

# **EMBRACE RADICALITY**

INTERDEPENDENCE REPORT 02021



JUNE 02022

## **THE COLOR**

Violet represents the future, imagination, and dreams.

It's a color for revolutionists, visionaries, free thinkers, and all Natives.

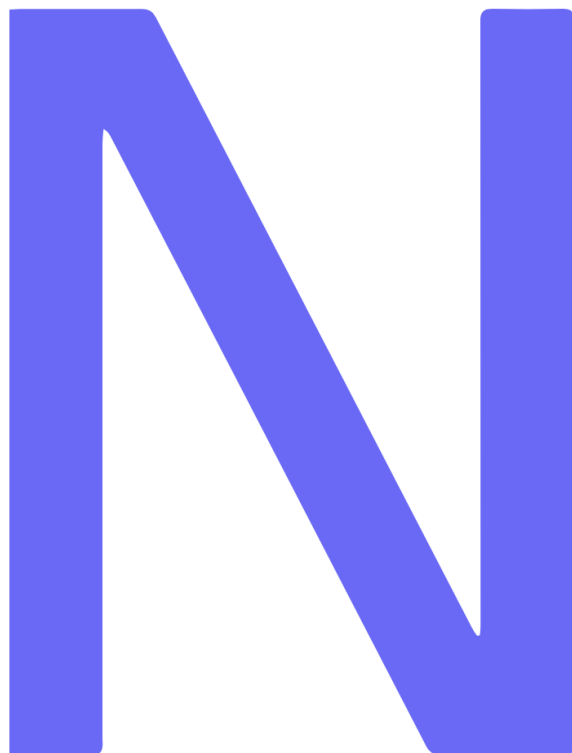
Because of its scarce presence in nature, it's associated with far-reaching imagination.

Residing for the most part in the ultraviolet spectrum, violet is only partly observable, much like the future is only partly predictable.

For NATIVA, violet inspires radicality and evolution, and it brings forth a reality that we not only imagine, but want to concretize in our world.

Violet is the preferred color of early Spring flowers.

## OUR MANIFESTO

A large, bold, blue letter 'N' graphic that serves as a visual anchor for the manifesto text.

**WE ARE NOT FOR THE UNDECIDED, THE SLEEPWALKERS, THE ONES SITTING ON THE FENCE ACTING LIKE THE CLIMATE CRISIS IS NOT REAL, IGNORING INEQUALITIES AND FORGETTING THAT WE HUMANS ARE PART OF AN INTERDEPENDENT WORLD.**

**WE ARE FOR THE LEGACY LEADERS WHO HAVE CHOSEN TO TAKE ACTION AND LEAVE THE WORLD BETTER THAN THEY FOUND IT. THE ONES WHO SAY NO TO COSMETIC FIXES. THE ONES WHO ARE HERE TO CREATE POSITIVE IMPACT AND BOOST THEIR BUSINESS' POTENTIAL IN DOING SO.**

**AT NATIVA, WE BELIEVE THAT ONLY WHEN YOU ARE BOLD EVOLUTION FLOWS. ONLY WHEN YOU ARE READY TO EMBRACE RADICALITY AND REDESIGN THE WAY YOU DO BUSINESS, CAN POSITIVE CHANGE BECOME A REALITY.**

**GET READY FOR A JOURNEY OF CHANGE!**

## A MESSAGE FROM OUR FOUNDERS

Europe, Planet Earth, May 25th, 02022.

NATIVA is guided by the future, by a vision of a new system where the economic paradigms we know today become regenerative for people and the planet. However, when considering short term goals and looking at what they have led to in these past two years, this vision of regeneration seems to be heading farther and farther away. Given the challenging situation, NATIVA has responded by growing at a rate never seen before.

For years we talked about urgency and the need for change, but facing the magnitude of this problem we asked ourselves if 'growing' is the right approach: 100 NATIVAs and 1000 years would not be enough to make the Great Transition happen. The NATIVA that has brought us this far will not be the NATIVA that will work in the future, which is why we have started to challenge our own operating paradigm.

In 2021, we have explored our identity and we have realized how we can define it: *Radicality*. A definition of 'Radical' that has inspired us is "a spectacular action that mutates a norm or an institution at its core." Our vocation has always been to explore ideas in depth in order to comprehend and change them. We have reflected on how to apply this mindset and its "spectacular actions" in our day-to-day life. We want our *Handprint* - the environment we affect - to improve significantly, and we have been increasingly radical in our various operations. We want to embrace this concept, and this requires a full yet deep connection- a *human* connection. *Embrace Radicality.*

The proof came from our external interlocutors, who were asked how they see us: for them, we were and still are *Regenerative Designers* that apply Backcasting: we first imagine a desirable, sustainable and regenerative future in order to co-create it. The expectation is also that NATIVA is always facing forwards and breaking new ground. For us, this means connecting all projects in a systemic *flow* and applying the principles of interdependence.

Turning inward, we hear the youth that have chosen to entrust a fundamental aspect of their lives to NATIVA - their future. After years of being pointed outwards, we point to ourselves to improve our own wellbeing, physical and emotional health, which are a good foundation for happiness. We have chosen to pay more attention to our 'journey' together, because our journey is long. Every moment is precious and important, perhaps more so than the destination itself. In 2021, a year of acceleration, we have chosen to take the time to go deeper: because a tree with strong, deep and healthy roots is one that can grow, pointing itself to the skies and growing its many fruits.

**EMBRACE RADICALITY.  
EVOLUTION WILL FLOW.**



## NATIVA

### Why

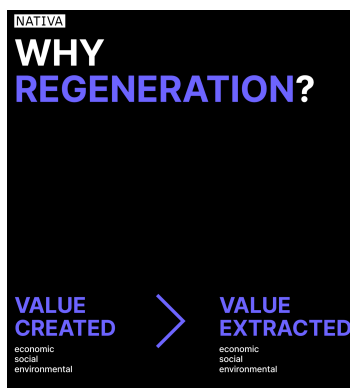
We exist to accelerate the transition towards a regenerative paradigm.

### Who

We are Regenerative Designers.

We help legacy leaders in achieving radical business evolution, through human inspiration and badass tools.

### What



A new paradigm, beyond sustainability. Today social and environmental systems are all too compromised and sustainability is not enough. We need to embrace a radical way of thinking where business becomes a regenerative force for humans and the biosphere.

A company adopts a regenerative paradigm when it understands that its future depends on the capacity to create more value than it takes. It is not about 'giving back', regeneration is 'giving forwards', it is a journey aiming to create more economic, environmental and social value for all stakeholders than the value extracted in order to create profit.

In the past 15 years great progress has been made in the capacity to measure social and environmental value, redesign the governance in order to fully include stakeholders, and contribute to economic systems change. Those are fundamental innovations that define the leading businesses of the future.

This is why today thousands of firms choose to exist for a purpose other than just profit and to generate value for people and the planet.

### How

We guide business in achieving radical business evolution through purpose activation, human inspiration and powerful tools.

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## Preface

*"The Earth is what we all have in common"*  
Wendell Berry

Last year's interdependence report (titled Stop.Look.Go.) focused on stopping, observing, becoming aware and starting again. With this year's title, we emphasize the need for radical evolution, with deep roots in the path taken and the aspiration to 'bring the future into the present,' that is, to help ensure that all the most important choices we make are aimed at creating conditions conducive to life.

The pandemic, international conflicts and the climate crisis teach us that the time to act is now. These emergencies affect humans beyond their health and environment. In 2021, inequalities have increased at the highest rate since 1945, and progress towards achieving the Sustainable Development Goals (SDGs) has regressed. We are headed for a food crisis of proportions not seen in decades. The status of women has taken a substantial hit as well- more than 90 percent of newly unemployed in 2020 were women- and confidence in a positive future, especially in young people, has plummeted.

We want to help bring stability to humanity, and to do so we need to create more economic, social and

environmental value than we use to operate. Evolving current paradigms is always a choice that leaders can take or, as we would say, *embrace*.

NATIVA's registration with the Chamber of Commerce was in 02012, but we say "NATIVA Est. 02023." Our 'Established' status is not fixed, but a moving target, as is the path to regeneration, which is never an end point but a continuous beginning. NATIVA is established in the future because that is where it wants to lead us.

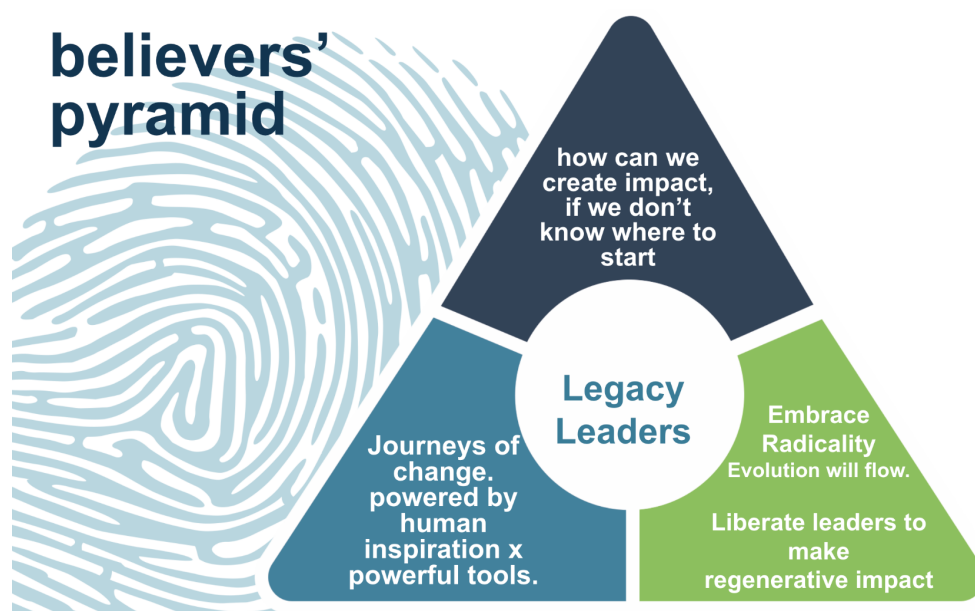
We want to leave our **radical handprint** one action at a time, working alongside all companies and legacy leaders who, like us, aim to bring the future into the present. This interdependence report tells how we do this, day by day, starting with an introduction that focuses on an analysis of the major changes NATIVA has experienced in 02021, moving on to the telling of stories that show our contribution in the five main impact areas for NATIVA, represented by the specific purposes of common benefit.

## NATIVA Refocus

Ten years after our 'legal' birth and given the growth we are experiencing, we decided to make a point through a stakeholder engagement process. This process involved Nativers and 12 key players in our ecosystem including legacy leaders, customers, partners, and the media. The dialogue with these people, which took place through deep immersions, was complemented by an analysis of our target market and led us

to identify 11 material themes with respect to NATIVA's five common benefit purposes. These conversations initiated a refocus on our brand and a realignment on our purpose, summarized in the Believer's Pyramid: to activate the full regenerative potential of leaders in businesses and other areas of society.

Figure 1. Believers' Pyramid

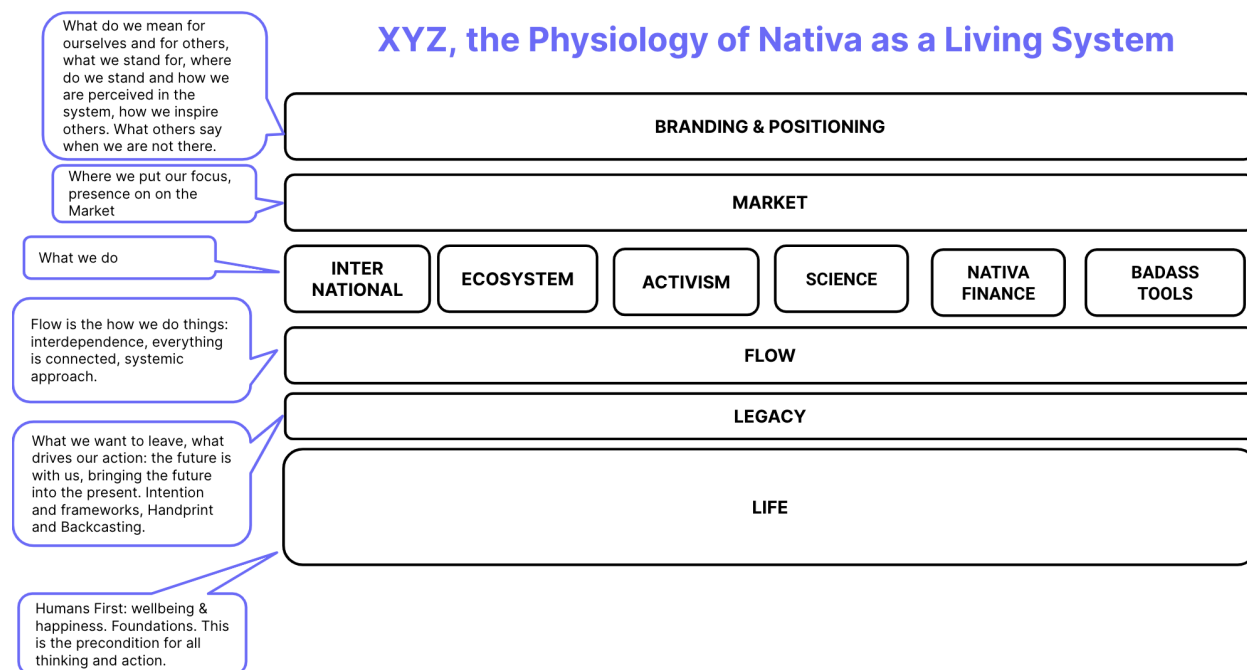


Looking inward helped us meet the needs of the Nativers (who grew to more than 30 in 02021!) Therefore, we introduced a position dedicated exclusively to the human growth as well as professional potential of the Nativers. We have decided to stick to

our original structure without hierarchies but have developed an **internal organizational system, the XYZ**, a framework for developing the full potential of NATIVA as shown below.



Figure 2. XYZ Framework



X, Y, and Z are the coordinates, the spatial and metaphorical points where NATIVA and its components are today. They are also the coordinates of where we want to be in the future. NATIVA is the resultant, multiplication of the components of NATIVA itself - one living, interdependent organism.

