Since the very start of the Global Compact initiative, Italy has ventured on new and innovative paths concerning CSR, developing a credible network of GC adherent enterprises and industrial districts.

Within the context of the current exit strategy from the economic and financial crisis, CSR has undergone a qualitative leap, becoming an essential pillar for an efficient global governance aiming at a new era of sustainable economic development. This political vision has been authoritatively stated, inter alia, by the conclusions and recommendations of some of the most prominent diplomatic fora: the Aquila G-8 and the Pittsburgh G-20 Summits with their follow-up; the European Commission with its Communication “Europe 2020: a strategy for smart, sustainable and inclusive growth”, approved on March 3rd 2010; the OECD with its “Declaration on Propriety, Integrity and Transparency in the conduct of international business and finance” adopted by the Council Meeting at Ministerial Level chaired by Italy, on May 28th 2010.

Nowadays the International Community feels in a more compelling way the need to develop new world governance rules: they are going to develop themselves taking into account for the first time in contemporary history both the spatial and temporal dimensions.

The Global Compact Leaders Summit will be a paramount actor for providing further momentum towards a higher place for CSR priorities within the public and private sectors agenda all over the world.

During the last decade, Italy has nurtured several GC best practices, to some extent summarized in this booklet. Most of them are rooted in the plurisecular tradition of entrepreneurial social responsibility which, since the middle ages, has been characterizing the life of its industrial district, so deeply interrelated with their surrounding territorial stakeholders.

We are also able to offer original models of social responsibility focused on SMEs, which can substantially help in raising the economic sustainability of the new industrial tissues coming to life in developing countries. Having hosted -last Autumn- at the FAO headquarters the World Nutrition Conference, Italy has recently defined through its National Institute for Agriculture a set of CSR guidelines aimed to the agro business’ SMEs.

The Italian credit and financial institutions have, on their account, quickly perceived the need to develop new CSR tools for their business and private customers. More in detail, they are at present encouraging an adequate consideration in their management practices of the following issues:

a) the management of environmental risks;
b) the financial literacy for marginalized people;
c) the bankarization of migrant’s remittances;
d) the social commitments with territorial communities, industrial districts and networks;
e) the support to the third sector;
f) the sustainable business initiatives;
g) the microfinance projects favouring the birth of new SME’s;
h) the strengthening of a financial culture prone to be socially accountable. In this perspective they have adopted special
initiatives to improve: market transparency; financial education; exchange of information/consultation between themselves and their stakeholders.

New growing links between Corporate Governance and CSR are coming to the forefront of the Italian industrial scene. Managers are becoming more and more responsible not only to their shareholders, but also to wider networks of stakeholders. As a consequence, many enterprises are structuring their governing board so to include various groups of stakeholders elected by ad hoc assemblies.

It is a complex effort whereby the stakeholders are starting to positively contribute to a sustainable corporate strategy and the enterprises can adopt credible pledges tied to new validation and certification systems.

This new joint focus on Corporate Governance and CSR is growingly linked in Italy to the international delocalization of enterprises and to the development of new international economic alliances and networks. It is helping to better prevent the destabilizing risks of enterprises characterized by socially irresponsible patterns of conduct.

The plurisecular Italian experience with CSR has two very meaningful political teachings for the “2010 Global Compact Leaders Summit”:
- CSR is not to be implemented in a “one size fits all” perspective. It needs to be careful to respect the different cultural, social and religious environments which enrichen human creativity: the most important resource for setting the foundations for the new era of sustainable world development I mentioned at the beginning of this preface;
- we need to avoid the risk that CSR (and the implementation of the GC Principles) becomes nothing more than “another item to be sold”: the current generous efforts, to avoid this pitfall, made by the Head of Global Compact Office, Mr. Georg Kell, are really to be praised.
The Global Compact Local Network Italy (GCLN) is an established network. It was launched in 2001 to promote the UN Global Compact (UNGC) and its principles within the Italian context. The Network unites a wide range of companies and organizations committed to the principles of responsible corporate citizenship. Until now, all the Italian companies and organizations became part of the GCLN Italy simply by joining the UN Global Compact. Italian multinational subsidiaries already adherent to the UN Global Compact at a corporate level, as well as micro-enterprises (companies with less than ten employees), can nevertheless join the GCLN Italy upon request. Due to the steady increase of Italian UN Global Compact participants, the membership of the GCLN Italy has gradually grown during the last three years. The total number of participants in the Network is: 185, with 56 large companies, 64 small-and medium-sized businesses (SMEs) and 65 non-business organizations (source: www.unglobalcompact.org - May 2010). Actually what is most interesting is that 70% of the companies and organizations that participate in the GCLN Italy have become seriously engaged and have actively participated in the Network activities during the last three years. The GCLN Italy is currently represented by Marco Frey and FONDACA - Active Citizenship Foundation is the Network’s contact point. It is supported on a voluntary basis by a small number of companies and/or organizations.

The GCLN Italy mission is to ensure that the UN Global Compact has ever greater visibility, by receiving an increasing number of adhesions and can also be considered a mandatory instrument of substantial reform for the company’s and its stakeholders’ way of operating. Related to that second issues, its role is, indeed, to facilitate the progress of the companies (both local firms and subsidiaries of foreign corporations) engaged in the Compact with respect to the implementation of the ten principles, while also creating opportunities for multi-stakeholder engagement and collective actions in support of broader UN goals. Within this framework, the GCLN Italy, along with an intense coordination and support activity (ordinary activity), operates through specific programs and activities, on one hand, to contribute to the deepening of the knowledge of the ten principles, by discussing their possible interpretations and different ways of implementation within the specific context in which the Italian Global Compact signatories perform. It also works, on the other hand, to promote networking and experiences sharing opportunities among the Network participants with the aim of encouraging the participant’s cooperation within a multi-stakeholder partnership approach. Both of these two different, but tightly related fields, are showcased within this document. It can certainly be considered as a first attempt to showcase some of the most interesting experiences implemented by the Italian companies and organizations within the UN Global Compact framework. The practices have been selected following a double criterion. Some of them can be considered as real “best practices”: they are related to very innovative programs or activities carried out by companies and/or organizations in implementing the ten UN Global Compact principles or in support of broader UN goals. Some others, in line with the UN Global Compact approach, can be more correctly defined “on progress programs” such as programs and/or activities implemented by companies and organizations that are not characterized by an innovative approach but are still very interesting in a “learn from each other’s experiences” logic. They are indeed, simple but very effective programs and/or activities, which can be extremely interesting for new UN Global Compact participants and/or for the numerous SMEs that participate in the initiative.

Consistently with the multi-stakeholder composition of the Network, experiences implemented by different actors, in some cases also in cooperation, are showcased in this document: companies, civil society organizations, public authorities, etc. The document is opened by an article, which describes the Government efforts in laying the groundwork for the development of responsible policies and practices within the national territory, with a specific reference to the Public Administration Reform launched by the Minister Renato Brunetta on October 2009.

Introduction by Marco Frey Chairperson Global Compact Network Italy
A n ever-greater awareness of the need for public bodies to maintain standards of efficiency and correctness in respect of members of the public, society at large and towards other institutions, emphasizes the need for a public administration that is responsive, transparent and accountable, capable of providing quality services to the population and ensuring the broad participation of citizens in decision-making.

"An efficient, responsive, transparent and accountable public administration is, indeed, not only of paramount importance for the proper functioning of a nation; it is also one of the main vehicles through which the relationship between the State and civil society and the private sector is realized and the basic means through which government strategies to achieve the MDGs can be implemented" (UNDP, Public Administration Reform Practice Note).

It is moreover a necessary prerequisite to fight seriously against corruption. It is particularly true in Italy where the public sector accounts for about 20 per cent of Italy's payroll employment and whose interdependence with the private sector produces a decisive impact on the overall dynamism of the economy.

Within this framework, the Minister for Public Administration and Innovation has launched a process of renewal and modernization that embraces the whole civil service sector and the public administration. The reform objectives, in line with the Lisbon Strategy, rest upon three pillars:

1. Modernization of the Public Administration (PA);
2. Innovation and digitalisation within the PA and the Country;
3. Relationship between the PA, citizens and businesses.

It also has, on the other hand, decided to seriously deal with the corruption phenomenon with the establishment of the Anti-corruption and Transparency Service in Italy to allow the development of a systematic strategy for the prevention of all the different types of illicit behavior.

Modernization of the public administration
On October 9, 2009 the Government approved the legislative decree n. 150 implementing the Law n. 15 of March 4, 2009 on civil service reform and for the efficiency and transparency of public administration. The areas of the reform are:

- **Merit**: a reinforced selection mechanisms for economic and career incentives, with a view to rewarding the most worthy and skilled employees, encouraging commitment and deterring malpractices.
- **Assessment**: a performance assessment system that will help Public Administrations to reorganize their activities according to set targets and to an overall enhancement requirement. "Customer satisfaction", transparency and merit-rewarding will be the milestones of such a system.
- **Collective bargaining**: Collective bargaining provisions will be aligned with those regulating the private sector.
- **Management**: increased importance will be given to managers, who are now entrusted with concrete tools and who will be subject to, inter alia, economic sanctions in case of failure to comply with their obligations.
- **Discipline**: disciplinary proceedings have been simplified and a catalogue of particularly severe infractions leading to dismissal has been put in place.

Moreover, a legislative decree, n. 198/2009, establishes that, in case of inefficient provision of services, citizens and companies may take collective action against the relevant public administrations and public service providers to obtain an adequate provision of services. In order to provide citizens with a more "transparent" Public Administration, under the so-called "Transparency Operation", a number of data and figures will be disclosed, such as those on: absences, remuneration for consortia and companies in which the State has a shareholding, assignments for consultants and external freelancers, remunerated assignments to civil servants, secondments, leaves of absence and time off work related to elected public office, salaries, Curricula Vitae, e-mail addresses and contacts of managers and secretaries at municipal and provincial level.

Innovation and digitalization within PA and the Country
In line with the reforming and public sector modernising process...
launched by the Italian Government, a long-term strategic plan ("i2012 – Strategies for Innovation 2012") has been introduced with regard to two focal points: the public administration (e-government) and the economic and social sector (e-economy/e-society). In particular, the E-Government 2012 Plan follows orientations consistent with the Lisbon Strategy of the European Union. The Plan aims at promoting government innovation, spreading online services, and reinforcing the accessibility and transparency of the Public Administration, and thus bring it closer to the needs of citizens and businesses. The following priorities have been set out:

1) **school and university**: the Plan aspire to modernize the educational and teaching architecture of Italian system as well as to ensure the access to innovative services and content;

2) **health**: the Plan will increase service quality and reduce public expenditure associated with the delivery of health services (electronic health records, digital prescriptions and medical certificates);

3) **justice**: the digitalization of proceedings will lead, inter alia, to a simplification of procedures and access to procedural documents for citizens and lawyers, as well as to a revision of information provided to citizens (electronic notifications of communications and procedural documents, online certificates of criminal records, electronic transmission of notitiae criminis);

4) **dematerialization and reduction of red tape within PA**: thanks to the digitalization of management and filing process and to the deployment of the Public Connectivity System (Sistema Pubblico di Connettività), paper will be abandoned in favour of totally digitized procedures.

**Relationship between PA, citizens and business**

A set of to-be-adopted legislative initiatives, alongside a series of existing, fully-functioning projects, will improve the relation between PA, on the one hand, and citizens and business, on the other hand. Such projects will streamline dialogue between citizens and PA to overcome – on a regular basis – administrative malpractices and red tape for the benefit of the most disadvantaged social groups (the disabled and their family). The aim is to design a new digital administration - a PA 2.0 – capable of helping its “clients” by involving them in decision making processes. Such a new idea of democratic participation will put citizens “at the heart” of the reform process. The main legislative initiative regards the introduction of the “Charter of duties of Public Administration”. The Charter will help to enforce citizen’s rights and duties of public administrations vis-à-vis citizens and business. This, in turn, will boost cooperation and mutual understanding. In this context, the Government attaches vital meaning to the certified electronic mail system for Public Administrations, citizens and business. In particular, the objective of certified e-mail (PEC from the Italian acronym of Posta Elettronica Certificata) for citizens, public administrations, business and professionals is to de-materialize the exchange of documents with public administrations, to allow for a significant reduction of times and costs coupled with an increase in security (the email provides the same legal value of a letter sent by recorded delivery and receipt).

**The Anti-corruption and Transparency Service**

The Anti-corruption and Transparency Service responsibilities cover the Public Administration at national level. The main objectives are to identify and analyze the risk and any existence of illegal behavior, to understand the roots of the problem and to suggest possible remedies and strategies to prevent such occurrences.

By Law no. 116, August 3, 2009 was ratified the UN Convention against Corruption: was designated Public Administration Department - where SAeT works after transferred the functions of the abolished High Commissioner to Combat Corruption – as the National Authority Anticorruption and was granted the necessary independence to enable to carry out its functions effectively and free from any undue influence.

Today SAeT works on these issues as provided for in Article 6 of the Convention ratified:
- develop and implement or maintain effective, coordinated anticorruption policies that promote the participation of society and reflect the principles of the rule of law, proper management of public affairs and public property, integrity, transparency and accountability;
- establish and promote effective practices aimed at the prevention of corruption;
- periodically evaluate relevant legal instruments and administrative measures with a view to determining their adequacy to prevent and fight corruption;
- collaborate with each other anticorruption structure and with relevant international and regional organizations in promoting and developing anti-corruption measures, participating in international programmes and projects aimed at the prevention of corruption. At international level, SAeT participates in two major international anti-corruption initiatives within the aegis of the OECD and the Council of Europe (i.e. the Working Group on Bribery and GRECO) and now works on many international project with its partners.
1 Preface  
by Enzo Scotti - The Ministry of Foreign Affairs

3 Introduction by Marco Frey  
by Marco Frey  
Chairperson Global Network Italy

4 The Public Administration Contribution in Promoting a New Era of Sustainability  
by Antonio Naddeo  
The Ministry of Public Administration and Innovation

8 Laboratory on Financial Inclusion: Italian Banks at Work!  
by Gianna Zappi  
ABI Italian Banking Association

10 Acea SpA: Acea Distribuzione’s Safety Project  
by Stefano Antonio Donnarumma and Giuseppe Sgaramella - ACEA S.p.A.

12 Overcoming the Stigma  
by Claudio Soldà - Adecco Italia

14 Human Capital, a Fundamental Resource  
by Manuele Menchinelli Sanza - Altran Italia

16 Dreaming in Congo  
by Alessandra Gambino - Assicuraz. Generali S.p.A.

18 Car pooling project: a new way towards sustainable mobility  
by Simonetta Giordani, Benedetta Massignani and Andrea Ragni - Autostrade per l’Italia

20 A Cooperative Bank for Global Development  
by Mario Erba - Banca Popolare di Sondrio

22 Addressing the International Dimension of CSR: Best Practices to achieve the United Nations MDGs  
by Corporate Social Responsibility - BNL S.p.A.

24 Tuscany, Italy: a Bank and its "Green Strategy"  
by Andrea Nacci, Cassa di Risparmio di Volterra

26 Pure Water  
by Alessandro Magnusni - Coca-Cola HBC Italia

28 Best partnership practices beyond philanthropy  
by Licia Casamassima - COOPI

30 The Culture of Energy Conservation in Schools  
by Francesca Magliulo - Edison

32 Enel. Road to “Zero Accidents”  
by Alda Paola Baldi - Enel Group

34 Putting Principles into Action: eni and the UN Global Compact  
by Sustainability Office - eni S.p.A.
36 Enhancement of the Competences of Differently-abled Personnel
by Filippo M. Bocchi - Gruppo Hera

38 Indesit Company: Innovating for Sustainability
by Federico Ziller - Indesit Company

40 Energy Savings? Let’s Start with Efficiency
by Antonella Bernasconi - Intesa Sanpaolo

42 Principles Inspiring the Italian Diplomatic Action on Corporate Social Responsibility
by Ugo Colombo Sacco di Albiano - The Italian Ministry of Foreign Affairs

44 Growing Creating Sustainable Value
by Filippo Bettini and Eleonora Giada Pessina, Pirelli

46 The Region of Tuscany for the construction of responsible supply chains
by General Direction Economic Development Tuscany Region

48 Smiles in Indonesia
by Fabio Massimo Abenavoli
Smile Train Italia Onlus

50 Biodiversity and Territory: our Sustainable Commitment
by Domenico Negrini - Snam Rete Gas S.p.A.

52 The Calling of a Lawyer
by Michela Cocchi
Studio Legale Avvocato Michela Cocchi

54 Climate Change and ICT: the CO2 Meter
by Paolo Nazzaro and Lorenzo Radice
Telecom Italia

56 Terna’s Commitment for the Prevention of Corruption
by Giuseppe Lasco - Terna

58 Environmental Sustainability as Value Creation
by Stefania Lallai - TNT Express Italy

60 UniCredit’s Path to Environmental Sustainability
by Ludovica Lardera - UniCredit Group

62 The UN Global Compact 10 Principles

63 The United Nations Millennium Development Goals
The Italian Banking Association (ABI) leads the “Laboratory on Financial Inclusion”, launched under the umbrella of the “European Alliance for Corporate Social Responsibility” which was promoted by the European Commission in 2006. In Italy, social-demographic dynamics and labour policies are exposing a large portion of the population to financial exclusion risk. The figures are significant: 4 million immigrants, 5 million temporary workers, 7 million low-income people.

Financial inclusion is a complex problem that cannot be handled by policy measures alone. Therefore, good practices from mainstream financial institutions, through engagement and shared responsibilities are the keys to success.

Banks participating in the ABI CSR Technical Committee, representing the 86% of total banking assets, are working within the Lab. During these years there have been several interactions with stakeholders such as: national and international institutions, immigrant communities, trade unions, civil society organizations, the European Banking Federation.

The Laboratory aims at attaining a deeper understanding of societal and financial needs of un-banked and underserved segments of society; highlighting best practices in terms of product innovation, service delivery systems, partnerships in the community; contributing to the development of sound and viable business cases fostering financial inclusion.

Among the Laboratory’s deliverables: researches to better understand the potential of financial inclusion in Italy (Banks and financial inclusion, The financial needs of immigrants: a demand-side study); collection of practices through discussions with Lab participants, outside stakeholders, national and regional governments.

The Lab provides a definition of Financial inclusion as a “range of methodologies, instruments, and innovative practices that, corresponding to the inexpensiveness criteria, facilitate the financial inclusion of low-income people and/or those who are at social disadvantage”.

Examples of these practices included microfinance services, domestic selling practices; financial educational projects, and partnerships with non-banking subjects.

Recently ABI and the Italian Ministry of Welfare began working with different stakeholders to provide banks and relevant players with a definition of microfinance that relies on a common understanding of the issue and that is material also for institutions and stakeholders working on microfinance.

Among the Lab’s findings:
- where CSR policies are embedded in the business model, attention is given, on the one hand, to innovate in the business lines, so as to improve economic sustainability; and, on the other hand, to create value for stakeholders and society as a whole. For a bank aiming at promoting financial inclusion, this can mean identifying and developing new business opportunities, such as planning and providing appropriate products and services according to the different types of customers.
- microfinance services, such as credit services, saving systems, cur-

**Laboratory on Financial Inclusion: Italian Banks at Work!**

*by Gianna Zappi, Corporate Social Responsibility Manager ABI - Italian Banking Association*

“Financial inclusion is a complex problem that requires a complex set of policies.”
Regarding how representative the considered sample is, banks participating in the survey on microfinance are equal to 69.4% of the entire banking industry in terms of total assets. Within the considered sample, the banks that declared that they provide microfinance services represent 69% of the total industry. In terms of numbers of bank counters, the banks that participated in this survey on microfinance correspond to 73.7% of the total industry; the representative amount of banks that participated in the survey providing microfinance services and products are equal to 72.9%. Source: "Banks and financial inclusion", Bancaria Editrice 2009.

- the economic potential of a sustainable business over the time
- the possibility to increase the number of clients (the number of foreign clients is continuously growing at a rate higher than expected)
- the possibility to consolidate relations with the community; presence of the reference target in the area of the bank’s operations
- more efficient and reliable commercial strategies to positively impact the bank’s brand and reputation
- effective communication: in some cases coordination with the contemporaneous restyling of the brand helps send a stronger message that the bank is ready to respond to needs that evolve along with society, its composition, lifestyle, purchasing behaviour, etc.

Among the difficulties associated with the projects aimed at promoting financial inclusion:

- management of involved players. In developing innovative financial inclusion projects, a bank seeks the opinions of stakeholders to identify the needs, even those implied, of the market and the solutions to satisfy new expectations of new stakeholders, to be innovative and to be competitive in terms of products and procedures. Dialogue is effective to the extent that it meets two key requirements, i.e. inclusion and representation of stakeholders’ interests
- the complex management of players also has an impact on the bank’s internal resources. In fact, several departments involved in the central office as well as individuals with different expertise working at branches are necessarily involved. Banks also point out that complexity in managing players is also due to volunteers’ participation. Volunteers, who are often former bankers, help with the process to grant loans and are connected to foundations or associations tied to banks
- with respect to specific products, such as transfer of savings to the country of origin, updating information and internal organizational systems is also challenging
- banks also point out that personnel of a foreign nationality represent a potential advantage as it facilitates relationships with immigrant clients. However, it is difficult to find foreign staff with adequate expertise and experience.

