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### Introduction

Keywords: "generate value", not only for the company but also for the environment, the employees and the community. This is the philosophy adopted by B Corps, companies which have chosen to pursue not only profit, but also beneficial goals for society and the environment.

B Corps are today a global force capable of radically changing the very idea of company. Together, they form a movement involving over 3000 companies from 150 different sectors located in 71 countries.

The B Corp movement is driving a global cultural change aimed at redefining success in business, with the goal of building a more sustainable economy, working in a clear and responsible way, and trying to achieve something more valuable than mere profit. Never before has sustainable development been as necessary as today, to improve our living conditions without destroying or forever damaging the resources we employ, protecting them for future generations.

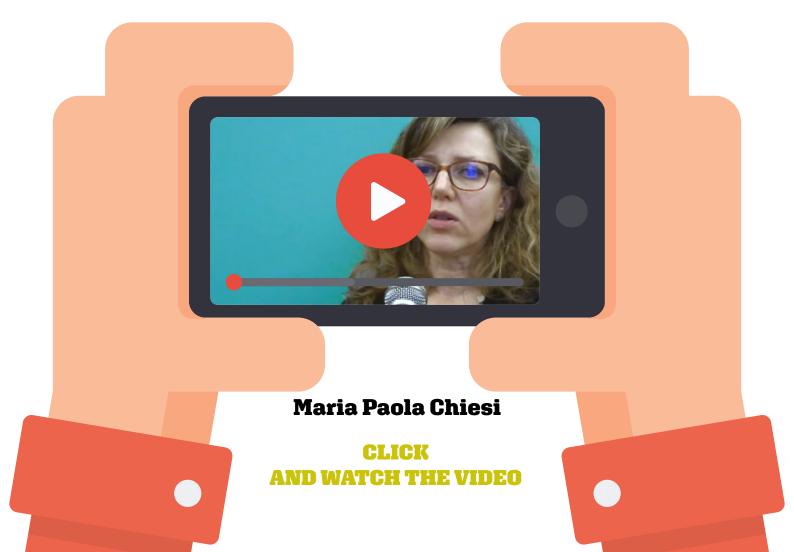
The movement was born in 2005-7 in the USA, but the more recent name "B Corp" was first used in Maryland in 2010, when B Corps managed to obtain their legal status of ad-hoc enterprises: the Benefit Corporation. Italy plays an important role being the second country in the world - after the USA - to identify B Corps with the legal form of



Benefit Company representing a 'virtuous' model. This new business model, seeking the creation of a long-term shared value, has already been embraced by over 500 Italian companies.

A valuable Italian member of this movement is Chiesi Farmaceutici: since 2019, this company has been the most important multinational pharmaceutical group to achieve B Corp qualification, which acknowledges high social and environment standards. Today, sustainability is part of the strategic plan of the company, committed to improving the quality of life of its patients, protecting our planet and its inhabitants, serving the community, supporting the growth of its employees and ensuring the utmost transparency with operating.

This Instant Book is intended to provide a detailed overview of the B Corp movement, from its creation to its goals, how to join it, how to measure the impact of a company and how to begin the process of becoming a "Benefit Company", also following the experience of those Chiesi people who have been part of the process of sustainable transformation since the very beginning.





The traditional company model requires the use of capital and work to produce goods and services to be sold on the market and gain profit. For some years now, a new way of doing business has developed, merging the "non-profit" and "for-profit" concepts together to create a new concept of company: the "Benefit Company", born to ensure the necessary financial return to its sustainability and working to generate advantages for the benefit of the community.

Introduced in 2010 as Benefit Corporation in the USA, this new legal form of enterprise has now spread to several countries, such as Italy (since January 2016), the first country outside the USA. It incorporates within its statute the commitment to carrying out economic activities whilst at the same time ensuring the well-being of the environment and human beings.

## The B Corp movement

Certified B Corp companies meet the highest standards of social benefits and environmental performance, public transparency and legal liability to balance profits and goals. These societies are re-writing the way business is done, as their economic activity creates a positive impact on people and environment, while generating profit.

The B Corp movement is driving a global cultural change aimed at redefining success in business, with the goal of building a more sustainable economy, working in a clear and responsible way, and trying to achieve something more valuable than mere profit.

## Why B Corp?

#### 7 good reasons to change, changing the world around you.

- 1. Creating a competitive advantage
- 2. Measuring and enhancing your performance
- 3. Attracting and keeping talents
- 4. Saving and improving economic results
- 5. Inspiring investors
- 6. Being a part of a global movement where leaders share the same values
- 7. Leading the change

The most challenging problems of our society cannot be solved by governments and non-profit organizations alone. The B Corp community works to reduce inequality and poverty, build a healthier living environment, strengthen communities and create high-quality jobs. By leveraging the power of business, B Corp companies use profit and growth to achieve a higher purpose: a positive effect on their own employees, the community and the environment.

