



ayming

Sustainability Report 2019

06/04/2020

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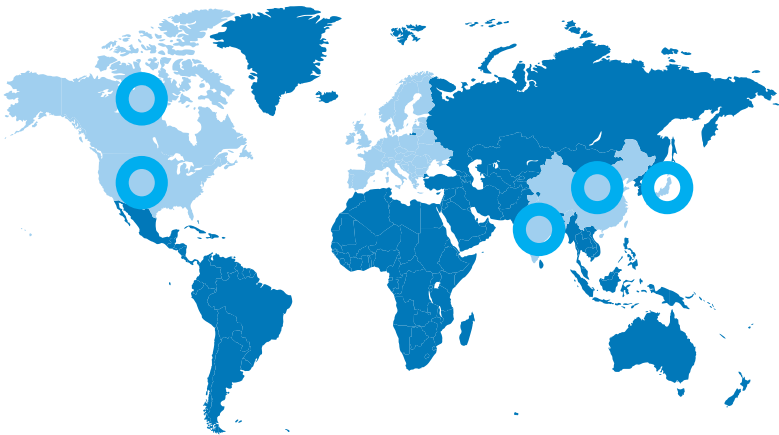


Introduction

Ayming:
“further together”



Global Presence



Key Stats



€140M
Turnover in 2019



30 Years
of Experience

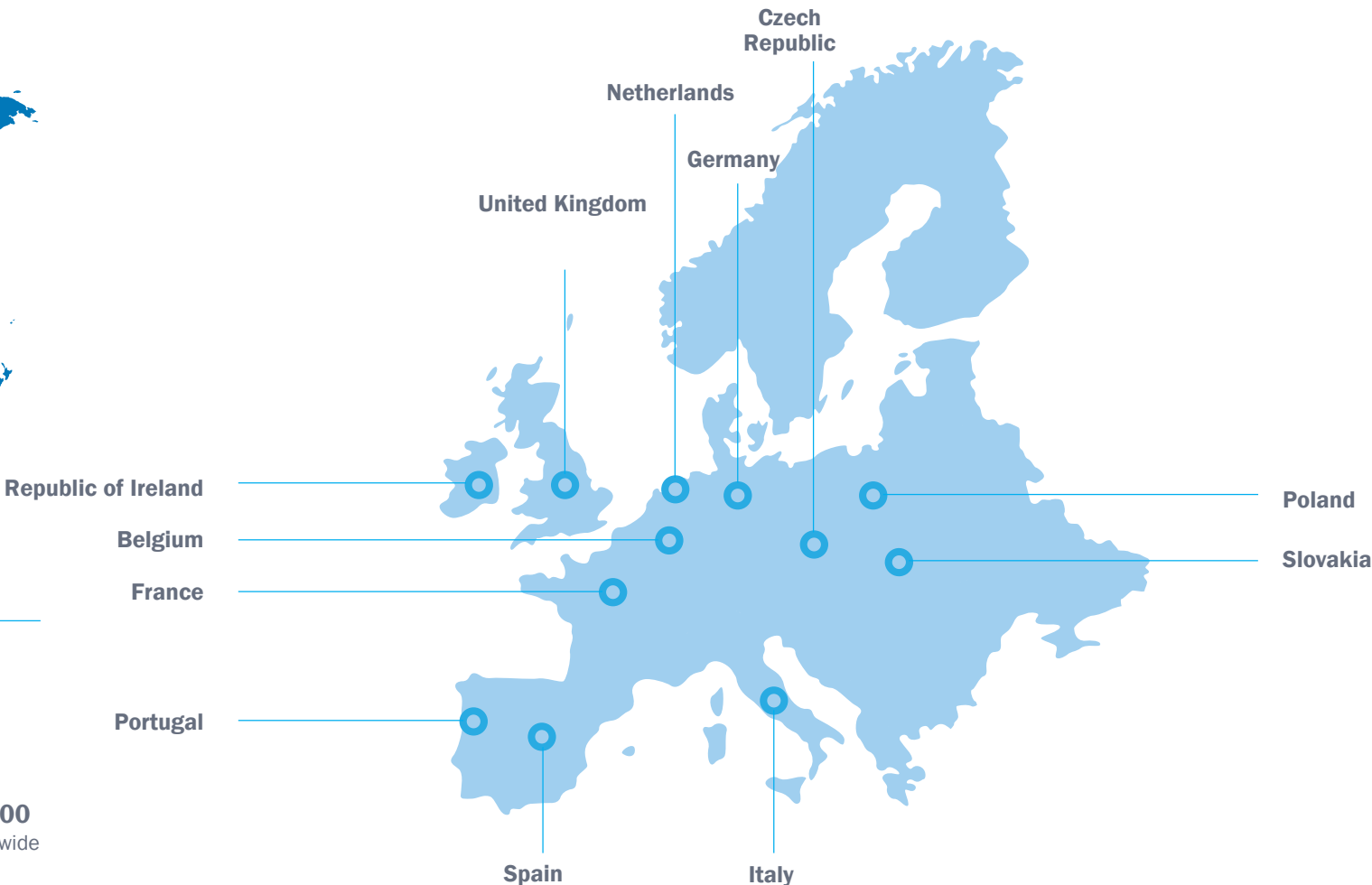



1300
Employees



Over 15,000
Clients Worldwide

Our European Offices



Location	Core	Mindset	People	Units
<p>Milan – In the heart of the city, next to the Stazione Centrale.</p> <p>A stimulating environment pushing people to do their best.</p>	<p>Experts in Business Performance – With over 30 years of experience at our backs, we are the ideal partners to help you improve your business’s performance.</p>	<p>Sustainability – We recognize the growing necessity to integrate the principles of sustainability across all our operations and activities.</p>	<p>40 People on Staff – All ready to help you achieve your goals and reach new heights.</p>	<p>Finance & Tax – We help you optimize your national and international fiscal accounts, freeing up resources to stimulate your growth.</p> <p>Innovation – We help you pursue innovation by ensuring that you secure investments while aiding you in the development of innovative projects (and securing your capacity to finance these).</p>
				



Letter to Stakeholders...

Dear Reader,

As of writing this introductory note for the 2019 CSR report, our country is still under quarantine. It has been a month or so since our team has started operating from their homes and our children have stopped going to school.