Financial inclusion is a complex issue and requires more far-reaching policies not limited to the confines of bank operations. It is necessary to resort to a complex set of policies aimed at promoting and supporting development. A development of society that would be beneficial for all the parties concerned, implemented by a variety of different stakeholders, where everybody does their share of the work: not just the banks, therefore, but also the institutions, governments, international organizations, and those representing or who are close to the disadvantaged people. Both ABI and the Italian banks intend to continue contributing to the goal of financial inclusion, a concrete way to put CSR into practice.
As part of a longstanding commitment, and in accordance with the principles of corporate social responsibility adopted by Acea SpA and set forth in the Group’s Codes of Values, in 2007 the company decided to join the Global Compact initiative, to sustain the ten principles underpinning a fundamental ethical dimension that always needs to be borne in mind. Every year Acea undertakes numerous initiatives aimed at disseminating both a culture and actions to promote social and environmental responsibility, both within and outside the company.

This article describes a project recently undertaken about a key topic for the protection of human rights, a matter taken up by the Government and employers in our country: the health and safety of workers. Acea has voluntarily adopted a system for the management of occupational health and safety, in accordance with UNI INAIL guidelines. Acea Distribuzione, operating in the design, construction and maintenance of electricity transmission and distribution structures (substations, overhead and underground lines, public lighting installations, both street and monumental lighting) has decided to embark on an even more difficult path with the adoption of an organisational and procedural system to ensure safety according to the model proposed by standard OHSAS 18001:2007, with a view to integration with UNI EN ISO 9001:2008 (Quality) and UNI EN ISO 14001:2004 (Environment) certification. This choice is based on an awareness that the structured management of safety health and safety in the workplace involves both prevention and training, and contributes, often decisively, to the building of worker awareness.

The Safety Project called “Programme for the implementation of the Safety Management System to reduce accidents and constantly reduce risk levels in the workplace” got under way in 2008. A “Quality and Safety” organisational Unit has been set up by the Operations Department and has three operative sectors: “Safety and the Environment”, “Quality and Processes” and “Construction site inspection”, linked by the common denominator of defining procedures and conducting internal auditing to improve corporate processes.

The Safety Project involves three phases:
- the first phase concerns the definition of roles, responsibility and information for workers on how to manage and improve safety; an analysis of past conditions has been conducted with a view to accidents, with the definition of objectives relating to frequency and seriousness and an evaluation of the costs of “non-safety”; the state of plant and machinery, as well as the application of regulations, were checked; the risks of activities performed by contractors and construction sites were newly assessed, and action plans for risk reduction and procedures for working in safety were drawn up and properly disseminated;
- the second phase, considering safety management as an approach aimed at continuous improvement, introduced this con-
cept as a basis for the upgrading of products and equipment and the definition of working methods; tools for monitoring events and accidents were fine-tuned, and safety improvement objectives were included in incentives plans for middle and top management;

- the third phase, rolled out in 2009 and 2010, has involved the implementation of the management system, with trained management able to ensure the involvement of employees, verify the implementation of improvement plans and adopt any corrective measures. The importance of results dissemination was stressed, in order to involve everyone in the improvement process. The Safety Manual was drawn up and the Occupational Health and Safety Policy, distributed to all employees, was adopted by top management. The process for obtaining OHSAS 18001: 2007 certification was set in motion, with the management of internal and external auditing. In May 2010, the certifying body Lloyd's Register, after the completion of the auditing activity, declared that Acea Distribuzione SpA was "certifiable" according to the OHSAS 18001 standard.

While the first phase of the project focused on analysis and investigation activities in preparation for the re-assessment of risks and identification of roles and responsibilities in the sphere of safety, the second and third phases involved the proactive stage, focusing on training, the implementation of management procedures and definition of objectives, with the aim – typical of certification procedures – of continuous improvement and of pursuing the checking of results.

With regard to the dissemination of a safety culture, Acea Distribuzione, in addition to promoting regular meetings to illustrate the progress of the project, and grassroots dissemination of the Occupational Health and Safety Policy, has organised specific training activities for all professional categories: from 2008 to 2010 the courses, complete with learning tests, have involved a total of 6,613 participations, with 42,890 hours of attendance.

<table>
<thead>
<tr>
<th>TABLE - SAFETY TRAINING PROVIDED BY ACEA DISTRIBUZIONE (2008-2010)</th>
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<tbody>
<tr>
<td>Particpations (no.)</td>
</tr>
<tr>
<td>Hours of attendance</td>
</tr>
</tbody>
</table>

We should highlight the considerable impact that a management system based on OHSAS standards has not only on company personnel but also on contracting firms, ensuring that contractors convey the principles of safety throughout the supply chain. In the context of the Safety Project, Acea Distribuzione, together with the department in charge of centralised contract management in Acea SpA, has organised a vendor rating system for companies included in the Qualification System of contracting firms in the energy sector. This entails the evaluation of supplier firms based on the criteria of safety, compliance and quality of work performed. The performance of contractors, based on an objective mathematical model drawn up in collaboration with the Centre of Advanced Procurement of the "Tor Vergata" University of Rome, is measured by information acquired from the inspections at the construction sites. The data collected (using 135 evaluation parameters) are processed to calculate the reputation index (RI) of the vendor and to draw up a classification. The reputation index has been included as a further parameter, together with the economic bid, in the formula for awarding contracts, rewarding those firms that maintain the best safety and quality standards.

An integral part of Regulations for the Vendor Qualification System, updated in 2010, is the Occupational Health and Safety Policy, and firms must agree to comply with this policy in order to become suppliers.

In 2008 and 2009 the Acea Distribuzione “Construction site inspection” Unit carried out about 2,000 inspections (927 in 2008 and 1,027 in 2009) on Acea plant constructions sites. The average reputation index for firms rose from a value of between 30 and 40 in the initial phases of the project, before the start-up of the vendor rating system, to almost 90 at the end of 2009, a very significant improvement.

Acea Distribuzione, 100% owned by Acea SpA, manages the electricity distribution service in Rome and Formello. It is the second largest electricity distributor in Italy: a population of approximately 3 million served by a network of underground and overhead cables extending for over 29,000 km, and providing about 12,000 GWh/year of electricity to the network. The company also handles the public and street lighting service, with about 170,000 lighting fixtures and over 194,200 lamps. Approximately 11,000 fixtures are used to light Rome’s artistic and archaeological treasures, enhancing the value of its world-famous monuments.

At 31.12.2009 the company had 1,561 employees, a production value of 391.8 million euro and profit for the year of 36.7 million euro.

www.aceaspa.it
In a company, and especially when working in the human resources sector, social responsibility is mainly connected to the quality of work in each of the following areas:

- the health and safety of people in the workplace;
- training and education throughout the workers’ time in the company;
- the consultation and participation of the workers;
- equal opportunities;
- the integration of people with greater disabilities;
- the promotion of diversity;
- the management of professional careers;
- the anticipation of industrial transformation and restructuring.

Adecco Italia is committed to promoting programs and specific actions in order to improve the quality of work and lives of its thousands of workers who are the driving force behind our job market every year.

The concepts of equal opportunity, the integration of disabled people and promoting diversity are confronted through real experiences that underline the importance of those concepts both inside (among employees) and outside the environment where Adecco operates.

This is the basis for Adecco Italia’s participation in the program “Superare lo Stigma” (Overcoming the Stigma).

The project “Superare lo Stigma” developed out of the collaboration amongst the psychiatric services offered by CSM in Florence and the Agenzia Lavoro in Bologna and the Fondazione Adecco per le Pari Opportunità (Adecco Foundation for Equal Opportunities) with the intent of developing projects to support the entry into the workforce of weaker categories in the job market, specifically for people with mental distress.

The Asl – CSM offices have agreed to pre-identify the candidates for this course of orientation and preparation for entry into the workforce. The people are introduced to the Adecco Foundation directors and ASL operators at a meeting, during which explanations are given concerning project goals, the commitment required from participants, and the skills that participants will acquire during the course.

Project members are users of the Mental Health Centres who are seen to be ready to start an educational program which will orientate them for employment.

The main goals of the work orientation course are:

1. Know-how and specific skills which are useful in the job market;
2. Opportunities to evaluate the job market;
3. Autonomy in their work entry program;
4. Self-analysis of their skills and expectations.

The employment education program follows these steps:

- analysis of experiences and expectations;
- exploration of the concept of competence (ability, knowledge, understanding oneself and others);
- identifying a plan of action: the work project;
- the representation of work;

Create a model of inclusion and integration in the workplace that constitutes know-how and value in managing diversity

by Claudio Soldà, CSR & Public Affairs Manager
Adecco Italia
The use of job search tools: CV, interview, job search activity log
After this, a professional path is agreed on that is coherent with the analyses of professional goals and the job market.
Along with the Mental Health Centres and personal instructors/social workers and/or psychiatrists, a final interview is held to verify the suitability of the employment education program and the professional path.
Together, the company (or association) where the work experience can be done is identified.
Each beneficiary has an individual, personalised and gradual path. Depending on the goal, the type of work integration program can include a socialisation period agreed on at the workplace (therapeutic social interaction) or aimed at starting work (internship, training periods, temporary or permanent contracts).
In the workplace, the Mental Health Centre acts as a tutor to monitor progress.
At no less than three months before the conclusion of the project, the Adecco Foundation checks the level of the beneficiaries’ integration in the workplace to make the program more efficient and effective.
In order to favour workplace insertion, there is also the possibility of using a two or three month period of borsa lavoro. The “borsa lavoro” is a “work scholarship” offered to beneficiaries through contributions from the company Eli Lilly Spa that uses the production and employment context as a place of learning and experience to acquire abilities and skills. It is a program for observing the patient’s aptitudes and abilities to adapt in a specific context, to carry out a certain task, to learn new skills, and to maintain commitment and a sense of responsibility.
Towards the end of the program, companies evaluate the type of contract to offer beneficiaries based on their performance during the work experience period.
Adecco Italia has decided to welcome three people into its staff who were beneficiaries of the project by starting personalised socio-rehabilitation internships finalised toward authentic integration, acquisition of professional skills and an opportunity for socialising in a real workplace.
The most emblematic story is about Alberto.
Alberto was in the care of the psychiatric services and began his program with Adecco with a serious diagnosis and a middle school diploma.
He completed a two-year program of employment education with the Adecco Foundation and started as a data entry employee in the Adecco office in Sesto Fiorentino (Florence).
Alberto has made amazing progress: he started with two hours per week and after two years, he is working at two different offices, four days a week, expanding his role by working in reception and on the management of incoming calls.
He has only missed one day of work during the whole program, which shows motivation and dependability. He has always tried to improve and work on his weaknesses and for this reason, in 2010, Adecco offered Alberto a program finalised toward being hired permanently.
The Adecco team that made this integration program possible has developed a particular understanding in the areas of diversity and disability, which are indispensable in creating relationships with candidates and client companies.
The experience has been an extraordinary opportunity for three important reasons:
1. Increased empowerment of the beneficiary (changing from a passive person into an active person);
2. We observed an increased ability of the person to influence their own environment and their own situation, and also increased participation in the decision making process. Networking activities with operators. An authentic exchange/synergy with area services was created in a common project to support workplace integration - implementation of best practices and methodology;
3. Activities to increase awareness of economic and social actors in the area.
This project is an innovative collaboration between public and private interests able to respond tangibly to the territory’s needs by concretising an experience of Corporate Social Responsibility.
In particular, Adecco Italia has been able to create a model of inclusion and integration in the workplace that constitutes know-how and value in managing diversity, which is to be repeated internally and offered to client companies.

Adecco is Italy’s leading employment agency. It has a network of 400 offices distributed throughout the country and a staff of 1,700 consultants who work side by side with companies to provide the HR solutions they need, and with candidates to offer them the job they want. From small companies to multinationals, in 2009 over 18,000 companies chose to contact Adecco to gain access to the biggest network of employment agencies that exists in our country. And over 120,000 people found a job: in particular, 30% obtained a permanent contract directly with the company after the first temporary period.
www.adecco.it
Human Capital, a Fundamental Resource

by Manuele Menchinelli Sanza
Chief Sustainability Officer
Altran Italia

Human rights are the undeniable rights of all individuals, without distinction for reasons of race, colour, sex, language, religion, political or other opinion, national or social origin, wealth, birth or other status. They are based on the recognition of the dignity, freedom and equality of human beings and have been ratified by the United Nations in the Universal Declaration of Human Rights (December 10, 1948) as the “foundation of freedom, justice and peace in the world.”

Altran Italia actively aims to assert the protection and promotion of human rights in its own company activities and in those involving its stakeholders.

In Altran Italia human capital is a fundamental resource, in as much as it is a complete unit made up of values, skills and competence. Particular attention is paid to the culture of health and safety in the workplace, to respecting diversity and maintaining collaborative relationships with the trade unions. The involvement of personnel is developed through a careful and widespread internal communication system.

Altran Italia has been partner of Fondazione Sodalitas since 2008. The partnership has allowed Altran Italia to share, with its most important customers, those common assets promoted by the foundation, such as responsibility and coherence, integrity and fairness, putting people first, protection of consumers/clients, social citizenship and sustainable development. Those principles are contained in the Charter of Principles adopted by Altran Italia in 2008, within the sphere of the corporate responsibility project named “Sustainability Way”

Altran Italia has subscribed to the charter for equal opportunities and equality at work, promoted by Fondazione Sodalitas, AIDAF (Italian association of family owned companies), AIDDA (Association of Female Entrepreneurs and Company Managers), Impronta Etica, UOID (Christian Union of Entrepreneurs and Managers), the National Equality Advisory Office with the support of the Ministry of Labour, of the Ministry of Health and Social Policies and the Ministry of Equal Opportunities.

This document is considered to be an outline of valid reference for creating a working environment which offers everyone equal opportunities and which recognizes and values the individual’s potential and capacities. Altran Italia therefore applies the programme of change suggested by the charter, already successfully experienced by the companies involved, with the conviction that this not only represents an act of equality and social cohesion but that it also contributes to the competitiveness and success of the company.

Altran Italia’s commitment in promoting the inclusion of all social parties also finds a concrete match with the partnership Diversitàlavoro (an initiative promoted by Fondazione Sodalitas, UNAR-National Office for Antiracial Discrimination, Synesis Career Service, and Fondazione Adecco per le Pari Opportunità – Adecco Foundation for Equal opportunities) founded with the objective of
making the introduction of disabled persons and foreigners into the work force easier.

With the ultimate aim of improving working conditions for its employees, Altran Italia, together with trade union organisations, has outlined a system of reports which, while respecting the independence and responsibility of each part, allows them to establish ways of sharing, directed at examining joint proposals and solutions both effectively and quickly.

In protection of its employees, Altran Italia has nominated a Health and Safety officer, a figure required by law, who is of fundamental importance for the safety of the company and of its employees. By this action, Altran Italia pledges to identify the risk factors present within the company and the relative safety measures and the healthiness of the working environment. A "model of safety management" has been adopted and employees have been trained with specific roles connected to the service of protection and prevention.

How Altran looks after its employees is demonstrated by the various opportunities for professional training courses it offers and in the possibility employees have to follow their own career path in one of the numerous locations of the Altran Group in the world, thanks to the Mov’Altran programme for international mobility. This programme has the objective of developing the consultant’s skills and working experience abroad, ensuring assistance in immigration, social security, tax, and safety in the host country.

To allow all employees access to training activities, Altran Italia uses an advanced system of e-learning, which offers the possibility of distance learning and sharing of information.

Altran Italia also assists its employees in leisure and recreational activities: sports, discounted holidays, products and services are some of the benefits offered by "Club Altran Italia", created to unite and integrate employees.

Altran Italia’s activities are all stimulated by the desire to contribute to the wellbeing of the community in which the company operates and aim at promoting sustainable development which goes beyond simple respect of the rules: the importance of protecting the interests of future generations is recognised, given the strict interdependency between company decisions, environmental impact and human rights.

It promotes the safeguarding of human rights even indirectly: Family Christmas Day is an example; a joyful moment dedicated to employees and their families, held at the same time in all Altran Italia’s locations, connected by a system of videoconferencing. During the event, the company contributed to promoting agriculture and handicrafts as a form of liberation and self-development. During the event high quality sweets certified by CTM Altrocommerce (Italy's alternative trading organization) were served, produced with fair-trade ingredients and packaged by small companies, which have ethically correct working practices in countries where conditions are particularly difficult both economically and socially.

Toys made exclusively of eco-compatible and eco-sustainable materials were bought for the children of employees (certified by FSC-Forest Stewardship Council, heavy metal absence, Ecolabel, Freelif e Vellum). Some of these toys came from free trade commerce and were distributed by Associazione SoleTerre Onlus, which supports children in the hospital of Kiev.

For Altran Italia, responsible behaviour which respects the environment and society, and which is at the same time in keeping with the economic expectations of all the stakeholders, creates a surplus value able to generate intangible assets, which contribute to the growth of its financial assets.

The Sustainability Report attached to the Financial Statement of Altran Italia started in 2008, due to the need for maximum transparency in respect to the stakeholders and to account for non-financial actions considered advantageous for company performance.

Marcel Patrignani, CEO of Altran Italia said, “You get what you measure”. This sums up the belief that guides Altran Italia’s actions of corporate responsibility: you pick the fruits of what can be monitored and what can then be shared in a transparent way with our stakeholders.

From 17 June 2009 Altran Italia is part of the UN Global Compact.
Mbundaka, capital of Équateur province in the Democratic Republic of the Congo, is a city surrounded by a dramatic and fascinating landscape in the middle of the rainforest, hidden between the bends of the Congo river where the waters merge with those of the Ruki river. Congo has known nothing but war for ten years now, its richness being also its greatest curse. Enormous resources – from gold to diamonds, cobalt, copper, uranium and coltan (columbite-tantalite) – are the precipitating causes of a civil war that has its roots in ancient ethnic and tribal conflicts. Due to the scope of interests revolving around these resources, however, the conflict has gradually extended to a large number of surrounding countries, becoming the “first African world war”. So, as we said, this is Mbundaka, exactly on the Earth’s equator. It is not easy to reach this place, as the wild and beautiful nature surrounding it makes communications and travelling a continuous challenge. The great river, which is the most important line of communication with Kinshasa (capital of the Democratic Republic of the Congo), is also a victim of war and poverty, as the means once used for crossing it have become unusable. Though remote, the area today is inhabited by 700,000 people, thus becoming the centre of a constant health emergency. For this reason, the Congolese Ministry of Public Health has warmly welcomed a pilot programme for diagnosing and treating HIV – only second to the war as the most serious scourge tormenting this country – in this area. Here, the percentage of HIV-positive people is at least two points higher than the 3% average rate in the rest of Congo.

But let’s start from the beginning and go back to a day almost two years ago, when a doctor came to Generali to talk about Dream. This doctor did not go away empty-handed but with a promise: Generali would believe in, and make a concrete contribution to the project. And if the dream finally came true, Generali would commit itself to keeping it alive.

Dream is the acronym for Drug Resource Enhancement against Aids and Malnutrition, a global programme to treat Aids in Africa launched in February 2002 by the Community of Sant’Egidio. For many years, the fight against HIV-Aids in Africa has been almost exclusively focused on prevention. This approach, however, as is shown by the spreading of the disease, has not helped defeat the emergency. This project introduces a new approach based on treatment as well as prevention, adopting what the western world calls a golden standard. The latter is based upon the evaluation of the viral load and on the HAART (Highly Active Anti-Retroviral Therapy) and is currently considered as a model of excellence in the fight against HIV-Aids. This type of treatment is quite standard and within everyone’s reach in western countries, but only became available to the African people thanks to the Dream project, providing it free of charge in its 31 opera-
tional centres spread out over 10 sub-Saharan countries. No western company is present in Congo, not only from a business point of view but also in support of charitable work – it is a place of war and poverty in which nobody has ever believed. To defeat backwardness, economic support and infrastructures are not sufficient; it is fundamental is investing in culture, and this is exactly what happened with Dream: thanks to Generali’s contribution, a molecular biology laboratory and a medical centre were built in Mbandaka and a similar centre will be built in Kinshasa. In particular, these centres will provide cultural education both to local population and working staff. People suffering from Aids are often ashamed of their condition and tend to hide it; sometimes people visit the centres, receive the medicaments but then share them with other sick people, making the treatment useless. Generali developed a three-year plan to complete the centres and laboratories in Mbandaka and Kinshasa and make them fully operational. In the future, however, our commitment will most likely concentrate on medications, to make sure that the programme continues.