Together, certified B Corp companies constitute a 'Purpose Driven Businesses' global movement that aims to spread a more advanced economic paradigm with the companies themselves as the main players of the process of regeneration of society and the biosphere. Their "vision" is to promote positive competition between the companies, so that their performance can be measured and assessed according to the same criteria: aside from economic output, their positive effect on society and the planet.

«B Corp certification measures a business's impact on society, the environment and the economy. It is therefore something that concerns the behaviour of a company as a whole rather than a product-related certificate», explains **Paolo di Cesare**, co-founder of Nativa, the first B Corp in Europe and first Benefit Company in Italy, B Lab partner for Italy.



«The idea is to be able to separate companies that persist in an extractive paradigm, taking more input than the output they generate, from others that are already reaching a regenerative paradigm, which means they produce more significant social, environmental and economic value than what they take to get started; in other words if they create more value than what they consume».

## Key features of the Benefit Company

When carrying out business activities, Benefit Companies willingly pursue one or more mutual benefit goals as well as seeking profit, meaning that they intend to bring about one or more positive effects (which can also be achieved by reducing negative effects) on people, the community, territories and the environment, goods and social and cultural activities, institutions and associations, along with other stakeholders. They pursue such common benefit goals in a responsible, sustainable and transparent way.

Managing Benefit Companies requires most managers to strike a balance between shareholders' interests and those of the community. These companies must designate a management person to look after company impact and and ensure complete and transparent information regarding performance is provided via an annual impact report, which describes both actions implemented and also future plans and commitments. Benefit Companies cannot currently take advantage of economic or tax incentives, meaning that they represent a value for our society without being a burden on taxpayers.

#### Benefit Companies choose to:

- clarify in their statute why the company exists and balance the interests of their shareholders with those of any other stakeholder
- measure their impact in a complete way and transparently provide this information in an impact report, to be integrated with the company's existing reports
- create a governance in order to manage the company as a regenerating power for our society and our planet

# Sustainable future and a new way of doing business

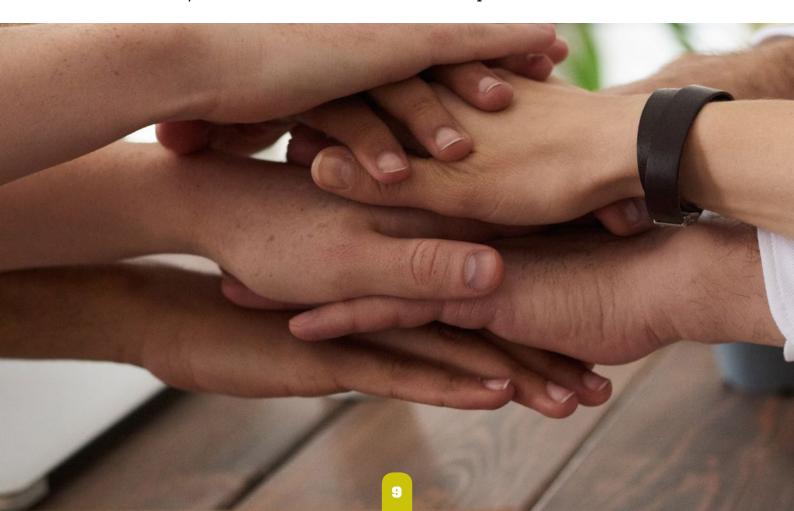
Sustainable development is a process which enables us to enhance our living conditions without destroying or permanently damaging our resources for the next generation. For instance, development is unsustainable when every resource is used all at once, so that nothing is left for future generations. Instead, sustainable development means sharing ideas and know-how, joining forces and working together to improve the lives of everyone, by respecting and protecting our planet.

In order to ensure a sustainable future for everyone with a sustainable future, the United Nations have set 17 SDGs (Sustainable Development Goals — also known as Global Goals) within the framework of the 2030 Agenda, agreed upon by the 193 UN Member Countries in September 2015.

These SDGs further the former Millenium Development Goals and set common goals within every fundamental aspect of global development: eradicating poverty and hunger and combatting climate change.

#### References

Ca' Foscari Source, Organizational Secretary Of The University Network For The Sustainable Development



## SUSTAINABLE GEALS DEVELOPMENT GEALS





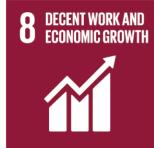


































«In 2007 in the USA, three businessmen and managers founded a non-profit organization called B Lab, which formed the basis for a tool called B Impact Assessment. This can be used by companies who want to measure their impact on society, the environment and the economy, with the same rigor as that used to quantify their economic and financial impact» says **Paolo di Cesare**.

As well as this tool, B Lab also promoted a legal form in 2008 with these two aims in mind: Benefit Corporation status. Maryland was the first state to use it in 2010; 34 US states followed introducing in their statute the Benefit Corporations.

In January 2016, Italy became the first country in the world outside the USA to introduce the legal form of Benefit Company into its legal order.