In the meantime, all productive enterprises – except those supplying basic necessities – have been closed.

This situation has taken a clear toll on all of us, both at a personal level and as a country as a whole.

Adding to this, our days are saddened by bulletin after bulletin tallying the daily deceased.

Yet, despite all of this, there is hope. Hope grounded in the prospect of a renaissance, one where past wrongs can be put to right. Such rebirth must especially address our relationship with nature. No longer can we purely afford to exploit it, rather, we have to achieve a more symbiotic co-existence with it.

It is with this in mind that I want to re-affirm Ayming Italy's commitment, first undertaken in 2018 and continued in 2019, to its "Benefit Corporation" initiative.

Our «For Benefit» corporate entity can no longer be reduced to being a mere accessory to embellish our mission statement.

Rather, having a positive social impact as a company, in all its possible different forms, is both necessary for our present and will become evermore fundamental for our future.

And, as we progressively return to normalcy, we shall come back aware that the system of core values (that has guided us until recently) will have to inevitably adapt to the changing social and business priorities of our new world.

While continuing to offer our fiscal and innovation services, we shall also promote solutions that adhere to the principles of the «green new deal». We shall push for supply chains ever closer to our idea of sustainability. We shall work towards making our organization more socially responsible.

As 2019 has shown, we have already undertaken several steps towards these goals. The policies we've implemented, as well as the activities and programmes we have participated in, have clearly confirmed our commitment.

With 2020, our efforts will be even more wilfully vigorous given what we have all gone through: a global pandemic that has reminded us the value of human life.

Enjoy reading the report,
Katiuscia

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Being a Benefit Corporation

A far-sighted initiative



Here at Ayming Italy we started developing a new understanding and appreciation for the concepts of «**Benefit Corporation**» and «**sustainability**». These can no longer be considered merely as an alternative but rather as **the new way to do business**.

As a result, on the **25th of January, 2018**, we decided to modify our corporate entity transforming Ayming Italy into a **Benefit Corporation**.

Regulatory framework for this corporate entity can be found at L. 28-12-2015 n. 208, Comma 376-384.

As a Benefit Corporation, we encourage the **development of sustainable business practices**, which also lead to tangible and enduring improvements in the business performance of our clients.

We also support the **development** and **transition** towards a **system of sustainable economy** by performing «**high-impact actions**» for people, communities and the environment.

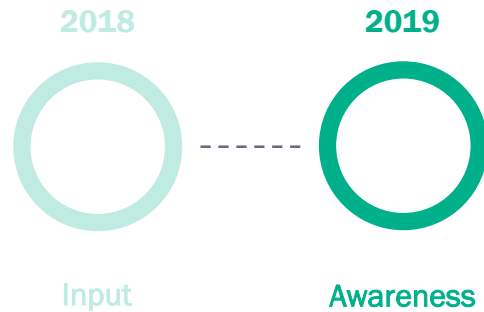
Our officially amended company charter can be accessed through Ayming Italy's website at: <https://www.ayming.it/about-us/>



Ayming (Italy) has become a Benefit Corporation to all effects. The international Business Performance Consulting company has announced that it has officially amended its charter and changed its corporate entity into Ayming Italia Srl SB. [...]

*Vita Magazine,
ed. February 8th, 2018*





A Benefit Corporation is a For Profit company that generates profits in a sustainable way

Since 2018, Ayming has been embedding the principles of sustainability within its operations. From then, we have become evermore conscious about the impact we have as a company both upon society and environment. As a result, both management and employees alike, have been striving to promote Ayming's spirit of social responsibility as well as improving its business performance (adopting also more sustainable practices).

The following report, drafted in accordance to the terms and definitions established by Italian law (i.e. n.208 - "legge di stabilità" - 28/12/2015), presents the results of the initiatives of "common benefit" pursued in 2019 by Ayming Italia Srl SB.

The intended outcome of this report is to guide the reader through the various policies, actions and activities Ayming Italy has undertaken to promote **sustainability** and "**common benefit**". These policies, actions and activities can be split into two categories:

- Those which affect the exterior, in particular by promoting sustainable practices to our clients while improving their business performance and meeting their needs.
- Those concentrating upon Ayming's own inner-workings that strive to make a more efficient and sustainable use of Ayming's resources. These last ones can be identified with the tag-line: "**Let it B**".



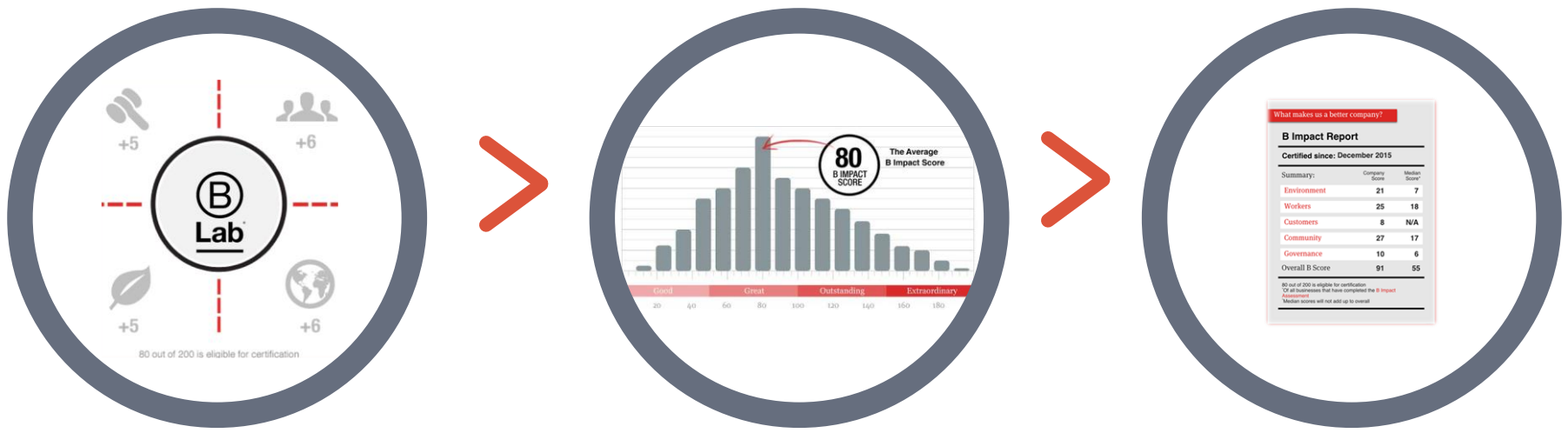
Tools and Methods | The ‘B Impact Assessment’ by B Lab

To fulfil our responsibilities as a «Benefit Corporation» - and ensure that our mission, values, and services conform to its parameters – **Ayming has adopted the «B Impact Assessment» (BIA)**. Developed by **B Lab**, a non-profit organization that has been promoting this new way of doing business for over 10 years, the BIA is an effective **measurement tool** capable of assessing both the sustainability objectives of a company while still analysing its business performance.