It is with this promise of hope and trust that the long and adventurous journey begins. We follow it through the story of Doctor Gianni Guidotti, a lover of Africa and coordinator of the Dream project.

“A container full of medical and laboratory equipment, an electrical system and all the necessary materials, from ladders to drills, left from Genoa in July and arrived in Kinshasa at the end of September. From there, a boat carried it up the great Congo River. There was a problem, however: the container was too big. We then watched as a human chain loaded the various items on different boats, and the journey up the river finally began. After a week’s navigation, we reached Mbandaka. Again, a long human chain loaded the equipment from boats to trucks, headed to the Dream centre. Our destination, at last! Only flying over it can you seize the greatness, the beauty and infinite spaces of the great equatorial forest. Hours of flight over a green expanse where enormous empty spaces open up every once in a while, like stains on a carpet. The city of Mbandaka is only surrounded by forest and small villages, some still inhabited by pygmies. We visited one of these villages, where there is a school and children study in wretched classrooms of earth and wood. The proud teacher showed us some of his little pupils: they recited beautiful songs and poems by heart, holding a little exercise book and a pencil that they jealously guarded. They had just finished taking their lesson outside, where they had learned to build a fence with lianas and tree branches: a useful, practical lesson passed on by the teacher to his pupils. The children, hundreds of them, looked at us with big eyes and celebrated, because these Europeans had come to bring them hope. On one side we noticed a little truck made with sticks and worn canvas: a carefully constructed toy for days and days of games in the forest. Along the road that cut through the forest, we frequently encountered little lakes surrounded by an amazing nature, which made us think of paradise. A group of children was swimming in one of these lakes and when they saw us arrive they were all happiness and joy. They wanted to play, so they began to show us their diving. The cameras made them curious, they would pose and love to see the pictures on the digital screen. Soon afterwards, we entered another pygmy village. Here we found children slicing fruit from the bread tree and boiling it. It was their daily meal...

On the first days of activity, patients who visited the centre wondered at the words written on the wall surrounding the building, saying “Here everything is for free”. Yes, right, everything is for free. How can that be? In a country where you must pay for everything, and dearly. This is the challenge of the Dream project. To make the best of western treatments available to the African people, without asking for anything. Afropessimism is fought by working together, pooling human and financial resources and the efforts of good-willed men and women who make the world more human. The world upside down, one could say... but with men, women and children in the centre".

The Generali Group is a leading player in the global insurance and financial markets. Established in Trieste in 1831, today the Group is one of Europe’s largest insurance providers and the European biggest Life insurer. It is also one of the world’s top asset managers with assets totalling more than €400 billion. With an employed sales force of more than 100,000 people serving 70 million clients in 68 countries, the Group occupies a leadership position in Western Europe and an increasingly important place in Eastern Europe and Asia. www.generali.it
Car Pooling Project: a New Way towards Sustainable Mobility

by Simonetta Giordani, Benedetta Masignani, and Andrea Ragni, Public Affairs Direction Autostrade per l’Italia

In 2009 Autostrade per l’Italia launched its project of carpooling applied to motorways A8-A9, the first motorway carpooling scheme in Italy. Carpooling is a useful alternative to traditional mobility and it is the use of only one car with more people on board who share the same route. It results in significant environmental and economic benefits, traffic reduction, savings in transport costs (fuel, tolls) etc. The initiative, which involves customers who travel the A8 and A9 motorways daily from Como and Varese to Milan and back, both helps to reduce levels of pollution and to improve traffic flow on a particularly busy road affected by extension works. In fact the project, applicable in a motorway with toll with the “open system” (without ticket in entrance) only, has been launched in conjunction with the road enlargement works on A9 – Lainate- Como. These works also include the construction of a fifth lane of A8 motorway between Milano nord and Lainate.

In order to provide incentives for the diffusion of carpooling, Autostrade per l’Italia offers its clients:
- a special website (www.autostradecarpooling.it), where users can enter their journey specifications and find companions interested in taking the same route, sharing car and costs;
- dedicated track toll labeled “carpooling reserved” and managed by operator;
- a special car pool lane at Milan North toll station, and a discount of more than 60% on tolls for cars with at least 4 people on board during days and times covered by the scheme (Monday to Friday from 6:30am to 9:30am in the direction of Milan and from 5:30pm to 8:00pm in the direction Varese-Como).

The initiative, which has found favor with the media and users alike, met public agency’s approval (Anas) and had the support of local institutions, consumer associations (Adoc, Adusbef, Codacons and Federconsumatori) and environmental associations. The project represents a new and reasonable alternative to the traditional way to travel, where the benefits are:
- fewer vehicles on the road;
- less pollution;
- lower transport costs due the division of costs between travelling companions;
- less wear and tear of private cars due to possible alternation of drivers;
- less stress and risk of accidents due to the possibility of drivers resting;
- easier parking due to fewer cars on the road;
- socialization.

The purposely designed website “www.autostradecarpooling.it”, which is a virtual meeting place where you can offer and re-
quest a ride safely and in privacy, has become in just 3 months the first car pooling scheme in Italy even allowing for, up to now, the research in surrounding areas in Milan, Como, Varese, Lecco, Lugano and Chiasso only. This scheme has a free area, open to all users without registration and a restricted area dedicated to the carpooling community. In particular, to organize their journey, users can:
- insert a new proposal for the trip as a driver, passenger or both specifying date, place and time of departure and arrival;
- consult the notice board with trips available to find the best one in line with personal requirements (time, place and meeting mode);
- get in contact with others to make arrangements for sharing the journey.

Until now over 200,000 visitors to the website have been counted, about 3,000 registered users and more than 1,500 trips have been organized. Customers that used the internet scheme organized teams of 2/3 people, thereby reducing pollution and travel costs. Calculating only fuel and toll costs savings about 600 euros can be saved annually. Moreover, if all A8/A9 commuters join the project there will be more than 21,000 fewer cars a day with a reduction in CO₂ emissions of roughly 230,000 kg.

On the website there are also:
- The project description and a series of useful tips for users safety and for good "car sharing" practice and a demonstration video;
- maps of the area where the service is active with landmarks highlighted (underground car parks, stations);
- an area reserved for the Mobility Manager.
A Cooperative Bank for Global Development

by Mario Erba, Deputy General Manager, Head of the International Department
Banca Popolare di Sondrio

The nature of a bank felt to be close to the whole population can be deduced from the very name given to the bank which, founded in 1871, was one of the first Italian “cooperative banks” inspired by the popular credit cooperative movement. The Valtellina area, where it began, has always played a pre-eminent role in making the appropriate corporate choices which have allowed the Banca Popolare di Sondrio to attain an important presence in other provinces and regions in Italy. Today its 280 branches provide banking, financial and insurance services regulated by an internal code of self-discipline which all the employees must follow so that their actions are always characterized by ethical and social values. The clients who are also shareholders, a characteristic of the Banca Popolare di Sondrio, gives the clientele direct control over the work of the Directors, as well as influencing the shareholders in strategic decisions. Many resources are devoted to supporting the area where the bank operates, with special economic, social and cultural initiatives. These have led our bank to win the special “Banca territoriale 2009” prize, awarded by the AIFIN (Italian Association for Financial Innovation). Awarded by a special jury of experts of the sector, this prize rewards the projects and initiatives with a local importance, implemented in various sectors with particular attention to art and culture. We can mention, by way of example, the edition of our quarterly newsletter to all shareholders, the creation of a library housing all the publications owned by the bank which is open to the public and the cycles of public lectures on a variety of subjects of general interest.

We could not fail to give even stronger support to the local population in the delicate time of the financial recession which every country is going through: more than ever at this juncture, we have played our role as a cooperative bank in particular close to the weakest subjects in need of financial support. We immediately took up the invitation by the ABI (Italian Banking Association) and consumers’ associations to implement the “Families’ Plan” which suspends, for a limited period, payments of mortgages granted to purchase, build or renovate first homes in the case of certain events that can reduce the ability of the mortgagees to make the repayments. Also in the case of an initiative aimed at supporting situations of difficulty for the community, we enthusiastically responded to the invitation of the ABI and the Premiershipt to set up a guarantee fund to grant loans to families with babies born in the period 2009–2011. Another similar initiative taken up by our bank was the “Loans of Hope” promoted by the ABI and the CEI (Italian Bishops’ Conference): this is a programme of microcredit aimed at supporting large families or families where there is illness or invalidity and who have lost all forms of income.

“Our desire to contribute to the development of local economies, without forgetting poorer and more distant ones.”
The bank's management devotes a fair amount of resources each year to solidarity projects, through direct economic engagement in the "National fund of the credit sector for solidarity projects", in which the Banca Popolare di Sondrio has reached a significant position ahead of other Italian banks which are larger in size and with a greater geographical presence. In recent years, we have also worked to make it simpler for clients to make donations, through using the most modern IT systems: one example is the activation of the "RID anch'io" service where standing orders (RID) are used as an instrument for recurrent and automatic payments made by donors to non-profit making organizations. No bank charges are applied to these transactions or to any other similar ones, to encourage the spread and growth of voluntary donations. In 1996, our bank also launched the “Conto solidarietà” (Solidarity Account) product, for private clients only, which allows account holders to donate a part of their average annual deposits to charity, to a non-profit making association of their choice. Although far from our territorial competence, in April 2009 we could not fail to be insensitive to the tragedy that struck the Abruzzo region with the devastating earthquake and the destruction it brought in its wake: a few days after the tragedy we opened a collection in all our branches which resulted in a sizeable sum which we devolved to the building of a multipurpose centre for university students in the city of L’Aquila, through the Department for Civil Protection.

We also showed our sensitivity towards populations that are the victims of catastrophes in the case of Haiti: in January this year we started a collection and advertised it in all our branches to donate to the United Nations’ World Food Programme, a body that supplies humanitarian aid and food in the front line to the victims of the earthquake and which we have known and worked with for a long time (the Banca Popolare di Sondrio has a branch in the WFP premises in Rome). Our collaboration with the WFP has continued over recent months at its request, promoting in all our branches the destination of the "5 per thousand" contribution from income tax to the World Food Programme, run by WFP and aimed at fighting hunger in the world.

Over the years, the Banca Popolare di Sondrio has also developed a range of products and services specifically designed for foreign citizens living and working in Italy on a temporary basis, to help their financial inclusion and to meet their financial requirements. Our support to families and the domestic production structure (in particular small and medium sized enterprises) has been well rewarded by the recognition of the clients who are also the shareholders of the bank (demonstrating their trust). Thanks to our connections with the local area, the direct knowledge of the people we are dealing with and our desire to contribute to the development of local economies, without forgetting poorer and more distant ones, our activity has become widely appreciated. Our bank has also been cited by authoritative experts of national economy as exemplary as an independent local bank: with over 160,000 shareholders, it is designed to achieve the basic strategic objectives of co-development integrated into the local economic fabric where the bank has deep roots, and it does so resisting the great pressure of aggregation with other banks so that it can continue to provide the necessary assistance to the families and small and medium sized enterprises in its home territory and carry out its main task as a bank, that of the brokerage of money, shunning those speculative operations which have undermined the entire global economic system. Our bank is and intends to stay the “Banca Popolare” in the strict sense of the term, as well as continuing to uphold the “Global Compact” principles.

**Banca Popolare di Sondrio**

Founded in Sondrio in 1871, over the years Banca Popolare di Sondrio has expanded well beyond its own region, with operating possibilities extended nationwide, whilst maintaining a strong link with its home area. Today the bank has 281 branches and 128 treasuries, as well as a Swiss subsidiary with 23 branches in Switzerland, two offices of representation abroad jointly with other bank partners and 23 counters abroad at various partners’ offices. With over 2,450 employees, the bank provides services to meet all the banking, financial and insurance requirements of its clients (families, professionals, businesses of all sizes, public bodies, international organizations, etc.).

[www.popso.it](http://www.popso.it)
The BNL's strategy of Corporate Social Responsibility is not something new. It is rooted in the history of the Bank, founded in 1913, and today BNL has reinforced this strategy through the inclusion in the International Group BNP Paribas which has itself a strong ethic tradition. For this reason BNL, as well as BNP Paribas, does not take its approach to sustainable development lightly taking into account its economic, social and environmental responsibilities and thinking about them as an integral part of the Bank's business ethic. In this sense, BNL has showed its strong commitment to sustainable development by pursuing its participation in numerous initiatives, some of which are specific to the banking sector and others of which are more far-reaching. The whole of these best practices has been possible thanks to the importance that BNL acknowledges to its values. In fact, commitment, creativity, ambition and responsiveness are the guiding principles through which the responsibility of the Bank has been improved, becoming eventually a core value. In addition, during this time of crisis, difficulty and widespread uncertainty, the BNL's efforts on CSR are being appreciated in terms of economic responsibility, culture of managing risks and serving the real economy.

At the international level, the Bank has been a member of the UN Global Compact (UNGC) since 2004 and from then, the Compact's ten principles are embedded in its policies and guide all operating decisions. In fact, moving from the document formally discussed at UN General Assembly in 2000 and emended in 2004 with the introduction of the latest principle, BNL has promoted initiatives in the areas of human rights, labour standards, the environment and anti-corruption to embrace, support and enact within its sphere of influence, the set of core values in these fields. Therefore the Bank has tried to respect all the ten universally accepted principles in order to fill gaps and to improve the best practices already done. At the same time, BNL has addressed its commitment for promoting a sustainable development by giving an important contribute to reach the United Nations Development Millennium Goals (MDG), the most broadly supported, comprehensive and specific development goals that the world has ever agreed upon.

After this indispensable introduction it is necessary to stress that this article is going to be focused on the results achieved by BNL in order to succeed in the United Nations Development Millennium Goals with special regard to the 6th of them, whose objective is to fight against serious diseases. BNL was able to reach this goal thanks to its partnership with Telethon, one of the biggest biomedical charity in Italy whose mission is to advance biomedical research towards the diagnosis, cure and prevention of muscular dystrophies and other human genetic diseases. This partnership represents one of the most important corporate philanthropy project in Italy and Europe, and thanks
to it BNL was able to help Telethon to carry out its mission: helping advance scientific research toward the cure for muscular dystrophy and other genetic diseases; giving priority to those genetic diseases which are so rare that they are overlooked by the public and industrial funding agencies; financing outstanding research projects and the finest researches in Italy; involving the Italian population in the fight against genetic diseases; making clear how Telethon spends the donated money. In doing so, the Bank has confirmed again its approach on corporate social responsibility, according to which “people come first”.

BNL has been supporting Telethon for 18 years and during this time the fundraising has raised 200 million of Euro. This money has been spent for financing 1,364 researches, 2,200 research projects on 444 genetic diseases, obtaining 6,839 publications on international scientific journals. In addition it was possible to cure permanently 13 children with severe immune deficiency congenital (Ada Scid).

Today Telethon’s researches are going to experimenting on patients the genetic therapy to treat rare diseases as metachromatic leukodystrophy (also called Arylsulfatase A deficiency which is a lysosomal storage disease commonly listed in the family of leukodystrophies. Leukodystrophies affect the growth and/or development of myelin, the fatty covering which acts as an insulator around nerve fibres throughout the central and peripheral nervous systems) and Wiskott Aldrich syndrome (also called the eczema-thrombocytopenia-immunodeficiency syndrome. It is a rare X-linked recessive disease characterized by eczema, thrombocytopenia, immune deficiency, and bloody diarrhoea), while it has been already launched the experimentation on Leber’s congenital amaurosis (a rare inherited eye disease that appears at birth or in the first few months of life, and affects around 1 in 80,000 of the population).

Fixing attention on 2009 activities, BNL has corroborated to be the main partner for scientific research with a donation of 13 million Euro, achieved a goal that no other private enterprise in Europe was able to reach in the fund raising and social market sectors to sustain a good cause. It may be useful to refer to some outcomes attained in 2009 to make more clear this enthusiastic result: 240,000 deposits, 220,000 of them made by privates and 20,000 by corporations and Institutions; 15,000 employees involved; 2,000 events organized such as shows, concerts and exhibitions. Being more specific about this last point, the following initiatives can be remember from North to South: in Milan “1000 panottoni for solidarity”, a pyramid of typical Italian food and “The Concert for Telethon” with the Verdi’s orchestra of Milan; in Udine “The 24h Relay for Telethon” and the organization of dance shows at the Palasport of Varazze with 160 little artists; in Ferrara “The Music Gala” with Donizetti’s, Mozart’s and Leoncavallo’s best works; in Perugia “The no stop marathon of Tango”; in Viterbo “Tango Under Stars”; in Parma a dinner at dark to make people sensible on the issue of blindness and to help Telethon; in Florence the special opening of the Palazzo Vecchio Museum with guided tours of secret trails; in Rome “The BNL Gala” of Via Veneto and the race “Sail for Life”; in Salerno football tournament between representatives of the Armed Forces; in Naples shows of children. Ending this focus on 2009, it is also important to remember that BNL has created a new tool thanks to customers can help Telethon: they can make a donation of a little amount of money throughout the year using the network of ATMs (1,800 cash machines in Italy).

To conclude, it is clear that the commitment of BNL in this area is likely to continue because the Bank considers the fight against serious diseases as a crucial challenge. In fact BNL has the firm belief that the possibility to reach a better and sustainable world needs to pass through the fundamental principle of ensuring a welfare health to all mankind without any discriminations.
The environment in which Cassa di Risparmio di Volterra is rooted and has grown is has since long inspired initiatives aimed to protect and value the surrounding territory. Millennia of history and culture, unique landscapes and a nature often almost untouched has certainly reinforced our resolve in maintaining a contiguous growth, almost symbiotic, between us and our territory.

The environment surrounding us, as a result of many preceding generations’ work, it’s a richness we have to preserve and value for the generations to come, primarily for our children. People working with us will be able, though fully respecting each and every one’s potential and characteristics, to count on our help to reach the goals everyone has in his or her lifespan: home, family, work.

Our effort in communicating and spreading some of the ten Global Compact’s principles has only been the logical consequence of a strategic issue pursued by the Board throughout the years with long term vision. By doing so, our magnificent “terra ove il ‘si’ suona” has been able, and will be able, to benefit from a renewed attention, aimed to the valorization of its environmental and cultural resources. Talking about culture here in Tuscany is like “invitare la lepre a correre”, to use a typical local expression. Everywhere around here one can enjoy monuments, roads and the landscape which remind us of our ancient thousand-year roots.

Our product thought to finance the making of renewable energy sources plants allowed to reduce the global impact which the increasing power needs could have on the environment. In such a perspective, encouraging the development of gas, wind or sun powered energy plants has to be seen as a contribution to the protection of the territory as well as the environment. For every Kw produced, it will be possible to estimate the amount of CO₂ saved to the atmosphere and, by such a measure, calculate our contribution to the environment thanks to our “fare Banca verde” (green Banking). We would like to remind everyone that ours has been among the first areas in Italy to give a substantial contribution to the production of clean energy, thanks to the Geothermal Power Station in Larderello which has been active since the end of 19th century. It would be difficult, nowadays, to calculate the huge contribution of this kind of energy to our environment which can now also count on the Aeolian Power Station in Montecatini Val di Cecina, which will be further developed in the near future.

The attention dedicated to small and medium enterprises throughout the present world crisis, is allowing those companies to get over one of the worst financial crisis recorded in human history, by drawing their attention toward finalized projects focused on typical resources rediscovering, environment preservation and an overall global enrichment of the environmental culture. We would also like to give some informa-
tion about financial tools specifically aimed at solving particular critical problems, such as the presence of asbestos, once very much used in our territory due to its low cost and extreme versatility of usage. This material has been recognized by all experts as a primary cause of serious breathing diseases, even lethal ones; asbestos must be removed under safety methods wherever it is despite the very high costs involved. We are also helping enterprises to safeguard the community’s health.

Last but not least, some of our projects have been awarded important prizes in the Green Globe Banking, an important national contest focused on environmental preservation. The last one, in particular, namely the “Banca a impatto ambientale zero” (Zero environmental impact bank) has seen the planting of some 15 hectares of forest to compensate CO₂ emissions deriving from our daily activities. By doing so our marvelous Tuscan hills have become even greener. This project has also involved the assistance of some classes at the local primary school and has therefore given a contribution to help this future generation and to develop a greater awareness concerning the importance of a clean and livable environment.

Two more projects are on their way, developed within partnership of two important companies. Those projects are aimed to reach the thoughts and sensitivity of two precisely defined targets: car drivers and seaside tourists. We will report the results in next year’s Sustainability Report.

As last we are keen to emphasize that the environmentally aware initiatives described above we promoted following the Global Compact principles are all but mere episodes, being the result of a clearly defined view and long term strategy, able to change our work’s perceived Quality among our clients, with a tangible impact on our business. To conclude, in a few words, we can affirm that to our financial income we have lately added another item, though apparently an intangible one, but very real for us here: satisfaction and awareness of our business.