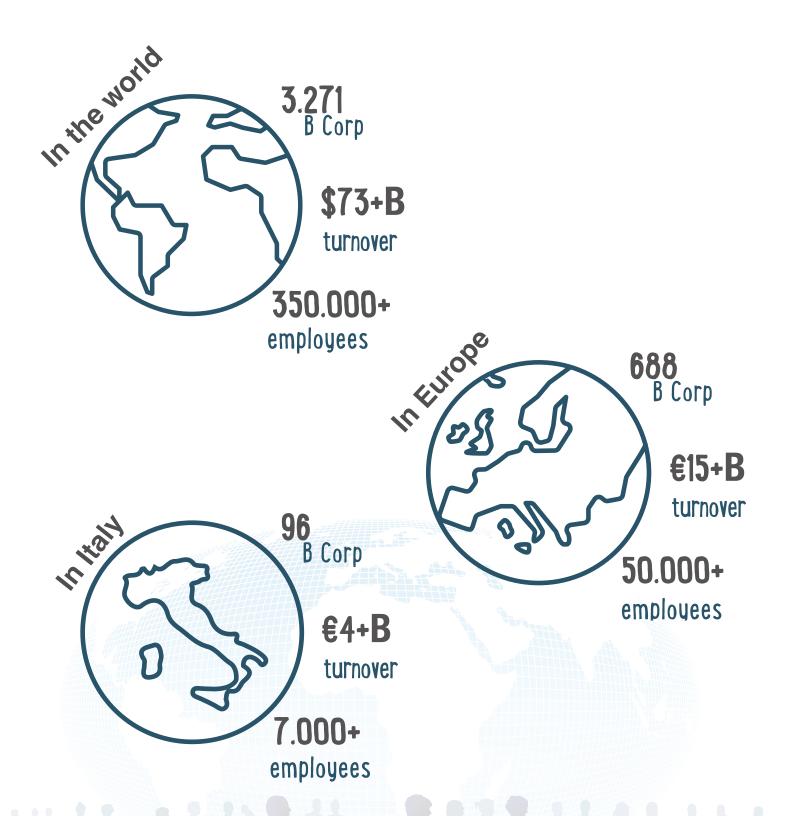
In April 2018 Colombia was added to the list, followed by Ecuador and British Columbia (Canada) in 2019. Today, over 12 countries in the world have a legislative process underway to introduce this change.

#### Article 1 of Italy's law (Law 28-12-2015 no. 208, Paragraphs 376-384) states:

The following law aims to promote the establishment and diffusion of companies, known as Benefit Companies, which in the exercise of an economic activity, in addition to the goal of dividing their profits, follow one or more purposes of mutual benefits and operate in a responsible, sustainable and transparent way towards people, the community, territories and environment, goods and social and cultural activities, institutions and associations, and other stakeholders.

"The Guardian recently became the first media company in the world to be granted the B Corp certificate, shortly before banning advertisement by companies in the fossil-fuel industry. A very strong message to the world", says Di Cesare. "Today, an Italian entrepreneur wishing to set up a business such as an SRL or an SPA can choose between starting a single-purpose company, based on the 20th century model, or adding a second aim following the Benefit Company model, focussing on both public good and profit from the very beginning".

## **B** Corp impact



## **B** Corps in the world

B Corps, the world's best model in terms of sustainable and regenerative companies, form a global community which currently includes 3,271 companies. Since 2007, the number of certified companies in 71 countries has grown significantly, generating revenues of \$73.2 billion and employing 350,000 people in total.

North America has the highest number of B Corps currently operating (1,555), followed by Europe, which has 688. South America has 590 registered B Corps, Asia and Oceania have 403 and Africa has 41, to which we must add almost 120.000 companies the B Corp tools all over the world.

There are 150 sectors involved, including publishing, agriculture, retail trade, financial and insurance industries to name but a few.

Some of the most important B Corp companies are: Patagonia, Natura, Danone (counting 16 national branches), Alessi, Ben & Jerry's, Burton, The Guardian, Chiesi Farmaceutici, TOMS, Mustela, Kick Starter, Yogi Tea, Clear Blue Commercial, Eileen Fisher, Plum Organics, The Body Shop.

#### B Corps in the world 3271 articipant media **Mustela**<sup>®</sup> CERTIFIED B CORP BENGJERRY The Guardian EILEEN **DANONE** 71 **FISHER** COUNTRIES 17 \$ 96 **⇔**Chiesi Triodos & Bank HappyFAMILY LOMBARD ODIER **150** LAUREATE method M BURTON **SECTOR KICKSTARTER** Singularity **ALESSI** patagonia natura GOAL TOMS seventh generation.

## **B** Corps in Italy

Italy is proving itself an active, dynamic and sensitive country as regards to the creation of a national company movement aiming to use business as a positive force to build long-lasting shared wealth for the benefit of society.

It was the second country in the world (after the USA) to accept the Benefit Company as a legal form into its system, when a law was passed in January 2016. There are currently 96 certified Italian B Corps, with employees totalling 9,000 and whose combined turnovers stand at €5 billion.

