIRE

To be heard and followed requires self-awareness, interest and curiosity towards others with an effective and targeted use of words and voice

Being a leader means knowing how to guide others, regardless of one's role and level in the organisation.

Which levers should be used to make this happen? A mix of awareness of the resources and one's own language and the language of others; attentive and genuinely curious listening; the ability to build a convincing message and to convey this by using the voice correctly. Participants will be invited to reflect and practise these aspects, in order to strengthen their ability to involve, convince and inspire.

TARGET AUDIENCE

The entire company workforce



**DEVELOPMENT
RETAINMENT**

TRAINING SESSIONS



LEARNING FROM MISTAKES

Mistakes can become a valuable source for continuous improvement and innovation for the entire organisation

Contexts with a high rate of uncertainty, like the one we are currently experiencing, require people and organisations to adopt an increasingly agile and adaptive approach. Keeping an open mind to experimentation becomes the most effective operational practice, not only to generate innovation, but also to respond quickly to high-impact unexpected circumstances. This training session will help participants understand that a healthy culture of mistakes is essential to foster growth in organisations by stimulating the capacity for continuous learning and the development of more inclusive work environments.

TARGET AUDIENCE

The entire company workforce



**DEVELOPMENT
RETAINMENT**



THE ENERGY FORMULA

If pressure cannot be avoided, then work needs to be done on the energy to deal with it

Pressure is inevitable and the extent cannot be controlled. When we feel we cannot manage, the pressure turn into stress impacting on the individual and the team. But we can learn to change our reaction, making it an important source of personal growth. Practising behaviours makes it possible to avoid most of the negative effects of pressure, leveraging “how we respond” and how we develop our ability to recover. During the session, based on awareness and practice, participants will work on the energy to deal with pressures so as to have a positive impact on individual and team effectiveness and wellbeing.

TARGET AUDIENCE

The entire company workforce



**ATTRACTIVENESS
DEVELOPMENT
RETAINMENT**

SHARING LAB

Inter-company work groups 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



MEASURE TO IMPROVE

To promote female employment in companies and in the country, it is necessary both to measure and to be measured: the Inclusion Impact Index® is based on this principle

In this work group, HR and sustainability managers will discuss the potential of this diagnostic tool and its use with the aim of developing internal dashboards, defining company KPIs and comparing themselves with the best in class in their sector. The work group will help identify areas for improvement in the indicators, starting from the Global Reporting Initiative Standards.

TARGET AUDIENCE

HR Managers and Sustainability Managers



GOVERNANCE
ATTRACTIVENESS
DEVELOPMENT
RETAINMENT



BEYOND DIVERSITIES: THE SKILLS THAT INCLUDE

To spread a truly inclusive culture in the company, it is necessary to start from the values that people share and that drive their behaviour

In this Sharing Lab, participants will explore the importance of values, skills and behaviour in developing a leadership style and inclusive culture. The Leadership Model is always the first reflection of a company's identity: by presenting best practices and studying a specific methodological approach, managerial skills that promote inclusive behaviour to build the Leadership Model. We will see how certain companies have driven changes in HR processes and evaluation systems by focusing on inclusion and harnessing diversity.

TARGET AUDIENCE

HR Managers



DEVELOPMENT

In conjunction with Key2people

SHARING LAB

HR AGILITY: FINDING AND ATTRACTING TALENT

WHAT IS HR AGILITY?

The ability of those working in human resources to redesign their role and activities 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 organises 3 Sharing Labs, each one dedicated to a different phase of an individual's professional journey within their company.

Designing new attraction and talent acquisition strategies
learning to identify the skills of the future and attracting new talent
optimising attraction and sourcing channels using new technology
applications

This session is dedicated to sharing the essential principles for creating attraction and recruiting strategies, according to the target and reference context. Guidelines and practical case studies will be shared in order to redesign processes, with the aim of improving the candidate's experience and increasing their attractiveness on the labour market (employer branding), and therefore identifying and acquiring new professional skills more quickly.

TARGET AUDIENCE
HR Managers



ATTRACTIVENESS

SHARING LAB

HR AGILITY: DEVELOPING AND DISSEMINATING TALENT

**Putting people back at the centre of human resources management
making employees feel fulfilled by promoting the diversity of their
talents
supporting the dissemination of the skills of the future within
organisations**

This session is dedicated to studying the most recent methods for developing individual talent, building professional paths and measuring individual growth. Human-centred design tools will be presented, aimed at redesigning the employee journey to create tailor-made development experiences in line with individual needs.