Since its foundation in 1494 Cassa di Risparmio di Volterra has been primarily characterized by a very close relationship with its territory, being at the same time the main financial support for entrepreneurship as well as families and local initiatives. Cassa di Risparmio di Volterra has always sustained its territory with special and attentive care by continual financial support of the local economy. With its 538 employees in 69 branches covers 7 provinces in Tuscany. It is also upon behalf of these numbers that Cassa di Risparmio di Volterra has been awarded by Associazione Italiana per l’Innovazione Finanziaria (Italian Association for Financial Innovation) the first prize as “Migliore Banca del Territorio 2007” (Best Territorial Bank 2007) as well as the first prize for sustaining the local economy.

www.crvolterra.it
Launched in 2007, Coca-Cola HBC Italia’s Water Programme consists of a rich range of diverse activities intended to show clearly and simply that water is a fundamental resource and that we are all responsible for safeguarding it. This responsibility begins with business which must give a good example.

For Coca-Cola HBC Italia, talking about water has – without over-exaggerating – become like talking about air for everyone who breathes it. Remaining in the field of manufacturing business, it has become like talking about wheat for a pasta manufacturer.

For the company that sells and distributes The Coca-Cola Company brands in Italy, “blue gold” has become “the raw material”. It naturally follows that safeguarding water resources is close to the heart of the company: without water, there would be no Coca-Cola or other products and, more generally, because CCHBCI is a production business that pays great attention to issues of sustainability. Indeed, every year since 2005, it has provided tangible evidence of this commitment with production of its Corporate Social Responsibility Report.

Acquando: the decision to become involved

For this reason and in line with its conviction that being a socially responsible business means playing an active role in the life of the territory on which it operates, in 2007, Coca-Cola HBC Italia launched its Water Programme: a rich and diverse range of initiatives aimed at instilling a culture of sustainability with regard to water consumption.

Multi-faceted and varied, the Water Programme has, since the outset, been marked by a diversified approach to environmental education. The Water Programme’s first major event was the Festa dell’Acqua, organised in Nogara, in the province of Verona, home to one of the company’s production facilities. This was followed by publication of Il mistero dell’acqua scomparsa: (The mystery of the disappearing water) a children’s novel – but a highly educational one – written by Laura Walter and brought to life by the illustrations of Benedetta Pasetto.

In both cases, this was just the beginning. The Festival in Nogara acted as a trail-breaker for the Acquando – eloquently sub-titled La festa trasparente, per natura – which attracted some 10,000 into the main squares of Nogara, Gaglianico, Corfinio and Rionero in Vulture (all homes to CCHBCI production facilities) and got them involved in activities to raise awareness about protecting the environment and, especially, water. It also involved practical initiatives like a clean-up of the River Sagittario near Corfinio and the plantation of an area of around 15,000 square metres in the Rionero in Vulture area.

Sustainability, the future and young people

Acquando took place between 13 September and 5 October 2008 and was dedicated to the above and more. It had time for mo-
ments of play, competitions, film shows and photography exhibitions and, to coin a phrase, had something for all. The event attracted all kinds of people from the various towns that hosted it. Indeed, sustainability is a term that has, in a certain sense, incorporated the future, ever since its first and best known definition dating back to 1987: “Sustainability regards the ability of human kind to meet the needs of the present without compromising the ability of future generations to meet their own needs”. Therefore, future generations are the main recipient of any communications on sustainability – they are tomorrow’s active population and, simply, the future inhabitants of the planet – and there can be no surprise that children and young people are the key target of Coca-Cola HBC Italia’s Water Programme.

A multi-media mystery
We said earlier that initial distribution of Il mistero dell’acqua scomparsa (The Mystery of the Disappearing Water) to a total of 135,000 students and teachers in 451 middle schools in the Veneto Region was just the beginning. In fact, the book reached a total of 400,000 copies distributed in 2009 and has now been translated and published abroad. In the finest tradition of children’s literature, it has also been transformed into an animated film and, even, into a stage play produced together with the Aida Foundation – Teatro Stabile d’Innovazione Verona and supported by the Ministry for Agricultural, Food and Forestry Policy. The play debuted last November is now travelling round Italy on a sixty date tour taking in thirty cities. It is worth highlighting the recognition received by the animated film in 2009 at the Giffoni Festival, Italy’s main children’s cinema event, where the jury of young people awarded Il mistero dell’acqua scomparsa a special prize for “Commitment to social responsibility when producing an audio-visual project aimed at young people to raise awareness on the need to save water”.

On the trail of the otter
After leaving the world of cinema, Coca-Cola HBC Italia’s Water Programme then set off along a forest trail in Abruzzo National Park. Here, in Valle dell’Orfento, in the Municipality of Caramanico Terme, the Company set up the La Tana della Lontra (The Otter’s House) project with the Italian State Forestry Corps. This project was dedicated to this, now rare mammal which is an extraordinary natural gauge of the state of conservation running water, its natural environment. The aim of the project is to reintroduce the otter into the park and, more generally, safeguard the aquatic environment it needs to survive. The project has established a teaching environment, aimed at primary and middle school children, that represents a large-scale replica of the home of this animal. Young visitors to the park can take advantage of an enjoyable “teaching machine” that gives them an look inside the “home” of this precious, water mammal: a full immersion experience, in a physical sense too, that encourages and facilitates learning about the key notions about the conservation of water, an irreplaceable resource for the planet.

Care for water conservation founded on facts
With its open air festivals, literature, cinema, theatre and events for schools, over a three year period, the Water Programme has become a multi-faceted, multimedia event. The Company has accompanied it with further communications initiatives based on the conviction that effective communications are as important as actions in ensuring that corporate social responsibility has a concrete impact on society itself. Therefore, the programme has been accompanied by a Water Kit aimed at primary school children. The kit includes materials useful to both kids and their teachers when learning about water conservation issues.

In Coca-Cola HBC Italia, we are convinced that this is also essential to a broad education. However, culture, communications and education, while important, are not the only areas where the Company demonstrates how much it cares for the “prince of raw materials”. Indeed, this commitment is, above all, demonstrated by the constant attention to water saving that has seen the Company’s water consumption decrease by 23% between 2007 and 2009.

So, CCHBC’s concern for water conservation is founded on facts – like its concern for saving energy and packaging materials. It then becomes part of a corporate message, positive interaction with the community by a business whose very essence is founded on its readiness and responsibility to play an active part in the world.

Coca-Cola HBC Italia, part of the Coca-Cola Hellenic Group, is the largest producer and distributor of The Coca-Cola Company branded products in Italy. It employs 3,300 people at its head office in Milan, at five distribution depots, at an assistance centre in Campogalliano (MO) and at six soft drinks production facilities in Nogara (VR), Gaglianico (BI), Oricola (AQ), Corfinio (AQ), Marcellise (CE) and Elmas (CA). There are two more mineral water bottling plants in Rionero in Vulture (PZ) and Monticchio (P2). Finally, the company also operates in the automated vending sector through Eurmatic.

www.coca-colahellenic.it
The partnership with Chiquita is maybe the most difficult process in COOPI’s history of corporate relationships. Chiquita introduced itself to COOPI in 2007, not denying its past, but looking at the present and the future and especially at an ongoing process of corporate social responsibility, asking COOPI for support. The main risk was for our NGO to bring into question its most precious capital, that of its reputation, built up over 45 years of hard work directly on the field in countries in the southern hemisphere, and so it was necessary to carry out a careful study and a detailed analysis of opportunities and risks of the partnership, involving all levels, including top level management. The partnership was then set up, confident that what was important was to take part and to try, making an effort to be transparent with all our stakeholders, regarding all steps and decisions.

We have decided to work on an environmental campaign together, which in following millennium development goals, aims to raise public awareness about how important the environment is in preventing and reducing poverty, as well as to raise funds for COOPI projects in order to: improve safe access to water and sewage systems; reclaim degraded urban areas; strengthen agricultural, breeding and fishing activities that promote a sustainable socio-economic development; forewarn and prepare population for disasters. In the first two years, the partnership has been involved in, apart from a financial contribution by Chiquita to the campaign, a communications plan with events in Italy, “Jump for life”, 2008 and 2009 editions. Then the horizons broadened: from Chiquita-Italy to Chiquita-International, from short to medium/long term. The opportunity to work together for a joint cooperation project on the field in Latin America came up and in November 2009 Chiquita invited COOPI staff to go on a mission in Costa Rica and Panama, where Chiquita started its CSR path, with Rainforest Alliance and SA8000 certifications and where the first community involvement projects have been activated.

In brief, the mission had the following objectives:
- Check on the field Chiquita CSR activities with particular attention to:
  1. Human rights—being respected
  2. Guarantee of freedom of association and collective bargaining;
  3. Safety in the workplace, especially concerning the use of pesticides and aerial fumigation in the plantations;
- Check the possibility of Chiquita becoming involved on the field with COOPI in its social community projects;
- Make and maintain contacts with other non profit associations on the field, linked to Chiquita activities (for example trade unions) to support the above objectives;
- Respect for the environment;
- Social community initiatives.

COOPI-Chiquita

Something where before there was nothing, thanks to the enthusiasm and perseverance of all the actors involved.

by Licia Casamassima, Corporate Relationship Manager COOPI
COOPI staff were involved in a hectic agenda of appointments and meetings in plantations, with workers, trade unions, members of the community, certificatory bodies (rainforest alliance), beneficiaries of social projects, as well as Chiquita CSR management at all levels. A detailed report was produced, focusing on the strengths and weaknesses which arose during the mission, touching upon all crucial points of Chiquita’s activities on the field: respect for the environment, safety in the workplace, aerial fumigation, fair labour and freedom of association, supply chain control and problems with independent plantations, and local community involvement. All points were discussed with the company in order to evaluate possible joint work on the field. Today we are discussing the opportunity for COOPI to take part in the Naturaleza y Comunidad Project in San San at Panama, launched by Chiquita in collaboration with German retailer Rewe in 2008 and that today also involves the participation of GTZ, the German federally owned organization for international cooperation and Corbana, Costa Rican banana producers’ association. COOPI could intervene alongside GTZ supporting Chiquita’s initiatives in community involvement in social projects. In the pipeline there is also a possible joint project in Guatemala, where COOPI expertise could help the company in a possible start up of a project for the banana community involvement in Chiquita’s plantations area. The partnership has also lead the both partners to discuss sector-based problems, which involve more than the single company and had to be discussed in multistakeholder meetings, such as FAO World Banana Forum, which COOPI partipated in for the first time this year, as a member of the sustainability commission.

COOPI-Terna – Salesian mission in Kami
For more than 20 years COOPI has been sustaining the Salesian Mission in Kami, Bolivia, a development engine for that area. One of the main challenges was the rehabilitation of an old hydroelectric power station Chinata, at an altitude of 3,800 metres, which started to be operative again in August 2002, after a long period of preliminary studies, fund raising, funding of the machines and equipment required, as well as of the construction of the infrastructure. The project has been patiently followed by the Salesian Mission in Kami since 1977, and by COOPI, which has provided funds and technical staff, and by volunteer engineers and technicians that, from the beginning, have supported the project. This first power station, that today produces about 475 Kw of energy, was later integrated with a second hydroelectric power station, in Quehata, inaugurated in May 2007, with a total average energy production of 2000 kw for the area. The hydroelectric energy produced, provides energy to the entire Kami area and even as far as 80 km away from the centre of production. Chinata and Quehata power stations meet the energy requirements of more than 20,000 beneficaries in the area composed of over 150 outlying rural communities. The second advantage for the communities will be in the medium to long term when, part of the clean and renewable generated energy will become part of the national electricity network and the ensuing revenue can be used to finance rural development of the whole area, creating a virtuous and sustainable cycle.

For over 3 years a number of Terna workers, have been to Kami, under their own initiative, with different missions, contributing with their expertise to manage and develop the new electricity network created with the construction of the two hydroelectric power stations. Terna, recognizing the importance of the project and of the technical support of their own staff, have decided to collaborate with COOPI to valorize the initiative through a photo reportage that will translate the hard work, the difficulties, but also the hopes and each small step towards the construction of a new life for the Kami population into images. Many years of collaboration between the north and the south of the world, that have constructed something, objectively speaking. Two hydroelectric power stations, one electricity network, and the opportunity to manage energy autonomously. Something where before there was nothing, thanks to the enthusiasm and perseverance of all the actors involved.

COOPI, Cooperazione Internazionale, is an independent, Italian, lay Non Governmental Organization (NGO) founded in 1965, that fights against every kind of poverty to make the world a better place. Today COOPI intervenes in 21 countries with more than 190 projects of development and humanitarian assistance. The organization is supported by important institutional donors, local institutions, foundations, companies and citizens (almost 20,000) – among the main donors, the European Commission stands out, which recognizes COOPI as a partner. The budget is certified by an accounting agency. In 2008, COOPI reported almost 35 million euro in its balance sheet. 94% of the funds was employed for the field projects, with just 6% for administrative costs. www.coopi.org
Edison pursues its commitment to fighting climate change in a number of ways: from choosing the best available technologies to build new facilities to investing in renewables, from researching and developing technologies with a low environmental impact to offering energy efficiency services and green energy to its customers, and developing projects to educate students about energy conservation.

The development of a culture that fosters awareness and concern for environmental issues is important, particularly during periods when, like in the current economic crisis, the climate emergency tends to be pushed into the background, allowing the use of more polluting technologies. For these reasons, Edison, traditionally committed to creating a widespread culture of concern for climate and energy conservation, has focused in the past two years on reaching young people through the school system. This is because a sustainable future can be assured only if we change our daily habits, a goal that is best accomplished by starting in the classroom, where children are shaped into tomorrow’s citizens.

“Eco-Generation – Schools as Climate’s Friend” is the natural evolution of a ten-year collaborative relationship between Edison and Legambiente to promote sustainable development. The purpose of this project is to create a series of effective environmental action centers by using a network of pilot schools that can then transfer knowhow about energy conservation, sustainable construction and renewable sources to other schools throughout the territory. In previous editions, this project introduced awareness about eco-efficiency and clean energy in thousands of classrooms throughout Italy. The current campaign will cover a period of three years. In 2009/2010, it targets ten schools (lead schools) in ten cities in Italy (Milan, Monza, Pioltello, Varese, Padua, Verona, Ravenna, Scerni, Foggia and Palermo).

The project started with a thermographic survey to test the energy efficiency of pilot schools located throughout Italy and detect the presence of any thermal anomalies that could adversely affect the efficiency and comfort of the buildings. The survey, which was conducted in January and February 2010, showed that in all tested buildings appropriate actions could cut energy consumption by 50% to 70% from current levels. In the sample schools, average heat dispersion ranged between 250 and 350 kWh/m² a year (kilowatt hour per square meters a year), for an average of 290 kWh/m² a year. In addition, there was an extremely high concentration of CO₂ in the classrooms of up to 2,800/3,000 parts per million, equivalent to 50/70 kg of CO₂ per m² a year, for an average of 60 kg of CO₂ per m² a year.

The most frequent anomalies included drafts of cold air through
windows due to the poor quality of the fixtures, dispersion of heat from the radiators and heating systems, failure to insulate exterior walls and temperature changes caused by poor design. In addition, there were numerous problems invisible to the naked eye but with an impact on insulation, such as heat dispersion through housings of rollup shutters or from improperly insulated window-sills, which provide an easy path for heat dispersion. In the first phase of the Eco-Generation project, an ad hoc program of activities was organized at each of the pilot schools to promote good sustainability practices. Stage shows, laboratories for budding energy managers, energy conservation cartoons, technical experiments, training for teachers and many other activities characterized the project at the different locations. In addition, the goal of energy conservation was pursued using different educational paths designed to encourage the adoption of virtuous practices, structured based on the type and level of the schools involved, local characteristics and the specific competencies of each school. At the end of this path, each school will submit a “Sustainable School’s Handbook” as a tool to upgrade the school’s building. The best handbook will be used as the “Charter of Quality Objectives for Sustainable Schools”, which all schools will be encouraged to adopt. Specifically, the project calls for the pilot schools to test and actually implement the recommended remedial actions. The final objective of the Eco-Generation project is to provide all schools in the territory with the “Charter of Quality Objectives for Sustainable Schools”, developed through the field work of the pilot schools, and the award of an “Ecoefficient School Stamp”. Edison and Legambiente’s aim is to transform Eco-Generation into a permanent energy efficiency program that can be offered to all schools, local governments and the Ministry of Education. The activities of the Eco-Generation project were planned combining the analysis of scientific data with the needs of local communities and involving all stakeholders through transparent communications that enabled all parties involved to recognize the project’s value added. Such a path is of great interest for a company such as Edison because of its significant impact on empowering and fostering a dialog with local communities. “Eco-Generation – Schools as Climate’s Friend” is also active on the Facebook social network, where for the first time a group is co-managed by a company and an NGO, as evidence of a relationship based on mutual confidence. The schools involved in the project created a blog that, during this first phase, registered about 2,000 contacts, including students, local governments, teachers and educators who argued and exchanged information about the project’s progress. A shared space, where the schools involved post information about the paths they are pursuing, communicating to other schools good practices of energy conservation. The objective is to be receptive to suggestions from technical specialists, teachers, students, local governments and the public in general, while encouraging the active involvement needed to create a network of shared competencies. Edison has been increasing the development of communications about corporate social responsibility projects through social networks (Facebook, Twitter, Youtube, Flickr, blogs about projects) because it presents a series of fundamental challenges: - CSR is a field that requires openness and willingness to discuss problems with the stakeholders in order to find solutions, thereby going well beyond the mere presentation of a company’s results and achievements; - CSR communications must target a broad audience in different parts of the world, both inside and outside the Company (not just professionals, journalists, analysts or investors) and are not compatible with the formal language of corporate communications; - CSR requires that the parties involved truly dialog and listen to each other, with an exchange of opinions that can be mutually beneficial. The use of social networks thus means foregoing one-way communications addressed to a limited group of stakeholders, and opening the Company to the public at large. Two important results of this approach are an active and constant involvement in the project and an ongoing monitoring of the project’s effectiveness and quality.

EDISON

Founded in 1884, Edison is Europe’s oldest energy company. Edison is Italy’s second largest operator in the electric power and natural gas sector. In the electric power area, Edison completed the most ambitious generating capacity expansion program carried out in Europe in the past ten years, building combined-cycle, cogenerating power plants fired with natural gas, the most efficient and environmentally friendly thermoelectric technology. Edison has developed a highly efficient and well-balanced portfolio of generating facilities, with an optimum mix of gas-fired, combined-cycle power plants, hydroelectric power plants and other renewable source facilities. In the hydrocarbon area, Edison’s integrated presence ranges from exploration to production, importation, distribution and sales.

www.edison.it
Enel commitment to safety
Health and safety at work are core values that distinguish the culture of the Enel Group, whose mission highlights its commitment to ensure a better world for future generations. Work accidents have undergone a constantly decreasing trend in the last years, showing sustainable results. In the last 5 years, injuries have decreased by 48% with regard to the severity index and 56% with regard to the frequency rate.

The Company's commitment to safety is shown not only by decreasing accident trends, but also by the internal climate and employees attitude towards the attention and commitment to safety.

At the end of 2008, the Company's climate survey was carried out, which recorded a remarkably widespread participation, rate of close to 80%, and thus provided a representative picture of the Enel world.

The results showed that about 80% of the employees were satisfied by the actions concerning safety performed day by day and acknowledged the commitment of their managers in disseminating the safety culture through the Company.

Integrated Nine Point Safety Improvement Plan
In 2009 a lot of initiatives were implemented within Enel Group in order to improve safety standards and achieve excellence in safety, many of which were part of the "Integrated Nine Point Safety Improvement Plan", launched in September 2008. The project represents the Enel strategy to pursue the challenging objective of "zero accidents" and unites all the Divisions and Countries in a coordinated effort.

The main characteristics of the project are the strong commitment from top management and the adoption of a trans-Group approach to safety, that defines 9 areas of intervention to improve safety processes.

During the year, for each area the Company developed specific projects and initiatives aimed at:
1. promoting safety culture at all levels;
2. reviewing tender processes according to safety dimension, focused on improvement and alignment of contractors to Enel safety standards;
3. developing communication initiatives aimed at always keeping safety awareness high;
4. making the processes of accidents reporting and analysis increasingly prompt and effective;
5. improving safety training throughout all operations;
6. introducing new indicators in order to improve safety performance monitoring and facilitate the involvement of all workers;
7. adopting a single safety standard in all workplaces, both in Italy and abroad;
8. reviewing the organization of safety in order to guarantee integration into business operations and enhance the resources involved in safety;
9. fostering the sharing of experiences and best practices within the Group.

Organization
In 2009 the organizational structure of safety was revised in order to make its processes more effective, promote greater integration of safety into business operations and enhance knowledge sharing. For these reasons, the Company established the Safety Steering Committee, which consists of the Heads of the Enel Group Divisions and Departments of Enel SpA. The Committee is entrusted to approve the Company's strategic choices and policies regarding safety, promote trans-Group initiatives aimed at disseminating and developing of safety culture, and periodically re-examine the effectiveness of the safety management at the Group level. Several years ago, the Divisions and Companies of the Enel Group started to equip themselves with Occupational Health and Safety Management Systems according to the international standard OHSAS 18001. By now all the Divisions have certified their managements systems.