Some of the most famous firms are Chiesi Farmaceutici, Aboca, Alessi, Ambienta, Nativa, Panino Giusto, Save The Duck, Fratelli Carli, Davines, Herbatint, D-Orbit, Slow Food Promozione, EuroCompany, 24 Bottles and Mondora.

«Italy is now growing faster than any other community in the world. Thanks to the Benefit Company law, a company can change its assets to maintain and protect this mission over the years. As a result, almost 500 companies have decided to become Benefit Companies and there are close to a hundred certified B Corp companies. This is a great achievement for Italy as it is the first country in Europe to cross this threshold», Di Cesare adds. «But not as significant as the 2,400 Italian firms becoming acquainted with

## **B** Corp in Italy



Italy: the fastest growing

the fastest growing community in the world

96 CERTIFIED B CORP

+500
BENEFIT COMPANIES

these tools. The certification is a remarkable achievement, but our main goal is for the companies to measure the social and environmental impact of their performance with the same rigor as that used to quantify their business».





The tool used to measure a company's economic, social and environmental impact was developed by B Lab. This tool, known as Benefit Impact Assessment (BIA), has become the most reliable and commonly used standard for quantifying environmental and social impact worldwide. It has so far been introduced by 120,000 companies operating in 150 different sectors all over the world.

When the analysis is complete, the BIA assigns a score between 0 and 200 points. If the company scores at least 80 points, it can submit the assessment to B Lab, which contacts the company to make sure the answers to the questionnaire are real. It then carries out an analysis of the company's documentation and a spot-check at the company itself.

After this process, if the company maintains a total of 80 points or more, it is awarded the "B Corp Certification". However, if the number of points decreases after verification, the BIA report is used to pinpoint changes that can be made to improve performance and achieve the minimum score.



# Companies scoring more than 80 points create value

«When companies measure their impact, they can reach a score of between 0 and 200, where 80 is an excellent achievement we call "total break even"» states **Paolo Di Cesare**. «Since every company must take an economic, environmental, and social value (used resources, working hours of its employees) as an input, it gives back something as an output. If this output overcomes the input, then its score will be above 80 points, meaning the enterprise is in a regenerative kind of paradigm and is creating more value than what it takes to function. A score below 80 points means that somewhere social and environmental value is being used up».

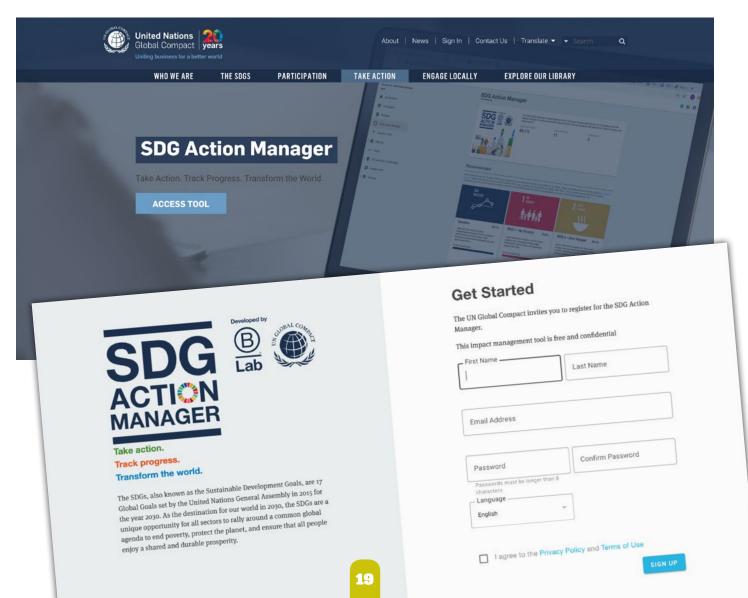
Only 3,250 out of the 120,000 companies using the BIA achieved a score above 80 points and were awarded B Corp certification. This means less than 3% of companies generate more economic, social and environmental value than they consume. The other companies score an average of 51 points, but almost all of them are working to improve on this.

«The average score awarded following the assessment of 100,000 companies was 51. The Italian companies which early on became familiar with the process of measuring their impact have improved their performance» he adds.

Once the assessment is complete, the system also provides companies with an impact profile, which allows them to examine the direction the company is working towards, make improvements and integrate the industrial plan in order to pursue their goals.

## Impact on the Goals for Sustainable Development

In addition to the score, as of January 2020, companies can also request an impact assessment based on the United Nations SDGs (Sustainable Development Goals) developed within the scope of the 2030 Agenda originally intended for governments rather than companies. For this reason, the United Nations Development Program (UNDP) has chosen B Lab and its B Impact Assessment as the platform upon which to base a new measurement tool for the progress of companies towards the SDGs.