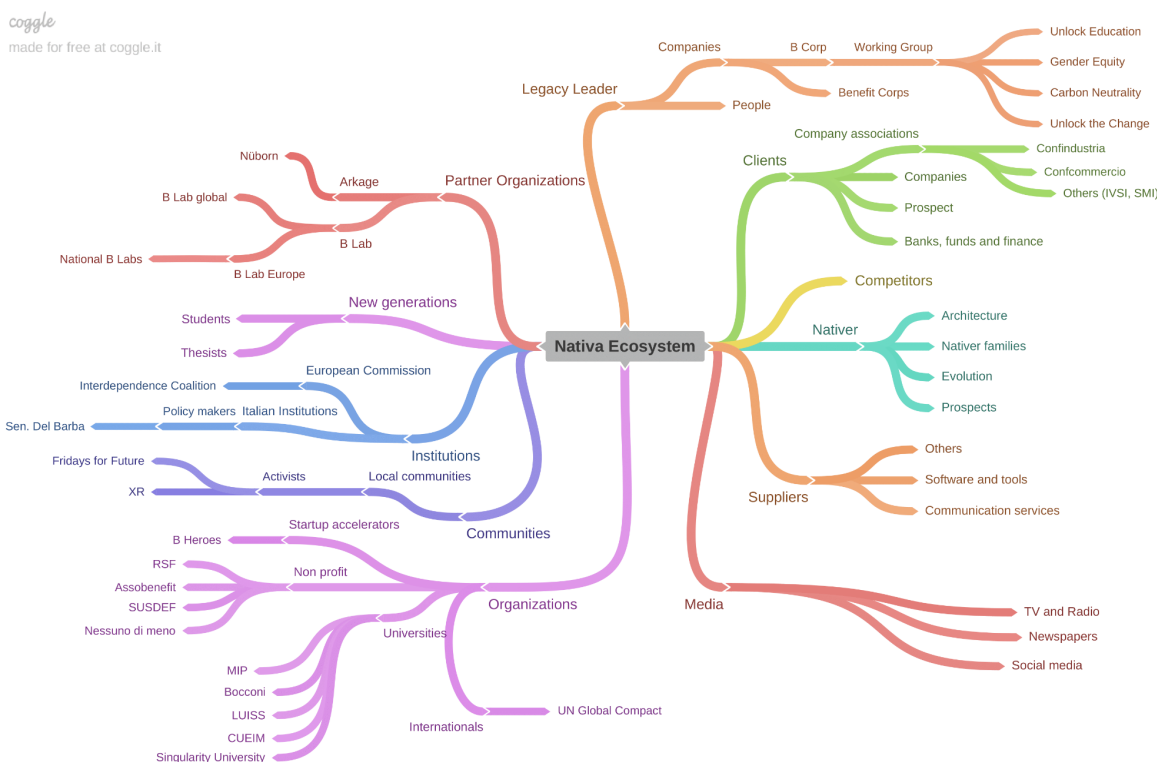
But these letters can mean many other things: X also signifies multiplication, the diffusion of the impact Y refers (of course) to Why we act, and Z is both the axis of depth and the generation that increasingly permeates our team.

Each Nativer has aligned themselves with one of these components and contributes to its development, defining its goals. LIFE serves as the basis for all the other components, which develop as permeable membranes and

represent the mapping of NATIVA's internal organs. Our goal is to consolidate and implement this framework so that it accompanies our growth.

As early as 02019, we placed the concept of interdependence at the center of the impact report, until we gave that name to the report itself. We recognize that we are dependent on each other and responsible to future generations. We believe that only by **acting together with our ecosystem** can we create the future we have envisioned. That is why we intentionally choose our partnerships with the stakeholders in our ecosystem, planning shared actions with each of them for the multiplication of impact.

Figure 3. NATIVA Ecosystem & Stakeholder Mapping



## Using our business as a force for good

NATIVA began as a *Società Benefit* (Benefit Corporation), our bylaws tracing those of the Benefit Corporations that had existed in the U.S. for two years. When we founded it, we did not know that we had created the first Benefit Corporation in Europe. And when we became a B Corp, we didn't know that we were the first to be certified in Italy. What we were doing seemed obvious to us, but institutions did not see it the same way. Before an *ad hoc* legal form was recognized in Italy, we had to fight to have our purpose recognized in the Articles of Incorporation: our bylaws were rejected four times by the Milan Chamber of Commerce because a purpose for a business other than profit was not allowed for a company.

At the time of transition into a Benefit Corporation, we reflected on why we exist and want to continue to exist. **The happiness of those who work at**

**NATIVA and the positive impact on Society and the Biosphere are the purpose we pursue;** profit is one of the many tools to achieve these latter. This hierarchy is distilled into 5 key points that express our DNA and are carved into the Bylaws of NATIVA Srl SB:

1. we want to contribute to the happiness of all of those who are part of NATIVA, whether as members or in other roles, through a motivating and satisfying engagement in prosperous economic activity;
2. we promote and disseminate future-proof economic and social models and systems, particularly the B Corp model and the Benefit Corporation legal form in several Italian economic sectors;
3. we develop the design and introduction of sustainable innovation practices and models in businesses and institutions to accelerate a

positive transformation of economic, production, consumption and cultural paradigms, so that they tend towards the systematic regeneration of natural and social systems;

4. we collaborate closely with nonprofits, academics, foundations, and others whose purpose is aligned and synergistic with that of NATIVA to amplify positive impact;

5. we operate responsibly, sustainably, and transparently

towards people, communities, territories and the environment, cultural and social activities, organizations and associations, and other stakeholders.

Our Interdependence Report 02021 is founded on these principles, and is prepared as of this year in accordance with the Global Reporting Initiative standards (GRI Standard) under the core option.

## Impact 02021

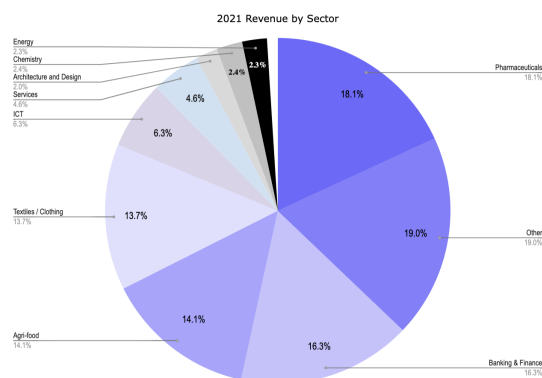
At NATIVA we are constantly measuring the achievement of our mid- and long-term goals. In the following sections we will describe what we have done in 02021 for each of the 5 common benefit purposes, as well as where we come from, and what we want to do in 02022 to bring the future into the present.

We are a Regenerative Business Transformation company and apply a Backcasting, or 'First Principles Design' approach:

- we define, together with all the actors who need to be involved, the future we wish to create;
- we design the strategy and actions necessary to bridge the gap between the vision and the present reality: in this way we activate a mechanism of 'creative tension';
- we act.

These design principles influence our modus operandi. In 02021 we were engaged in **152 strategic projects** in which we applied the backcasting approach in order to promote an economic paradigm shift towards regeneration. The sectors in which we were most involved are displayed in **Graph 1**.

**Graph 1.** Revenue by sector 02021



**152** strategic projects  
in Pharma, Banking & Finance,  
Agriculture and textiles as  
prioritized sectors

## 1. People's Happiness

"The ultimate goal of NATIVA is the happiness of all of those who are part of it, whether internally or in other roles, through a motivating and satisfying engagement in a prosperous economic activity."

### NATIVA Bylaws, Art. 2 - Corporate Purpose

#### Challenge

Imagine and create a culture in which everyone can express their full potential.

In 02021, we intentionally refocused our attention towards Natives and their growth, both human and professional. This coincided with the entry of Claudia Mormino, head of Human Potential Development and the development of XYZ's **foundational LIFE component**. With a core team of 32 people, Claudia's entry ensured the start of a path of harmonious growth and greater attention to the happiness of the Natives. Such activities are key to maintaining a common culture in NATIVA. Our culture has a backbone: our purpose, impactful goals,

peer-to-peer collaboration, and the guiding principles encapsulated in the NATIVA Living System, an ever evolving instruction manual of our way of being. We believe that through an intentional path aimed at developing everyone's full potential, we will form Natives who are prepared, motivated by a deep why, and ready to get involved in building more just and inclusive societies in which businesses can mirror the multiethnic and multicolored world in which we live.

### Impact Stories 02021

#### Human Life in NATIVA

*We have decided to pursue a consistent and harmonious growth of NATIVA by paying more attention to Natives, their well-being, and happiness.*

To ensure a consistent growth in line with the regenerative models promoted by NATIVA towards its own people, we implemented a targeted series of actions aimed at the well-being of all Natives.

The most notable actions were aimed at ensuring the entry of new Natives, passionate about advancing the mission and quickly able to absorb the basic elements through **a specially redesigned onboarding path**. We introduced a welfare plan and a

common skill development plan including the following steps:

1. systematic knowledge sharing based on mapping the knowledge that makes up NATIVA's assets as well as emerging hot topics;
2. a cycle of spokesperson training to bring out the purpose of each Native, and increase Natives' engagement;
3. the development of the Full Potential Impact Profile model

aimed at expressing the full potential of each Nativer.

longstanding commitment to its people, evidenced by B Lab's 02021 recognition of NATIVA as one of the top-performing B Corporations, specifically in Workers & Governance.

All of the interventions put in place were a natural continuation of NATIVA's

**12** new Nativer  
**100%** receive a feedback  
**31hrs** average training per year

**Convivium: regeneration hotspots**

*Gathering and regenerating ourselves through the Convivium is one of the ways in which we bond, at least a couple of times a year. We share physical space together as a different way to express our full potential as people and as a company.*

In 02021 we were able to find ourselves and regenerate through two Convivia: one in early summer and one in late fall.

moments of strong emotion and deep knowledge, was an opportunity to co-create NATIVA's new operating model and reflect together on how to evolve **our way of being together**.

The summer experience in the hills of Arezzo, with swimming in the pool and a fishbowl experience that gave us

"The convivium was my first tentative step in settling into the reality of Nativa; I arrived in Arezzo full of uncertainty and came out full of gratitude for having met wonderful people, even before they were colleagues, and having been able to exchange ideas, opinions and feelings with them about the issues I care most about in the world. Right away, the feeling was that I was less alone."  
**Alice Zannini** on her first Nativa experience as a newcomer at the Summer Convivium

In the strange setting of a deconsecrated little church in a cozy Waldensian church facility, we greeted the fall with a reflection on our legacy

and a new strategy of internal organization, culminating in the legendary masquerade party in which each Nativer staged his or her own superhero and superpower.

"I met the entire Nativa team at the November 2021 Convivium. I left with an empty backpack, not knowing what I would find and what to expect. I came back with two full duffle bags full. They were full of ideals: integrity, cohesion, responsibility, authenticity, expertise. Nativa is a team that moves together, that knows where it wants to go and strives daily to design the best way to get there, inspiring and guiding everyone it meets. A true team."  
**Leonardo Ghiraldini**, Special guest Fall Convivium



### Review Objectives 02021

Review Objectives Year 02021		
Objective	Status	Notes
Implementation of a full potential framework for people development and identification of a full time person dedicated to creating the best working conditions for everyone's happiness.	100%	Hiring a full-time person dedicated to creating better conditions for everyone's happiness.
Improvement of happiness score by also scaling up with integrity and a targeted action plan (e.g., welfare plan).	100%	Average happiness value collected through the end-of-year <i>Selfie</i> assessment 02021 with a 0-10 scale: 8.48 (entry person dedicated to Humans, welfare initiation).
NATIVA experiments with the Centre for Bhutan Studies' Gross National Happiness of Business (GNH) tool to measure itself, assess the opportunity for certification and the possibility of promoting this model to its clients.	0%	Goal not developed because of other priorities arising throughout the year.

## KPI NATIVA and correspondence with GRI Standards

Area 1 Happiness "The ultimate goal of NATIVA is the happiness of all who are part of it, whether as members or in other roles, through motivating and satisfying engagement in prosperous economic activity."					
MATERIAL TOPICS	KPI NATIVA	DATA 02020	DATA 02021	SPECIFIC GRI CORRESPONDENCE <sup>1</sup>	CORRESPONDENCE GRI-BIA
Reaching a full potential of Natives	a. Days dedicated to training	46	106.4	<b>404-1</b> Average hours of training per year per employee <b>404-3</b> Percentage of employees receiving regular performance and career development reviews <b>401-1</b> New hires and turnover	<b>Conceptual Match</b> Workers: Career Development (Hourly) <b>Impact Match</b> Workers: Career Development <b>Conceptual Match</b> Community: New Jobs added and attrition rate
	Diversity and inclusion			<b>405-1</b> Diversity of governance bodies and employees	<b>Partial Match</b> Community: Diversity & Inclusion
Happiness at work and beyond	b. Convivia - (days per person) <sup>2</sup>	2(84)	2(148)	No correspondence	<b>No Match</b>
	c. Happiness Indicator or similar <sup>3</sup>	7.95	8.48	No correspondence	<b>No Match</b>

## Commitments for 02022

- ⇒ Formalize and implement the Natives' full potential development model.
- ⇒ Continue the effort to trend towards a 10 rating in Happiness measurement for the whole team, better curating Work Life Balance and targeted, intentional growth actions.

<sup>1</sup> Specific GRI correspondence means in addition to GRI indicators 103-1, 103-2, 103-3.

<sup>2</sup> The indicator b. Convivium was called Retreat (person days) until 02020 and is calculated by multiplying the number of Convivia during the year by the number of days of each by the number of people who participated.

<sup>3</sup> The Happiness Indicator Index or similar in 02021 was derived from the average of happiness indexes entered by Natives in the forms used for the feedback or selfie process.

## 2. Future-proof Economic and social systems

**"We propose the dissemination of future-proof economic and social models, with a focus on B Corps and the Benefit Corporation legal form in the Italian landscape."**

### NATIVA Bylaws, Art. 2 - Corporate Purpose

#### Challenge

Making the regenerative enterprise the dominant paradigm.