TARGET AUDIENCE
HR Managers



DEVELOPMENT



HR AGILITY: NEW ORGANISATIONS AND ENGAGEMENT SYSTEMS

**Creating work environments and processes that encourage
employees to express their talent
managing the balance between physical and virtual space
identifying 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, dissemination of the culture and retention of today's managers. The essential aspects of an agile and lean context needed to engage your corporate population will be outlined, including the support tools to encourage the creation of an agile mindset.

TARGET AUDIENCE
HR Managers



RETAINMENT

MENTORSHIP

Courses in **cross-company mentoring** programmes, lasting over about 9 months, involveing a Mentor, a Mentee and a facilitator who will support the pair during the programme course.

Mentoring is a tool for fostering and engaging people, increasing their level of motivation and sense of belonging and commitment to the organisation. Mentoring generates a comparison to broaden the paradigm and spectrum of possible solutions that can be found.



MENTORSHIP

DPLUS EXECUTIVE MENTORING

Mentoring course designed for Top Management. The course, which lasts around 9 months, includes an independently managed monthly meeting between the Mentor and Mentee. The pair will have the constant support of a dedicated facilitator for methodological insights and any critical issues. There will also be group coaching sessions for participants and round tables to present experiences on innovative topics of specific interest.

WHO IS THE MENTEE?

Female senior managers, executives

WHO IS THE MENTOR?

C-Level **women and men**, reporting to the CEO or executive committee



DEVELOPMENT

POWER MANAGER MENTORING

Mentoring course designed for female and male middle managers. The course, lasting about 9 months, includes a monthly meeting between the Mentor and Mentee and group coaching sessions to overcome any critical issues, as well as round tables to present experiences on innovative topics of specific interest.

WHO IS THE MENTEE?

Female and male middle managers, managers

WHO IS THE MENTOR?

Female and male senior managers, executives

HOW IS THE PAIR CHOSEN?

Female Mentee - male or female Mentor
Male Mentee - female Mentor



GOVERNANCE

COURSES

Training modules held throughout the year based on **multiple classroom sessions**, with the aim of maximising the effectiveness of learning and encouraging the development of participants' skills and network.



COURSES

YOUNG TALENT



ATTRACTIVENESS
DEVELOPMENT

Encouraging self-awareness and self-knowledge in men and women during the early stages of their professional growth, to foster relationships with others and within the organisational system, as leverage for an inclusive approach

TARGET AUDIENCE

- Women and men between 26 and 32
- With 3 to 6 years of professional experience
- From any position within the company

GOALS

- Build self-awareness, starting by identifying your values and motivational levers
- Develop the foundations for your own leadership style that balances caring (empathy, inclusion and listening) with daring (creativity, positive challenge and innovation)
- Learn to navigate the organisational system by recognising stakeholders, mentors and sponsors and developing a communication style and an appropriate influencing approach

DURATION 3 days in 3 months and remote peer-to-peer learning activities

FIRST SESSION

MANAGING YOURSELF

Identifying your values, what drives your professional future, the sources of your energy and motivation. Learning how to give and receive trust and your perception of conflict.

SECOND SESSION

MANAGING RELATIONS WITH OTHERS

Identifying and communicating your leadership vision; understanding the meaning of caring and daring in relationships, understanding how to give and receive feedback effectively and manage any conflicts.

THIRD SESSION

MANAGING THE ORGANISATIONAL SYSTEM

Identifying your own and others' influencing style, managing the relationship with stakeholders, understanding the role of mentor and sponsor, keeping your organisational radar active to develop the ability to guide relationships.



Remote peer-to-peer learning activities will be available during the intervals between sessions.

COURSES

MIDDLE MANAGERS



DEVELOPMENT
RETAINMENT

Accelerating the careers of female middle managers towards positions with increased responsibility

TARGET AUDIENCE

- Women between 33 and 43
- With between 7 and 15 years of professional experience
- Level: Middle management
- With team/budget responsibilities
- From any position within the company

GOALS

- Focus on goals and acquire basic tools for solid career development, mature professionalism and a broader self-awareness

DURATION 3 days and remote peer-to-peer learning activities

FIRST SESSION

MERIT AND POWER: CAREER BETWEEN SKILLS AND STRATEGY

Reflections and strategies to foster the merit and effective skills of yourself and others, in sync with the organisational context, learning to recognise the rules of the game and knowing how to improve them, when necessary.

SECOND SESSION

"MY" LEADERSHIP

Knowing the elements of effective and authentic leadership, discovering the characteristics of your personal "power" and personal style, to implement unique, charismatic leadership in sync with yourself.