Capable of assessing the **fairness, transparency, and completeness requirements** - necessary for a business to be considered a “Benefit Corporation” - the **BIA** is the ideal tool to measure a company’s socio-environmental impact on the world.

The BIA does so by awarding a total score, from 0 to 200 points, after analysing a company’s impact through its **employees, community, environment, governance and customers**. In doing so, the assessment highlights - in a clear and transparent manner - the areas of strength and weakness of the company in regards to it social-environmental impact..

Our assessment examines only the first four of these categories as for the «customers» one the parameters were not yet applicable to Ayming.



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Where were we: 2019

Milestones Achieved



Milestones Achieved (1/3) | A clear improvement in our socio-environmental impact

A Comparison Through the Years

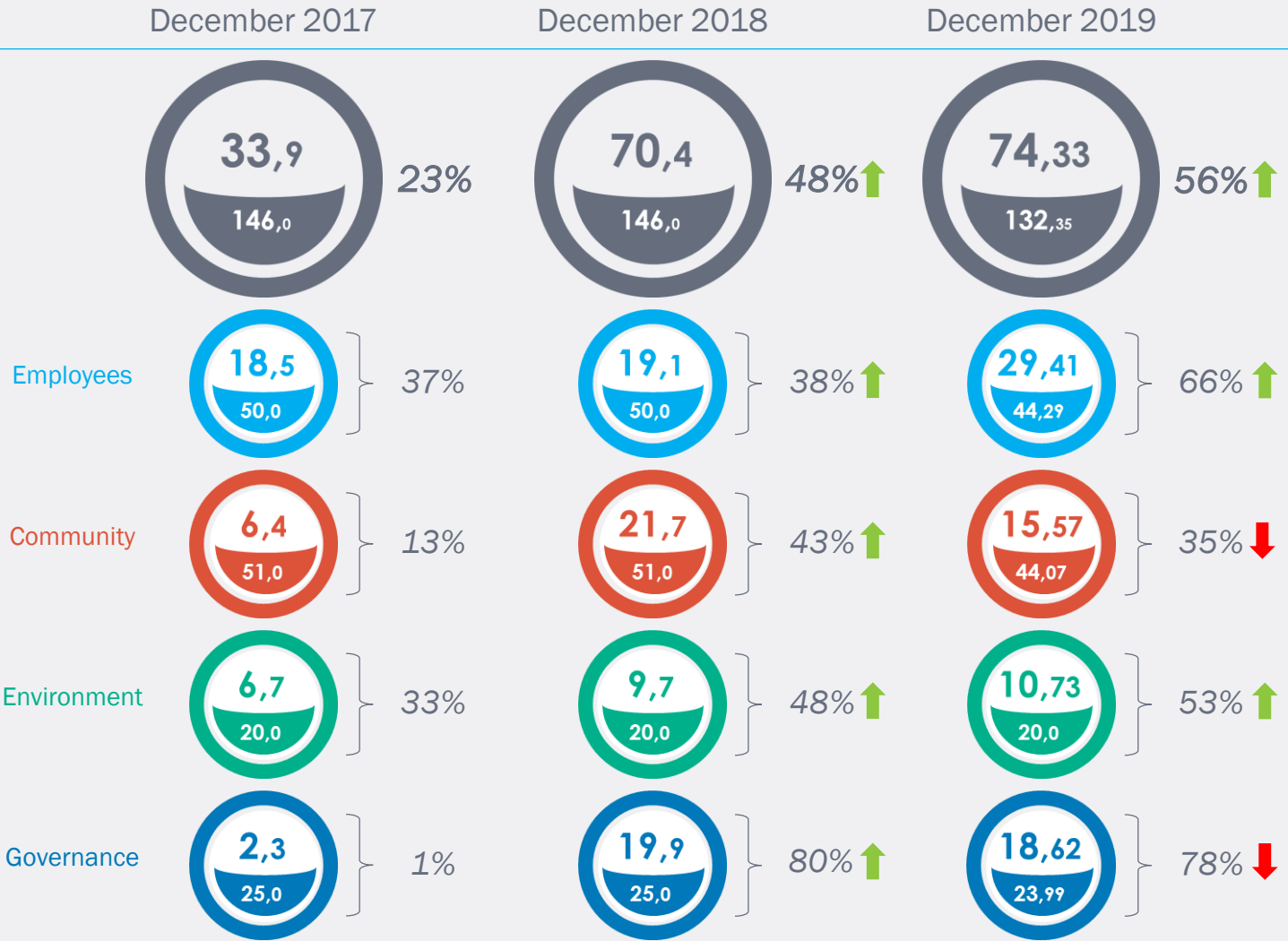
The improvement in the total scores achieved by Ayming Italy across the years emphasises the effectiveness and value of policies implemented in the same time frame. These still keep in utmost regards the needs of stakeholders while also considering the company’s means.

The improvement is further marked by the fact that the B Lab algorithm has re-calculated the maximum score obtainable by Ayming, reducing it to 132,35* points.

The score of 74,33 points (56%, of the max score), achieved in December 2019, shows that Ayming Italy is making an effort to achieve a growing positive socio-environmental impact upon the world.

The decline in Community and Governance scores are, as a matter of fact, two problematic issues – these, born out of the company’s restructuring, will be addressed in the coming year.

*The decision not to round values was to ensure max transparency.