Managers perform an essential role for the widespread dissemina-
tion of safety culture in all areas and at all levels of the organization. They must feel that they are “safety leaders” by behaving responsibly and thus providing a model for their colleagues. For this target, the Enel leadership model was recently revised to include safety behaviour and distinctive safety values. Furthermore, in order to define the conduct of the “safety leader”, it was drawn up and disseminated by cascade process – the leadership charter – a guide aimed at promoting a common approach to safety for all Enel employees. A big boost was also given to the safety walks, the operating visits to workplaces made by the management. The objective of the safety walks is to promote safety culture, ensure that the regulations are applied and safety behaviour is adopted, as well as to inspect the condition and maintenance of facilities and plants.

Training
Safety training constitutes an essential instrument for preventing occupational injuries. During the year Enel developed a general training model that defines the key capabilities regarding safety and characterising the role of “safety leader”. This model integrates specific training initiatives: from training courses for newly hired employees and leadership training to training courses for employees who manage contracts and monitor contractors to training for awareness-raising regarding safe driving.

A great effort was made again in 2009 with regard to both the economic commitment (with more than 19 million euro spent on activities to train and inform employees, amounting to about 240 euro per person) and to the number of hours dedicated (more than a million hours of safety training in 2009, amounting to 12.5 hours per person).

Communication
The Company’s communication tools act as essential ways to constantly raise awareness on these issues. For example, every month the magazine Enel Together dedicates an entire page to health and safety, highlighting initiatives, projects, and results; the corporate intranet contains a specific section with studies, documents, and news on the subject; the Web-TV periodically presents reports and special programs; the website contains news, videos, and photos of various initiatives with a focus on safety throughout the Enel world. In 2009, a lot of initiatives were launched to raise the awareness of employees towards safety which, using different languages, communicate the same message: “zero accidents”.

The most important communication initiative carried out in 2009 with regards to integration was the second International Safety Week, a trans-Group project with the objective to focus the attention of all workers on safety through training, communication, and awareness-raising initiatives that involve not only Enel employees, but also contractors and communities. The purpose of the project is to make each colleague assume responsibility for safety, promote a uniform vision and common approach in all the Countries where Enel operates.

Safety KPI
A process started in 2009 to integrate the Key Performance Indicators (KPI) currently adopted for monitoring safety processes (down-stream KPI) with new upstream or leading KPI regarding the following macro-areas: behaviour observation; safety checks; management of near misses; information and training; management involvement; monitoring contractor safety performances. In order to define, implement and report safety KPI, a new policy was elaborated aiming at the definition of a minimum set of key performance indicators that will guarantee efficient and uniformed measurement, assessment and monitoring of the Company’s performance in occupational health and safety.

Integration
The Integration process within different foreign companies of the Enel Group was strengthened in 2009. The launch of the safety integration project, following the completion of Endesa acquisition, sets targets to align the most important processes, create synergy and implement programs for operating excellence.

Contractors
Firmly convinced that the safety of the contractors’ employees should be protected like the safety of Enel’s own workers, in 2009 the Company promoted a series of initiatives to raise awareness and disseminate the culture of safety also among contractors by implementing projects aimed at aligning with Enel’s safety standards. Within “Nine Points” project it was started a review of the tender process in order to improve safety standards through introduction of safety strict requirements in the qualification and selection models, empowerment of control process during work execution, enhancement of contractors monitoring and ranking process based on safety items (Vendor Rating), introduction of special contract penalty clauses in case of violations regarding occupational health and safety, information and awareness-raising initiatives focused on contractors’ workers.

Enel is Italy’s largest power company, and Europe’s second listed utility by installed capacity. It is an integrated player which produces, distributes and sells electricity and gas. Further to the acquisition of the Spanish utility Endesa, Enel has now a presence in 23 countries with over 95,000 MW of net installed capacity and sells power and gas to around 61 million customers. Listed on the Milan stock exchange since 1999, Enel has the largest number of shareholders of any Italian company, at about 1.4 million retail and institutional investors in 2009. The Enel Group is also the second-largest Italian operator in the natural gas market with approximately 2.8 million customers and a significant player in the Spanish market, with around 1.2 million customers.

www.enel.it
Abstract
Multinational corporations face huge challenges in countries they operate in. Oil & Gas companies in particular operate in some of the most challenging places on earth: they manage energy resources, which are deeply connected to the economy of a country and their activities may impact on health and environment, if not managed in a responsible way. Furthermore, they often cooperate with a public sector that may need business support in order to guarantee an improvement of development standards, acting in the framework of public-private partnerships as promoted by the main multilateral bodies.

This paper describes the actions eni has undertook to build a multi-level cooperation model, meeting the principles and goals of the Global Compact.

Eni’s cooperation model for sustainable development
Eni, the seventh largest international oil & gas company, was created in 1953 as the Italian national oil & gas company and in 1992 it was turned into a public energy company.

Its origin is strictly connected to Enrico Mattei, eni’s first President. Mattei had grasped that no international strategy would be possible without extensive knowledge of the countries eni was going to operate in.

In 1957, an agreement with Iran to set up the Italo-Iranian company Sirip was reached. For the first time, an oil-producing country secured itself a profit of around 75%, significantly better than the fifty-fifty formula already regarded as “revolutionary”, and it was also actively involved in the production process.

This type of agreement has come to be known as the Mattei Formula.

The spirit of the Mattei Formula is currently applied through the Memorandum of Understandings and the Agreement Protocols signed by eni with institutions and not for profit organizations in its operating countries, to set principles, goals and projects concerning the economic, industrial and social development of the country. Below are some examples of this approach in practice.

Against climate change for local development in Africa
In 2009, eni became the largest international operator in Africa. Energy access represents a dramatic problem for African people and companies and at the same time, the practice of gas flaring – widespread in Africa – is a source of local pollution, while being considered a major contributor to climate change.

The Kwale–Okpai power plant in Nigeria is a good example of how the company fights climate change while creating local development opportunities and reducing its environmental impact. The plant recovers the gas associated with oil production, which is used for electricity production, benefiting the local economy.

In November 2006, Kwale Okpai was registered as a CDM, under the Kyoto Protocol, becoming the main African project on this list. The plant currently generates 15-20% of the power for the Nigerian national grid, showing that its contribution to the growth of electricity generation meets the requirements of sustainable development of Nigeria.

The success has generated a positive chain reaction, encouraging other private companies to commit to flaring reduction initiatives via power generation and leading eni to replicate the experience in Congo.

In May 2008, the company signed a cooperation plan that integrates
the traditional business of hydrocarbons exploration and production with concrete actions to implement sustainable development. The Memorandum of Understanding with the Congolese authorities, includes the construction of a 450 megawatt power station nearby the Djeno oil terminal, which will contribute to the generation of electricity from gas for over 80% of the country’s requirements, while reducing gas flaring.

Creating opportunities for people while promoting fair labour

Eni employs more than 78,000 people all around the world. The promotion of labour standards is a core responsibility for Eni. The protection of equal rights is embedded in Eni’s Code of Ethics, which conforms to the main ILO conventions and standards. At the national level, an Industrial Relations Protocol was signed in 2001 with the major union organisations. At the European level, the European Works Council has been active since 1995. At the international level, the “Industrial Relations at Transnational Level and Corporate Social Responsibility Agreement” was signed with the International Federation of Chemical, Energy, Mine and General Workers Union (ICEM) and with the Italian unions.

Eni is also engaged in projects of nationalisation of managerial positions in many operating countries such as Kazakhstan, Nigeria, Congo and North Africa. These initiatives resulted in a 16% growth of local managers in 2008 and in a further 7% increase in 2009. Furthermore, Eni encourages and promotes the development of the local socio-economic system through the support of entrepreneurship and the strengthening of territorial infrastructure. In 2009, actions to improve local content development have been carried out in Kazakhstan, Nigeria, Mali, Angola, Australia, Libya and Timor Leste.

The fight against corruption

Eni is strongly committed to fighting corruption. In 2009 the company reorganised its anticorruption corporate structures by adopting new guidelines and procedures that satisfy the reporting requirements suggested by the Global Compact. In 2010, further training activities on this issue are being carried on for all Eni’s people.

The company is part of the Extractive Industries Transparency Initiative (EITI), initiative that sets standards for extractive companies to publish what they pay and for governments to disclose what they receive.

Eni participates to the initiative in the countries that are already EITI signatories and is committed to play, in cooperation with the Italian Ministry of Foreign Affairs, a facilitator role in those countries (of relevant interest to the company) where governments, while displaying interest in the initiative, have still not formally signed it up.

Human rights, cooperation and development

Eni has developed a human rights based assessment system to evaluate the impact of its direct and non direct activities. Human Rights Compliance Assessments (HRCA), done according to the methodology proposed by the Danish Institute for Human Rights, have been carried out. In 2008 the HRCA methodology was tested in Nigeria and Kazakhstan, and in 2009 in Algeria, Egypt and Congo. The identified priority areas are: security activities, operational and supply issues, diversity management and local community involvement. Building upon these experiences, a new initiative has been set up in cooperation with the International Business Leaders Forum, in order to integrate the key human rights instances within the Social Impact Assessment methodology. With respect to the diversity management, in 2009 Eni implemented several initiatives for the internationalization and intercultural skills development.

Conclusions

In Eni we use to say that the company “Lives in the World”. That means establishing long term relationships with the Countries in which Eni operates, promoting dialogue and cooperation. Eni considers these elements not only as requisite for a responsible company aimed at having a positive contribution to the society, but also as opportunities of growth and prosperity, today and in the future. The examples provided, telling the story of the presence of a company in its operating countries and explaining how the Global Compact principles are embedded in Eni’s cooperation model, represent the company’s contribution to the debate around the concrete application of the initiative.

In other terms, Eni fully embraces the words of the UN Secretary General Ban Ki-moon: “We need business to give practical meaning and reach to the values and principles that connect cultures and people everywhere.”

**Eni is a major integrated energy company that operates in the oil and gas sectors, electricity generation and sale, petrochemicals, oilfield services construction and engineering industries. In these businesses, Eni has a strong edge and a leading international market position. Eni is active in 77 countries with a staff of about 78,400 employees.**

[www.eni.it](http://www.eni.it)
In line with its Code of Ethics which includes among its principles that of equal opportunities, the Group signed in October 2009 the Charter for equal opportunities and equality in the workplace, affirming its commitment to championing diversity and contributing to the fight against all forms of discrimination in the workplace. The Charter was promoted by the Sodalitas Foundation, Impronta Etica, Aidda (women managers of companies), Aidaf (family services), Ucid (Christian union of businesspeople and managers) and the National Office of the Equality Councillor, with the participation of the Ministry of Labour and the Ministry of Equal Opportunity.

It was to champion the competences and potential of the disabled persons employed by the company, analyse their satisfaction, improve their work and, if necessary, carry out employment requalification activities that the “Developing Resources Project” was developed starting in 2008 with the support of the ASPHI Foundation which promotes the integration of differently-abled persons in schools, the workplace and society.

This initial phase of the project gauged the satisfaction of differently-abled employees through a survey consisting of 39 questions delivered to 119 differently-abled workers: 105 (88%) completed surveys were returned, in the anonymous form that was requested. Concurrently, the direct supervisors of the 119 differently-abled persons that were part of the project were involved through participation in an “HRValue” training course given online and a questionnaire upon its conclusion. The training course involved updating on the terms, contents, auxiliary instruments connected with the presence of differently-abled workers and information on the issue of disability and the management of relations with differently-abled personnel. 112 of the 119 distributed questionnaires (94%) were returned by 75 of the 80 supervisors involved.

The phase of the project that was concluded in 2008 made it possible to gauge the level of satisfaction of differently-abled personnel and to monitor the effectiveness of the improvement actions set up over time. The questionnaire showed a good level of satisfaction: the aspects involving the workplace and social integration, improving professional development and recognition (including in a symbolic sense) were positive. There were some observations relating to the work environments. Overall, the response to 66% of the questions was “satisfied” and 34% of the questions were marked as “not satisfied.”

From these results, Hera and the ASPHI Foundation launched a plan of action for 2010 to improve the entrance of differently-abled persons into the workforce, check the work areas, identify individual cases for specific actions for the enhancement of professional potential and increase awareness of the colleagues involved in the management of differently-abled personnel. Specifically, 4 actions are planned which were identified on the
basis of the results from the first phase.

The first action refers to the definition of a procedure for the insertion and verification of the first year that a differently-abled person is employed in order to optimise productivity and focus attention on specific aspects (barriers, computerisation and technological support, etc.). Within this context, an initial verification check list as well as a periodical one on the entry into employment will be defined.

Following this, special reconnaissance of the work areas will take place, with the involvement of the differently-abled personnel, in order to ensure that the technological supports or security measures are in place.

Furthermore, individual cases for which specific actions for the enhancement of professional potential, such as specific training, change of duties, computerisation, etc. will be defined.

Finally, plans are in place for additional awareness initiatives for managers, tutors for differently-abled personnel, personnel managers, system experts and information systems.

The championing of differently-abled personnel also concerns the relations the company has with its suppliers. To this end, an operating instruction has been approved which defines the sustainability criteria to be applied in the selection of suppliers. The hiring of differently-abled persons and persons facing hardship were added to the "social commitment" criteria.

The collaboration with social cooperatives also went forward. At least 30% of the members or workers social cooperatives which are governed by Law 381 of 8 November 1991 must be differently-abled personnel or staff belonging to other categories facing hardship (type B cooperatives).

On 5 June 2009, Hera S.p.A. updated the contents of the Memorandum signed in 2004 in order to renew the collaboration with social cooperatives declaring the willingness of the Hera Group to extend, where possible, the use of social cooperatives in new sectors, different from waste management services.

The memorandum also restates the Hera Group’s commitment to include in the tender conditions, in the case of services which are suitable for the employment of persons facing hardship, the obligation to perform the contract using a specific percentage of personnel made up of persons facing hardship pursuant to Article 4, paragraph 1 of Law 381/1991, in the event of tenders awarded for the largest discount. In the case of tenders awarded using the method of the most advantageous bid, Hera commits to reserving a significant percentage of the point value to projects comprising work placement.

Consistent with the commitment set forth in the Memorandum to define monitoring indicators and instruments with specific regard to the employment of persons facing hardship, in agreement with the representatives of social cooperatives, the Hera Group approved an operating instruction that modifies the monitoring of employment of persons facing hardship in collaboration with social cooperative consortia and individual social cooperatives, through said consortia.

The monitoring regards all Group contracts in which personnel of the social cooperatives work.

Quarterly verifications are made of the total number of persons facing hardship employed, the type of hardships faced by individual workers used in the supply and their qualifications within each single contract. Thus, it will be possible to verify compliance of the employment project presented by the supplier during the tender, with a consequent assessment of the same.

In 2009, the value of the supplies regarding types of work or services requested from social cooperatives came to about Euro 23.6 million. Of this amount, about Euro 20.9 million was assigned for the execution of waste management services (collection of municipal waste, street cleaning, etc.) equal to 20.3% of the total awards made by the Group for these services.

Supplies from social cooperatives involved a total of 36 cooperatives and resulted in the employment of 468 persons facing hardship. The highest number of persons facing hardship employed was recorded by the Territorial Operating Structure of Modena (143 people), the Territorial Operating Structure of Forlì-Cesena (102 people) and the Territorial Operating Structure of Rimini (90 people).

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**Hera** is one of the major multi-utility companies in Italy, operating in 240 municipalities of the provinces of Bologna, Ferrara, Forlì-Cesena, Modena, Ravenna, Rimini, Pesaro and Urbino. Hera also operates in several municipalities in the province of Florence.

Hera provides energy (gas, electricity), water (water systems, sewage and treatment), and waste management (collection and disposal) services to a total customer base of approximately 3 million users. Hera sells gas and electricity to 1.4 million customers throughout Italy. The shareholding structure at the dividend coupon date includes 186 public shareholders (holding 62% of shares, in all), 465 institutional investors and over 22,000 private shareholders (natural persons and corporate bodies that are not involved in financial businesses).

www.gruppohera.it
Our constant commitment to researching and developing innovative technologies is an inevitable choice in today’s fiercely competitive market. Innovating for us means satisfying, indeed anticipating, consumers’ needs but also making home appliances that are more and more eco-compatible. It was the Company’s founder, Aristide Merloni, who set out on this virtuous road, saying back in 1967 that “there is no value in the economic success of any industrial enterprise unless there is also a commitment to social progress”. Since then, the Company has always moved in that direction, in all its activities, including the sustainability of its manufacturing processes and of its product developments.

Home appliances produced and marketed by Indesit (washing machines, dryers, washer-dryers, dishwashers, fridges, freezers, cookers, hoods, ovens and hobs) account for around 10% of the overall electric consumption of a Country like Italy; their design and production therefore have a major impact on the daily technology-ecology balance, even considering what individual, well-intentioned consumers can do through eco-intelligent behaviour in their homes. It goes without saying that consumers who may reasonably be expected to play a more responsible role in buying and using will, in their turn, expect an active commitment on the part of manufacturers to reduce environmental impact in all phases of the production process and product life cycle.

In the light of these and other considerations, we have developed an entire range of eco-efficient products under the Hotpoint-Ariston brand, marked with an Ecotech “green label”. This is our way of offering our consumers products which have more than any others been designed to guarantee minimum consumption of resources, leading to cash savings (smaller bills) but also ecological savings (less waste of power, water and detergent). It is partly for this that Indesit Company has been judged an eco-virtuous enterprise, having won both a prestigious Ecohitech Award and a Sustainable Development Award in 2009.

Among these Ecotech-labelled products, the Quadrio fridge has achieved important results in terms of lower consumption of resources and high standards of efficiency. Its independently opening doors and drawers deliver significant energy savings with respect to a normal two-door combo. Our A class Openspace oven – the biggest on the market in its category - can save energy in different conditions of use, thanks to its two separatable cavities. And the new Auto Dose System in the Aqualtis washing machine automatically feeds the right amounts of detergent and softener for each wash, ensuring ideal quantities for each type of gar-
ment and wash, and with no waste; it also makes considerable savings of water and energy thanks to the optimization of rinsing and the mechanical action of the drum.

We are also working on projects in the field of domotics to develop home appliances that consume less and less energy and water, have “intelligent” surfaces and are capable of exchanging operating information to balance their use of power and help avoid peak-time overloads and even adapt to time-band tariffs.

In autumn 2009, Indesit Company started the world’s first large-scale test of intelligent fridges with DDC (Dynamic Demand Control) technology, capable of managing consumption on the basis of network availability. In the UK, 300 families agreed to try this new technology and were given – free of charge – Indesit Class A refrigerators with DDC technology. This initial test is part of the research on smart grids, the innovative future energy distribution networks that will enable us to monitor and control energy consumption centrally, thus preventing overloads and channelling energy from sources with the greatest availability to areas in deficit.

The results in terms of energy saving would be really surprising: an analysis carried out on the potential findings of the project revealed that if all refrigerators in the UK were to use this technology, it would be possible to dismantle a 750 megawatt backup power station. The benefits could be even greater with increased use of renewable sources such as wind farms and solar power, which are by definition discontinuous and tend to destabilise the network and therefore require dynamic compensation.

We are now awaiting completion of the first stage of the project: the initial results will be collected and analysed in detail in order to plan future developments and applications for the project.

Our commitment in this area also addresses Italy: we are working on Energy@home®, a research project to develop a management system in which “intelligent” home appliances will be able to manage themselves and regulate the energy consumption of an entire home, thus helping to avoid network spikes and overloading.

Our commitment doesn’t stop at making products increasingly eco-efficient: we believe it’s vitally important to apply best practice in all phases of production. We do this by developing innovative instruments that guarantee the quality, reliability and safety of our products, by pursuing design for environment strategies for the collection, recycling and disposal of products at end of life, and by using advanced systems to monitor environmental impact in our manufacturing facilities. We have, in fact, implemented a management system focused on quality and the environment to ISO 9001 and ISO 14001 standards and which is already in operation in most of the Group’s industrial sites. And we are now, in 2010, starting to provide all our Italian production facilities with power from renewable sources and high-yield co-generation plants.

Every company, in its own way, should adopt an ethical approach that guides its strategic choices: our ethical approach is to work everyday on innovation, a key factor for success in a competitive market and one that enables us to improve the performance of home appliances in environmental terms, thus demonstrating that intelligent use of technology and good eco-sustainable practices can go hand in hand. Our business model, in fact, takes into account not only economic but also social and environmental performance, because we firmly believe that being socially responsible is not only a duty to future generations but also the best strategy for creating value and competitive edge in the medium and long term.