THIRD SESSION

PERSONAL IMPACT AND BALANCE IN ROLES

Knowing how to interpret the different aspects of your role, being at ease with your body, knowing how to use your voice in different contexts to improve impact and authority and effectively engage stakeholders.



Remote peer-to-peer learning activities will be available during the intervals between sessions

SENIOR SMART MANAGERS



Supporting senior managers in successfully dealing with the changes and challenges in the current context

Developing new strategic thinking methods needed to manage crisis and highly complex situations, adopting a sustainable growth mindset for the organisation and team

TARGET AUDIENCE

- Women and men over 35
- With more than 10 years of professional experience
- Level: Executive
- With responsibility for managing a complex team, comprising diverse ages, genders and backgrounds and multiple organisational levels

GOALS

- Understand the social, technological, market and context changes caused by the effects of Covid-19 and the current revised expectations of stakeholders
- Facilitate change in environments requiring the ability to include and enhance diversity and share methods and leadership models appropriate to managing the new complexities

DURATION 2 days in 2 months

FIRST SESSION

NEW ORGANISATIONAL SCENARIOS

Provides a practical key to understanding current complex scenarios due to Covid-19 and the new normal, with a critical look at the need for an integrated approach in organisations.

SECOND SESSION

BEING A SMART LEADER

An understanding of how smart and agile leadership is a key skill for leaders in order to facilitate innovation, promote cooperation across functions and hierarchies, promote diversity and sustainable transformation.

DIGITAL ACADEMY



For the non digital-skilled

Increasing knowledge on the main digital trends among female middle management

TARGET AUDIENCE

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

GOALS

- Facilitate professional growth within the complexity of today's organisations
- Promote an immediate understanding of new digital trends
- Deal with new ways of thinking, new ways of working and new ways of measuring

DURATION 3 days in 3 months and remote activities

FIRST SESSION

NEW WAYS OF MEASURING

The traditional principles of Data Analytics and Data Science are presented, highlighting their business implications in terms of creating a value chain and strategic objectives.

SECOND SESSION

NEW WAYS OF THINKING

The principles and purposes of design thinking are outlined, distinguishing it from traditional approaches to design.

THIRD SESSION

NEW WAYS OF WORKING

Introduction to 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.

C-LEVEL SCHOOL



An exclusive pathway designed for women who hold C-Level positions, with the aim of strengthening cross-disciplinary skills and developing the relevant skills to cover more complex roles

GOALS

- Reinforce skills and strengthen those needed to encourage growth towards senior management positions
- Consolidate transversal knowledge with a course based on three main pillars:
 - Changes in the market
 - Changes in organisations
 - Changes in people
- Encourage networking by creating a network of women with significant potential

DURATION 6 days in 6 months

Each candidate 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 participants' learning and development.

Given the high number of human resources participants in previous editions, applications from other departments will be preferred.

TARGET AUDIENCE

- Executive women
- Managers eligible for positions with broader responsibilities over the next two years
- Organisational level:
 - For an Italian branch of an international group: reporting directly to the CEO
 - For international groups with headquarters in Italy: department heads or those reporting directly to them
 - For consulting companies or professional firms: from senior managers to partners responsible for a team, department or function
- Functional level:
 - Managers with strategic and operational responsibility for a functional business area (e.g. sales, marketing, operations, etc.), support (e.g. finance, legal, etc.), or business unit

E-LEARNING

The e-learning module allows for continuous, immediate and engaging learning. It allows training content to be **disseminated digitally throughout the company** using proprietary e-learning platforms or the cloud. Each module has a high learning impact and deals with behavioural skills in a simple and comprehensive manner.

The course lasts between 30 to 60 minutes, depending on how complex the subject matter is.

[click here](#)



E-LEARNING

GENDER HARASSMENT IN THE WORKPLACE

A course with a rich amount of information, based on the need to clarify and raise awareness among people and organisations on the complex phenomenon of gender and sexual harassment in the workplace, and the visible and invisible repercussions.

TARGET AUDIENCE
The entire company workforce



DEVELOPMENT



UNCONSCIOUS BIAS

This course helps participants question and reflect on unconscious prejudices which hinder the emergence of talent in organisations. Participants will "train" themselves to see, recognise and mitigate these prejudices.

TARGET AUDIENCE
The entire company workforce



RETAINMENT

VALORE D TALK ACADEMY

Following the success of the **Valore D Talks**, a cycle of events is offered exclusively to member companies over the course of the year. The purpose is to encourage discussion, an exchange and reflection on the most current issues concerning Diversity & Inclusion.