The drift of the capitalist model has brought to light the tragedy of fragmented societies, which are crumbling under the weight of extractive economic models that harm the biosphere and society. However, there are realities like ours that promote future-proof economic and social models every day and companies that choose to embrace them.

A regenerative business model returns more economic, social and environmental value in output than it uses to operate. It is thus the basis for the creation of stakeholder capitalism, based on the notion of shared value. The good news is that the number of

companies choosing to operate under this paradigm is increasing with the number of B Corps standing at 4600 at the end of 02021 and the Italian community growing by 26 percent, with 140 Italian B Corps at the end of 02021. Meanwhile, the number of Benefit Corporations also increased to 2500 following the introduction of the law in 02016. In 02020, reflecting the fact that positive impact is a prerequisite for economic success, 66 percent of B Corps also saw their revenues grow. Of these business models, NATIVA has been a promoter since its inception, in order to make regenerative enterprises the dominant paradigm.

**4600** B Corps at the end of 2021

**140** B Corps in Italy

**+26%** growth in the Italian B Corp community

#### Impact Stories 02021

##### A coffee bean at a time: how illycaffè became a B Corp

*illycaffè was the first Italian company in the coffee sector to receive the certification that identifies those companies that operate according to the highest standards of social and environmental performance.*

On 14 April 02021 illycaffè, a leading coffee producer and emblem of Made in Italy, became the hundred and twentieth Italian B Corp. A significant achievement for a company present in

140 countries and in more than 100,000 bars, restaurants and hotels worldwide.

Ethics and sustainability have been part of illycaffè's DNA since its founding, as demonstrated by the founder's son Ernesto, according to whom: "The



function of the enterprise is fundamental and inalienable, but the economic perspective alone cannot suffice to legitimise its work, as it must be integrated with respect for man, the community and the environment". A fundamental basis, which has been transformed by Andrea Illy and management into a path of sustainable innovation based on transparency and measurement. With the transition to the legal status of a Benefit Corporation in 02019, illycaffè integrated its sustainability strategy into its bylaws, protecting its mission and operating model over the long term, and enhancing what already characterised its corporate identity: **being a Stakeholder Company**.

A characteristic aspect of illycaffè's business is the profound **relationship of interdependence** established with its raw material producers. Through a responsible supply chain management model, illycaffè's approach contributes to the achievement of high sustainable product quality and to improving the

company's positive impact on the communities with which it interacts. Thus illycaffè builds lasting and improvement-oriented relationships with its suppliers: monitoring the working conditions guaranteed by its producers and their environmental impact, paying above-market prices, activating knowledge transfer programmes through the University of Coffee and visits to plantations by technicians and agronomists. The same approach characterises coffee processing and roasting, carried out in the Trieste plant, and oriented towards the constant reduction of environmental impacts.

illycaffè, thanks to its own commitment and a constant path of improvement, has redefined the standards of excellence in the world of coffee, where companies not only want to be the best in the world, but are called upon to be the best FOR the world.

"Every day we strive to put our values into practice and reconcile economy with ethics we have embarked on the path of B Corp certification to crown our commitment to maintain a positive impact on society and our planet, joining that network of companies that, like us, promote a business model based on a strategy oriented to the creation of sustainable value in the long term."

**Massimiliano Pogliani**, Chief Executive Officer of illycaffè

"This extraordinary goal achieved by illycaffè shows that even in the coffee sector it is possible to act in a regenerative way. Today it is essential for all companies to evolve in this direction and we are sure that this success of illy will inspire many others, in Italy and worldwide, to accelerate in this direction."

**Eric Ezechieli**, co-founder of Nativa

### **A new sector standard: the Fileni success story**

*Fileni Alimentare is one of the largest Italian and European players in the breeding and sale of poultry products and animal proteins, becoming the first company in the world in this industry to obtain B Corp certification.*

Founded in Jesi in 1978 by Giovanni Fileni, for over 20 years it has been working in the organic direction to increase the genuineness of its products and preserve the welfare conditions of animals. Today, the Fileni Group boasts a leading position in the market of organic products in Italy and

is firmly among the first European players.

During 02020 we started the measurement process with Fileni through the B Impact Assessment. At the same time, we supported the identification of the company's vocation and common benefit purposes, which

led to the adoption of the Benefit Corporation status in April 02021. The process of improving environmental and social performance led to a Benefit Impact Assessment (BIA) score of 90.6 points in 02020. This enabled the company to obtain B Corp certification on 13 January 02022 **as the world's first company in the meat industry.**

This important recognition for Fileni is a new starting point and not an arrival point and is an important contribution to the transition to a meat industry that is fair, respectful of animal welfare and regenerative for all people and the planet.

"The spirit of innovation has always been a fundamental part of our company's DNA, but – we are aware of this – there is no innovation without attention to the environment. It is no coincidence that transparency, respect and courage are the values that underlie the Fileni philosophy: Transparency in telling our story and showing our supply chain, Respect for the people who choose us, for the environment and for animals, Courage to innovate by accepting new challenges and setting ourselves increasingly ambitious goals. For many, being sustainable is just one choice among many. For us, it's the only choice. Now being a B Corp gives voice to our way of interpreting change: building an inclusive, fair and regenerative economic-productive system for all people and the planet."

**Roberta Fileni**, Vice President of Fileni Group

"We went through a profound process of internal and external comparison. In our strategic framework, we have brought to light a line that moves from sustainability, the circular economy and naturally arrives at a third, even more evolved concept: that of regeneration, understood as the ability to generate more economic, social and environmental value than that used to produce."

**Massimo Fileni**, Vice President of Fileni Alimentare SpA

## EOLO and the wind of change

*In April 02021, EOLO converted into a Benefit Corporation, including a commitment to promote the Internet as a tool for social inclusion, support areas at risk of depopulation, and offer help in emergency situations in its bylaws.*

EOLO's mission is to bring the Internet where others do not reach. Today, the right to connect is considered by many people and institutions to be a real fundamental right, especially in light of the distancing measures imposed by COVID-19. EOLO has always seen its business as a means of putting **technology at the service of people's well-being**, and since 02019, it has been on a path to improve its sustainability profile alongside NATIVA. An important milestone on this path, communicated through a campaign involving major Italian newspapers, was reached in April 02021, when EOLO

officially became a Benefit Corporation, formalizing in its bylaws the ways in which it operates in the interest of the common good.

While discussing with management and ownership, NATIVA supported EOLO to transfer on paper the key points of the company's vocation: **promotion of the Internet as a tool for education and social inclusion**, aid to Italian territories at risk of depopulation, and supporting various institutions during emergencies. EOLO represents the historical case of using business as a regenerative force aimed at long-term value creation.

"The conversion of EOLO into a Benefit Corporation represents both an important change and a confirmation of the vocation that has characterized the company since its inception. When technology is put at the service of human beings and the collective good, extraordinary results are achieved."

**Nicola Piccolo**, Evolution Guide & Climate Neutrality Champion Nativa



### CiviBank: the first benefit bank

*This is the story of CiviBank, a historic bank in the North-East with a cooperative soul, which in transforming its legal form into a Società per Azioni in order to remain competitive on the market, protects its original vocation with the status of a Benefit Corporation.*

CiviBank was founded in 1886 as the Cooperative Bank of Cividale to contribute to the economic, cultural and moral development of the North-Eastern territory and to pursue the good of all through an innovation of the time: cooperative credit. The bank's recent strategic plan envisaged the adoption of the Società per Azioni form as a prerequisite for achieving its growth objectives, as well as an essential element for increasing its attractiveness in the eyes of investors. In the transition to a Società per Azioni, in order to maintain and protect the original vocation of creating value for the territory, the shareholders' meeting decided to adopt the status of Benefit Corporation. This passage, which took

place in May 02021, was particularly relevant for the Italian banking system because it represents **the first case in which an Italian bank adopts the status of Benefit Corporation.**

NATIVA supported CiviBank in the identification of the specific purposes of common benefit to combine profit-seeking and impact objectives, in the assessment of sustainability performance and in the design of an improvement plan with the identification of strategic directions to follow. Thanks to this project, today CiviBank is the first Italian bank to have adopted the Benefit model as an economic paradigm to create value for stakeholders.

"As of today, it is official in all respects: CiviBank is a Società per Azioni and a Benefit Corporation. For us, and for the territory, this is a very important step, and the success of the transformation fills us with pride. Now we must build on this enthusiasm and continue to work to rewrite the way we do banking at all levels: the transformation is a done deal, but "performing" as a Benefit Corporation requires evolution, constant innovation and responsibility. We are ready to take up this challenge."

**Michela Del Piero**, Chairman of the Board of Directors of CiviBank

"CiviBank has always had the values of a stakeholder bank in its DNA. With the adoption of the Benefit Corporation status, CiviBank protects the vocation desired by its founders in the new statute, with a clear commitment to be the bank for the territory, a catalyst for good practices and actions for the local community."

**Francesco Serventi**, Evolution Flow Leader Nativa

## CO2alizione Italia - A Wave of Transformation

*From generic pledges to implementation. Italian and European companies integrate climate neutrality in line with national and European targets into their by-laws, assigning an innovative mandate to current and future company management.*

Atmospheric concentrations of greenhouse gases lead to climate disruption with catastrophic potential for the planet and in particular for our species. The main cause of these disruptions is human activity. In order to contribute to the goal of climate neutrality set by the European Commission, NATIVA has involved dozens of Italian companies in kick-starting a wave of transformation that uses governance, through a modification of the bylaws, as an element capable of enabling change.

With this objective in mind, CO2alizione Italia was born, an initiative that saw its conception in 02021 and that aims to make Italy emerge as the initiator of the greatest wave of transformation ever experienced, inspiring other Italian and international companies to act in the same direction. For too long, bylaws have been untouchable, regardless of the changes in the world around us and the emergence of new priorities for humanity and companies. The common benefit purposes typical of Benefit Corporations become the tool for companies to really innovate, along the fundamental directions to be

addressed. And this is what NATIVA has done together with 50 other companies that have chosen to include the purpose of climate neutrality in their articles of association\*.

The launch of CO2alizione is scheduled for 15 June 02022 through a joint press conference of the companies that first decided to embrace change. With CO2alizione and its European-wide roll-out, we will move from generic pledges to concrete changes, moving beyond the concept of priority to embrace that of purpose, making companies future-proof.

\*Here is the bylaws integration made by the companies of CO2alizione Italia: *the company is committed to implementing a progressive evolution of its business and operational model towards a climate-neutral economy, in line with European climate neutrality goals and national ecological transition goals.* Nativa updated its charter to include this goal in June 2022.



### Review Objectives 02021

Review Objectives Year 02021		
Objective	Status	Notes
Continued promotion of the B Corp movement and support for companies to facilitate the entry of 3 new iconic Italian brands into the B Corp network.	100%	At least four iconic Italian brands have been supported to join the B Corp network, including Progressio,

		Flowe, Redo, and illycaffé; while Fileni became a B Corp in early 02022.
<p>Designing courses for the dissemination of professionalism in the management and promotion of the topic of Benefit Corporations and B Corps:</p> <ul style="list-style-type: none"> <li>- at least 3 webinars for re-certification of B Corp companies and change of legal status to Benefit Corporations;</li> <li>- at least 2 webinars targeting professionals or consultants: B PROfessionals.</li> </ul>	75%	<p>We conducted two webinars on B Corp recertification and three webinars for professionals and consultants on Benefit Corporations (Club Lexant) topics. In addition, we conducted 1 webinar on B Corp topics with a certificate issued for about fifty people. In addition, we did the first intensive course for the team of 3 B Experts who joined the NATIVA team as external contributors.</p>
<p>Promotion and dissemination of B Lab tools with special focus on SDG Action Manager (SDGAM) and BIA to measure impacts of even large companies.</p>	100%	<p>We did two webinars in collaboration with UNGC Italy on the dissemination of the BIA and SDGAM tools and promoted these tools in the 32 speeches given by Nativers in various organizations and universities. In addition, these tools have been promoted in various activities such as the UnlockTheChange Campaign- It's Your Job and SDGs Insights Reports.</p>
<p>Planning and implementation of gathering and networking events for the B Corp community aimed at disseminating and sharing best practices. Specifically, support the planning, co-creation and implementation of at least four working groups on topics of interest to the B Corp network.</p>	100%	<p>Key moments have included B Corp participation in the European Summit, Ecomondo, Sana, and the UnlockTheChange launch event dedicated to journalists. Italian B Corps come together in a monthly call dedicated to their community. Best practices were promoted in the UnlockTheChange campaign and as NATIVA we participated in the co-creation of 4 working groups:</p> <p><b>WG UnlockEducation:</b> episode production</p> <p><b>WG GenderEquality:</b> writing the manifesto signed by 50+ B Corp.</p> <p><b>WG UnlockNetZero:</b> setting up and writing the first version of the guidelines for B Corp towards Carbon Neutrality</p> <p><b>WG UnlockTheChange:</b> creation of the 02021 Campaign.</p>

## KPI NATIVA and correspondence with GRI Standards

<b>Area 2</b> <i>Future-proof economic and social systems</i> "We propose the dissemination of future-proof economic and social models, with a focus on B Corps and the Benefit Corporation legal form in the Italian landscape."					
MATERIAL TOPICS	KPI NATIVA	DATA 02020	DATA 02021	SPECIFIC GRI CORRESPONDENCE <sup>4</sup>	CORRESPONDENCE GRI-BIA
<b>Transition towards regenerative economic paradigms</b>	a. Number of certified B Corps	120 (33 new B Corp throughout the year)	148 (28 new B Corps throughout the year) + 5 with status pending	203-2 Indirect economic impacts	No Match
	b. Number of companies supported in the B Corp transition	KPI introduced in 02021	39		No Match
	c. Number of Strategic sustainability projects including companies involved in ecosystem evolution projects.	KPI introduced in 02021	152 projects where 4 involved 173 firms at a systemic level (IVSI, SMI, Confindustria Emilia Romagna, PICS)		No Match
	d. Number of conferences on new economic paradigms, purpose driven design, B Corp.	65	83		No Match
<b>Legacy for future generations</b>	e. Number of university students supported in research projects and theses on the topic B Corp, Benefit Corporations	27	34	No correspondence	No Match

<sup>4</sup> Specific GRI correspondence means in addition to GRI indicators 103-1, 103-2, 103-3.