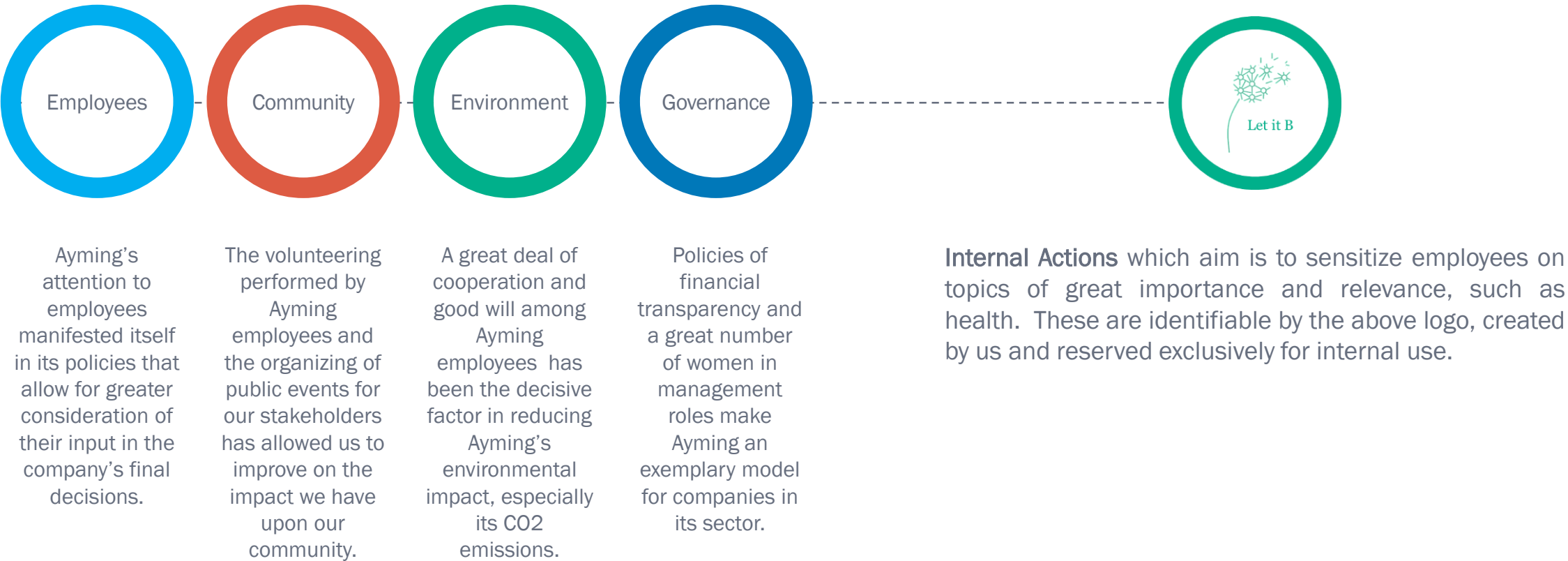
Source: Official Website «B Corp» - <https://bcorporation.net/>



Milestones Achieved (2/3) | A plan of action thought specifically for stakeholders and employees

Throughout 2019, Ayming Italy has taken several actions that convey our «for Benefit» corporate entity.

These actions, especially those taken towards external stakeholders, where all carefully conceived and implemented so that none of the four assessed categories went unaddressed.



Milestones Achieved (3/3) | Completed Objectives

As of the start of 2019, Ayming has identified **9 objectives** - then pursued throughout the course of the year - to improve its socio-environmental impact as a benefit corporation. Each of these objectives can be divided among the **4 categories** assessed by the BIA (employees, community, environment and governance).



**The partial completion of these was caused by the sudden occurrence of unforeseen business events throughout the course of 2019.*



Our concrete efforts (1/4)
Employees| In 2019 Ayming scored 29,41/44,29 points (19,1/50,0 in 2018)



- Training related to specific activities and for the development of cross competencies.
- Participation to seminars and events with industry experts..
- Assignment of tri-monthly bonuses.



- Company policies that support employees that are becoming parents.
- Workplace health promotion practices (addition of dietary and healthy snacks in vending machines)
- Flexible scheduling for entry/exit and lunch breaks.



- Promoting company values through workshops and employee interviews.
- Vis-à-vis with department heads to promote professional growth of employees.
- Personalized career development paths that encourage effective professional growth.



- Implementation of the 'Employee Handbook'.
- Creation of anonymous feedback channels to encourage suggestions and reporting of grievances.
- Internal channels of general information which continuously update employees on issues of great relevance.



Our concrete efforts (2/4)
Community| In 2019 Ayming scored 15,57/44,07 points (21,7/51,0 in 2018)



Volunteering
and Pro Bono
activities



- Active participation in local food bank activities.
- Donations to support welfare activities of charitable associations.
- Using company communication channels to promote Ayming involvement in the welfare initiatives of our partners.



Events and
Communication



- Organization of events on issues of great public and social relevance with the participation of our partners, clients, and suppliers.
- Sharing of socially-conscious content (i.e. on diversity, inclusion, well-being) through posts on the company's digital channels.
- Promoting company values through internal/external activities.



Clients and
Partners



- Renewal of ISO 9001 certification.
- Ayming Italy's instrumental role in the victory of two Italian companies during award ceremony that celebrates performance, innovation, and sustainability.
- Symbolic award ceremony for new-mothers organized through a partnership with Ayming's participation.



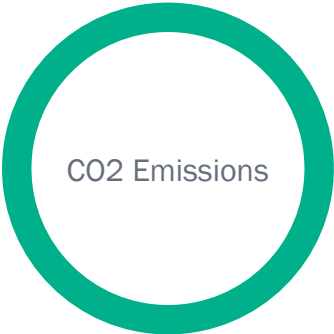
Suppliers and
Local
Authorities



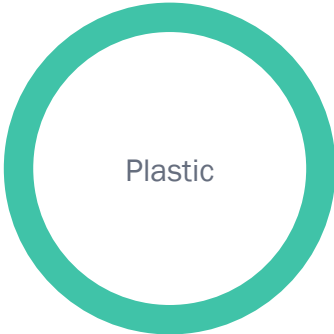
- Company signed agreement that allows employees to access discounts and special promotions.
- Participation to regional initiatives ('bandi regionali') that assess the company's impact on employees
- Establishment of procedures that allow for identification of suppliers who adopt best practices.