The events are scheduled in approximately 90-minute slots.



VALORE D TALK ACADEMY



The topics covered by the Valore D Talk Academy refer to the world of language and multiple expressions of inclusive leadership. The schedule includes modules involving subject-specific experts dealing with the essentials of the proposed topics in a very practical and easy-to-follow format.

The final calendar with all the events will be presented during the year.

TARGET AUDIENCE

The entire company workforce

GOALS

To offer opportunities raising awareness and inspiration on D&I content that is easily applicable in your professional and personal environment

DURATION

Approximately 90-minute online webinars, from February to December



GOVERNANCE
ATTRACTIVENESS
DEVELOPMENT
RETAINMENT



In conjunction with Hermes Consulting, Parole O_Stili and We+Network

ADVISORY

Valore D supports companies in creating an inclusive and balanced environment: designing **tailor-made projects** to support companies in changing their organisational models over time, through the shared planning and implementation of an **effective customised diversity and inclusion strategy**, perfectly calibrated according to each company's circumstances.

Tailor-made consulting projects are developed over several phases with the aim of influencing changes in the corporate culture and monitoring their progress: Valore D analyses and examines the starting point together with the company, helping to identify unconscious stereotypes, drawing up a detailed strategic plan to foster differences, female talent and alternative and inclusive leadership models, which are all essential to promoting innovation and improving corporate wellbeing.

Get in touch with your contact person at Valore D if you are interested in initiating an Advisory project.



RESEARCH CENTRE

The Research Centre comprises an **observatory on Italian and international scientific research** aimed at drafting documents, communication material and data analysis to support members, institutions and media activities.

IT serves as a reference hub on issues of diversity and inclusion, supporting members with the following activities:

- managing and developing the Inclusion Impact Index[®] and processing the results:
the Research Centre provides benchmarking analyses and offers consulting to member companies on measuring and monitoring D&I policies
- collecting and cataloguing best practices referring to the main issues related to diversity and inclusion
- conducting surveys on specific topics directed at member companies
- planning and promoting research in collaboration with universities and research institutes

SOCIAL INNOVATION

Valore D projects are **practical action plans** structured around the experience of our member companies. They aim to provide innovative solutions to specific intersectional issues concerning diversity and inclusion.

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 wanting to join boards of directors (InTheBoardroom).



SOCIAL INNOVATION



Il futuro come lo vuoi.

Freeing lower secondary school girls from gender stereotypes today 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 the partnership with Eni, Intesa Sanpaolo and Snam, girls and boys at lower secondary school level meet female role models who are passionately committed to the most diverse professional roles, because their experience can broaden young people's horizons in imagining their own future.

Since the start of the project, 900 role models have met around 30,000 young people in over 350 schools and 1,100 classes throughout Italy. The Video Hub is also operational, providing a free online platform that allows girls from all over the world to access video interviews with the role models.

[click
here](#)