## Commitments for 02022

- ⇒ Ongoing promotion of regenerative business models and support for companies to facilitate the entry of 3 new iconic Italian brands into the B Corp network.
- ⇒ Design of courses to disseminate professionalism in the management and promotion of the topic future-proof economic and social models:
- ⇒ At least 3 webinars on regenerative business models (e.g., SDGAM, B Corp, SB, other frameworks designed by NATIVA)
- ⇒ Providing training to new B Experts who will join the NATIVA team as external consultants.
- ⇒ Promotion and dissemination of B Lab and NATIVA tools for measuring and improving the impact of even large companies.
- ⇒ Planning and implementation of gathering and networking among national and international leaders engaged in the transition to new business models and sharing of best practices. In particular, support for the design, co-creation and implementation of events/working groups to promote an ecosystem approach to change.

### 3. Evolution of business models and practices

"We develop the design of sustainable innovation practices in businesses and institutions to accelerate a positive transformation of economic, production, consumption and cultural paradigms so that they trend towards the systematic regeneration of natural and social systems."

#### NATIVA Bylaws, Art. 2 - Corporate Purpose

##### Challenge

To be enablers of evolution even independent of our direct physical presence. Identify the most effective multiplication levers and act on them for nonlinear scale-up of positive impact.

Through the development of innovation practices and models declined into regenerative by design frameworks and powerful tools, we promote the **evolution of legacy leaders** we work with. NATIVA's knowledge comes from decades of dealing with the world of sustainability and business, but also from an ongoing desire to innovate by incorporating the stimuli of the changing world and new business needs that respond to international trends, new challenges and regulations such as the European taxonomy. Our offering is constantly evolving and has included 8 new tools in 02021. Recognizing the importance of promoting systemic evolution in strategic sectors, we are increasingly

focusing on projects that can promote regenerative paradigms in entire sectors. Similarly, we have developed a diverse offering that includes smaller companies through the Spaceship platform, and through the creation of tools such as Impacto, a tool for writing the impact report of Benefit Corporations, we are fostering the spread of an integrated approach to reporting. We are also internationalizing with an increasing number of international projects, 5 in 02021, to export NATIVA models abroad. NATIVA is never the same. Precisely because of this dynamism and inventiveness, it develops tools that change the DNA of companies from the ground up, ensuring their positive impact.

**8** new Nativa frameworks

**5** international projects

**26** Spaceship projects

#### Impact Stories 02021

##### Finance as a lever for transition: the NATIVA contribution

*In 02021, NATIVA supported financial institutions (banks, funds, etc.) in equipping their*



*offerings with innovative products that integrate environmental and social aspects and supported beneficiary companies in accessing these types of products..*

In 02020 Larry Fink, CEO and Chairman of BlackRock, wrote to the companies in which the fund participated, "Without a Vocation, no company, public or private, can reach its full potential. And without a Vocation, its key stakeholders will cause it to lose its license to operate." Fink simultaneously highlights opportunities and risks associated with sustainability: a company that is careful in pursuing its Purpose achieves its greatest potential. Those who do not do so face the risk of losing their "license to operate," seeing themselves excluded from the market by consumer choice or regulatory change. An organization that pays attention to its sustainability performance can benefit against competition and resilience through a lower cost of money: in addition to the many financial products offered by various lending institutions, which incentivize the use of capital to generate positive environmental or social impacts, products are emerging that reward companies that are committed to measuring and improving their impacts.

NATIVA has created a framework to support, as Sustainability Advisor, organizations that intend to issue bonds in defining ESG (Environmental, Social and Governance) indicators. The framework developed is aligned with the international principles drafted by

### **NATIVA's systematic approach: the Confindustria and SMI cases**

*NATIVA is increasingly focusing on projects aimed at promoting the systemic progress of categories, networks and sectors of companies, aiming to spread awareness and action with respect to the challenges posed to the economic system and businesses. The decarbonization project with Confindustria Emilia Romagna Piccola Industria and the project with Sistema Moda Italia are two examples of this innovative way of working.*

NATIVA and Confindustria Emilia Romagna Piccola Industria collaborated on a **Net Zero project**, aimed at

the International Capital Market Association and leverages the verticality of the B Impact Assessment to ensure the robustness of the company's analysis and the relevance of the KPIs identified to the sector and issuer specifics.

An example of this is the **Sustainability-linked Bond issued by OVS in 02021**, the first to be listed on the retail market in Italy and Ireland, whose Framework prepared with the support of NATIVA was positively evaluated by the Second Party Opinion conducted by Sustainalytics (Morningstar). The targets chosen cover CO2 emissions, whose reduction target was approved by the Science Based Target Initiative, and social and environmental practices implemented by suppliers.

There have been numerous Sustainability-linked Minibonds on which NATIVA has supported issuers (in all, issues over €50M), helping them identify sustainability targets that govern bond costs. As a result, companies have initiated programs to measure and improve their performance; many among them have committed to becoming Benefit Corporations and completing the assessment for B Corp certification.

Supporting the release of

**50M+** Sustainability-linked  
minibonds

promoting among members an **awareness of the challenges related to the climate emergency** and setting a

solid foundation for reducing greenhouse gas emissions.

Five companies were selected to participate in the project: After Glass, Carlo Riccò and Fratelli, Delicius Rizzoli, Famar and Meba. The pathway alternated moments shared among the companies, of training and reflection on the most significant types of emissions, with moments of dedicated discussion between NATIVA and the individual company. The inter-company dialogue component was maximized to increase the value of the project, enhancing the benefits of a systemic approach over a traditional one.

"We acknowledge that resources are not infinite, that the environment is a common good, and that this work for the first time allowed us to measure the effects and think about improvement actions in the short term but also to understand the costs to be incurred in long-term improvement."

**Monica Talmelli**, Administrator of Famar

"5 SMEs, different in nature but sharing one goal, highlighted the great need for alignment among economic, political and cultural forces to address the climate emergency. In silos, no one will solve climate change; together, we can push toward the same direction."

**Martina Grossi**, Native Evolution Guide

Sistema Moda Italia (SMI) is one of the world's largest organizations representing the textile/fashion sector, which in Italy has 400,000 workers and 50,000 companies. SMI with its approximately 1,000 members is responsible for nurturing the excellence of Made in Italy and textile tradition.

In 02021, NATIVA started a pilot project to measure sustainability performance with 6 SMI companies, representative of different districts and key junctions in the Italian textile value chain. The journey is the result of NATIVA's commitment to promoting a systemic approach to change and a regenerative culture, directly involving key sectors of the economy.

The project gave us the opportunity to learn in depth about the vocation, processes, products and faces of 6 companies in 3 Italian textile districts: that of Prato, Biella and Lombardy

At the end of the project each company received a data collection sheet for calculating and monitoring scope 1, 2 and 3 emissions and a summary document to identify actions to reduce emissions at source. All participating companies showed a willingness to delve deeper into an issue perceived as fundamental to ensuring prosperity for the business fabric and consistency with respect to the ever-increasing stimulus from institutions and the European Union.

thanks to the *One Day @ Company* - 1:1 visits to each company, which stimulated the creation of a handbook dedicated to the textile sector to answer BIA questions and the identification of 41 best practices.

The project will see a breakthrough in September 02022 with the sharing of key findings with the **entire SMI network**. The groundwork will be laid for the creation of a positive innovation loop that can enable the "Step 1" of measurement for many companies in the network. In this way, NATIVA will promote the co-evolution of the supply chain and the regeneration of one of the most globally impactful, as well as strategic, sectors for the Italian economy.

Both these projects show **NATIVA's willingness to promote change in an ecosystemic way** within strategic sectors, through the use of innovative tools such as Spaceship, which will see

the light of day with a new 02022 version.

**2** systemic projects

**11** involved businesses

"This journey has helped me to rethink the strategic direction of my company to integrate sustainability among the guiding elements of our evolution, made me aware of the challenges we as TF2000 will face, and grateful for the opportunity to be able to collaborate with other companies in the industry to share practices and approaches so that together we can improve and strengthen our Italian leadership in the textile industry."

**Dino Masso**, CEO TF2000

"The path in SMI exemplifies the importance of interconnection. The challenges facing the textile sector, also in light of the latest EU directives, are of such a magnitude that only by joining forces and sharing a vision and regenerative practices at the district and sector level will it be possible to continue positive change."

**Pierpaolo Laurito**, Evolution Guide Nativa

### Re-Candy: the purse of the future

*Each product is like an iceberg: what you see tells only part of a larger story, starting from the extraction of raw materials to disposal or recycling, as the story of Furla's Re-Candy bag shows.*

To measure the level of sustainability of a product we are helped by the Basic Principles of Sustainability, according to which, in a sustainable society:

1. Nature is not subject to systematically increasing extraction of substances from the earth's crust.
2. Nature is not subject to the systematically increasing exposure of substances produced by society.
3. Nature is not subject to systematic physical degradation.
4. People do not face impediments in meeting their basic human needs.

Most goods put on the market are derived from supply chains, processes or materials that violate the Principles of Sustainability. One of the biggest challenges in the coming years for businesses will be to transform production and consumption processes so that they create value for people and the environment.

A positive story in this regard is that of Furla, which chose to rethink one of its iconic products to adapt it to the needs of the 21st century. The leading

manufacturer of handbags, footwear and small leather goods, founded in 1927 in Bologna, Italy, has redesigned the **Candy, one of the brand's best-selling bags**, from a sustainable perspective.

With the support of NATIVA, first Furla evaluated the design of the Re-Candy through the SLCA (Sustainability Life Cycle Assessment), the product sustainability profile analysis tool that considers impacts over the entire life cycle and compliance with the Principles of Sustainability. Subsequently, designers worked with NATIVA for improvement in every area: from raw material selection to production to end-of-life. The bag is made of 100 percent recycled plastic material, derived from shoe sole processing waste within a factory powered by 100 percent renewable energy. The accessories and shoulder strap are entirely recycled and the writing on the surface is embossed, avoiding printing. Even the backpack that contains it is made from reclaimed cotton, with sustainable dyes. A product designed to last as long as possible and in turn 100% recyclable at the end of its life.

This story shows how **incorporating sustainability into the DNA of products** is not only an imperative to

ensure the well-being of people and ecosystems or the survival of companies, but also a formidable driver of innovation and excellence.



### Revolutionary tools for advanced companies: Impacto - the story of the birth of the tool

*The impact report is the primary tool for telling the story of the commitment of Benefit Corporations with transparency to their stakeholders. Impacto is the tool created by NATIVA that facilitates the writing of the impact report, easily, independently and in compliance with legal requirements.*

In 02016 Italy became the first sovereign state to introduce the legal status of a Benefit Corporation. Companies that evolve into Benefit Corporations decide to protect their vocation and formalize their organizations' commitment to pursuing goals of common benefit and officially introduce stakeholder consideration into their governance. This is a key factor in the robustness and protection of the model over time, given the mission of the company.

The impact report is the document that by law all Benefit Corporations must prepare annually and publish at the same time as the annual financial statements. It is a public document reporting on the actions taken to **meet the commitments made within the bylaws**. The report is thus a tool that allows the Benefit Corporation to increase its degree of transparency and officially tell the whole ecosystem about its impact. Thanks to Impacto, companies can:

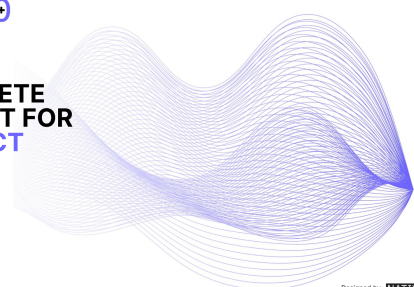
- Plan actions and goals for each

- of the common benefit purposes
- Monitor and track actions throughout the year
- Write the impact report in an agile way, tailoring it to their specific needs
- Maintain the company's historical impact data.

To promote impact beyond the scope and functionality of the tool, 50 percent of the proceeds generated from Impacto subscriptions will help support projects that promote the spread of benefit models. In 02022, it was chosen to support the #UnlockEducation project.

IMPACTO

THE COMPLETE  
INSTRUMENT FOR  
YOUR IMPACT  
REPORT.



Designed by NATIVA

"Impacto was born out of a desire to provide Italian Benefit Corporations with a tool for guided annual impact reporting. Nativa and its partner SoftInStigate collaborated in the conception and development of a Web service that now allows companies to select common benefit purposes, plan the actions to be implemented and track progress through appropriate KPIs. The goal is to help companies evenly distribute, throughout the year, the work of planning and writing the impact report."

**Maurizio Turatti**, Partner at SoftinStigate

### The present and the future of measuring: Social Impact

*Florim designs and implements questionnaires and a dashboard of KPIs with the aim of measuring the social impact created by its Florim Health & Training Centre, with a view to managing direct and indirect results.*

Florim, a leading Italian B Corp in the production of porcelain stoneware, in 02014 partnered with Sassuolo Hospital to create the Health&Training Center. The Center is dedicated to training, research and advanced medical simulation, and is the first in Italy to be American Heart Association certified.

In 02021, the Center undertook a pilot project for social impact measurement, creating an *ad hoc* framework with the support of NATIVA based on the international standards IRIS+, Benefit Impact Assessment and SDG Action Manager. The project was developed by selecting target courses and identifying key stakeholders: Florim, the community, trainees, instructors, and researchers. Then, through a co-creation process, a set of about **15 indicators was identified to measure direct and indirect impacts**, and 2 questionnaires for data collection.

The design of the measurement instrument and data collection was carried out, with the help of NATIVA, in early 02022. The measurement, which involved more than 300 people, showed satisfaction (>95% of participants) and increased knowledge and prevention regarding the topics covered (>90%). One of the main challenges of the project was to empathize with the context. To do this, theory of change was used through co-creation of a social value chain to map activities and potential impacts. The goal is to also regularly measure the long-term impact of the activity, through some KPIs that have already been defined. The tool will enable the Center to continue the activity independently, establishing the basis for constant measurement of community impact, with a view to continuous improvement.