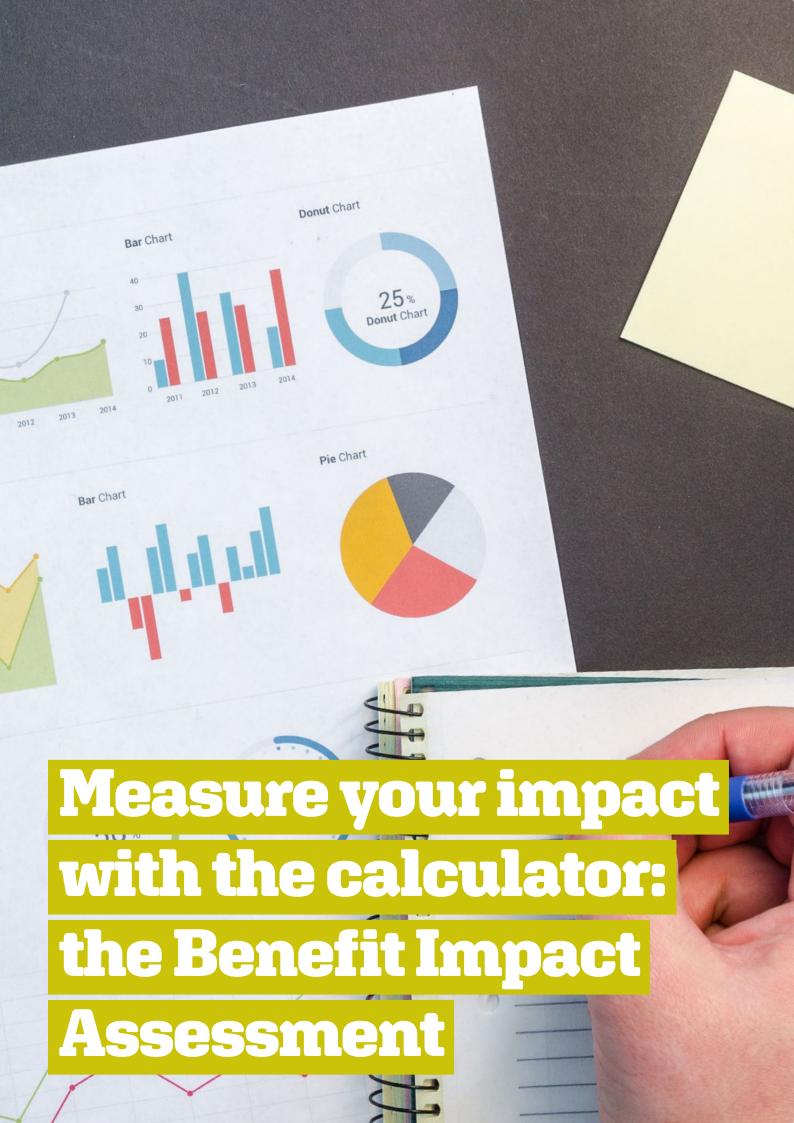


## Access to the certification and costs

The B Impact Assessment is provided online and free of charge to anyone accessing the website. Companies awarded 80 points can then get in contact with B Lab, which will then further pursue the verification process with the help of the company; this is also free of charge.

Once the company becomes a B Corp, it will be asked to pay a fee for the annual certification the cost of which will depend on the size of the company itself.

Companies awarded the certification will be re-assessed every three years. Moreover, in the event that the company is also a Benefit Company, it is asked to measure its impact every year and fill out a report; this will be incorporated into in the balance report at the moment it is filed with the Chamber of Commerce and officially published.



The Benefit Impact Assessment (BIA) is the most commonly used tool worldwide for measuring a company's social and environmental impact. This analytical tool is free of charge and available online.



Once you enter the BIA, the process involves 3 steps.

#### **STEP 1 - MEASURE**

Thanks to a series of personalized questions according to the size, sector and geographic location of the company, this analysis pinpoints the current position of the company in terms of sustainability and what it would take for it to build a better business for its employees, community and environment.



## **B** Impact Report

### Baseline completed: January, 2012

Summary	Average score of other businesses	Company Score
Governance	10	15
<b>W</b> Workers	22	25
<b>Community</b>	32	20
Environment	9	47
B Impact Score	80	107

View Full Report

#### **STEP 2 - COMPARE**

Compare your answers with those of thousands of other companies. The system will provide two kinds of feedback:

- An instant snapshot A quick look at the best features of the company and the areas which could be improved better
- The B Impact Report A quick look at the score obtained for more questions regarding the same branch of impact (see the Patagonia example)