Indesit Company is one of the European leading manufacturers and distributors of major domestic appliances (washing machines, dryers, dishwashers, fridges, freezers, cookers, hoods, ovens and hobs). It is the undisputed leader in major markets such as Italy, the UK and Russia. Founded in 1975 and listed on the Milan stock exchange since 1987, the Group posted sales of €2.6 billion in 2009. Indesit Company has 16 production facilities (in Italy, Poland, the UK, Russia and Turkey) and 16,000 employees. The Group’s main brands are Indesit, Hotpoint-Ariston and Scholtès.

www.indesitcompany.com
Effective, long-term measures to improve energy efficiency in end uses can create synergy between the need to reduce energy dependency, to increase the safety of supply and to reduce greenhouse gas emissions. Not to mention the increased competitive edge and positive effects on technological innovation of the production system and the creation of jobs.

Monitoring energy consumption in the banking sector is a priority. Electricity is the main energy consumed, both due to the increasing use of office machines and new services, and the greater use of air conditioning.

For an idea of the importance of consumption in this sector, it is useful to know that in Italy, where an individual consumes approximately 1000 kWh of electricity per year, the per capita requirements of the banking sector is six times as much, on average.

For Intesa Sanpaolo too the main energy used is electricity, which represents about 84% of total energy consumption. This is also due to the widespread use of electric heat pumps in our points of operation, in place of traditional boilers, which, at the same time, avoids the emission of toxic fumes in the residential areas where these branches are located.

The Group’s environmental policy, which provides a strategic framework of reference, defines the approach in preventing, managing and, where possible, reducing the environmental impacts directly or indirectly generated by its operations. Specifically, in terms of reducing its ecological footprint, the Bank has implemented multiple initiatives to safeguard environmental resources and, in this specific case, energy resources.

The strategies implemented also involve the careful operation of the various areas where energy is used, such as lighting, air conditioning and heating, office machines, etc.

The project described herein regards the combination of different types of measures which are innovative in the banking sector, and come together in a comprehensive way to achieve energy savings.

Monitoring of electricity consumption and the room temperature in branches.

At Intesa Sanpaolo, the analysis of electricity consumption is organised based on geographic areas, size of the site and type of air conditioning and heating system; in order to identify not only total actual consumption, but also the weight of the consumption of individual users. In 2008 a pilot project was started, involving 24 branches of differing sizes, located in various geographical areas of Italy, and heated using either traditional boilers or heat pumps. By installing data-loggers, on the basis of the consumption reported on the invoice, specific targets were identified, which made it possible to locate the priority areas for intervention.

At the same time, the monitoring of the temperature was one of the determining factors in supporting the energy efficiency measures, especially in the cases where anomalies were detected in the management of air conditioning and heating systems.

This initiative has not provided only environmental benefits. At the same time, as a result of obtaining a photograph of the actual situation, the knowledge of various aspects relating to the Bank’s electricity consumption increased, such as:
- the weight of artificial lighting during office hours is stable at about 9-10 W/m² (watts per square meter);
- the consumption of office machines and other similar equipment during working hours remains at about 7-12 W/m², however, about 80% of this consumption is continuously recorded outside office hours;
- the use of electricity for traditional air conditioning and heating systems is correctly concentrated during office hours, while the heat pump systems record significant consumption (excluding the South of Italy) also outside of office hours.

So far, this project has been successfully repeated in about 300 branches. These branches comprise the 107 branches which are subject to ISO 14001 certification, included in the Environmental Management System. Here, the monitoring of consumption identifies cases where the seasonal targets during office hours and at night/weekends/on holidays are exceeded. When these cases are detected, an alert e-mail is automatically sent to the technical staff in charge and, depending on the case, also to the facility management company, as well as to the branch concerned, indicating the time and the level of excess consumption. A similar system has been implemented for monitoring the room temperature, in order to assess whether the temperature remains within acceptable values both from the point of view of individual’s well-being and from the regulatory point of view. Thanks to the promptness of the alerts, we can prevent critical situations, reducing on-site interventions by maintenance to the minimum.

**Automatic shut down of computers**

In order to avoid consumption at night and on weekends/holidays by equipment that staff do not shut down at the end of the day, an IT procedure was implemented based on Wake on LAN (WOL) technology. This technology is capable of controlling the remote shut down of almost all the PCs in the 6,000 branches from 9:00 p.m. to 7:00 a.m. on working days, and 24-hours a day on Saturday, Sunday and holidays. The equipment is automatically turned on in the event of software updates and, in any case, prior to the start of work at the branch workstations. This innovation, which can be repeated in all companies with networked workstations, is based on two software components: client software (installed at all branch workstations) and server software (installed on the branch server). It is clear that forced shutdown results in significant energy savings. We have quantified our savings at 122 kWh/year for each machine. Concurrently, for each PC, CO₂ emissions amounting to about 60 kg/year are avoided. When you consider the 47,000 PCs managed using this procedure at the end of 2009, this becomes almost 2,900 tonnes per year and about 96,000 trees saved.

**LED lighting systems**

Lastly, as regards energy efficiency of lighting systems, which at the Bank already comprise fluorescent tubes with electronic reactors (which have obtained European GreenLight certification), Intesa Sanpaolo has set up a test case in 3 branches, installing LED artificial lighting systems which guarantee suitable standards of well-being according to the European standard UNI EN 12464, without, however, altering the architectural or construction standards that are commonly adopted by the Bank.

In addition to ensuring a particularly long life in comparison to the best fluorescent system, the LED system can be automatically regulated based on natural lighting and personal needs. For each area, a manual control panel is planned, which can be used by employees, who can manually “force” the lighting to turn on or off, as well as temporarily modify the lighting level for a specific office area. Lastly, this system does not generate waste containing mercury.

This type of system is highly versatile and can also be replicated in other premises of the Bank, as well as sectors other than banking, without any constraints regarding its diffusion throughout the country.

From the measurements taken it is estimated that an LED system provides Intesa Sanpaolo with an energy savings of about 30% and an average annual decrease of about 300 kg of CO₂ for each branch. It is also estimated that larger initial investment can be amortized over about four years.

The positive effects generated by the actions illustrated, together with the other actions concurrently promoted, are tangible and measurable. An example figure is the amount of savings in consumption achieved in Italy in 2009, equal to 7,300 toe (tonnes of oil equivalent) per year, about 14,500 tonnes of CO₂ avoided.
I
n the two years since the Global Compact Leaders’ Summit, the Italian Ministry of Foreign Affairs, as the governing stakeholder of the Italian entrepreneurs belonging to the Global Compact, has expressed a concrete interest in promoting the growth of corporate social responsibility in Italy. It has done so knowing the positive influence CSR could have on Italian businesses’ contribution to sustainable global economic development. A development in which international finance is at the service of the real economy rather than the other way around.

Progress has been made in qualified and diversified thematic areas: microfinance; social, environmental, and sustainable budgeting; socially responsible investments; getting migrants to open bank accounts and appreciating how their remittances can foster social and economic development; sustainable development; transparency and social responsibility in the overseas operations of Italian companies; etc. Italian diplomacy sees the so-called third generation of CSR as becoming gradually less peripheral to business policies (related to image and marketing) and progressively more central to the full business cycle of a product: it is a revolution that makes CSR one of the pillars of international industrial competitiveness.

In its dealings with the domestic business world and chambers of commerce, the Italian Ministry of Foreign Affairs has promoted the concept that the main multilateral CSR initiatives should be interpreted as essential to policies of: a) responsible global economic growth; b) sustainable development cooperation; and c) global democratic growth and enhanced intercultural dialogue. In this respect CSR responds to the problem of integrating cultures in a business context and it contributes to greater international stability on the basis of respect for fundamental rights.

In the years to come, the Ministry of Foreign will launch:

- A strong message on which basis, through its business ethics programs, businesses will learn through CSR to help develop the social capital of emerging economies: in this perspective the development and consolidation of private businesses ceases to be one of the problems inherent to the transition;
- A holistic and systemic vision of global standards that includes legal, economic, political, environmental, socio-cultural, and technological aspects: only in this way can solid results be achieved in promoting business ethics programs at the global level. This implies developing a comprehensive diplomatic dialogue on the four types of standards that have thus far emerged:

1. Standards aimed at involving stakeholders, such as the AA1000S of the Institute of Social and Ethical Accountability;
2. Concrete standards, such as the SA8000 drafted by the Social Accountability International (SAI), the principles of the Caux Round Table, the Basic Guidelines for Codes of Business Conduct, etc.;
3. Standards involving management processes, such as the SA8000 and the principles of the Coalition for Environmentally Responsible Economies (CERES);
Standards of reporting (first and foremost, the Global Reporting Initiative)

- An approach that strengthens the action of every category of standard setter:
  a) Business Associations, such as the Caux Round Table, CERES, the International Chamber of Commerce, or the Institute of Electrical and Electronic Engineers;
  b) Stakeholder Groups, such as the Global Reporting Initiative, the Global Sullivan Principles, the International Corporate Governance Network, the Institute of Directors of Southern AFRICA, the Institute of Social and Ethical Accountability; the Social Accountability International
  c) Governments, taking as examples the recent French, British and American developments. In this category, global governance of the CSR aims to promote the development of specific standards and procedures focusing on issues such as the standard of public services. The objective is to instill a renewed respect for and trust in governmental institutions;
  d) International Organizations, such as the UN Global Compact, the ILO, the ISO, and the OECD.

- An ad hoc fine-tuning of the ISO’s current CSR work, which is scheduled for completion this year and is one of the most advanced international approaches to guiding businesses systematically and consistently through the many multilateral initiatives to promote CSR standards;
- Highlighting how SMEs are particularly keen on the voluntary adoption of criteria that reflect the “Responsible Business Enterprise” (RBE): the aim for each is to create a larger commercial network that will generate the synergies and scale economies that only the larger businesses can normally support.

SMEs need help in understanding the importance of shared principles and values not only for the sake of solidarity but also because they are decisive to their growth and international economic affirmation. The Italian SMEs have thus far failed to communicate the broad variety of social actions they promote; they should thus be helped to express their “submerged CSR.”

In this respect we are designing pilot programs to define flexible systems for monitoring CSR results: since there are many different types of Italian SMEs, they need assistance with reporting tools that help them choose the elements most significant to CSR activity, rather than oblige them to fill out complex standard forms.

The Ministry of Foreign Affairs thus intends to make a groundbreaking contribution in the competent international fora toward implementing sets of simple and modular indicators/ standards that SMEs can adopt on a voluntary basis to assess their CSR performance at minimal costs. The National Institute of Agrarian Economy took a first step in this direction in its presentation at the 2010 Global Compact Leaders’ Summit.

Fruitful interactions should also be facilitated within national initiatives aimed at simplifying and encouraging the voluntary recruitment of Italian businesses interested in the Global Compact, the OECD Guidelines, and European CSR.

We should also support voluntary membership in new forms of CSR drafted in the EU, OECD and UN frameworks also by stakeholders who are not exclusively multinationals and SMEs with significant international operations but also industrial districts.
Creating Sustainable Value
by Filippo Bettini,
Head of Group Sustainability and Risk Governance
and Eleonora Giada Pessina,
Group Sustainability and Equal Opportunities Manager
Pirelli

In today’s interconnected world, every individual and every company must take responsibility for its own particular area, however large or small. The Global Compact Network helps maintain and spread this sense of responsibility and keeps the business community focused on specific areas where we can all make a difference. It is a reminder and a call to action.

Pirelli’s sustainability governance system enables us to best manage the economic, social and environmental impact linked to processes, products and services, always with a view to innovation, as well as across-the-board prevention of risks, strongly focusing on corporate governance and aware of our role as a multinational group in a global context. Our sustainability model takes its inspiration directly from the Global Compact, of which we have been an active member since 2004.

We adopt a multi-stakeholder approach, spanning all areas of corporate responsibility for all stakeholders by pursuing sustainable and steady growth, as much as possible based on a fair balance between the different expectations of all those who interact with the Company: the environment, investors, employees, clients, suppliers, institutions, outside communities, competitors.

Our strict Ethical Code as well as our Policy for “Environment, health, safety and workers’ rights”, which is inspired by SA8000 principles, are applied to all our suppliers. Recently Pirelli conducted tough audits on 72 suppliers in 10 nations where the company has offices or purchases natural rubber, from environmental/social/human rights/corruption risks points of view.

Pirelli’s social commitment to the global community is vast, with initiatives ranging from football campuses and children’s choirs in impoverished areas, to furthering technical education and excellence, to medical training, patronage of the arts, and cooperating with the UNHCR, and involving Pirelli employees, for Haiti.

The environment is one of several areas where Pirelli can claim best practices. Its full integration into Pirelli’s strategy is testified by a company commitment to seeking growth through an environmental approach, with a goal to make “green” revenues account for 40% of the total by the end of 2011.

Pirelli’s sustainable performance is reported every year via the Sustainability Report, which communicates the objectives achieved and the new challenges to all the stakeholders. The sustainability report is part of the Annual Financial Report, is certified and is sent to an extensive network globally. The Report is published in the Sustainability section of the website www.pirelli.com.

The efforts and results achieved by Pirelli in sustainability have been recognized with the company’s inclusion, since the early 2000s, in the major global sustainability stock-exchange indexes such as Dow Jones and FTSE4Good, among others. In January 2010 and for the third year in a row, Pirelli was named “World Sustainability Leader” of the Autoparts and Tyres sector as well as “Gold Class Company” and “Sector Mover” by SAM Group and Pricewaterhouse Coopers in the prestigious “Sustainability Yearbook 2010. The conviction that sustainable and shared value creation must
rely on cooperation between the business community and institutions, as well as on the sharing of best practices between all interested parties, is one reason for Pirelli’s principal commitments worldwide. In addition to its chairmanship of the European Tyre and Rubber Manufacturers Association, Pirelli is involved in many international efforts and organizations, including the following: WBCSD – World Business Council for Sustainable Development, European Agency for Safety and Health at Work (EU-OSHA), European Alliance for CSR, and CSR Europe.

Pirelli finds itself at the center of the transportation industry. We provide a key service in today’s society: mobility, a service which is indispensable and at the same time bears grave responsibilities. We are responsible for people’s lives and our research and development has always focused on safety as well as tyre performance. But today our responsibility lies as well in making mobility sustainable, in being an innovative leader in an area as fundamental for humankind as the quality of the air we breathe. And the company has found that this approach is a valid growth strategy.

In our commitment to sustainable mobility, we:
- focus on “green performance” products that are environmentally friendly while increasing safety and performance features. Our commitment translates into numbers: green performance products made up 20% of our revenues in 2008, rising to 25% in 2009 (target fully reached). By the end of 2011 their proportion will rise to 40% of sales;
- produce tyres that reduce fuel consumption in vehicles, anticipating new EU standards. The tyres achieve this by limiting rolling resistance, the attrition that makes an engine have to push harder to turn the wheels, by as much as 20%. Our engineers are at the forefront of the industry in figuring out ways to do that at the same time as increasing, not risking, driver safety;
- produce tyres that last longer, which means they get as much as 30% more mileage and have a longer initial operating life;
- produce technology to monitor air pressure in tyres, with benefits in terms of both safety and fuel consumption. Tyres that are 20% below their regular air pressure level can make the vehicle consume up to 3% more fuel, with consequent greater pollution from emissions. Pirelli’s Cyber Tyre Lean uses a sensor to monitor air pressure;
- produce tyres that combat noise pollution, complying in advance with a European directive to be applicable in 2012;
- use cleaner processes and materials free of highly aromatic oils that are a potential health hazard since 2008, this way applying European standards in advance and all over the world, even where such standards are not mandatory;
- actively develop and use a series of new, increasingly ecological materials for compounds. In 2009 Pirelli conducted research on raw materials from renewable sources that will lead it to produce ecological silica;
- reduce consumption of water (by 12% in 2009), solvents (by 17% in 2009) and waste (by 14% in 2009);
- introduce innovative processes (CCM, TSM, Next MIRS), increasing productivity while dramatically reducing energy consumption;
- produce tyres that are highly retreadable;
- take responsibility, together with our competitors, for improving recycling of old tyres, materials and energy;
- produce particulate filters for diesel engine vehicles, both for new cars and trucks and for fitting on old commercial and industrial vehicles, dramatically cleaning their exhaust emissions. The Pirelli Eco Technology Feelpure filter eliminates more than 90% of PM10 present in vehicle emissions and an average of 50% of NO2, with no increase in NOx. Vehicles are, more and more, being required to clean up their emissions due to greater government regulation on air quality worldwide, particularly with low-emission zones in city centers;
- will soon open a new “green factory” with state-of-the-art technology and eco-compatible architecture, designed to increase productivity and limit environmental impact and destined to become the example to be followed within the group worldwide.

Our challenge today, as a complex organization in a complex society, is to govern ourselves day to day with this whole picture in mind and at heart. We are part of a greater whole, a worldwide web of stakeholders, and we bear our own special responsibility in transportation, one of the most critical industries today. It is a big picture, and an enormous challenge to operate with an all-inclusive strategic vision.

**Pirelli** is a 138-year-old industrial multinational based in Milan, Italy. The company, which currently has 21 manufacturing sites in 11 countries, is best known for its high-performance tyres for cars, motorcycles and industrial vehicles. Pirelli also produces particulate filters for diesel engine vehicles and low environmental impact fuel, and as well as providing photovoltaic energy, site remediation, waste-derived fuel, and broadband access technology. In 2009 the Pirelli Group reported revenues of 4.46 billion euro and counted 29,570 employees.

[www.pirelli.com](http://www.pirelli.com)
The Region of Tuscany for the construction of responsible supply chains

by Regional Government of Tuscany Region, General Direction Economic Development - Crafts Sector and Policies for Enterprise Support

The Region of Tuscany has been active for several years in the promotion and support of corporate social responsibility, particularly through the project Fabrica Ethica it "supports development based on non-discrimination, promoting equality, valuing people, social and territorial cohesion and it promotes its implementation and compliance through the dissemination of a culture of social responsibility." In addition to activities focused on the Tuscan territory (especially relating to support for SMEs and dissemination activities, information and dialogue with stakeholders) the regional government has planned to promote CSR internationally, with particular attention to what regional law defines as "social traceability", i.e. the possibility to trace the socio-environmental aspects of products and services throughout their value chain.

This approach seems perfectly in line with the objectives defined by Global Compact, which seeks the commitment to build public-private partnerships for wider dissemination of its principles, contributing to achieving the MDGs. With the prospect of contributing to a comprehensive CSR, a project was funded to create a multistakeholder service center for Social Responsibility in Tirupur (Tamil Nadu, India). It is the result of a long-lasting collaboration between Tuscany and the NGO Mani Tese on the topic of CSR, with particular attention to the processes of sustainable internationalization and globalization.

Following this discussion the idea of building a true international cooperation project was created, supported by two offices of the Region of Tuscany: that of international activities and the sector that deals with corporate social responsibility.

The project saw the construction of a partnership formed by: CGIL Tuscany (Trade Unions), Water Rights Foundation, Province of Arezzo, North South Center, Province of Prato, in collaboration with the Indian partner, the NGO SAVE.

Mani Tese is the project coordinator, while the Tuscany Region has the dual role of funding agency and active participation in its implementation.

This rapid growth has to be accompanied by the supply of social services and general improvement of working conditions, especially in low skilled jobs and thus for the lower paid.

The Indian textile sector is the main exporter, amounting to 27% of total exports to Europe. Tamil Nadu in turn, represents 70% of the total Indian textile exports.

The fashion industry, is a typical example of the dynamics of globalization and is also a very sensitive sector to the issues of social responsibility, especially for what concerns the working conditions.

1 This is the statement of the Regional Law no. 17 of 8th May 2006 on Corporate Social Responsibility.
applied in supply chains. Thanks to the information and awareness raising of many NGOs, requests from consumers regarding the contents of ethical clothing are increasingly frequent, and this is especially true in the case of products of well-known and luxury brands, where, considering the high price, customers want to know more about the history of the products.

Viewed from another angle, one can say that in many cases those who buy an item of clothing or an accessory, especially an expensive one, will feel better if they know that in doing so represents a good action towards others.

These assumptions are flanked by wider territorial considerations. Indeed, the fashion sector represents a very significant sector for the regional economy and has been greatly damaged in recent years by competition from Asia and the crisis in international markets, with a fall in exports of 16% from 2001 to 2008 and a reduction in employment of 18%.

While it was aware that Tuscany has to build new strategies to compete at the same time it seemed important to the regional government to contribute to a project that aims to increase the level of "ethics" of a production line, giving an effective contribution to a fairer competition, where the concepts of environmental protection and the welfare of workers are considered.

Far from supporting logical policies of a protectionist nature, Tuscany more specifically aims to involve companies in the fashion industry in order to make them more sensitive in the choice of Indian suppliers or partners, preferring the ones that produce in full compliance with human and natural resources.

So the project has several objectives in Tuscany:

- greater awareness of Italian brands, and Tuscan in particular, about their role of promoter of social responsibility in supply chains;
- greater awareness of social responsibility by local actors, which could affect businesses inviting them to activate processes to be fairer to the Indian suppliers as well as to the Tuscan ones.