**15** indicators

**300+** people involved

"We were already aware of the importance of the Health & Training Center both for training doctors and paramedics and as a stimulus for prevention and promotion of healthy lifestyles for employees and local residents. Being able to measure its results makes the whole project even more rewarding and stimulating for future activities."

**Florim and Sassuolo Hospital**

"Companies generally do not integrate consideration of social impacts into their decision-making processes because they are more difficult to understand and measure. This is what we tried to do."

**Marco Giambone & Gianandrea Spadoni**, Evolution Guides Nativa

## The best directions for the world

*Banca dei Territori, with the support of NATIVA, employs the B Corp model and tools, emerging as a purpose-driven organization that responds to the social and environmental challenges of the 21st century, strengthening its leadership.*

Nativa worked with Intesa Sanpaolo's Banca dei Territori Division (BdT), guiding it in the use of B Corp tools for sustainability performance. In 2020 BdT completed the Benefit Impact Assessment, obtaining its baseline Sustainability Profile and defining an intentional Target Profile, to achieve which a strategic plan was developed with projects designed to maximize the Division's impact.

The "**Regional Directorates' Benefit Model**" originated as a focus on the B Impact assessment area called Community, with the goal of extending the analysis over the last mile, identifying the distinctiveness of each Regional Directorate (DR) in bringing value to the Division in generating positive impact.

The project featured the **14 DRs with teams** selected to capture the views of Figures from different facilities. Moments of discussion allowed the identification of some Distinctive Practices, expressions of sustainable innovation, i.e., practices that go beyond the efforts of the Division

adding an additional positive contribution.

Evaluation according to a model by attributes (Relevance, Size, Replicability, and Diffusion) enabled the construction of the DR Contribution Profile, with the aim of graphically representing the additional contribution with respect to the Division's Sustainability Profile.

Analysis of the profiles shows the DRs' marked proactivity in generating positive impact: each DR demonstrates an area where contribution is most evident. In general, Workers and Community are the areas where the greatest contribution is demonstrated.

The results of the Model have made it possible to create a process of improvement that amplifies from the DRs down to the Division: in fact, dialogues with the Departments have made it possible to improve the score obtained through the B Impact Assessment and the Division's Sustainability Profile.

**14** Regional Directorates  
**180+** distinctive practices

"[...] an experience where they teach you to look for a different angle of observation, to not settle for the known to explore new paths, to shift the center of gravity from you to the other [...]"  
**Giorgia Carosi**, Tuscany and Umbria Regional Directorate

## Chiesi: Creating an ecosystem of local active leaders for the Better Building program and a model for maximizing employee well-being

*NATIVA works with Chiesi on the Better Building program to create an ecosystem of local leaders in 43 global locations through the creation of a culture of sustainable resource use and to develop a new model for employee well-being.*

Better Building is a project established in 02020 to create a culture of sustainable use of resources and well-being, linked to the characteristics

of buildings and offices, whether owned or rented, in the Chiesi ecosystem. The aim is to create active leaders in Chiesi's local communities,

which are spread across 28 countries and 43 global sites. In 02021, the first 16 sites were invited to be part of the project, involving more than 110 people. NATIVA accompanied them in assessing impacts and designing improvement actions. Local people gradually embraced the project, to the point of passionately embracing the proposed directions and challenges. The project culminated in a plenary meeting between the sites' representatives, who shared victories and outstanding challenges with each

other, finding in direct conversation with other sites allies as well as stimuli and cues to evolve. The project will continue with the involvement of all sites and their increasing autonomy in monitoring their own impacts and improvement journey. The goal is the involvement of all sites by the end of 02023 through the creation of an ecosystem of local active leaders who are change agents.

**16** sites  
**110+** people involved

**Quotes from active local Chiesi leaders involved in the Better Building Programme:**

**Judith, Netherlands:** "Better Building raised awareness about the importance that Chiesi act together as an ecosystem and take sustainability into account in everyday decisions".

**Jan, Germany:** "Better Building helped us appreciating the real impact and effects that our actions have"

**Nicholas, France:** "We have experienced the value of creating a network, an inclusive ecosystem across Chiesi boundaries".

**Nicholas, France:** "balancing the business and environmental impact of what we want to do and knowing the limits of what we can achieve, will help us to overcome those limits and continuously innovating to maximise our positive impact".

**Diane, UK:** "We suggested buying green energy for the whole building and it's extraordinary that other tenants not only found it a great ideal but shared that they were happy to have Chiesi as their next-door neighbour".

Also at Chiesi, NATIVA applied a new model for the 360-degree measurement of people's well-being. Through the use of the WELL protocol, developed by the Green Building Council, a systemic analysis of wellbeing-related impacts was made that highlighted virtuous practices and possible improvement actions, at global and local levels. The protocol supported NATIVA in analyzing **11 impact areas:** Air, Water, Food, Light, Movement, Thermal Comfort, Sound, Materials, Mind, Community and Innovation. This resulted in a current

impact profile and a target profile, the basis for an improvement action plan. NATIVA used the standard because it could meet Chiesi's needs, namely to measure the baseline of its Parma headquarters while identifying globally applicable virtuous practices. The assessment led to the definition of next steps consisting of the creation of a global policy on people's well-being at Chiesi and a detailed action plan for the headquarters. This project paved the way for the protocol to be applied in innovative ways according to the needs of different realities to enable companies to evolve towards a business model that enables the health and well-being of their employees.

**Luxury Retail: A project of global innovation**

*A unique case of innovation and sustainability for the luxury world. Versace was the first haute couture maison to apply certified sustainability criteria on a large scale, aiming to systematically improve the impact of its stores.*

The project, in collaboration with the Italian haute couture fashion *maison* Gianni Versace, was born in 02017 on

the occasion of the opening of the new boutique on Sloane Street in London, a pilot case of a study and improvement

process desired by the brand to maximize the positive impact within its managed stores. The framework, which was subsequently applied to the new Versace concept design through the certification of the *Bal Harbour* (Miami), *China World Mall* (Beijing) and *Maximilianstrasse* (Munich) boutiques, was then revised to ensure effectiveness and efficiency for large-scale application, thanks to the centralized management of planning processes coordinated by the store planning department in Italy. The framework is based on the LEED® v4 rating and certification systems for *Interior Design and Construction*, given the need to use a single reference for deep interior space renovation projects on an international scale. The breakthrough came in 02020 when, at the height of the pandemic, NATIVA supported the Versace team in creating an advanced process to standardize best practices from the best international green building models and applied it to individual locations.

As a result of this process of researching and applying best building and design practices, Versace has identified **15 more new openings** in the past two years, **9 in the U.S.** (including New York, Las Vegas, Los Angeles, San Diego, and Texas) and **6 in Europe** (London, Paris, Prague, Bologna, Amsterdam, and Zurich), on which it has successfully applied the framework and achieved the LEED certification target. This achievement- 19 certified boutiques on 3 different continents- remains unique in the luxury world in terms of spread and quality of the results, and stands as a role model for competitors.

LEED certification is redefining the way we think about the places where we live, work and shop. The entire Versace concept, which we had the honor of curating, follows the dictates of respect for a future increasingly focused on sustainability- a case that may inspire more and more companies to follow suit.

**15** new certified  
LEED openings in two  
years



LEED Gold Certified

Client: GIANNI VERSACE  
Years 2018  
Design concept: Curiosity  
Architect: Versace Store Dept.  
Locations: Bar Harbour  
Miami  
Value of Works: NDA

Versace Boutique certificate LEED v4 ID+C



## Review Objectives 02021

Review Objectives Year 02021		
Objective	Status	Notes
Achieving NATIVA Carbon Neutrality by December 02021 in terms of Scope 1, 2 and 3 emissions and promoting the NATIVA Carbon Neutrality Framework to our customers and at least 8 new customers.	60%	NATIVA is carbon neutral on scopes 1, 2 and 3. The Climate Neutrality Program was proposed to various NATIVA customers and prospects, and following the proposal of the framework to 7 customers, 3 projects were initiated (Focchi, VINCI Energies Italia, Confindustria Piccola Industria Emilia Romagna).
Supporting at least 20 microclients and redesigning the offering through the Spaceship platform.	100%	In 02021 we had at least 26 microclients. The offer was also reformulated to try to offer more support in filling out the assessment and writing the common benefit purpose, trying to meet the needs and commitments of the companies. The new offer started in July and since then 7 companies have accepted it, of those 7, 3 in 02021. We decided to keep the initial micro offer unchanged by targeting it to start-ups.
Measurement, implementation of gap analysis and development of environmental performance improvement plans for at least 10 international sites/buildings	77%	The measurement took place on the ten sites indicated, while the development of the improvement plan took place for three sites out of the ten international sites indicated.
Developing relationships with funds (at least 2) and lending institutions (at least 3) for measuring and improving impacts (evolution) and for the realisation of financial products or to give support in conducting due diligence activities.	70%	Well-defined relationships with three banks including ISP, Unicredit and Sella, but only with one fund (Progressio) out of the planned two.
Creation and implementation of frameworks and tools that enable scalability of impact generated by design, with a focus on sustainable finance.	60%	100 percent as NATIVA created a specific framework for sustainability-linked minibonds, while we concluded only 40 percent of the work on defining a framework that could be applied to real estate.

## KPI NATIVA and correspondence with GRI Standards

<b>Area 3</b> <i>Evolution of business models and practices</i> "We develop the design and introduction of sustainable innovation practices and models in businesses and institutions to accelerate a positive transformation of economic, production, consumption and cultural paradigms so that they tend towards the systematic regeneration of natural and social systems."					
MATERIAL TOPICS	KPI NATIVA	DATA 02020	DATA 02021	SPECIFIC GRI CORRESPONDENCE <sup>5</sup>	CORRESPONDENCE GRI-BIA
<b>Development and sharing of knowledge and tools developed by NATIVA</b>	a. Number of people successfully trained in our programs. <sup>6</sup>	1320 (tot 4676)	1627 (6303)	No Correspondence	No Match
	b. Number of products analyzed with the SLCA (Sustainability LifeCycle Assessment) <sup>7</sup>	28 (tot 290)	18 (tot 308)		
	c. Number of companies involved in the coevolution framework <sup>8</sup>	618	221		
	d. New tools and frameworks developed throughout the year	KPI introduced in 02021	8		
<b>Regenerative Living Spaces</b>	e. Mq of requalified buildings	Tot 50000 Mq	Oltre 50000 Mq	No Correspondence	No Match
	f. Projects followed about regenerative living spaces <sup>9</sup>	Total 20	Total 30		

## Commitments for 02022

- ⇒ Setting NATIVA's SBT net zero goal, decrease emissions by 10% ocompared to 02021 and promote NATIVA's Climate Neutrality Program to our customers by activating projects with at least 8 new customers.
- ⇒ Creation of a new Spaceship platform with at least 15 new microclients joining the new platform.
- ⇒ Measurement, realization of gap analysis of at least 30 sites and environmental performance improvement plans for at least 20 international sites; promotion of LEED and WELL protocols on at least 10 projects on national and international territory and definition of specific KPIs to measure NATIVA's contribution to the theme of Sustainable Communities, seen as a material area for NATIVA's future and current work.

<sup>5</sup> Specific GRI correspondence means in addition to GRI indicators 103-1, 103-2, 103-3.

<sup>6</sup> KPI a. includes people trained in companies such as Sanofi CHC, Intesa San Paolo, Missoni, Mutti, Chiesi, CiviBank, Cellularline, Noovle, Olivetti, Slowear and many others.

<sup>7</sup> KPI b. includes products analyzed in programs conducted with Alpinestars, Cellularline, Furla, Gelit, Kerakoll, Fratelli Carli, and Scarpa.

<sup>8</sup> The companies involved in the co-evolution programs indicated in KPI c. are Andriani, Chiesi, Fratelli Carli and Aboca.

<sup>9</sup> The name of KPI f. has changed from last year (Number of projects integrated by NATIVA Architecture) to emphasize the increasing integration of Architecture into the NATIVA flow on par with the other components of the XYZ and the number 30 includes 17 Chiesi projects, 11 LEED certified and 2 other projects.

- ⇒ Development of relationships with funds (at least 2) and lending institutions (at least 3) for the measurement and improvement of impacts (evolution) and for the realization of financial products or support in carrying out due diligence activities and supporting portfolio evolution; support in terms of Sustainability Advisory to the issuance of Green, Social or Sustainability Bonds and the issuance of at least 10 Sustainability-linked minibonds; active participation in national and international working tables on sustainable finance issues and redefinition of the purpose of at least 3 realities of the finance world.
- ⇒ Creation and implementation of frameworks and tools that enable scalability of impact generated by design, with a focus on sustainable finance.

## 4. Synergies

**"NATIVA collaborates closely with nonprofit organizations, academia, foundations and others whose purpose is aligned and synergistic with NATIVA's to amplify positive impact."**

### NATIVA Bylaws, Art. 2 - Corporate Purpose

#### Challenge

Identify the right actors and create an ecosystem of relationships based on the principle of interdependence to multiply impact.

The whole is **always greater than the sum of the parts**. Based on this principle, we have defined our approach to the NATIVA ecosystem. Just as the heart does not function without the brain, we recognize that we would not exist without our ecosystem with which we relate based on the principle of interdependence, recognizing our shared responsibility. NATIVA's Ecosystem framework for intentional ecosystem development analyzes each partnership based on

the potential for regeneration and the potential for impact amplification. We aim to define partnerships that aim to achieve exponential positive impact and contribute to the systemic evolution of business models. At the level of shared engagement, we have pursued, among many projects, with B Corp the #UnlockTheChange and #UnlockEducation campaigns, which mark NATIVA's concrete commitment to its ecosystem.

### Impact Stories 02021

#### #UnlockTheChange 02021: the values of change

*Changing the world is a possible undertaking.*

This is the message of the new communication campaign #UnlockTheChange 2021, promoted once again by all Italian B Corps to inspire citizens, businesses and institutions to unlock change towards regenerative economic and cultural models.