2011	Patagonia,	Inc.
B Im	pact Report	i

Impact Avoc



Average score of other



Company



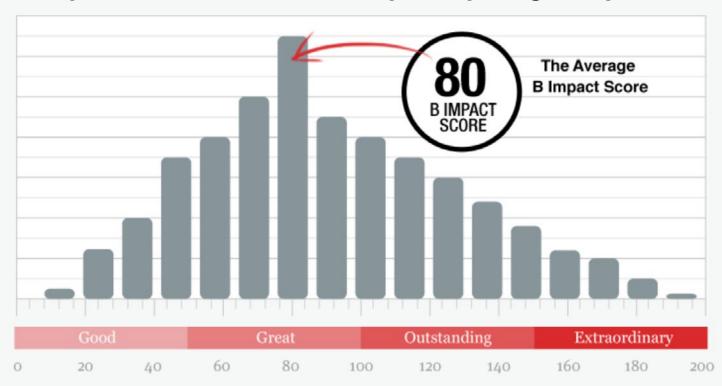
npact Area	businesses	score
<b>₹</b> Governance	20	32
Accountability	12	6
Transparency	3	3
<b>⚠</b> Workers	25	22
Compensation, Benefits & Training	17	15
Worker Ownership	2	2
Work Environment	6	4
Community	20	32
Community Products & Services	0	15
Community Practices	20	15
Suppliers & Distributors	9	4
Local	1	5
Diversity	N/A	2
Job Creation	1	2
Civic Engagement & Giving	N/A	4
Environment	9	47
Environmental Products & Services	4	4
Environmental Practices	6	43
Land, Office, Plant	4	6
Energy, Water, Materials	2	11
Emissions, Water, Waste	1	2
Suppliers & Transportation	N/A	7
Overall B Impact Score	80	107





The benchmarks regarding thousands of companies will help you understand your B Impact score within your framework.

## **B Impact Score distribution of participating companies**





#### STEP 3 - IMPROVE

To create a personalized improvement plan, with the support of the free Best Practice guides for this process (see the action plan example of Dancing Deer).

The system provides you with free tools to help improve your impact:

- Personalized improvement reports
- Best Practice guides (The analysis provides over 40 detailed guides on Best Practices with suggestions and useful examples)
- Improvement Case Studies

### **Dancing Deer Action Plan**

#### Implement in 1-6 Months

Question #	Question	Possible Point Gain	Who Leads?	Support Team
EN5.5 - 5.9	Relates to Series of Questions based on environmental practices/policies of Significant suppliers such as: What % of Primary Significant Suppliers (on currency basis) have implemented initiatives to reduce waste production or divert waste from landfills/incineration?	+5.6	Maggie	John, Marc, Robert, Lissa
GV2.5	What portion of your management is evaluated in writing on their performance with regard to corporate social and environmental targets?	+0.7	Arlene	Frank
CM2,13	Does the company have any of the following independent contractor communication channels?	+0.6	Arlene	Frank
EN2,4	What portion of your management is evaluated in writing on their performance with regard to corporate social and environmental targets?	+0.4	Maggie	Robert, Marc
CM2,13	Does your company monitor and record volunteer hours of company workers?	+0.3	Arlene	

+ 12 Other Practices

#### *Implement in 6-12 Months*

Question #	Question	Possible Point Gain	Who Leads?	Support Team
EN3.17	Have any of your products (including packaging) been source reduced in the last fiscal year?	+0.9	Frank	Laura
WR3.7	What portion of your management is evaluated in writing on their performance with regard to corporate social and environmental targets?	+0.7	Arlene	Frank, Marc

+ 18 Other Practices +21.0

#### Implement Next Year

Question #	Question	Possible Point Gain	Who Leads?	Support Team
EN2.8	Which of the following chemical reduction methods have been implemented at the majority of your corporate facilities on a consistent basis:	+0.4	Maggie	Robert, Marc
WR7.3	Which of the following supplementary services are offered to employees?	+0.4	Arlene	Frank, Marc

+ 10 Other Practices

+55.2

+15.52

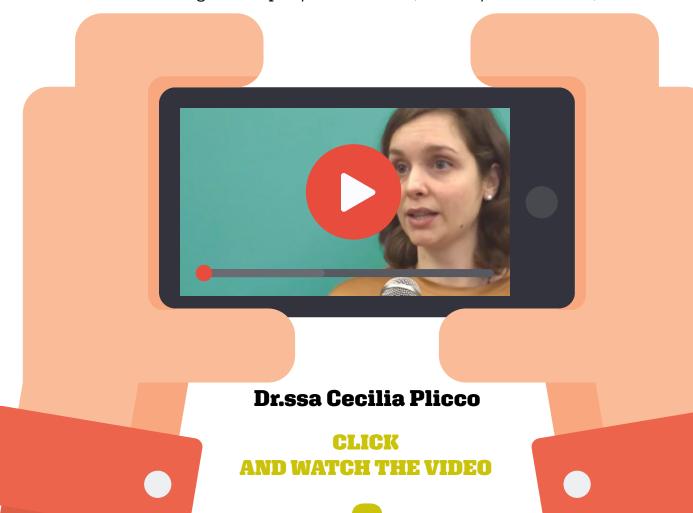


Chiesi is the biggest international pharmaceutical group to have achieved B Corp certification. Sustainability is now part of the strategic plan of the company, which is committed to improving the quality of life of its patients, protecting the planet and its inhabitants, serving the community, supporting the development of its employees and guaranteeing maximum transparency in its operations.