Similarly in India, the overall objective can be described as:

- collaborate to strengthen social dialogue between different stakeholders in order to minimize the negative impacts of a process of rapid industrialization, which is very fragmented and difficult to control by institutional channels;

whereas we can define the following more specific objectives:

- strengthen the position of workers through training and awareness, with the support of competent authorities and the support of qualified legal advice;
- provide support for such consulting and information for entrepreneurs to be able to create social responsibility practices.

Ongoing or completed activities include:

- activation of a permanent Multistakeholder center;
- programs at state level providing consultation on corporate social responsibility;
- establish a legal advice center for workers and programs for the unions;
- mapping of Italian business clients;
- impact studies on environmental rights and human rights of the textile and clothing industry;
- implementation of educational meetings with workers and entrepreneurs;
- advocacy actions for the right to water as a human right.

Project activities focus on a wide range of stakeholders: employers, workers, union representatives, local authorities, students, citizens, entrepreneurs in the district, the local association of exporters, India Knit Fair Association, SA 8000 auditors.

The project’s success will depend on the degree of business involvement, and this in turn is a consequence of the interest of local communities and socio-economic actors who, both in Tuscany and India, can have an important role in introducing governments and businesses to more environmentally and community friendly production methods.

To this purpose the partnership is working to build strategic alliances with the most significant stakeholders such as: NCP of the OECD Guidelines (Ministry of Economic Development), business associations, trade unions, Institution for Foreign Commerce, Regional Chambers promotion and internationalization.

We should bear in mind the belief that only by sharing resources and ideas can you make small but progressive steps towards achieving the ambitious objectives set by the international community.

The Tuscany Region promotes and supports corporate social responsibility with the "Fabrica Ethica" (www.fabricaethica.it) project. This commitment takes the form of grants to SMEs, and information campaigns and training programs to schools, consumers, businesses, local authorities etc. It also operates a multi-stakeholder committee, the Regional Ethical Committee, which combines the key stakeholders and is informed and asked for all initiatives on CSR. Tuscany joined Global Compact through a decision by the Regional Executive Committee in November 2006.

www.regione.toscana.it
Smile Train Italia is a non-profit organization treating facial deformities such as cleft lips and cleft palates, burn and trauma sequelae all around the world. Cleft lip and palate malformation has a great incidence in developing countries where there is a huge number of children suffering with unrepaired clefts. These malformations, not only lead to frequent feeding problems and speech impairments, but also represent social interaction threats (social isolation, work difficulties, exclusion from social life). In many local cultures the birth of a baby with this kind of abnormality is considered a misfortune. For example, in Uganda the baby born with a cleft lip and palate is named “Ajok” which means literally “cursed by God”.

Smile Train Italia Onlus organizes and carries out humanitarian missions of plastic and reconstructive surgery in many countries of Africa, Asia and Middle-East, where the incidence of these pathologies is extremely high. The Smile Train medical volunteers are plastic and maxillo-facial surgeons, anesthesiologists, pediatricians, orthodontists, nurses and logistic coordinators.

Smile Train Italia has several years of experience in this medical field, and thanks to the work and devotion of volunteers it carries out many surgical missions in the following countries: Afghanistan, Pakistan, Iraq, Tanzania, Mozambique, Indonesia, Democratic Republic of Congo, Ivory Coast, Uganda, Georgia, Yemen, Ethiopia and Haiti.

Smile Train Italia is also committed to ensure those children who cannot be treated in their own country during the missions because of the seriousness of the pathology and the lack of local resources, the possibility to receive the necessary healthy and social treatment in Italy.

Last but not least Smile Train believes in the importance of training local physicians and nurses in order to offer them a sufficiency the treatment of facial malformations aimed to the creation and sustainability of surgical centres of excellence on the spot, than can become the reference points for the poor families with baby’s facial malformations.

One of the more important and multidisciplinary project that Smile Train Italia is carrying out namely to reach the over mentioned goals is “Smiles in Indonesia”. According to international records Indonesia is at 3rd place for the incidence of cleft lip and palate. In Indonesia these birth defects affect around 8,500 newborn babies every year.

On the basis of this background, Smile Train Italia, in collaboration with Eni Foundation, is performing the three-years project “Smiles in Indonesia” focusing its attention and concentrating its efforts on major health-care problems affecting babies and children. Eni Foundation is an operational corporate foundation created in 2006 by the Italian oil company Eni in order to improve its own capacity to meet the expectations of civil society. The Foundation is specifically dedicated to solidarity initiatives, in Italy and abroad, in favour of disadvantaged and vulnerable people, especially children and...
the implementation of a self-sufficient “center of excellence” that can become an operating benchmark for the whole Country. Up to the present the following project has obtained positive results by previous successful initiatives developed by Smile Train Italia and by establishing profitable relationships with local plastic surgeons and health authorities.

According to the East Kalimantan Regional Authorities the new modern health structure located near Tarakan Hospital – presently under construction - will be ready in December 2010. This structure will host the Smile Train Excellence Centre for the treatment of facial malformation and will be equipped of all the necessary medical high standard machineries and instruments. For the first time a large part of the Hospital structure will be dedicated only to the training of surgeons and nurses and spaces reserved to Meetings and International Congresses, Telemedicine Network are foreseen. Smile Train Italia is following the progress of the construction exchanging experience and offering to local authorities counselling and support. The next mission will be therefore tentatively set for the end of December and it will be focused on operating new patients, setting up the new centre, following the training of the local staff who will permanently work in the Plastic Department.

In conclusion, surgical repair of cleft lip and palate can really change children’s lives for many newborn babies and children. The promotion of sustainable surgical care in this field will give thousands of Indonesian children a new hope to lead a healthy and better life.

Smile Train Italia Onlus is an humanitarian organization with goals of social solidarity to promote health care, social support and assistance in favour of children in developing countries with cleft lip and palate (serious facial malformations), burns and war traumas.

Cleft lip and palate are malformations leading to feeding and speech problems, but also they are the major social interaction threats, in fact in many local cultures the birth of a baby with facial abnormalities is considered a misfortune. Smile Train Italia is composed by physicians-volunteers specialized in plastic surgery, anaesthesiology, paediatrics and nursing services offering free their professional skills in the carrying out of humanitarian surgical missions.

www.smiletrain.it
There is more and more awareness that biodiversity, defined as the totality of all genetically dissimilar forms of life, animal or plant, present on earth and the ecosystems related to them, is an essential heritage for all humankind, for the purpose of the evolution and preservation of life. Such biological wealth is threatened by many pressure factors, amongst which the intensification of production systems, construction, excessive exploitation of the territory, the introduction of alien species, pollution and climate change.

The importance of this issue was understood as far back as the 1990’s, with the Convention on Biological Diversity (CBD). Concern has grown considerably, so much so that a specific goal dedicated to it was set at the Millennium Development Goal encounter in 2000: attaining a significant reduction in the rate of loss of biological diversity by the year 2010, proclaimed as the "International Year of Biodiversity". This goal still seems to be far from reach, since biodiversity has decreased and pressures on the ecosystem have increased.

While awaiting new developments, expected for October 2010 at the Conference of the Parties (COP10) at the UN Convention of Biodiversity in Japan, this commitment has been renewed with the "Syracuse Charter on Biodiversity" agreed at the G8 Environment Ministers Meeting in 2009, restating “the key role of biodiversity and ecosystem services for the well-being of humankind and for the attainment of the Millennium Development Goals.”

In this context, Snam Rete Gas, present with its infrastructures throughout almost all of Italy, has always safeguarded the natural environment: during the course of our activities, we deal with areas that present diverse morphological characteristics for which we design and activate suitable protection measures and environmental restoration for the purpose of re-establishing its natural value.

Indeed, biodiversity in Italy is abundant and multi-faceted: lakes, rivers, ponds, wetlands, coastlines with thousands of birds, fish and invertebrates along with the woods extending from Mediterranean woodlands to high altitude pine forests.

To celebrate our constructive relationship with the territory as well as for the occasion of the "International Year of Biodiversity" we have collected, within corporate guidelines, our “best practices” for the safeguard and sustainable use of biodiversity in the designing, construction and decommissioning of gas pipelines.

We have analysed the more practical aspects, such as the description of documentation to produce and the main actions to take in order to attain the goals set for the protection sustainable use of the territory and – above all – to explain how corporate processes, especially the life cycle of gas pipelines (from design, to construction to decommissioning), and how it relates to issues regarding biodiversity, placing emphasis upon the species and habitats that are most frequently involved (even...
if only on a potential level) with our infrastructures. Among the various stages, the construction of a natural gas pipeline is the one that has the most impact, albeit temporary, on the territory: setting up the worksite, excavating the trench, piping laying and bedding, hydraulic testing and commissioning and the construction of works above ground are all actions with a “negative” impact set against “positive” actions such as morphological and vegetation restoration (safeguarding the land, vegetation restoration, “cultivation” support, etc).

More specifically, in this in-depth examination, our intention is to analyse – with a practical case – the recovery of biological functionality of the vegetated areas involved with one specific environmental restoration to stress the importance of re-composing the landscape and – above all – its role as fauna habitat with specific characteristics of biodiversity.

The Malborghetto-Bordan natural gas pipeline, built between 2002 and 2003, crosses a protected area with features allowing for the maintenance of significant natural habitats within the Riserva Naturale Regionale della Val Alba (National Reserve).

The procedure of its construction included the following steps: after agreeing that an alternative route was impossible to set, a detailed mitigation programme duly confirmed by environmental monitoring verifying the results was proposed to the relevant authorities during the phase to study its environmental impact. Environmental monitoring is an actual project for the purpose of verifying the process of the area’s re-naturalisation, based upon a comparison between environmental conditions following the restoration (“after work”) and the original environmental conditions (“before work”). This proposal was positively evaluated by authorities and for this purpose, a five-year special study was carried out (“Study of fauna dynamics on significant zoological groups in the SIC Zuc dal Bor – Val Alba – area crossed through by the Snam Rete Gas S.p.A. Malborghetto-Bordano natural gas pipeline network - final report October 2009”), conducted by the Department of Forest Sciences of the University of Padua, with the ultimate goal of detecting and correlating main environmental parameters, highlighting the effective degree of biodiversity.

The area under examination is located in the upper portion of the Val Alba, a surface area of approximately 400 hectares, completely within the bio-geographic alpine region including the mount Zuc dal Bor (2195 metres).

The first stage of the study consisted in gathering information, before work began, regarding the presence and historic abundance of the species under study through bibliographical research and interviews with local experts. At the same time, work on the site began and was carried out through traditional naturalistic systems: direct observation, vocalizations, tracks in the snow, quantification and qualification of droppings. Intensive monitoring sessions were carried out with the aid of both special, state of the art infra-red photo traps and digital ones. A total of more than 2000 sightings were registered, allowing for the ascertainment of the presence of 10 species of mammals\(^1\) and 16 species of birds\(^2\). All observations were used to calculate the kilometric indexes of relative abundance, later used to represent annual trends of the presence of species that were monitored more frequently: roe deer, chamois, deer, fox, badger, weasel and the two kinds of hares.

More specifically, from the trends detected, the five-year monitoring appears to demonstrate that environmental modifications caused by construction are temporary and reversible. Not only have they not worsened the status of the detected species, they have even introduced some improvements.

The recreated pastures and transitional areas, resembling primordial land in which fields and pastures were located, offer more space for a higher degree of biodiversity. Comparison with previous information leads to believe that the species and their presence detected during the course of the study correspond to the trends observed by the local experts interviewed. The excellent result obtained is the testimony of our commitment towards biodiversity and how it is possible to successfully combine safeguarding the territory with an operating activity that is closely interfaced with it.

\(^1\) Deer, roe deer, chamois, fox, badger, weasel, marten, wildcat, common hare, mountain hare.

\(^2\) Golden eagle, buzzard, tawny owl, tengmalm’s owl, hazel grouse, black woodpecker, great spotted woodpecker

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\[\text{Snam Rete Gas S.p.A. is an integrated company operating in the activities of transportation, distribution and storage of natural gas and regasification of liquefied natural gas. We are operative in Italy with over 31,000 km of transport network, 8 storage sites, 19 compressor power stations, 50,000 km of distribution network and a regasification terminal. Environmental protection is integral part of the corporate policies definition process and of the common practice. In fact Snam Rete Gas is committed to reduce energy consumption and atmospheric emissions, to protect nature, to preserve biodiversity and it is engaged in implementing high safety and environmental protection standards.}\

\[\text{www.snamretesygas.it}\]
As lawyers, we are called upon to do good works. During our day-by-day practice, we all try to improve the legal profession, and the world around us: we work for our clients, and the justice system. That is our mission. And with this mission we can change the world. Indeed, many lawyers already have. Lawyers have power. Power to challenge injustice, to change society, to help those in need, and to make lasting contributions to the betterment of our communities.

Lawyers have the power to heal. To right wrongs, and to ensure that they never happen again.

“Avvocato Michela Cocchi” law firm uses the power related to its activity to meet new standards of corporate responsibility and human rights, focusing on United Nations Global Compact Principles. The firm’s internal ethics training program and disclosure guidelines play a crucial role in the process of learning how to manage ethical and human rights issues. Through forming standards and guidelines to determine which individuals, organizations, and institutions, as well as which issues, the firm is willing to represent, it has the opportunity to enhance its contribution to society. When evaluating potential clients, the client company’s business area and standard practices are the factors that are taken into consideration. So, embedding human rights programs and initiatives are also viewed as opportunities for the firm, along with its clients, to influence and contribute to an open global discussion on corporate responsibility and human rights. Assisting individuals, organizations, institutions, and communities around the world, “Avvocato Michela Cocchi” supports positive human rights practices and programs through focusing upon key issues and helping to form a consensus of best human rights practices for corporations, and the general public. As a result of its expertise, the firm has designed a campaign that highlights four aspects:
- product quality,
- economic transparency,
- environmental practices,
- social responsibility.

With reference to the above, clients assisted by the firm, must meet minimum requirements that vary according to sector, size, and localization of business. There are various ways in which human rights are articulated within business including:
- having legitimacy;
- managing legal and operational risk;
- modeling due diligence and quality control;
- motivation of staff, workers, and management;
- meeting investor expectations;
- codification of existing practice;
- strategic positioning in key markets or emerging markets.

Mutual trust and dialogue between the firm and its clients are
vital for the success of a strategy for growth.

Three key lessons from “Avvocato Michela Cocchi” campaign:
- identify human rights issues,
- identify the company’s spheres of influence and responsibilities,
- identify actions to be taken.

And three key concepts: commitment, awareness and transparency.

Accordingly the 2006 EU Communication “Making Europe a Pole of Excellence on Corporate Social Responsibility”, the firm, through its campaign, also aims to:
- foster innovation and entrepreneurship in sustainable technologies, products and services which address community needs;
- help SMEs to flourish;
- integrate social considerations in business operations;
- insert the nonfinancial performance of companies and organizations into their financial results;
- bring together the firm’s clients in order to explore and to develop joint operational projects.

What exactly is a good practice? You will be surprised how easily you can implement responsible business principles. In the practicing of law, the firm now wishes to focus upon the contributions to promoting alternative dispute resolution (ADR) techniques and tools in the corporate and industry culture.

ADR is a promising approach for dealing expeditiously and effectively with conflict, specifically in the business and human rights area, especially between companies and communities.

Reference is made to two core principles: the corporate responsibility to respect human rights, which in essence means to manage the risk of damaging human rights with a view to avoiding it; and greater access by victims to effective remedies.

Mechanisms that resolve disputes have a key role to play.

Resolving disputes responsibly can bring about radical changes: sometimes, negotiating stakes more than winning conflicts is the effective answer. Within this framework it is worthwhile noting the initiative at national level, that has been promoted by the Tribunal of Bologna, through its President, Hon. Francesco Scutellari, and has led to the agreement between the Civil Tribunal of Bologna, the local Chamber of Commerce, Bar, and other Associations, signed on February 8th 2010.

The agreement, that takes into consideration the development of ADR within the most recent national, EU, and international legislation, states the joint effort of the parties to promote a modern culture of mediation in civil and business disputes, in regard of ADR as an increasing phenomenon at national, EU, and international level; the recent Italian trend aimed at supporting ADR; tribunals, chambers of commerce, bars and the other associations as protagonists of ADR.

The agreement also refers to the training of the so called “delegated ADR”, to be carried out by the ADR Office of the Chamber of Commerce as to Civil Tribunal disputes, that involve matters which can be negotiated. The Avvocato Michela Cocchi is participating as qualified mediator. The Bologna initiative is the first example of that kind.

These years experience within the business and human rights area has produced the awareness of the need to break the so called “Tyranny of the OR” and embrace the “Genius of the AND”. “Tyranny of the OR” pushes people to believe that things must be either A OR B, but NOT BOTH. Nevertheless day-by-day practice as a lawyer proves that the ability is exactly in embracing both extremes at the same time so that they work. Irrational? Perhaps. Unusual? Yes. Difficult? Absolutely. But we are in the business of preserving and improving human life, and all of our actions must be measured by our success in achieving this goal.

AVVOCATO MICHELA COCCI
STUDIO LEGALE

Studio Legale Avvocato Michela Cocchi was founded in 1994 in Bologna, where Michela Cocchi was born, and its headquarters are still in Bologna today. The firm is growing geographically as well as expanding its services across the entire national territory and into the international marketplace, from west to east. With its global practice, the firm offers clients a tremendous breadth and depth of legal expertise.
Climate Change and ICT: the CO₂ Meter

by Paolo Nazzaro, Lorenzo Radice, Group Sustainability Telecom Italia

The reduction of CO₂ emissions is a universally accepted necessity for the years to come: Telecom Italia firmly believes that Information and Communication Technology is a leading factor in the fight against climate change. The Global e-Sustainability Initiative (GeSI) has estimated that ICT will be responsible for around 3% of CO₂ global emissions in 2020. However, its impact on everyday life, by helping us to change our way of living, working, learning, travelling and communicating, will contribute to the reduction of the CO₂ emissions of other industrial sectors by around 15%.

The approach pursued by Telecom Italia in fighting climate change is based on action on two levels:
1. reducing its own direct and indirect emissions of greenhouse gases;
2. contributing to the reduction of the emissions by other sectors by encouraging and supporting the dematerialisation of goods and services.

Concerning the reduction of its own emissions, Telecom Italia has numerous initiatives underway and planned, including the following:
- the replacement of Euro3 vehicles with Euro4 diesel vehicles equipped with anti-particulate filters, and an overall reduction in the number of vehicles;
- the conversion of oil-fired thermal power stations to mainly gas-fired plant. This modernisation led to a reduction in CO₂ emissions of 214 tons;
- the adherence to the Manifesto on Energy Efficiency in Buildings promoted by the World Business Council for Sustainable Development aimed at improving the energy efficiency of buildings and the resultant accountability;
- the Next Generation Data Centre project, which has the objective of modifying the Information Technology architecture through the physical concentration and virtualisation of the servers bringing an energy saving in the order of 40% compared to the original set-up.

Telecom Italia S.p.A. has been measuring its own energy efficiency for many years by using an indicator that establishes a relationship between the service offered to the customer, simplified as the measurement of bits transmitted, and the company’s impact on the environment in terms of energy consumed. In 2009, this value improved by 12% compared to 2008.

In parallel with this, Telecom Italia can play a significant role in the fight against climate change through the promotion and diffusion of products and services which encourage behaviour that reduces or eliminates the emissions of greenhouse gases generated by the transport of people and goods. In general, progress in ICT technology leads to the replacement of traditional physical products and services with digital ones. Some examples follow:

- video and audio conferencing services avoid the need for the transport of personnel;
- TLC services allow teleworking, with a consequent reduction in home-work commuting by employees;
- the use of online invoices and payments, in addition to saving paper, and therefore the energy required to produce and transport it, eliminates the need for transport to make payments;
- telemedicine services allow the reduction of the need for doctor and patient to physically meet, reducing the use of transport and the consequent emission of greenhouse gases;
- infomobility systems, using information received from mobile handsets, allow a more efficient management of traffic, thereby reducing journey times and the emission of carbon dioxide;
- the systems for the monitoring and analysis of consumption allow the optimisation of the energy efficiency of offices and dwellings.

One pillar of our strategy is the dissemination of a culture promoting the correct approach to environmental issues, and Telecom Italia pays close attention to the needs expressed by stakeholders about protection of the environment, keeping abreast of their expectations by maintaining multiple active channels of communication and dialogue. Avocomunicare is an integrated communications project on major social and environmental issues. Since the early months of 2009, avocomunicare has been focusing on environmental and sustainability issues, identified by the users themselves in an online survey. Avocomunicare has interviewed experts and witnesses - including Jeremy Rifkin, Giovanni Soldini, Stephen Schneider, Carlo Petrini, Antonino Zichichi, Bjørn Lomborg, Colin Campbell and Mario Tozzi - on topics such as pollution, the climate and renewable energy, but has also talked to ordinary people involved in safeguarding the environment and in research into new solutions; the web pages also hosted many bloggers who deal with environmental issues on their sites.