After the success of the first year, the Italian B Corps chose to experiment with new communication channels and actions, aiming to better spread their messages while generating concrete impact within their ecosystem.

As NATIVA, we coordinated the realization of the campaign, designed

and implemented with the support of the Italian B Corps and with Arkage and Inedita. The campaign, which ended in May 02022, and in addition to numerous activities on the web, social media, and major Italian online and print publications focused on three major projects:

1. **The first Italian B Corp Report** that chronicles the impact of the entire Italian B Corp community and the areas for which they have developed best practices and shared policies: Gender Equality, Carbon Neutrality and Education.
2. **The Italian B Corp podcast** highlighting relevant B Corp

stories and the challenges they face and overcome on a daily basis;

3. **The #UnlockTheChange eco-mural**, created on the wall of Sillio Italico Middle School in Fuorigrotta, in an area that has experienced the ravages of industrial pollution. Signed by artist Zed1, the mural in Airlite paint neutralizes air pollution.

Thanks to the alignment of values and the strong interdependence that binds the B Corp companies, it was possible to stimulate millions of people once again, making them understand the strong alignment of values and principles with the B Corp movement and inspiring them to contribute to the huge wave of change towards more responsible models.

"After a successful first year, #UnlockTheChange has become a true signature of the positive actions and messages of the Italian B Corp movement. The yellow and black of the campaign has tinted hundreds of events, web and social pages, advertisements and initiatives throughout Italy- a result achieved thanks to the commitment of so many extraordinary companies that, although very different from each other, have once again chosen to unite to change the world for the better."

**Francesco Carra**, Brand & Communications Activism Nativa

## #UnlockEducation to #UnlockTheChange

*Creating a more sustainable and resilient society is a globally recognized imperative, and without investing in youth this will not be possible. #UnlockEducation is the TV series that responds to this great challenge and opportunity.*

**#UnlockEducation is the education campaign** presented in tv show format launched by the Italian B Corp community to inspire the next generation to become more sustainable. We know that the need to create a more sustainable and resilient society is a global imperative today, and we believe that without investing in young people this is not possible.

With this awareness and in line with the commitments of COP 26 and the Italian PNRR, in 02021 we worked to imagine, design and implement the largest education campaign on sustainability issues for youth studying in Italy between the ages of 14 and 25. We did this together with Polimi GSOM (formerly MIP), Organizzare Italia, InVento Lab, Esperta and the whole Italian B Corp community, creating #UnlockEducation: the training course

on sustainability issues, available for everyone and free of charge on [unlockededucation.it](https://unlockededucation.it). The initiative is part of MIUR's RIGenerazione Scuola plan and is sponsored by the Ministry of Education itself.

Through the involvement of institutions and key players in the Italian educational ecosystem, #UnlockEducation has the major goal of providing new generations with basic skills and tools that will enable them to build and live in a more inclusive and regenerative economy and future, while activating their action as changemakers. 02021 saw the preparation of the content and the shooting of the episodes thanks to the support of the working group and with the involvement of popular Youtuber Adrian Fartade. The official launch of the program was in spring 02022.

"Making the way we do business sustainable will also allow us to re-imagine what "resource" means, both in human and material terms, with major impacts on how we imagine our future here and in the entire solar system!"

**Adrian Fartade**, Youtuber, Instagrammer, Influencer

"UnlockEducation is the result of a dream: to help educate the first generation of people capable of living and achieving, without compromising the right of future generations to do the same. The tool we have chosen is that of a TV series, and the mission we give ourselves from now on is to make the initiative known to as many schools and universities as possible."

**Valentina Ciurlante**, Evolution Guide & Community Catalyst Nativa

"We have imagined, designed and implemented something that we believe will be able to protect the same ability to imagine and create (a better future) for younger generations."

**Letizia Rigazzi**, Evolution Guide & Activism Champion Nativa [nativa.eco](https://nativa.eco)

## #dieci: Cities & Communities Evolution

*An improvement plan has been developed to guide the transition of the Parma area and nearby provinces for the next 10 years.*

The objective of the project was to design and implement a profound evolution in the very concept of value creation, for the territory of the city of Parma and for all the actors that animate it. The key principle that has marked all phases of work is that of co-creation, developed respecting the fundamental criterion of the inclusion of different categories of stakeholders. The path undertaken together led to the definition of a **vision for the Parma area** through a series of meetings, crowned by an intensive plenary workshop. The vision was then compared with the mapping of the

many actions already existing in the territory. Starting from the existing goals and actions, and considering the vision as a north star guiding towards the goal, a long list of actions capable of grounding the project and progressively tending towards the vision were designed through vertical thematic tables. These were prioritized in order to identify a limited number of high-impact actions from which to materialize the path of transforming the territory towards the jointly designed vision.

"The pandemic that swept over us in 2020 has highlighted the fragility of existing economic models, which do not ensure the creation of positive value towards people, society and the environment. With this project we want to transform the crisis that has arisen into a growth opportunity for our territory, opening the door to future scenarios and developing a proposal that can be a shared model of territorial management."

**Alessandro Chiesi**, President of Parma, *io ci sto*

"Through the path of co-creation and planning for the future, strongly characterized by inclusion, enthusiasm and collaboration, we have created and applied a never-before-used methodology that has enabled Parma and its territory to plan concrete goals and actions for the future."

**Gianandrea Spadoni & Matilde Breda**, *Evolution Guide Nativa*

**250+** people who contributed to the project

**70+** work groups

**50+** identified actions

## Training Legacy Leaders of today and tomorrow

*An interdependence agreement and program to train the Legacy Leaders of today and tomorrow. B Corp and Benefit Corporation as models to follow for this transformation.*

The severity of the current sustainability crisis confronts us with the imperative of a transition to alternative and more evolved economic models. It is clear to us that the currently dominant economic model is based on the systematic extraction and concentration of economic value, which more often than not is matched by the destruction of more social and

environmental value than is created. This growing imbalance is making clear the importance of education in the transition to a new culture, in which companies are measured by their ability to generate positive impact in society by adopting new business paradigms and 'regenerative' business models.

Based on these premises, NATIVA and

PoliMI GSOM (formerly MIP) - both certified B Corp leaders in their respective fields - have designed and presented the Online Professional Program "THE B CORP MODEL: Leadership for Regenerative Business." The master's program delves into the tools and models of Benefit Corporations and B Corps, their structure and practical application on case studies, with the aim of providing participants with the skills and leadership needed to initiate and realize the most profound change in the

history of business and humanity.

The first edition was a success and saw more than **50 participants** approach these issues, engage with prominent testimonials such as Davines, illycaffè and Chiesi Farmaceutici and many others, and try their hand at concrete activities to develop ad hoc strategic evolution plans for individual realities.

**1** Online Professional Program  
**50+** participants

Review Objectives 02021

Review Objectives Year 02021		
Objective	Status	Notes
Continue the dialogue with businesses and institutions aimed at the inclusion of the protection of future generations in companies' bylaws and into the constitution.	90%	In 02021, an environmental protection clause was added in the Constitution, and NATIVA actively participated in the legislative process that led to this addition; however, in the final text there is a variation from said text drafted by NATIVA.
Develop an Activist Framework declined in the action areas identified during 02020, structure an Action Plan for 02021, and implement initial activist actions through both campaigns and concrete actions.	100%	NATIVA Urban Model was defined, NATIVA took a stand (NATIVA takes a stand) on key issues through Earth Day video (April 22) and post on ddl zan (Nov. 2). We carried out 2 local "Sweep the Sheds" actions (Oct. 8 and Nov. 26), designed and initiated the activities for CO2alizione and UnlockEducation, defining the core theme for activism 02022 (Education)
Activate dialogue and synergies with local entities at NATIVA headquarters (Milan and Rome) and other relevant stakeholders to diffuse the impact.	100%	We have activated an ongoing dialogue with local realities and other stakeholders in Milan and Rome with whom we dialogue to multiply the impact (partners, companies, institutions e.g. Intesa, Polimi GSOM, B Heroes, RSF, SUSDEF and others...)

## KPI NATIVA and correspondence with GRI Standards

<b>Area 4</b> <i>Synergies</i> "NATIVA collaborates closely with nonprofit organizations, academia, foundations and others with a similar purpose to amplify positive impact."					
MATERIAL TOPICS	KPI NATIVA	DATA 02020	DATA 02021	SPECIFIC GRI CORRESPONDENCE <sup>10</sup>	CORRESPONDENCE GRI-BIA
<b>Ecosystem activation</b>	a.Number of strategic partnership whose goal pertains to regenerative business	KPI introduced in 02021	6	No Correspondence	<b>No Match</b>
	b.Number of articles published with a direct contribution from NATIVA	KPI introduced in 02021	41		
<b>Activism</b>	c. Number of hours of activism performance per employee per year d. Number of trash bags collected	KPI introduced in 02021	9 hours 80 trash bags, 130 liters each	No Correspondence	<b>No Match</b>

### Efforts 02022

- ⇒ Continue dialogue with entities and stakeholders at the European, national, and local levels to promote Coalizione Italia and activate synergies aimed at impact multiplication.
- ⇒ Strengthen and further develop NATIVA's Activist Framework through the inclusion of the following activities in Action Plan 02022:
  - Application of the Urban Model with expanded engagement of local stakeholders by implementing at least 2 events with engagement
  - Massive launch and dissemination of #UnlockEducation with more than 500 schools reached
  - Launch of CO2alizione at a national and European level
  - Expansion of actions related to NATIVA *takes a stand*
  - Sharing & Implementation of radical habits
- ⇒ Realize a framework for defining and engaging the NATIVA ecosystem, setting the goal of defining at least 3 strategic partnerships during the year for which an agreement is reached on the object of the collaboration by implementing a shared action plan to achieve concrete goals. Specific and priority focus on the future of the partnership with B Lab.

<sup>10</sup> Specific GRI correspondence means in addition to GRI indicators 103-1, 103-2, 103-3.



## 5. Responsibility, sustainability and transparency

"NATIVA operates responsibly, sustainably, and transparently towards people, communities, territories and the environment, cultural and social goods and activities, institutions and associations, and other stakeholders."

### NATIVA Bylaws, Art. 2 - Corporate Purpose

#### Challenge

To always be at the forefront in consistently researching, developing and adopting best sustainability practices and to communicate our actions with transparency.

We want to act as a legacy leader, continuously improving our **sustainability performance and our social and environmental impact**. We do this by operating responsibly, sustainably and transparently and engaging directly with our ecosystem of stakeholders. We protect the privacy and data of our customers, aware that knowledge sharing is at the heart of the collaborative model of evolution we pursue. We have set a course to improve our performance, measured through international standards such as the BIA, reporting in accordance with the GRI standard: core option, and making transparent and continuous efforts to reduce our environmental impact.

#### Impact Stories 02021

### NATIVA Climate positive

*NATIVA calculated scope 1, 2 and 3 emissions related to 02021, offsetting 125% of them through a Gold Standard certified project and thus becoming climate positive.*

In a historical moment characterized by many difficulties and upheavals, the climate emergency continues to be recognized as one of the main challenges to be solved to ensure a prosperous future for the human species and other living beings. Recognizing the protection of climate balances as a fundamental pillar of regeneration, NATIVA worked on itself through the application of the same principles it uses in the climate impact projects through which it supports its clients.

02021 greenhouse gas emissions related to Scopes 1, 2 and 3 were calculated using the most widely used international accounting and reporting standards. Scope 1 and 2 emissions were easily calculated due to NATIVA's high degree of visibility on these, and the fact that since March 02021 NATIVA purchased electricity which is 100% renewable certified with Guarantee of Origin. As with many companies engaged in this type of reporting, scope 3 emissions are more difficult to find: for these, the data obtained to date are mostly estimates.

Following the calculation of emissions, NATIVA identified an offsetting project through the use of the SDG Action Manager and the collection of Nativer opinions. The Buenos Aires Renewable Energy Project, certified Gold Standard, was chosen, through which NATIVA offset 125% of its emissions related to 02021, thus **becoming climate positive** with respect to Scopes 1, 2 and 3.

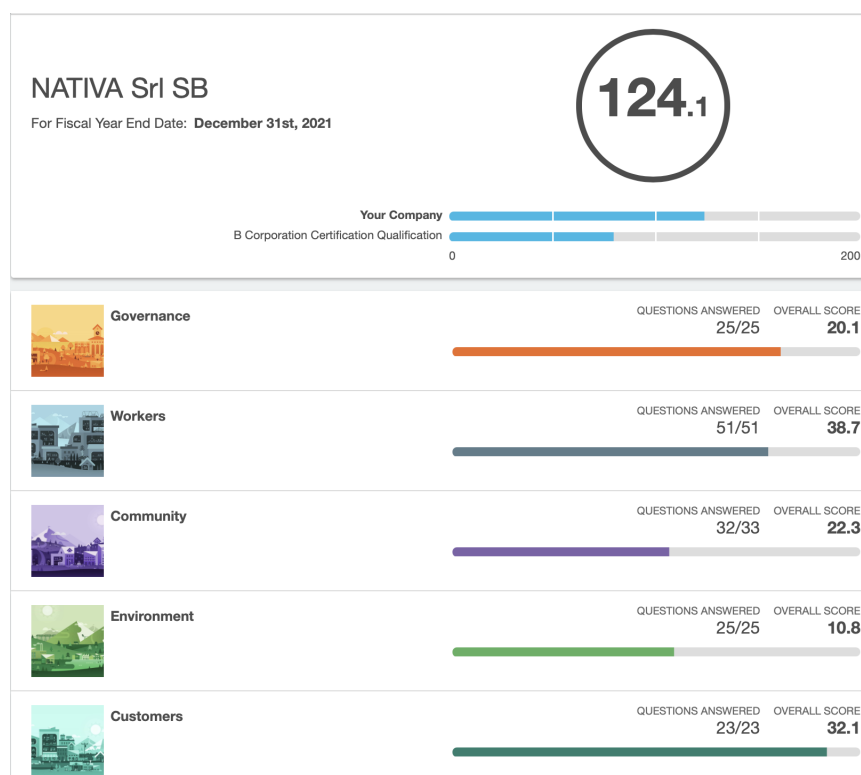
"Nativa's work is based on science, and the international scientific community is unanimous that emissions offsetting is a virtuous action, but certainly not a solution to the climate emergency. We will work steadfastly and determinedly to minimize our emissions at source and honor our commitment to net zero 2030. We take pride in the fact that the values on which we base our operations and our partnering with our customers characterize ourselves first and foremost, as individuals and as Nativa."