Our concrete efforts (3/4)
Environment | In 2019 Ayming scored 10,73/20 points (9,7/20,0 in 2018)



- Monitoring of the company's cars' emissions through mileage tacking,
- Reorganization and redistribution of the company car fleet so to better contain emissions and consumption costs.
- Offsetting employee emissions through reforestation initiative.



- Officewide adoption of biodegradable tableware.
- Sensitizing employees on the different types of plastic and how to recycle these.
- Sensitizing stakeholders towards the use of recyclable materials.



- Officewide monitoring of energy consumption.
- Officewide monitoring of water consumption.
- Sensitizing employees on way to reduce utilities consumption.



- Officewide recycling policy.
- Increasing the number of recycling points within the office.
- Adherence to special recycling initiatives organized by local authorities.



Our concrete efforts (4/4)
Governance | In 2019 Ayming scored 18,62/23,99 points (19,9/25,0 in 2018)



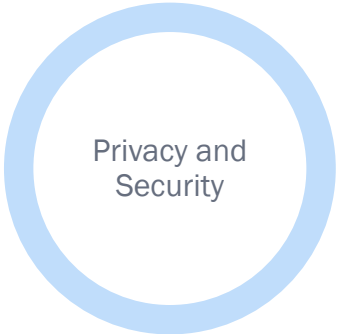
- Supervision by the Board of Directors on the policies established to guarantee employee wellbeing.
- Diversity in the Board, over 50% of its members are women.
- Subscribing agreement against Conflict of Interests by members of the Board.



- Monitoring of economic and sustainability objectives set, each year, for every employee.
- Creation of an internal committee capable of overseeing conformity to the company's sustainability objectives – i.e. the SIB (Social Impact Board)
- Assessment of growth and sustainability objectives/policies set by the company.



- Steady and timely sharing of information on recent business developments through trimestral internal meetings.
- Monthly updates, via e-mail, on company strategy and projects in development.
- Development, in conjunction with HQ, of a campaign emphasizing the company's values and their impact on employees.

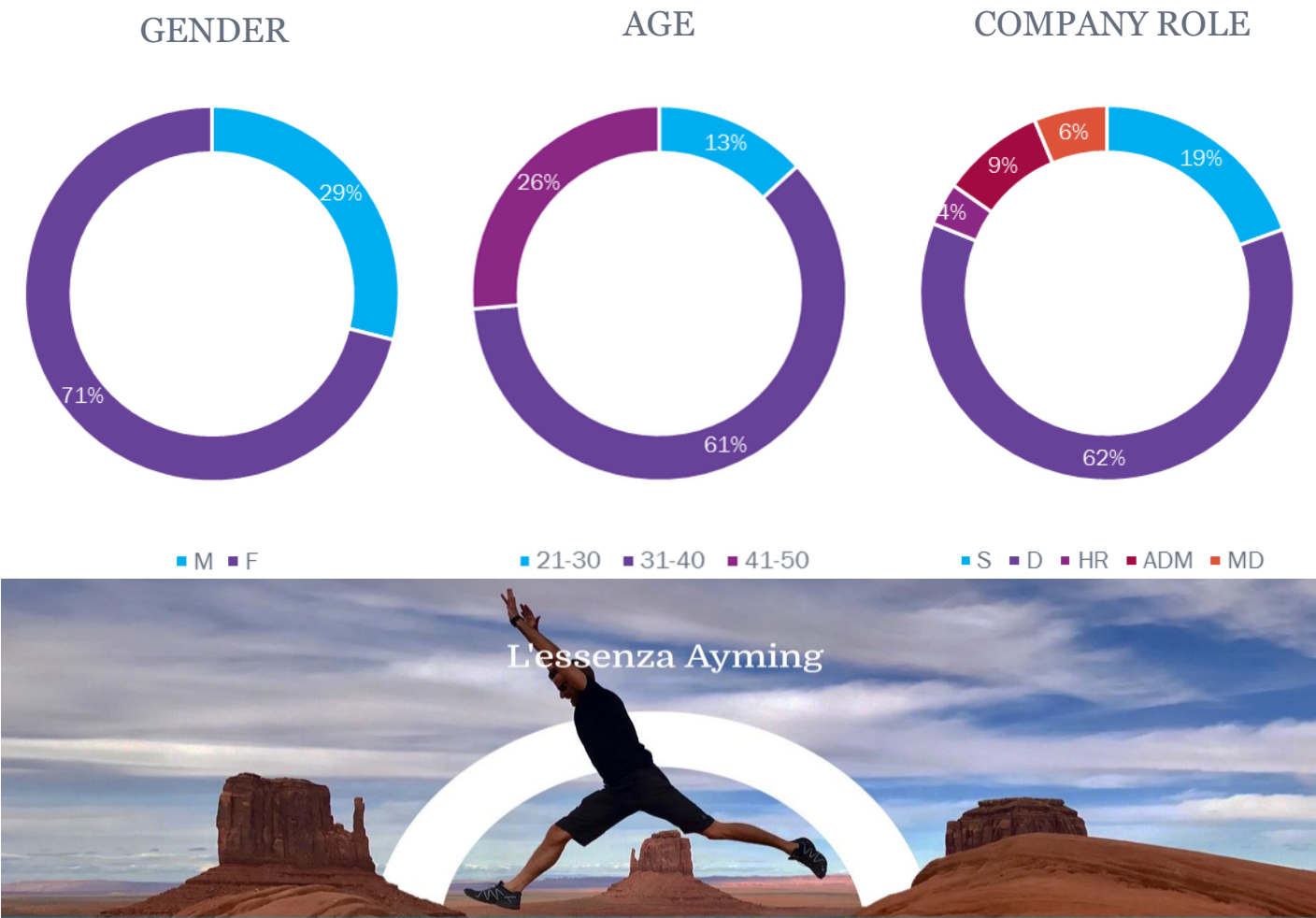


- Adherence, as a matter of transparency, to a system necessary for legal revisions of current business processes.
- Data protection systems for IT, HR and Finance.
- Adoption of best practices that emphasize clients' interests and best comply with recent changes to GDPR law.