As part of this project, the company chose to become a Benefit Corporation, an innovative legal form which enables it to pursue a dual objective: creating value for shareholders and seeking the common good. Internally, the company has launched a sustainability program involving the entire Chiesi community in a coordinated commitment ("We Act-Actively Care for Tomorrow").

## The path Chiesi followed to achieve B Corp Certification

«We started in 2017, when we found out about the B Corp movement, as our company values matched those of other companies involved in this initiative», says **Cecilia Plicco**, shared value & sustainability Program Manager at Chiesi. «We saw it as a natural evolution in our growth, but we really wanted to assess our work and find an tool capable of covering all company areas. Hence, not only the business,



but what a company really does, its mission, production, suppliers and people.

The B Lab Impact Assessment turned out to be the right tool to assess the entire Chiesi group, not only the Italian head-quarters, but also all of our affiliates, Plicco adds. Since the very first impact measurement in 2017-2018, the assessment has provided us with inputs to enhance our business performance. Some of the proposed actions have been implemented, and we have drawn up a 5-year improvement plan. The group achieved a score which allowed all the affiliates to submit a request for the certification by the end of 2018.

«We started our process by adopting 9 of the 17 SDGs, those in which Chiesi could play a key role. We established sustainable goals to guide the strategic actions of our company, many of which were the result of the impact measurement carried out using the Impact Assessment, along with the B Corp certification process» she adds. «So far, we have 18 working assessments measuring the performance of the different Chiesi entities in the world within to the local

### Chiesi's real commitment

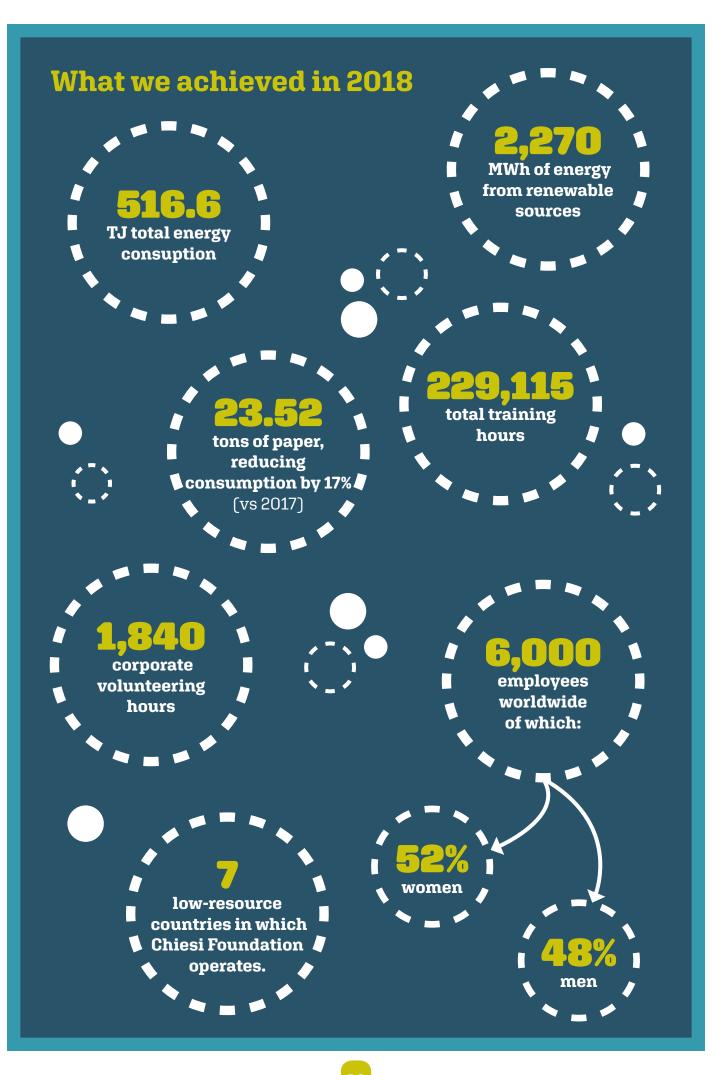
**PEOPLE AND EMPLOYEES** - The People Care Project corporate program offers different workshops for the staff, focused on healthy diet, conflict management and life coaching.

The Diversity & Inclusion Committee is intended to promote a comfortable working environment, free from any form of direct or indirect discrimination, and guarantee equity in each stage of the employment relationship, education and work-life balance.

**COMMUNITY** - The company promotes local voluntary activities and, through the Chiesi Foundation Onlus, agrees to guarantee access to treatment for respiratory and neonatal diseases, especially in Africa and South America.

**ENVIRONMENT** - The new headquarters building was designed to be carbon neutral thanks to the energy produced directly by its photovoltaic panels. Sustainable mobility will be promoted through charging points for electric vehicles and a cycle path (built as part of a joint initiative with Parma City Council) which encourages the use of bicycles. The goal is to achieve LEED Gold certification for the new headquarters.