**Nicola Piccolo**, Evolution Guide & Climate Neutrality Champion Nativa

### The NATIVA Impact according to the BIA and the SDGAM

The positive impact growth result with respect to the last score certified by B Lab in 02021 which was of 123.2 points (the latest certified B Lab report in the following link <https://www.bcorporation.net/en-us/find-a-b-corp/company/nativa-srl-sb>) is the result of the benefit actions pursued to achieve the specific common benefit purposes as described in the previous chapters. These actions focused on the well-being of the people in NATIVA and they led to NATIVA receiving the B Lab award Best for the World in the areas of **Workers and Governance**, on efficiency and reducing the environmental impact of our offices.

SUMMARY ASSESSMENT OBTAINED USING BIA AT THE END OF 2021 (SCORE NOT VERIFIED BY B LAB)<sup>11</sup>



At the same time, NATIVA, by its very nature, acts to pursue all 17 Sustainable Development Goals of the U.N.'s 2030 Agenda, actively striving to create a more prosperous economy, society, and ecosystem in which other companies can thrive and in turn have a positive impact.

<sup>11</sup> Score not verified by B Lab that will have to be certified in 2024



However, based on our internal analysis, we identified SDGs 5, 8, 10, 12, 13 and 17 as the most relevant to our reality. Based on the self-assessment conducted with the SDG Action Manager tool, we compared our performance against an international industry benchmark that includes companies from around the world and scored approximately:

- 16% above average on SDG 5 Gender Equality
- 26% above average on SDG 8 Decent Work and Economic Growth
- 4% above average on SDG 10 Reduced Inequalities
- 52% higher than average on SDG 12 Responsible Production and Consumption
- 38% higher than average on SDG 13 Climate Action

Instead, our contribution to SDG 17 is measured through the various advocacy and collaboration actions with different stakeholders in which we take part to help multiply our positive impact.

### Review Objectives 02021

Review Objectives Year 02021		
Objective	Status	Notes
NATIVA is committed to preparing the next Interdependence Report, covering fiscal year 02021, in accordance with the "GRI Sustainability Reporting Standards," published in 02016 by the Global Reporting Initiative (GRI) under the in accordance-core option.	100%	This report was produced according to the GRI standard: core option.

## KPI NATIVA and correspondence with GRI Standards

Area 5 <i>Responsibility, Sustainability, Transparency</i>					
“NATIVA operates responsibly, sustainably, and transparently towards people, communities, territories and the environment, cultural and social goods and activities, institutions and associations, and other stakeholders.”					
MATERIAL TOPICS	KPI NATIVA	DATA 02020	DATA 02021	SPECIFIC GRI CORRESPONDENCE <sup>12</sup>	CORRESPONDENCE GRI-BIA
<b>Fight against climate change</b>	KPI introduced in 02021	n.d.	Use of KPI GRI	305 - 1 Scope 1 305 - 2 Scope 2 305 - 3 Scope 3	<b>Exact Match</b> Environment: Air & Climate <b>Exact Match</b> Environment: Air & Climate <b>Exact Match</b> Environment Air & Climate
<b>Customer privacy</b>	KPI introduced in 02021	n.d.	Use of KPI GRI	418 - 1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	<b>Impact and/or Conceptual Match</b> Customers: Customer stewardship

## Commitments for 02022

- ⇒ Define a system and ownership for collecting and monitoring the data needed for the interdependence report and carry out a comprehensive materiality assessment for next year that aims to identify material issues for NATIVA going beyond the stakeholder engagement process used for 02021.

<sup>12</sup> Specific GRI correspondence means in addition to GRI indicators 103-1, 103-2, 103-3.

## Methodological Note

### Reporting scope and reporting process

The interdependence report is published annually and the data refer, unless otherwise indicated, to the period from January 1, 02021 to December 31, 02021 and, when existing, these are compared with the same perimeter of the previous fiscal year. The scope of economic, environmental and social information and data is the same as in the Financial Report and includes only one entity, NATIVA Srl SB with two directors, Paolo di Cesare and Eric Ezechieli. The impact manager in the year 02021 was Dr. Anna Cogo. Where quantitative data could not be found, estimates were used, which, if present, are based on shared methodologies and ensure reliable representation of performance and data. The interdependence report contains information on social, environmental, and governance aspects that have emerged from the stakeholder engagement process, and takes into account the context and specific trends at the national and international level. This document has been prepared for the first time in accordance with the GRI standards: core option, including indicators that were not present in past versions of the interdependence report. As an appendix to the document, we present the GRI Content Index detailing the content reported in accordance with the GRIs and in line with the material themes that emerged for NATIVA.

#### Offices

Via degli Ausoni 1, 00185 - Roma

Viale Vittorio Veneto, 28, 20124 - Milano

#### Head Office

Piazzale Clodio, 22 - 00195 - Roma

#### Dates

Dates in NATIVA are coded according to the LongNow system, as AAAAAMMGG. The five digits for the year remind us that compared to a scale of tens of thousands of years we are in the year 02019 out of 99999 years. NATIVA is acting now while thinking about the long term.

#### Review Objectives

For this year's report, we decided to use an OKR system for reporting on goals achieved:

**0,0 - 0,3 = red** → no real progress

**0,4 - 0,6 = yellow** → partial progress

**0,7 - 1 = green** → completed

#### Correspondence BIA-GRI

BIA-GRI matching indicates the presence or absence of a match between GRI indicators and BIA questions. This correspondence can be:

- **Exact** when there is a question from the BIA that is directly comparable with a GRI indicator;
- **Partial** when there is a question from the BIA that is partially comparable with a GRI indicator;
- **Conceptual or Impact** when there is a question from the BIA that is generically comparable with a GRI indicator (at the level of impact or concept);
- **No Match** when there is no question from the BIA that is comparable with the GRI indicator.

## Details GRI KPIs

### People

**Table 1.** Breakdown of people by contract type in Italy

Type of contract	by December 31st 02021			by December 31st 02020		
	Men	Women	Total	Men	Women	Total
Indeterminate	13	16	<b>29</b>	8	7	<b>15</b>
Fixed term	1	0	<b>2</b>	1	0	<b>1</b>
<b>Total</b>	14	16	<b>30</b>	9	7	<b>16</b>
Contracts shifted from those with a fixed-term to indeterminate contracts	2	0	<b>2</b>	1	2	<b>3</b>

**Table 2.** Breakdown of employees by gender, geographic area and contract

Type of contract	by December 31st 02021			by December 31st 02020		
	Men	Women	Total	Men	Women	Total
<b>Geographic area</b>						
<b>Milan</b>	6	8	<b>14</b>	3	5	<b>8</b>
Indeterminate	5	8	<b>13</b>	3	5	<b>8</b>
Fixed-term	1	0	<b>1</b>	0	0	<b>0</b>
<b>Rome</b>	8	8	<b>16</b>	6	2	<b>8</b>
Indeterminate	8	8	<b>16</b>	5	2	<b>7</b>
Fixed-term	0	0	<b>0</b>	1	0	<b>1</b>
<b>Abroad</b>	0	0	<b>0</b>	0	0	<b>0</b>
Indeterminate	0	0	<b>0</b>	0	0	<b>0</b>
Fixed-term	0	0	<b>0</b>	0	0	<b>0</b>

<b>Total</b>	14	16	<b>30</b>	9	7	<b>16</b>
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**Table 3.** Breakdown of people by gender and type of contract

Full-time / Part-time	by December 31st 02021			by December 31st 02020		
	Men	Women	Total	Men	Women	Total
Full-time	12	16	<b>28</b>	8	7	<b>15</b>
Part-time	2	0	<b>2</b>	1	0	<b>1</b>
<b>Total</b>	14	16	<b>30</b>	9	7	<b>16</b>

**Table 4.** Breakdown of external workers by category

External employees	by December 31st 02021			by December 31st 02020		
	Men	Women	Total	Men	Women	Total
VAT-registered workers with a continuous contract	2	2	<b>4</b>	2	2	<b>4</b>
VAT-registered workers with a contract by objectives	7	1	<b>8</b>	0	0	<b>0</b>
Other (specify) - occasional collaboration	0	0	<b>0</b>	0	1	<b>1</b>
Internship	0	0	<b>0</b>	0	1	<b>1</b>
<b>Total</b>	9	3	<b>12</b>	2	4	<b>6</b>

**Table 5.1** New hires and turnover

Number of people	From January 1st to December 31st 02021		From January 1st to December 31st 02020	
	Men	Women	Men	Women
Employees hired	7	8	5	4
Employees who left	0	1	0	0
<b>Hired total</b>	<b>15</b>	<b>9</b>		
<b>Exit total</b>	<b>1</b>	<b>0</b>		
<b>Turnover in entrance</b>	<b>50%</b>		<b>56%</b>	
<b>Turnover in exit (%)</b>	<b>3%</b>		<b>0%</b>	

**Table 5.2** New hires and turnover

Number of people	From January 1st to December 31st 02021			From January 1st to December 31st 02020		
	≤30 years	31-50 years	>50 years	≤30 years	31-50 years	>50 years
Employees hired	12	2	1	6	3	0

Employees who left	0	1	0	0	0	0
<b>Hired total</b>	<b>15</b>			<b>9</b>		
<b>Exit total</b>	<b>1</b>			<b>0</b>		

**Table 5.3** New hires and turnover

Number of people	From January 1st to December 31st 02021	From January 1st to December 31st 02020
<b>Hired employees</b>	<b>15</b>	<b>9</b>
Milan	7	4
Rome	8	5
External	0	0
<b>Employees that have left NATIVA</b>	<b>1</b>	<b>0</b>
Milan	1	0
Rome	0	0
External	0	0

At the organizational level, we are a hierarchy-free organization in which leadership is collaborative, empathetic and shared. However, the breakdown with respect to the different classification levels of the relevant CCNL is presented below.

**Table 6.** Staff breakdown by gender, age, and categories

Number of people	From January 1st to December 31st 02021								From January 1st to December 31st 02020							
	Uomini				Donne				Uomini				Donne			
	≤30 years	31-50 years	>50 years	Tot	≤30 years	31-50 years	>50 years	Tot	≤30 years	31-50 years	>50 years	Tot	≤30 years	31-50 years	>50 years	Tot
Executives	0	0	2	<b>2</b>	0	0	0	<b>0</b>	0	0	2	<b>2</b>	0	0	0	<b>0</b>
Framework contract	0	3	0	<b>3</b>	0	4	0	<b>4</b>	0	2	0	<b>2</b>	0	3	0	<b>3</b>
Employees	7	2	0	<b>9</b>	10	2	0	<b>12</b>	4	2	0	<b>6</b>	4	0	0	<b>4</b>
Workers	0	1	1	<b>2</b>	0	0	0	<b>0</b>	0	1	0	<b>1</b>	0	0	0	<b>0</b>
<b>Totale</b>	<b>7</b>	<b>6</b>	<b>3</b>	<b>16</b>	<b>10</b>	<b>6</b>	<b>0</b>	<b>16</b>	<b>4</b>	<b>5</b>	<b>2</b>	<b>11</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>7</b>

*\*This Table includes data for founders that were not included in previous tables.*



**Table 7.** Board members by age group and gender

Number of members	by December 31st 02021			by December 31st 02020		
	Men	Women	Total	Men	Women	Total
>50 years	2	0	2	2	0	2
<b>Total</b>	2	0	2	2	0	2

## Risk Management

NATIVA members decided to identify and map the main risks in a preventive way, adopting appropriate tools to govern them and reduce their impact. Below we present a brief summary of the non-financial risks to which the organization is exposed and how it was decided to manage them:

- 1) Lack of customer diversification and risk related to relying on a concentrated number of customers → with the increase in the number of customers experienced in the last year, efforts are being made to differentiate them more and more both in number and sector,
- 2) Risk of high turnover given the young age of the Nativers and the trend known as "Great Resignation" that has characterized the last year → increasing NATIVA's commitment to Nativer happiness with structured feedback processes and creation of the Life component in the XYZ framework with the hiring of a dedicated person,
- 3) Rapid expansion and possible lack of activity structuring → creation of an internal organization defined through the XYZ and initiation of an internal monitoring system,
- 4) Exposure to environmental and social risks → continuous measurement and management/improvement of performance through measurement with international standards such as the B Impact Assessment.

## Stakeholder involvement and emerged material themes

Our key stakeholders include: the legacy leaders who are our customers, the people or Nativer, the youth, our key partners including B Lab, Regenerative Society Foundation, Sustainable Development Foundation, UN Global Compact, Arkage, Italian and European policymakers, our suppliers, and all other members of the NATIVA ecosystem with whom we collaborate to advance the evolution of regenerative business models.

With 12 selected stakeholders including customers, partners, media representatives, and other institutions, we had deep immersions, conversations of about an hour and a half to connect with people on a personal and human level to understand what sustainability means to them, of NATIVA's journey, thereby also identifying material issues for NATIVA.

This stakeholder engagement process, in which we engaged for the first time, combined with a survey distributed among Nativers and an analysis of the target market that highlighted key macro trends, led us to identify the following 11 material themes:

1. Achieving the full potential of the Nativers

2. Diversity and inclusion
3. Happiness at work and beyond
4. Transition to regenerative economic paradigms
5. Legacy for future generations
6. Development and sharing of knowledge and tools developed by NATIVA
7. Regenerative Living Spaces
8. Activating the ecosystem
9. Activism
10. Fighting climate change
11. Customer privacy

These material issues were mapped against the specific common benefit purposes of our charter and for each of them we identified, where present, corresponding GRI indicators or, alternatively, internally developed KPIs.

## Emissions

**Table 8.** NATIVA Emissions

Scope 2 emissions were calculated using market-based methodology.