We can all contribute to mitigating the climate changes that are taking place, but to do so we must know how much CO₂ we emit through our daily actions. What is the impact of our way of living? How can we make changes in order to reduce our carbon dioxide emissions? To address these questions, Telecom Italia created the "CO₂ meter" in the belief that awareness of the issue and the creation of an informed environmental culture are important incentives to change. The meter is a simple online tool, available on www.avocomunicare.it, that makes it possible to calculate the CO₂ emissions from everyday activities in the home, at work, while shopping and for administration purposes. All it takes are the answers to a few questions about our lifestyle. Being aware of the negative impact of our behaviour is the first step to introducing more environmental friendly solutions in our daily lives, and that means improving the quality of all our lives.

Behaviour is analyzed based on the answers to some simple questions about the main parameters that govern our carbon dioxide emissions: the distances from home to work, to the shops, to offices for completing certain formalities, are all taken into account, and the emissions are calculated on the basis of the specific means of transport being used. A form for household consumption is provided which asks which country the residence is in, how many family members there are, the type of domestic appliances used and the methods of lighting.

Once the annual CO₂ emissions have been calculated, the meter suggests alternatives that are more environmentally sustainable, leading to fewer emissions: it shows the savings that can be made by small changes to our everyday activities and by using ICT solutions such as video-conferences, broadband internet shopping and other online operations, thereby reducing the quantity of emissions as well as improving the quality of life.

The impact of individual behaviour is expressed in easily understood comparisons, such as the number of car journeys between Rome and Milan, or the number of trees that would need to be planted to counterbalance the CO₂ released, or the number of soccer balls that could be inflated with the same amount of CO₂. These are then displayed at the end of the process in order to visualize the savings achieved thanks to the use of ICT.

Here is an example showing how the Carbon Meter works in practice: Sandra is a manager in a big manufacturing company. Her meter reveals that she annually produces 28.86 tons of CO₂ emissions, so she decides to cut back on using her car for business trips and make better use of video conferencing (reducing her stress levels as well as saving her company money). Sandra’s CO₂ production falls by over 15 tons (the equivalent of around 140 trips between Rome and Milan).
Ternais a big infrastructural corporation that plays an un-replaceable key role for the Italian Electrical System. With over 56 thousand km of lines managed Terna is the primary owner of the National Electricity Transmission Grid (NTG), and is responsible for the Transmission and Dispatching of energy in Italy and therefore for the safe management of the balance between electricity supply and demand in Italy 365 days a year and 24 hours a day. The Company also manages grid planning, development and maintenance.

Terna’s main activity is the provision of an essential service for the functioning of the entire electricity system and the supply of electrical energy for all citizens. That implies a deep responsibility of Terna toward the whole Italian collectivity and a mandatory obligation to find out the best opportunities of development, guaranteeing a safe, reliable, uninterrupted and affordable service for the country. Electricity interconnections between Italy and abroad, in particular with countries in South-Eastern Europe and the Mediterranean basin, play an important strategic role to face those requirements.

This investment represents for Terna (for example the investment in Montenegro) the chance to spread our best practices making thus a major contribution towards the development of a country system based on rules marked toward sound management, non discrimination and fight against corruption.

Terna’s commitment towards the application of the Global Compact Tenth principle, that is about fighting against corruption in all forms, including extortion and bribery. In March 2009 Vigeo, the European leading supplier of extra-financial analysis and Social Responsibility audits, announced Terna’s inclusion at the top of the ranking of those corporations proactive in the fight against corruption.

From 2007 and 2009, Vigeo compared the different anti corruption strategies adopted by 772 European and Northern American companies (a total of 18 countries), listed in the Dow Jones Stoxx Global 1800.

Terna resulted the first Italian company (20th place in the global ranking) as well as the first Electric Utility for the commitment against corruption.

The study examined the completeness and pertinence of the policies for preventing corruption, their level of implementation, the effectiveness and sophistication of the various tools and processes, the management involvement at all levels and the results obtained, namely the adoption and coverage of the best practices and the existence of legal proceedings underway or sentences for corruption received in the 18 previous months.

Prevention of Corruption rely upon a set of measures that gather the broader issue of Security as an integrated process permeating all corporate activities.

"Prevention of Corruption rely upon a set of measures that gather the broader issue of Security as an integrated process permeating all corporate activities."

Terna’s Commitment for the Prevention of Corruption
by Giuseppe Lasco
Director of Company Security
Terna
rical stations, materials, ICT platforms, to prevent any form of illegal intrusion.

This important tool has been a premise to some other important and unique agreements in this area.

In July 2009, Terna signed an important Memorandum of Understanding with the Minister of the Interior, Roberto Maroni for the National Electricity Transmission Grid’s safety (NTG), placing Italy in the forefront for the protection of the country’s strategic sectors. The Ministry of the Interior and Terna committed to develop a project aimed at preventing and countering attacks or damages against Terna’s critical Information Technology infrastructures increasing physical protection levels of substations, through targeted procedures and the innovative computer tools of Terna’s SOC.

Moreover, in November 2009, the General Commander of the Guardia di Finanza (Customs Guards Corps), and Terna’s CEO Flavio Cattaneo, signed a strategic agreement with the objective of preventing the risk of criminal infiltration of contracting companies and suppliers working in the construction of the National Transmission Grid (NTG) infrastructures.

The aim of this second agreement is to ensure greater transparency in managing contracts thanks to the support of the Customs Guards Corps in monitoring companies participating in the contract and supply bids. The agreement is complementary to the great attention devoted to suppliers, that are allowed to compete with each other on equal terms regarding to their quality and prices, only if they are deemed suitable to the inclusion in the List of Qualified Companies having successfully overcome the qualification process assessing the suitability of their lawfulness, economic and organizational soundness, compliance with Human Rights and Health and Safety standards. Qualification requirements, in line with the Global Compact’s principles, include the application of contractual and salary conditions that are not inferior to those stipulated in the Collective National Labour Agreements for the same type of activities; the implementation of legal provisions regarding environmental protection and safety in the workplace and the existence of documentation certifying the adequacy of the Health and “Safety and Environmental management system”.

Contractual agreements includes clauses for compliance and commitment of suppliers with Terna’s Code of Ethics and the 231 Model. Terna is also committed to assess the non-use of child labour and black labour, the exploitation of workers and discriminatory behaviour towards employees. Since 2008, suppliers have also been asked to sign a special “Integrity Pact” which commits them jointly with Terna to avoid possible clashes of interest and practices that restrict competition.

Beyond the ongoing supply chain management additional tools integrated with the strategic oversees of the internal checks and with the security, have been adopted for the prevention of corruption.

Terna’s strategy in this regard is organised into three main areas:

- **Risk management**: With the aim of fighting illegal behaviour, ensuring transparency and correctness in carrying out business and company activities, Terna adopted since 2001 the Organisational and Management Model 231 which introduced into the Italian juridical system a regime of administrative (but de facto criminal) liability borne by companies for some types of crimes committed by their administrators, directors, or employees in the interest or benefit of company. The Legislative Decree no. 231 provides for a specific exemption from this responsibility when a corporation proves the effective implementation as well as the continuous updating of an organizational model suitable for preventing offences similar to those committed, and the setting up of a special, autonomous Supervisory Board with power of initiative and control. In the period from 2007 to 2009, the Terna Group (100% of central departments and subsidiary companies) was examined by the Audit Department with regard to all areas of corporate risks, including those relating to corruption.

- **Monitoring activities**: The corporate Security Department has a Fraud Management office that in cooperation with the Audit department coordinates all the activities for the prevention of illegal behaviour, with an ongoing monitoring of risk exposure and risk factors, and thorough financial analysis of new business partners (customers, suppliers, etc).

- **Training programmes**: Since 2005 courses on the 231 Organisational Model and the Code of Ethics are granted as part of Terna’s training activities.

Terna manages the Electricity Transmission in Italy along 56 thousand km of lines guaranteeing safe, uninterrupted, high-quality, and affordable service over time;

It is responsible for the Transmission and Dispatching of energy in Italy and therefore for the safe management of the balance between electricity supply and demand in Italy 365 days a year and 24 hours a day.

Terna’s activities convey the growth of the entire country with the development of an advanced transmission grid that takes into account the needs of local communities, respecting the environment and the scenic heritage through a strategic approach toward sustainability and stakeholder dialogue.

www.terna.it
Accountability is an integral part of TNT business strategy, enough to be included in the KPI-related remuneration of top management.

The declination of this key asset is primarily through two programs: the partnership launched seven years ago with the World Food Programme (WFP) of the United Nations and made real through the "Moving the World" project, and "Planet Me," the Group answer to the problem of global warming launched in August 2007 in order to promote its social and environmental sustainability.

The sustainable strategy of TNT is governed by three elements: employee involvement, reduction of its business impact and attention to communities where it operates.

The responsible approach chosen by TNT is marked by effectiveness: sharing know-how, men and resources with WFP on the one hand, on the other hand, being aware to be one of the most important causes of global warming as a transport global player. The transport sector produces one fifth of emissions in the world and TNT, alone, produces every year about one million tonnes of CO2.

From being part of the problem, TNT intends to become part of the solution.
TNT Express Italy and Network Optimization

The Italian Business Unit of the Express Division, TNT Express Italy, was in this sense, the first mover in several projects that have brought significant benefits in terms of rationalization of routes and reduction of Kms covered.

The philosophy inspiring TNT Express Italy management, was to make of “Planet Me” a virtuous program that can combine the environmental and the economic benefit, meeting the market requirements at minimum cost, where cost is defined as not only economic, but also as that affecting environment and resources. These are the considerations that led TNT Express Italy to establish a management model defined as “Eco-Eco” (economically and ecologically sustainable), capable of creating shareholder value in a sustainable manner. For TNT the concept of responsibility is not limited to the short period, but extends to the medium/long term horizon, thus creating innovative actions and behaviours, as processes that maintain (and improve) quality while reducing costs, bringing in parallel a benefit to the environment.

This is true innovation, which affects the structure of services, totally redesigned to become sustainable in the medium to long term. Over 4000 vehicles of TNT Express Italy, that day and night travel Italian roads and motorways, have become in this way an effective “litmus test” on a business model which combines sustainability, productivity and cost containment.

The operating staff of TNT has therefore developed a tailor made software that dynamically interprets the geo-location of TNT fleet, both of heavy vehicles used for the deliveries and for vans used for the “last mile” deliveries.

Expressly thought for the so-called “heavy” fleet (the one connecting TNT Hubs and the depots overnight, composed of about a thousand vehicles), it was designed and implemented the NOP program (Network Optimization Project), which allowed to monitor and streamline the path of about 1,000 vehicles connecting each night the Hubs to the Italian depots of TNT network (the most widespread in the sector).

One of the advantages of the “intelligent” management of the fleet, is in first place the significant reduction in consumption and therefore in the environmental impact: thanks to these innovations in 2009 TNT linehauls vehicles have covered 5.24 million Kms in less than previous year.

An upgrade of the network that it was also possible thanks to the introduction of trucks shorter than traditional ones, allowing a more flexible use of the tractor and so a reduction in their number: this is the philosophy underlying the entry, in 2009, of the fleet of 26 “short trailers”, vehicles a cross between a tractor and truck, that allow a routes optimization, generating positive effects in terms of CO2 reduction. As further integration of this strategy, the intermodal transport was also introduced in the network for some international connections. TNT was the first express courier to use combined road / rail transport, from Arnhem to Milan via Freiburg-Novara, reducing from 36 to 14 the hours of road driving and generating a saving of 2 tonnes of CO2 per week.

In this context TNT has adopted unique solutions, now being implemented worldwide, as the “microzones” program, a complete electronic remapping of the Italian territory, that optimizes the distribution routes of vehicles for the delivery, for each single depot, bringing to zero the possibility of mistakes and with a level of precision far superior to that of Postal Codes.

In 2010 the upgrade of Microzones: the “Dynamic Round Planning”, a system able to reallocate, on the basis of information acquired by the TNT systems, the “rounds” of each driver on the basis of the actual volume loaded to handle.

In this way you can translate in images displayed on the screen, the shipments arriving at each depot, allowing TNT operators to interact, performing simulations with a simple “drag and drop” on the area map, with immediate visible benefits in the mileage and timing that derived. The environmental benefits were significant and, on average, there was a reduction in CO2 emissions of around 2%.

Overall, with these two software programs, the vans have travelled in 2009 211.400 km in less than in 2008.
UniCredit Group has signed with WWF, the leading conservation organization, a strategic international partnership agreement aimed at integrating environmental issues into the banking business in accordance with Group CEO Alessandro Profumo’s vision of making the Group the European leader in terms of sustainable development. The Group is subscriber of UN Global Compact since 2004 and its environmental commitment has a long history, being member of UNEP FI and having obtained EMAS registration back in 2002, but the launch of the Environmental Sustainability Program clearly sets the stage for an advanced approach in the industry.

In recent years, as with other banks, UniCredit acknowledged the relevance of public attention towards the role of the economic players and particularly the role of the banking industry in addressing environmental issues like biodiversity, fresh water supply and obviously climate change. The outcome of this partnership is the Environmental Sustainability Program (ESP) with focus on three main directions. On one side, the Group is trying to reduce its direct environmental impact while, on the other, a great effort is put on engaging with customers and suppliers to mitigate the so called indirect impact. The third aspect is to strengthen the environmental identity of all Group employees. The Environmental Sustainability Program comprises several initiatives encompassing all the environmentally sensitive businesses in which the bank is involved. Currently in the spotlight after the Kyoto Protocol was ratified and entered into force and in a crucial stage after the COP15 in Copenhagen and the negotiations for the post Kyoto agreement, Climate Change is the main focus among the initiatives generated within the ESP. In 2007, UniCredit was among the signatories of UNEP FI declaration on Climate Change ahead of the G8 to call for strong support on abatement measures. The first ambitious goal UniCredit has set is to reduce its GHG emissions by 30% by 2020, thus supporting the EU energy goal defined in the “Climate & Energy Package”. UniCredit’s “environmental roadmap” includes activities to achieve a 30 percent reduction in CO₂ emissions generated by the Bank’s offices and branches by 2020, with an intermediate goal -15 percent by 2012. Such internal emissions will be monitored and, if targets are not fully achieved, the Group will implement specific offsetting projects to close the gap to the announced target. This will be done using high-value credits, the “Gold Standard”. A proper carbon inventory has been conducted, whose result will be shortly published and set the baseline for abatement measures. UniCredit has been a Carbon Disclosure Project respondent for three years now and is increasingly improving its carbon footprint measurement.

Unlike other industries subject under regulatory provisions to disclose their GHG emissions, a banking group only measures and discloses its footprint on a voluntary basis. The verified result will be the basis of the commitment undertaken by the Group that may
have, in case of large gaps, a significant financial outcome. UniCredit believes that as responsible businesses, banking groups should report GHG emissions and encourages its peers to do so. Meanwhile UniCredit started an internal process to understand the carbon intensity of its portfolio, trying to understand in details risk and opportunities from climate change embedded in its banking practice practice. This is the second strategic and integrated pillar, closely linked to the above-mentioned commitment. The focus on financed emissions promotes, in particular, energy efficiency and renewable sources lending. As of end 2009, UniCredit’s portfolio of renewable energy sources financing was some 4 billion Euro outstanding.

The Group is well aware of the key role a banking institution can play through financial leverage in the transition towards a low-carbon economy. For this reason, the Group, together with WWF is developing a model in the banking industry that will measure the actual environmental impact of the loan portfolio in terms of GHG emissions, and therefore make it possible to steer lending decisions according to these criteria, thus enabling the Bank to contribute to the development of the Green Economy. Among the different provisions under the Environmental Management System, UniCredit has already developed a screening tool to assess, on a qualitative basis, the environmental risk associated with counterparts. Similarly, UniCredit has an environmental screening tool for selection of its supplier. The aim of the working group set with WWF is to enhance the existing tool so that it will be able to have an accurate understanding of its climate change related risk, associated with its portfolio. This is clearly the most critical part of the program and the one that has most relevance on reinforcing the bank’s long term financial performance. Integrating climate change considerations into the core business means assessing in a different way the credit worthiness of clients and relevant pricing.

As challenging as the abatement measures for direct emissions can be, this will remain ancillary when compared to the real action the larger public is demanding of the banking industry: the use of the credit leverage to support businesses in the transition to a low carbon economy. The Kyoto Protocol, besides the effectiveness of its provisions, sets basic rules for the pricing of carbon and the inclusion of this price into the cost function. The banking industry should take this fact seriously into account and act accordingly. The link between the control of financed emissions and the attempt to strengthen the environmental identity of the Group’s employees is the launch of different initiatives. An innovative product promoting energy efficiency and developed in partnership with WWF is House Efficiency, a loan product supported by an energy desk as consulting service and targeted, at this preliminary stage, at Group employees in Italy. At UniCredit we believe that our people’s identity and commitment is the basis for any successful story. No target can be achieved without the active participation of all employees. Web-based tools are made available to help employees understand how to reduce their carbon footprint, either at home or in the workplace and other solutions, like subsidising summer camps for employees’ children have been launched for environmental educational purposes. The employee engagement activities are aimed at enhancing the environmental commitment and raising awareness of the business opportunity that environmental sustainability can offer. As a large corporation/corporate community, UniCredit has a responsibility stemming from its role in society, and satisfaction of all its stakeholders is part of its mission. At the same time, however, shareholders’ equity must be rewarded with at least the cost of capital invested in the company. This, consequently, protects jobs and revenues for several thousand households.

The recent economic downturn, not to mention the dramatic environmental deterioration, made this path towards sustainable development, if possible, more stringent. The challenge is significant, but there is no way back, and every economic organisation must play its role and contribute with its efforts to foster sustainable solutions for the planet. This is possible within the logic of the marketplace, engaging more in smart business solutions, rather than simply engaging in approaches that aim more at public relations than true business improvement. UniCredit believes that the sustainability policy must be a substantial part of its business strategy. UniCredit is a banking group operating across a range of business lines, in 22 countries, with more than 162,000 employees and 9,600 branches.

Our mission is to generate sustainable value by striving to best serve customers, engaging employees and supporting the different communities in which we live and work. UniCredit Group believes that corporate sustainability means finding worthwhile ways to do business with customers, while making investments that create value in the long term and contribute to sustainable development in a manner that meets the legitimate expectations of multiple stakeholders. We have translated this approach into a sustainability framework that fosters a culture of continuous improvement, a desire to anticipate emerging social and economic needs, and willingness to adapt quickly to change.
THE UN GLOBAL COMPACT 10 PRINCIPLES

HUMAN RIGHTS

- **Principle 1**: Businesses should support and respect the protection of internationally proclaimed human rights; and

- **Principle 2**: make sure that they are not complicit in human rights abuses.

LABOUR STANDARDS

- **Principle 3**: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

- **Principle 4**: the elimination of all forms of forced and compulsory labour;

- **Principle 5**: the effective abolition of child labour; and

- **Principle 6**: the elimination of discrimination in respect of employment and occupation.

ENVIRONMENT

- **Principle 7**: Businesses should support a precautionary approach to environmental challenges;

- **Principle 8**: undertake initiatives to promote greater environmental responsibility; and

- **Principle 9**: encourage the development and diffusion of environmentally friendly technologies.

ANTI CORRUPTION

- **Principle 10**: Businesses should work against corruption in all its forms, including extortion and bribery.
1. **Eradicate extreme poverty and hunger**
   
   **Target 1a:** Reduce by half the proportion of people living on less than a dollar a day
   **Target 1b:** Achieve full and productive employment and decent work for all, including women and young people
   **Target 1c:** Reduce by half the proportion of people who suffer from hunger

2. **Achieve universal primary education**
   
   **Target 2a:** Ensure that all boys and girls complete a full course of primary schooling

3. **Promote gender equality and empower women**
   
   **Target 3a:** Eliminate gender disparity in primary and secondary education preferably by 2005, and at all levels by 2015

4. **Reduce child mortality**
   
   **Target 4a:** Reduce by two thirds the mortality rate among children under five

5. **Improve maternal health**
   
   **Target 5a:** Reduce by three quarters the maternal mortality ratio
   **Target 5b:** Achieve, by 2015, universal access to reproductive health

6. **Combat HIV/AIDS, malaria, and other diseases**
   
   **Target 6a:** Halt and begin to reverse the spread of HIV/AIDS
   **Target 6b:** Achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it
   **Target 6c:** Halt and begin to reverse the incidence of malaria and other major diseases

7. **Ensure environmental sustainability**
   
   **Target 7a:** Integrate the principles of sustainable development into country policies and programmes; reverse loss of environmental resources
   **Target 7b:** Reduce biodiversity loss, achieving, by 2010, a significant reduction in the rate of loss

8. **Develop a global partnership for development**
   
   **Target 8a:** Address the special needs of least developed countries, landlocked countries and small island developing states.
   **Target 8b:** Develop further an open, rule-based, predictable, non-discriminatory trading and financial system.
   **Target 8c:** Deal comprehensively with developing countries’ debt.
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