Employees

- 40 employees and a marked turnover rate show how dynamic, flexible and stimulating our young workplace is.
- 6+ interviews held regularly with our employees that allow them to examine their professional development over time, offer their point of view and assess their own personal growth.
- 100% of our policy has been revised to encourage the growth of our employees and facilitate their entrance/positioning within the company.
- 10+ internal initiatives to increase involvement of employees in matters of great-socio environmental impact.
- 160+ hours of specialized and cross competencies training, increasing employee know-how.



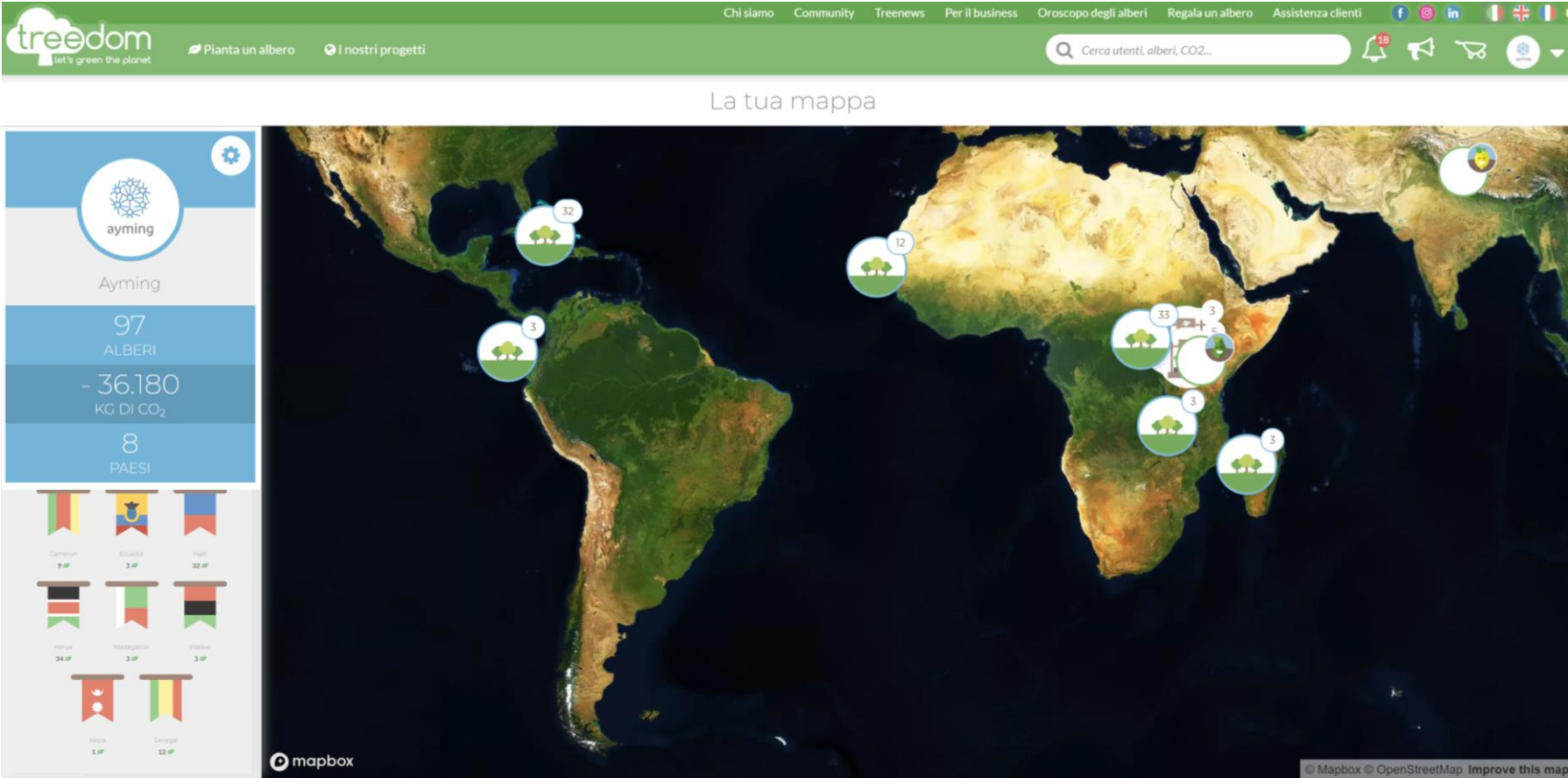
Community

- 75% of employees have participated in our volunteering programme started in 2019. Most of our efforts have gone towards supporting a Milanese food bank in its operations.
- 100+ agreements signed with leading companies in different sectors, allowing employees to access – through online portals – discounts and special promotions.
- 2+ Italian companies sponsored and later honoured with awards recognizing their contribution to sustainable innovation during an international award ceremony.
- 100% of the approved suppliers list has been revised in accordance to the sustainability metrics of B Lab's best practices.
- 50+ posts and social media press releases promoting, to stakeholders, the company's values and issues of great social relevance.



Environment

- 100% monitoring of utilities consumption to limit waste and to maintain manual control of workplace temperatures.
- 97 trees replanted, celebrating every new employee that joins us and sensitizing them about Ayming’s efforts in offsetting its CO₂ emissions.
- 100% adoption of biodegradable tableware, so to eliminate the use of plastic ones.
- 5+ recycling points, to facilitate recycling both for employees and cleaning staff.
- 100% of company car fleet emissions monitored through mileage.



Governance

- Over 50% of the Board of Directors members are women, a characteristics that makes Ayming trailblazers in its sector.
- 81% of managers are women, showing the company's attention on matters like that of women in leadership positions.
- 100% of the members of the Board have subscribed the agreement against Conflict of Interests.
- 4+ internal meetings with all employees to communicate recent business results, changes and future plans.
- 12 informational updates, sent to all employees, describing current business activities and projects in development (promoting greater involvement/unity among staff members)

JULIE CHAPON Co-founder of Yuka
CRISTINA GARMENDIA
President of the 'Fundación España Constitucional'
EMMA MARCEGAGLIA President of Eni
LAURIE PILO Managing Director of Ayming Benelux
ANNE RIGAIL Chief Executive Officer of Air France

five european
women
Shaping European business performance



ayming
INSTITUTE
DEBATS
PUBLICS



Leadershipfemminile
Il Talento delle Donne





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**Where are we
now: 2020.**

Are there new developments?