Emissions	02021	02020
	tCO <sub>2</sub> eq.	tCO <sub>2</sub> eq.
Scope 1	7,73	we did not monitor these metrics
Scope 2	0,47	
Scope 3	32,34	
<b>Total</b>	<b>40,44</b>	

**Table 8.1** GRI 305-1

<b>Direct GHG emissions (Scope 1) in gross tons of CO2 equivalent</b>	7,73
<b>Gases included in calculations</b>	CO2, NH4, N2O
<b>CO2 emissions of biogenic origin in tons of CO2 equivalent</b>	0
<b>Reference year of calculations</b>	NA
<b>Source of emission factors and global warming potential</b>	UK Department for Business, Energy & Industrial Strategy (DEFRA) - UK Government GHG Conversion Factors for Company Reporting, 2021 full set for advanced user <a href="https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2021">https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2021</a>
<b>Consolidation approach to emissions</b>	Equity share

<b>Standards, methodologies, assumptions, and/or computational tools used</b>	GHG Protocol: a corporate accounting and reporting standard <a href="https://ghgprotocol.org/corporate-standards">https://ghgprotocol.org/corporate-standards</a>  ISO 14064-1:2018 <a href="https://www.iso.org/standard/66453.html">https://www.iso.org/standard/66453.html</a>
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Table 8.2 GRI 305-2

<b>Indirect GHG emissions (Scope 2) from energy consumption in tons of CO2 equivalents</b>	2,18
<b>Indirect GHG emissions from energy consumption (Scope 2) gross market-based in tons of CO2 equivalent</b>	0,47
<b>Gases included in the calculation</b>	NA
<b>Reference year for the calculation</b>	NA
<b>Source of emission factors and global warming potential</b>	<u>Location-based emission factor</u> Terna <a href="https://download.terna.it/terna/7-INTERNAZIONALI_8d9ced060a052ed.pdf">https://download.terna.it/terna/7-INTERNAZIONALI_8d9ced060a052ed.pdf</a>  <u>Market-based emission factor</u> Association of Issuing Bodies <a href="https://www.aib-net.org/sites/default/files/assets/facts/residual-mix/2019/AIB_2019_Residual_Mix_Results_1_1.pdf">https://www.aib-net.org/sites/default/files/assets/facts/residual-mix/2019/AIB_2019_Residual_Mix_Results_1_1.pdf</a>
<b>Consolidation approach to emissions</b>	Equity share
<b>Standards, methodologies, assumptions, and/or computational tools used</b>	ISO 14064-1:2018 <a href="https://www.iso.org/standard/66453.html">https://www.iso.org/standard/66453.html</a>

Table 8.3 GRI 305-3

<b>Indirect GHG emissions from energy consumption (Scope 3) gross market-based in tons of CO2 equivalent</b>	32,24
<b>Gases included in calculations</b>	CO2, NH4, N2O
<b>CO2 emissions of biogenic origin in tons of CO2 equivalent</b>	0

<b>Other GHG categories of indirect emissions (Scope 3)</b>	Indirect GHG emissions from imported energy; Indirect GHG emissions from transportation; Indirect GHG emissions from products used by organization;
<b>Reference year for the calculation</b>	N/A
<b>Source of emission factors and global warming potential</b>	<p>UK Department for Business, Energy &amp; Industrial Strategy (DEFRA) - UK Government GHG Conversion Factors for Company Reporting, 2021 full set for advanced user <a href="https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2021">https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2021</a></p> <p>Database Agence de la transition écologique (ADEME) <a href="https://bilans-ges.ademe.fr/en/accueil/authentication">https://bilans-ges.ademe.fr/en/accueil/authentication</a></p> <p>Istituto Superiore per la Protezione e la Ricerca Ambientale (ISPRA) <a href="https://www.isprambiente.gov.it/it/pubblicazioni/rapporti/rapporto-rifiuti-urbani-edizione-2020">https://www.isprambiente.gov.it/it/pubblicazioni/rapporti/rapporto-rifiuti-urbani-edizione-2020</a> <a href="https://www.isprambiente.gov.it/it/pubblicazioni/rapporti/rapporto-rifiuti-speciali-edizione-2021">https://www.isprambiente.gov.it/it/pubblicazioni/rapporti/rapporto-rifiuti-speciali-edizione-2021</a></p>
<b>Standards, methodologies, assumptions, and/or computational tools used</b>	<p>GHG Protocol: a corporate accounting and reporting standard <a href="https://ghgprotocol.org/corporate-standard">https://ghgprotocol.org/corporate-standard</a></p> <p>GHG Protocol: corporate value chain (scope 3) accounting and reporting standard <a href="https://ghgprotocol.org/standards/scope-3-standard">https://ghgprotocol.org/standards/scope-3-standard</a></p>

	ISO 14064-1:2018 <a href="https://www.iso.org/standard/66453.html">https://www.iso.org/standard/66453.html</a>
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## GRI Content Index

Organization Profile		Paragraph, Notes
<b>GRI 102-1</b>	Organization name	NATIVA
<b>GRI 102-2</b>	Main products and services	NATIVA
<b>GRI 102-3</b>	Headquarters	Methodological Note
<b>GRI 102-4</b>	Countries with operations	Methodological Note Evolution of business models and practices
<b>GRI 102-5</b>	Ownership structure and legal form	Methodological Note
<b>GRI 102-6</b>	Served markets	Impact 02021 Evolution of business models and practices
<b>GRI 102-7</b>	Organization dimensions	Tables 1-4 Net Revenues: 4.478.846€ Capitalization rate: 2.43 The financial statements are filed with and are available for inspection at the Milan Chamber of Commerce.
<b>GRI 102-8</b>	Information about employees and other workers	Table 1, Table 2, Table 3, Table 4
<b>GRI 102-9</b>	Description of the organization's supply chain	Being a service company, our main suppliers include suppliers of electronic equipment, office supplies, electricity, mobility, and other consultants (legal, communications and marketing, and administrative services).

<b>GRI 102-10</b>	Significant changes to the organization and its supply chain	There were no significant changes in ownership or supply chain during the reporting period. For changes to the organization, see: People's Happiness
<b>GRI 102-11</b>	Precaution principles	Risk Management
<b>GRI 102-12</b>	External initiatives	<p>Adherence to the UN Global Compact and the UN Principles on Business and Human Rights and B Lab's Declaration of Interdependence.</p> <p>Since 2015 we have been Country Partner of B Lab in Italy.</p> <p>We are a partner of the UN Global Compact Network with which we help disseminate robust tools for SDGs-based impact management.</p> <p>We co-founded the Regenerative Society Foundation and are founding partners of Foundation for Sustainable Development.</p> <p>With Arkage, a communications Benefit Corporation, we also founded Nüborn, a communications evolution studio.</p>
<b>GRI 102-13</b>	Adherence to associations	One of our co-founders is a member of the Board of Directors of Assobenefit, an association of which we are members and which brings together Benefit Corporations in Italy.

<b>Strategy</b>		<b>Paragraph, Notes</b>
<b>GRI 102-14</b>	Statement from the highest decision-making authority on the importance of sustainability to the organization and its strategy	Message from the Founders
<b>Ethics and Integrity</b>		<b>Paragraph, Notes</b>
<b>GRI 102-16</b>	Values, principles, standards and rules of behavior of the organization	Manifesto NATIVA People's Happiness
<b>Governance</b>		<b>Paragraph, Notes</b>
<b>GRI 102-18</b>	Governing structure of the organization	Two sole directors and partners
<b>GRI 102-21</b>	Stakeholder consultation	NATIVA Refocus
<b>GRI 102-22</b>	Composition of the highest governing body and its committees	Assembly of two sole members or directors with expertise in economic, social, and/or environmental issues
<b>Stakeholder Engagement</b>		<b>Paragraph, Notes</b>
<b>GRI 102-40</b>	Categories and stakeholder groups	NATIVA Refocus (see Ecosystem Mapping)
<b>GRI 102-41</b>	Collective Bargaining Agreements	NATIVA fulfills the requirements for collective bargaining agreements by applying the relevant collective bargaining agreement
<b>GRI 102-42</b>	Identification and selection of stakeholders	NATIVA Refocus Stakeholder engagement and material issues that emerged
<b>GRI 102-43</b>	Approach to stakeholder engagement	Stakeholder engagement and material issues that emerged



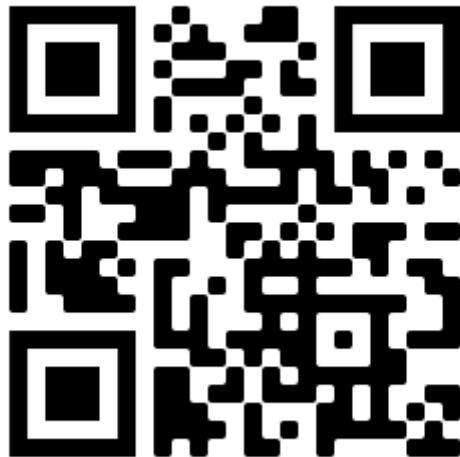
<b>GRI 102-44</b>	Key aspects that emerged	NATIVA Refocus Stakeholder engagement and material issues that emerged
<b>Reporting Practices</b>		<b>Paragraph, Notes</b>
<b>GRI 102-45</b>	Entities included in the consolidated financial statements	Methodological Note
<b>GRI 102-46</b>	Defining the contents of the report and the scope of material topics	Preface NATIVA Refocus Methodological Note
<b>GRI 102-47</b>	List of Material Topics	Stakeholder engagement and material issues that emerged
<b>GRI 102-48</b>	Information Revision	There were no revisions to information provided in previous years' reports
<b>GRI 102-49</b>	Reporting Modifications	Methodological Note
<b>GRI 102-50</b>	Reporting Period	Methodological Note
<b>GRI 102-51</b>	Most recent report	July 02021
<b>GRI 102-52</b>	Frequency of report	Annual, released with the Balance Sheet
<b>GRI 102-53</b>	Contact for more information on the report	<a href="mailto:info@nativallab.com">info@nativallab.com</a>
<b>GRI 102-54</b>	Statement on reporting in accordance with GRI Standards	Methodological Note
<b>GRI 102-55</b>	Index of the GRI contents	GRI Content Index
<b>GRI 102-56</b>	External certification	Not existent
<b>Material Issues- Reaching the full potential of Nativer</b>		<b>Paragraph, Notes</b>

<b>GRI 103-1; 103-2:103-3</b>	Generic information on management style	People's Happiness
<b>GRI 404-1</b>	Hours of training annually per employee	02021: <b>30,76</b> 02020: <b>23</b> The number does not vary by gender or category as everyone receives the same training hours. Also included within the training hours per employee are the training hours provided to VAT-registered employees on continuous contracts.
<b>GRI 404-3</b>	Percentage of employees who receive periodic evaluation of their performance and professional development	02021: <b>100%</b> 02020: <b>100%</b> All Natives receive a periodic evaluation at least annually of their performance with guidance on professional development through the selfie process. The selfie is an ongoing process for giving and receiving feedback consisting of forms to fill out, exchanges of opinions, and other moments of interaction.
<b>GRI 401-1</b>	New hires and turnover	Table 5.1, 5.2, 5.3
<b>Material Issues- Diversity and Inclusion</b>		<b>Paragraph, Notes</b>
<b>GRI 103-1; 103-2:103-3</b>	Generic information on management style	People's Happiness
<b>GRI 405-1</b>	Composition of governing bodies and breakdown of staff by gender, age, membership in protected categories, and other diversity indicators	Table 6, Table 7

<b>Material Issues - Happiness at work and beyond</b>		<b>Paragraph, Notes</b>
<b>GRI 103-1; 103-2:103-3</b>	Generic information on management methods	People's Happiness
<b>Material Issues- Transition to regenerative economic paradigms.</b>		<b>Paragraph, Notes</b>
<b>GRI 103-1; 103-2:103-3</b>	Generic information on management methods	Future-proof economic and social systems
<b>GRI 203-2</b>	Significant indirect economic impacts	Future-proof economic and social systems
<b>Material Issues - Legacy for future generations</b>		<b>Paragraph, Notes</b>
<b>GRI 103-1; 103-2:103-3</b>	General information on management methods	Future-proof economic and social systems Synergies
<b>Material Issues - Development and sharing of knowledge and tools developed by NATIVA</b>		<b>Paragraph, Notes</b>
<b>GRI 103-1; 103-2:103-3</b>	General information on management methods	Evolution of business models and practices
<b>Material Appearance - Regenerative Living Spaces</b>		<b>Paragraph, Notes</b>
<b>GRI 103-1; 103-2:103-3</b>	General information on management methods	Evolution of business models and practices
<b>Material Issues - Activation of the ecosystem</b>		<b>Paragraph, Notes</b>
<b>GRI 103-1; 103-2:103-3</b>	General information on management methods	Synergies
<b>Material Issues - Activism</b>		<b>Paragraph, Notes</b>
<b>GRI 103-1; 103-2:103-3</b>	General information on management methods	Synergies

<b>Material Issues - Fighting climate change</b>		<b>Paragraph, Notes</b>
<b>GRI 103-1; 103-2:103-3</b>	General information on management methods	Responsability, Sustainability, and Transparency
<b>GRI 305-1</b>	Total emissions scope 1	Table 8.1
<b>GRI 305-2</b>	Total emissions scope 2	Table 8.2
<b>GRI 305-3</b>	Total emissions Scope 3	Table 8.3
<b>Material Appearance - Customer Privacy</b>		<b>Paragraph, Notes</b>
<b>GRI 103-1; 103-2:103-3</b>	General information on management methods	Responsability, Sustainability, and Transparency
<b>GRI 418 - 1</b>	Proven complaints regarding customer privacy violations and loss of customer data	In 2021 and 2020, there were no substantiated complaints received regarding breaches of customer privacy and/or leaks, thefts, or losses of customer data.

To view the full version of the Framework, details of the GRI tables and the GRI Content Index, frame this QR code or alternatively go to our website at the link <https://nativlab.com/reports/>



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We think that a system without feedback is stupid by definition, which is why we rely on your help. If you want, send your feedback to Chiara Caimi, who coordinated the drafting of Interdependence Report 02021.

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If not here, then where?  
If not us, then who?  
If not now, then when?