**RESEARCH AND DEVELOPMENT** - The five-year 350 million euro investment plan aims to create an innovative formula to achieve a 90% carbon footprint reduction in carbon footprint in asthma and COPD spray inhalers.



communities. In 2019 we undertook a six month audit; at the end of that, in May in the same year, we were awarded certification. Over a hundred of my colleagues have been working on this evolution for two years».

«It doesn't stop here: we are following a 5 year improvement plan and we are expecting to achieve a higher score than the one we were awarded initially when the new measurement takes place in 2022, improving our social and environmental impact».

### **Shared value**

For Chiesi, shared value means creating value for society and the company itself, while generating value for the system in which the company operates. This comes from the basic concept of interdependence: an enterprise cannot grow in an unhealthy society struggling to survive in a dying planet. It means trying to create a business able to face the many challenges of our society while generating the necessary profit to guarantee the company is here to stay.

«To us, shared value means working for our patients in an entirely new way» states **Maria Paola Chiesi**, shared value & sustainability director at Chiesi. «A pharmaceutical company usually works starting from a molecule to the patient; we are completely revolutionizing this process changing our way of seeing diseases, starting with a molecule and ending with the patient, listening to their experiences to changing the way we view diseases».

«The commitment to our employees is another basic concept of ours» she adds. «Chiesi has been working for their well-being for a long time and inclusion and diversity are now our main goals. Last but not least, our commitment to the local community. We invest in Parma for its cultural, social and environmental development.

«It seems to us that the financial world and investors are more involved in sustainability because they are now aware of how much profit can come from investing in sustainable companies. These are lasting companies and can guarantee better results from investments» she adds. «Chiesi is currently the biggest certified pharmaceutical company and we hope other companies will join this movement to prove that the pharmaceutical industry is a cutting-edge sector for its new way of doing business».

## Impacts on the environment: "carbon-neutral" goal

As Chiesi explained, they are working on several fronts, from energy saving to the inclusion of their suppliers. They applied the idea of shared value to the entire value chain so that they could work together with their suppliers to create a code of practice on the basis of the B Impact Assessment inputs, a prerequisite to be a Chiesi supplier.

"The certification and the assessment enabled us to make a commitment to the allowed us to put in place our commitment to the environment" she says. "The pharmaceutical industry is carefully regulated with strict rules against environmental impact. Given the climate crisis we are experiencing in, this was the area we hoped we could improve more; we began by rethinking our industrial process to understand how we could make it better, aiming to minimize any negative impact on the environment, creating a positive impact instead".

The most important choice they made was planning to be a carbon-neutral company, meaning zero carbon emissions by 2035. This choice involves reassessing the mechanism of production; starting from this reassessment they planned a significant 350 million euro investment for an inhalation product with a low carbon footprint (benchmark to measure the greenhouse gas emissions of a product, a service, an organization, an event or even a human being, usually expressed in tonnes of CO<sub>2</sub> equivalent).

Inhalant medication contains propellants with a high level of greenhouse gases. They were eliminated ten years ago to allow the transition from previous propellants which were damaging the ozone, but it was already late, given their impact on the greenhouse effect. Different solutions may not satisfy patients, especially when you consider the elderly and children who have limited manual skills or reduced respiratory flow. As it is really important to have the right inhalant medication for each group of patients, Chiesi is working on the development of a device containing a propellant gas whose carbon footprint is the same as that of the current low-impact devices.

## **Chiesi: impact assessments**

From Chiesi's Assessment Impact Report 2019. "The company has taken on the legal form of Benefit Company, whose goal is to pursue — in addition to its own economic goals as an entrepreneurial activity — purposes of common good, and to operate in a responsible, sustainable, transparent way towards people, the community, territories and the environment, goods and social and cultural activities, institutions and associations, and other stakeholders.

To comply with its legal obligations and report on the impact generated by the company, Chiesi uses the third part of the B Impact Assessment standard. The certification of the generated impact is not required by the law; however, the B Lab certification authority is currently working on an audit to achieve B Corp certification worldwide".

This is an overview of the assessments of Chiesi Farmaceutici Spa's impact profile, obtained through the B Impact Assessment international standard:



#### The new Chiesi Statute includes four specific purposes for common benefit:

- 1. Commitment to long lasting innovation regarding the sustainability of activities and business practices to minimize negative impacts and extend positive impacts on people, biosphere, and territory.
- 2. Positive impact on people and patients, aiming to improve their health, wellbeing, and quality of life.
- **3.** Support for the development of local communities in which the company is involved.
- **4.** Promotion of a conscious and sustainable way of conducting business activities, starting a collaborative dialogue with stakeholders.

#### **PHARMASTAR**

www.pharmastar.it Registrazione al Tribunale di Milano nº 516 del 6 settembre 2007

#### **PUBLISHER**

MedicalStar Via San Gregorio, 12 - 20124 Milano info@medicalstar.it - www.medicalstar.it

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