SOCIAL INNOVATION

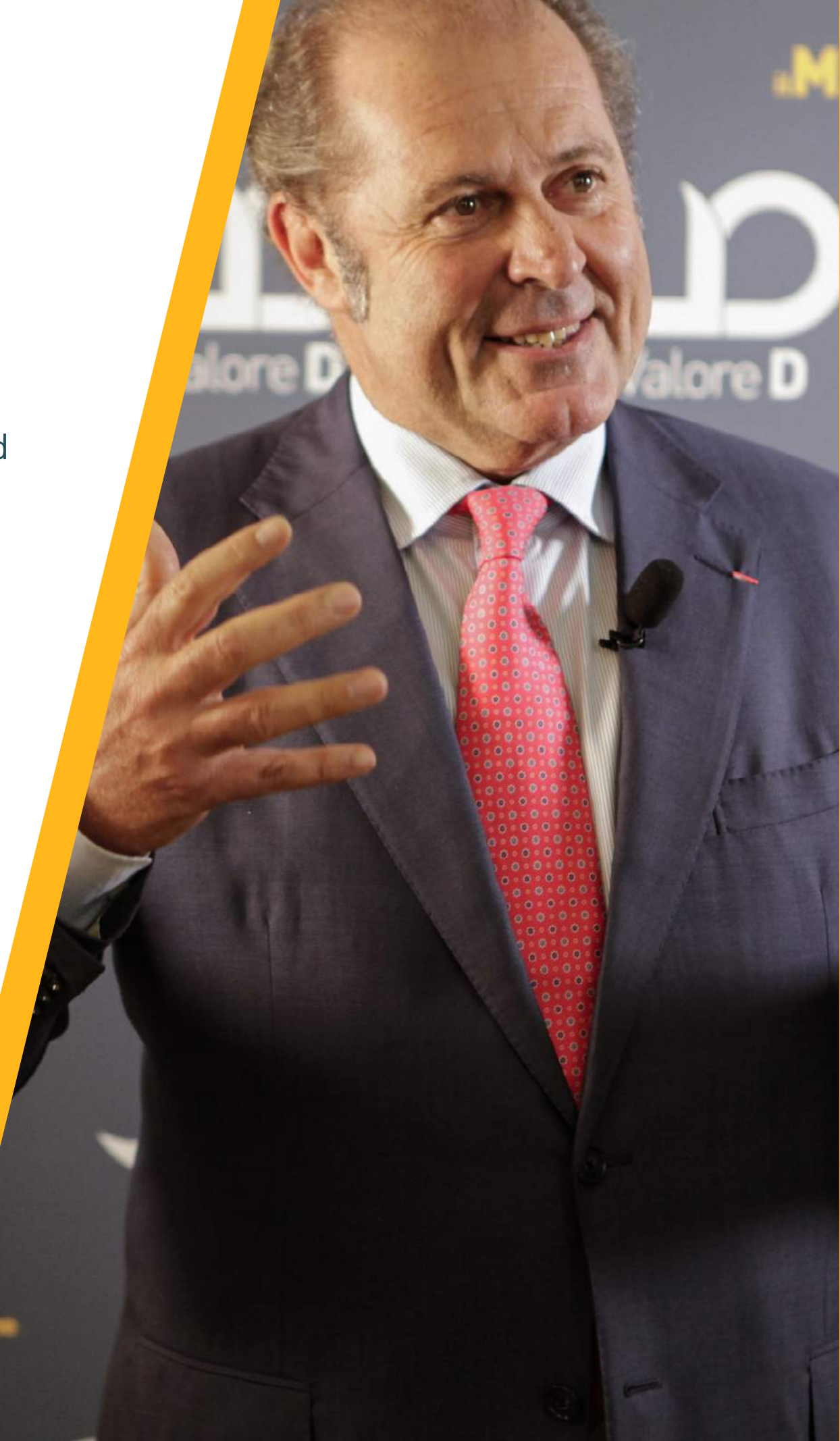
il **MANIFESTO** per l'occupazione femminile

The Manifesto is a nine-point policy document that defines practical tools in line with Integrated Reporting indicators (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 to 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. One of the points of the Manifesto refers to the gender pay gap: to fight this issue, Valore D launched an awareness campaign (#nopaygap), sponsored by the foundation Pubblicità Progresso and which helped open up a public debate on the subject.

To date, over 120 companies have already signed the Manifesto for Female Employment, along with 6 employer associations: Unindustria, Confindustria Puglia, Confindustria Canavese, Confindustria Genova, Confindustria Venezia and Conflavoro PMI.

[click
here](#)



SOCIAL INNOVATION



Strengthening and consolidating 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. Up to now, 293 women have been trained, with over half promoted or appointed as board members. Valore D organises the course with the support of the historical partners of the Egon Zehnder project, General Electric and Linklaters, who were joined by the London Stock Exchange Group.

The executive course aims to bring women onto Boards of Directors who are trained not only on governance issues, but also on sustainability, digital transformation and technological innovation, as well as the risks and changes that organisations must deal with.

[click here](#)



VALORE D NETWORK

Valore D offers development programmes for an inclusive managerial and cultural ethos and carries out social innovation projects. But that's not all: it ensures member companies are heard in the most significant institutional contexts, where it promotes and disseminates innovative tools for managing D&I. Valore D organises exclusive events for its members, but also informative events that are available to the general public.

In addition, by becoming a member of Valore D, you also have access to the online **Community**, a **virtual space for dialogue and sharing** good practices and discussion on diversity and inclusion-related initiatives, within a network sharing the same values.

The Community provides an opportunity to relate interactively and productively with other member companies, quickly and flexibly tapping in to a network of contacts and knowledge.

MEMBER COMPANIES

SUPPORTERS



MEMBER COMPANIES

SUPPORTERS



MEMBER COMPANIES

STANDARD



MEMBER COMPANIES

STANDARD



EgonZehnder



FINCANTIERI



GUCCI



MARS



Medtronic



Moët Hennessy ITALIA



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STANDARD



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OR WRITE TO

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