Ayming's values | We continue to cultivate them with confidence and determination

Ayming's success – as well as the improvements in business performance obtained by our clients - depend on our people and their **skills, values** and **behaviour**. Our values are not top-down impositions. Rather, they are a reflection of what our people actually believe and how they feel about their roles and the company.

Team spirit



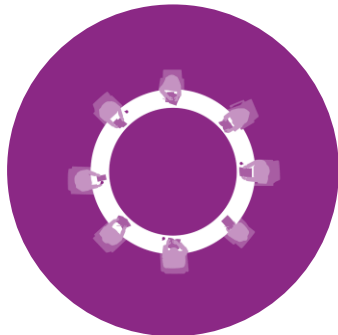
The ability to work in a team with harmony and to generate leadership organically, providing concrete support to our clients

Creativity



The ability to enrich every project or action with original and creative ideas

Pragmatism



Efficiency and timing in decisions so as to always achieve our objectives

Passion



The tendency to look positively at one's tasks, facing every challenge with passion

Open Minds



The willingness to be always on the lookout for new business outlets, seeing change as an opportunity

Integrity



We hold in highest regards the capacity to communicate in a clear and transparent manner



Our commitment (1/2) | 2020 will move the world closer to the SDGs, the UN’s global compact objectives

To this day, the BIA has been **officially recognized by the UN** as an instrument for measuring SDGs. Ayiming’s social commitment, as a Benefit Corporation, is thus a reflection of the objectives promoted by the Global Compact (the world's largest strategic corporate citizenship initiative).

1 NO POVERTY

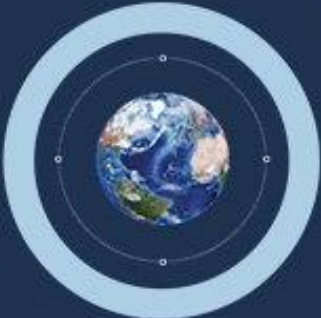
2 ZERO HUNGER

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

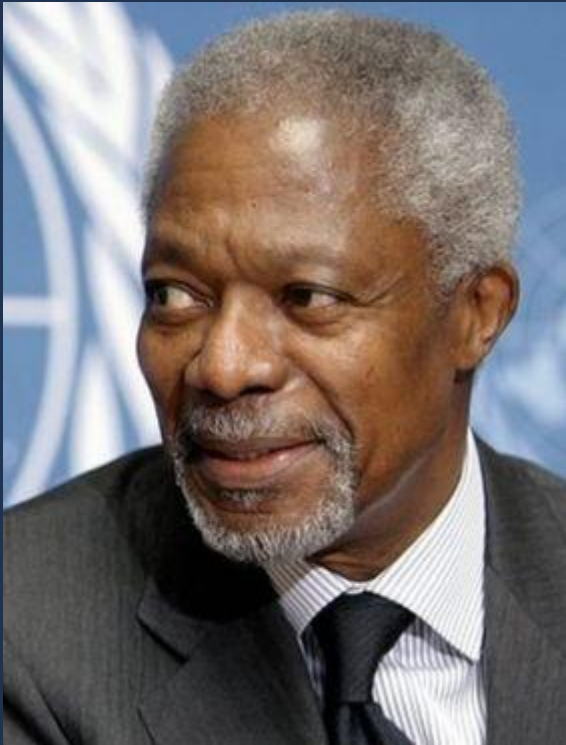
On 26 July 2000, the United Nations Global Compact was launched in New York with roughly 40 businesses



United Nations Global Compact

I propose that you, the business leaders ... and we, the United Nations, initiate a global compact of shared values and principles, which will give a human face to the global market.

– H.E. Kofi Annan, UN Secretary-General (1997 - 2006)



6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

14 LIFE BELOW WATER

15 LIFE ON LAND

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

17 PARTNERSHIPS FOR THE GOALS

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Our commitment (2/2) | From 2020, the BIA will put greater emphasis on Customers

From 2020, the B Lab standard has added, to its already existing metrics, a new area of investigation: **customers**. This will allow us to assess with greater accuracy our social impact through this often disregarded impact category.

Moreover, by using B Lab’s updated algorithm, we will be able to achieve multiple objectives: we will be capable of calculating more accurately our impact while assessing our **conformity to the SDGs** of the United Nations.



20 years
Take action.
Track progress.
Transform the world.

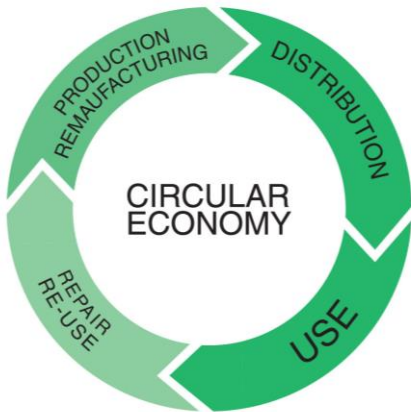


What's to come (1/3) | As of 2020, we aim to promote a « Sustainability Culture»



2020 will be a pivotal year for Ayming, one where we can truly launch and promote our idea of «**Sustainability Culture**». To do so, management – in accordance with its global strategies – shall focus on **3 strategic pillars** (that allow the company to integrate harmoniously the company's business objectives with its "For Benefit" mission):

- Circular Economy, an eco-design which creates a resource efficient close-loop system – thanks to partnerships with companies and organization that stress the motto: "Reuse, Reduce, Recycle"
- Ayming LAB, our idea and innovation workshop through which we can **communicate** our «sustainability culture», sometimes with the participation of the **Ayming Institute**.
- **B Corp certification** that, other than certifying us, provides us with a **standard** through which we can harmonize our business objectives with our socio-environmental ones.



Circular Economy & Biotech

Vertical Green Cluster

Inno & Fiscal Green



Ayming Lab

Ayming laboratory for ideas and innovation

Innovation and Sustainability



B Corp

Certification for sustainable companies

We are actors of our change



What's to come (2/3) | 2020 Roadmap

The 2020 roadmap has been designed so to involve initiatives with a good thematic balance while also addressing - in equitable fashion - matters internal to the company as well as external ones.

The events will touch upon the previously identified «assessed categories» (i.e. those established by the B Lab standard): employees, community, environment, governance. Some will also address the latest, fifth, category added to the standard: that of customers. As a result, by the end of next year, this fifth category will be analysed together with the other four.

Stakeholders will sometimes be both the final beneficiaries of said activity and key participants whose collaboration is instrumental in the realization of an activity.

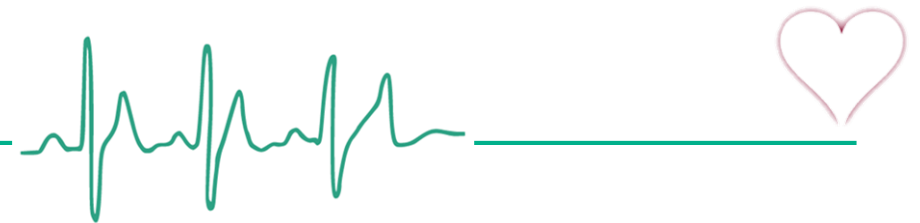




The opening months of 2020 have been characterized by the **Covid-19 pandemic**, a ruthless disease which has been spreading at a steady pace throughout our beloved world.

As of writing, **the medical emergency and measures** are still en-force and involving an ever larger proportion of the global population.

Ayming believes that it ought to **sensitize stakeholders' opinion** regarding the gravity of this unprecedented situation.



As of 2020, Ayming will give greater visibility to national or international days which bring attention to topics regarding **health/prevention/solidarity** and their socio-environmental impact.

In the coming days, we shall also highlight **initiatives** and **calls to actions** that aim to stop the virus's contagion and curb its impact.





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Conclusion

**The future depends on the
intended result of our present
actions.**



The SIB – Social Impact Board

Officially nominated in 2019, the Board is formed by 6 members: the Managing Director, the four Heads of Department and the Impact Manager.

Each year, the members determine which strategies and policies Ayiming Italy will adopt to ensure that the company honours its responsibilities. Its yearly planning will strive to integrate harmoniously the company’s business and social objectives.



Katiuscia Terrazzani
Managing Director

kterrazzani@ayming.com



Paola Casoni
Director Finance & Innovation

pcasoni@ayming.com



Massimo Nava
Sales & Market Strategy
Director

mnav@ayming.com



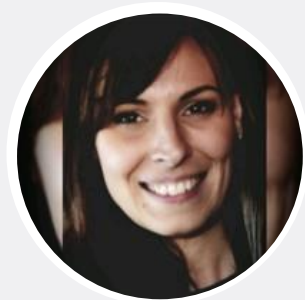
Erika Tabino
Senior Finance Manager Italy
& Portugal

etabino@ayming.com



Antonella Del Torto
HR Manager

adeltorto@ayming.com



Cristina Melardi
Impact Manager

cmelardi@ayming.com



The SIB's Commitment| A commitment born out of our Passion for Sustainability.



Back to the essential

*In exceptional times like these, our understanding of normality will see drastic changes. Our actions shall be guided by new **considerations and priorities** arising from such an unprecedented situation..*

Let us just consider, for a brief moment, national and global economic forecasts. Some base scenarios predict that the Italian GDP in 2020 will see a contraction of 6,5%. At the same time, the world shall enter into a new recession (the global GDP witnessing a decline of 1.6%). Italy, which economy is characterized by a service and tourism industry catered by SMEs, will have to make a great effort to combat such effects. And this cannot be done alone. Italy, like other European countries, will require a strong Union-wide recovery plan capable of addressing the crisis both in the short and medium-long terms. Only through it can we can achieve that economic renewal necessary to boost our financial profile and jumpstart again our economic growth.

*Such recovery will have to start from people and the new business awareness emerging among us. Such awareness shall be grounded in a different value system, the re-definition of priorities and a new 'synthesis' in doing business (one which finds a middle ground between profit and having a positive social impact). Ayming Italy shall strive to promote this new awareness through its «Let it Beat» philosophy (one which values particularly **HEALTH; PREVENTION AND SOLIDARIETY**). And we shall start from our employees, to then involve our clients (and recommend to them "greener" solutions for their problems.), to finally move onto the community as a whole.*

It is through the sum of individual positive contributions that we can ensure a wider collective benefit and promote profound change. So let us hope that 2020 will bring a general renaissance and revise the way we do business. We here at Ayming Italy are ready to do our part.

Katiuscia

Ayming Italia S.r.l. SB – Sustainability Report 2019 – 06/04/2020

"All over the world people are waking up to a new reality... to what really matters"

BBC RADIO LONDON

20.03.2020



2020 shall be remembered as an year of profound and decisive change in the struggle to promote greater sustainability.

As a global pandemic is rampaging through the world, keeping us hostage of our uncertainties, we have witnessed many episode of collaboration between private individuals and small entrepreneurs that fill the heart with hope. Hope which translates into the conviction that this problem, like others similar, can be solved only through the collective action and cooperation of all.

This situation has also shown that large companies who had already integrated the principles of sustainability within their strategies and operations are capable of withstanding extreme situations (like this Covid-19 one). A clear advantage that is not afforded to those who merely flaunt such philosophy for PR ends.

Here at Ayming we believe that sustainability is a business driver and we are certain that such philosophy will play an evermore fundamental economic role in the post-pandemic world. It is through it that companies can guarantee the necessary flexibility to endure economic distress.

And it is only through our individual actions that, when summed, we can bring about a greater collective change. We at Ayming are ready to carry our weight.

Cristina





*... **all Ayming employees**, whose efforts and diligence have allowed us to achieve the milestones we set.*

*... **our clients** who have followed us in our 2019 initiatives and have risen to the challenges set while making an effort to implement more socially-conscious business practices.*

*... **our suppliers** who have listened to our suggestions and adapted their business offers to the growing demand for a green economy.*

*... **Ayming Corporate**, for having supported and believed in Ayming Italy's path towards becoming a Benefit Corporation*

...all those who have contributed, in any capacity, to the realization of this Sustainability Report..

Grazie!



The background of the entire page is a close-up photograph of a person's hand holding a small, vibrant green tree. The hand is positioned at the bottom, with fingers gently cupping the base of the tree. The tree has many small, bright green leaves and a few thin branches. The background is softly blurred, showing more of the hand and the tree's foliage.

Ayming Italia S.r.l Società Benefit

www.ayming.com

Ayming Italia S.r.l SB, via Lepetit, 8, 20124 – MILANO

+39 02 80583223