OIIDU

Italian Observatory on Business and Human Rights

NEW CAPACITY BUILDING PROGRAMME 2025

An initiative promoted by Avanzi – Sostenibilità per Azioni

Who We Are

The Italian Observatory on Business and Human Rights (OIIDU) is an initiative promoted by Avanzi – Sostenibilità per Azioni to stimulate debate on the topic within society and among the various stakeholders, serving as a point of reference for documentation, research and advocacy on the subject.

During 2025, the Observatory published its 3rd annual research report – which carried out an in-depth, sector-specific analysis of companies in the agri-food supply chain and the role of large-scale retail distribution (GDO) in encouraging responsible supply chain management – and will launch the 2nd edition of the Capacity Building programme, presented here.

Since its founding, the Observatory has delivered:

• a Capacity Building programme (2023-2024) aimed at large and medium-sized companies, to develop specific knowledge and skills;

• three research Reports containing, among numerous contributions, a monitoring exercise on the largest Italian non-financial companies.

The Programme

The Capacity Building programme was created with the aim of increasing companies' awareness and skills on the subject of human rights, a topic that – according to the evidence gathered through OIIDU monitoring – is still addressed in a largely unstructured way, despite the relevance of companies' role having been affirmed and clarified in international Guidelines and incorporated into reporting standards, from the GRI to the ESRS.

To this end, the programme encourages the participation of all the corporate functions involved – such as sustainability, procurement, legal affairs, compliance, risk management and human resources – with the aim of creating a shared language and vision.

It does so along two parallel tracks, with an approach that looks at value creation alongside compliance requirements:

• on the one hand, reading and interpreting recent developments in European regulation in light of the Guidelines that have, for over a decade, shaped business conduct in relation to human rights, also highlighting their links with risk management;

• on the other hand, preparing companies for the practical application of these rules, with particular reference to the Corporate Sustainability Due Diligence Directive (CSDDD) and the Corporate Sustainability Reporting Directive (CSRD), in which due diligence processes underpin materiality.

Costs

Path / Module	Cost
Base Path	€2,500
Advanced Path – in-person day, supply chain	€2,000
Advanced Path – in-person day, due diligence	€2,000
Advanced Path – four webinars	€1,500

Costs are per company, subject to the above-mentioned limits on the number of participants per company.

The Two Paths

The 2025 programme is organised into two complementary paths, which can be followed either separately or in an integrated way. This flexible structure allows participating companies to acquire knowledge and practical tools at various levels, in response to different needs.

Advanced Path

The advanced path offers in-depth thematic modules addressing specific operational aspects, with practical tools, case studies and guest testimonials.

This path can be combined with the base path, as a targeted thematic deep-dive, or can also be followed separately by professionals interested in the topics falling within their responsibilities.

Target audience: designed for function heads and/or senior professionals facing specific challenges in the field of business and human rights. The participation rules reflect, on the one hand, the value of having multiple functions present together and, on the other, the need to make the moments of interaction and discussion productive.

When and how: from October to December. Six sessions, of which two in-person modules in Milan (full day) and four online modules lasting one and a half hours.

Participation:

• Maximum two people for in-person sessions (with the option for up to three additional colleagues to join online).

• Up to five people per company for online sessions.

Base Path

The base path is held online and is primarily introductory and informational in nature, designed to provide an overview of the main topics and reference frameworks relating to business and human rights.

Target audience: ideal for helping sustainability function professionals gain or consolidate a solid familiarity with these topics, and for introducing other corporate functions to the subject. Some modules may also be useful for those who already have a good basic knowledge and for companies that have already begun working on these issues.

When and how: from September to November, for a total of seven online sessions of one and a half hours each.

Participation:

• Open to various corporate functions, ideally represented by those who currently deal with, or will deal with, human rights issues – including to meet new European obligations – regardless of experience level (junior or senior).

• Up to 10 people per company for each session.

Participation Thresholds and Costs

The base path has no minimum threshold to start; each of the three blocks of the advanced path, however, will only start if it reaches the minimum threshold of 5 participants.

Dates and Contents

Base Path

Date	Format	Title	Description
Tue 16 Sep	Online	Business and human rights: principles and reference guidelines	Understanding the context in which the CSDDD originated: reference sources on corporate responsibility for human rights, from soft law – Declarations, Conventions, OECD Guidelines, UN Guiding Principles – through to legislation already in force in some countries.
Tue 23 Sep	Online	The Corporate Sustainability Due Diligence Directive (CSDDD)	Presentation of the Directive's content and its implications in terms of corporate obligations: due diligence process (human rights and environment) for the company's own operations and for the value chain, liability, climate change mitigation plan, scope of application and timelines.
Tue 30 Sep	Online	Sustainable supply chain management	The main features of a sustainable supply chain management system: criteria for assessing and selecting suppliers based on ESG risk, supplier code of conduct, monitoring tools, and collaborative initiatives among companies.
Tue 14 Oct	Online	Certifying respect for human rights	Main certifications in the field of human rights: ISO standards (e.g. health and safety, responsible supply chain management), SA8000, application cases and examples of product, sector and label standards. Strengths and weaknesses.
Tue 21 Oct	Online	Remedy for violations: possible pathways	How to guarantee access to remedy, implementation of remediation measures for victims, judicial and extrajudicial mechanisms.
Tue 4 Nov	Online	The due diligence process: comparing CSRD and CSDDD	The CSRD and CSDDD as part of a coherent regulatory framework: consistency and comparison between the provisions of the two regulations regarding the due diligence process and the information to be collected on the value chain.
Wed 11 Nov	Online	Stakeholder engagement in due diligence processes	The central role of stakeholder engagement within international Guidelines and the CSDDD. How stakeholder engagement is structured and carried out across the different phases of the due diligence process, with concrete case studies.

Advanced Path

Date	Format	Title	Description
Wed 8 Oct	In person	The procurement function and human rights in the supply chain	Setting up and managing sustainable procurement in light of the CSDDD: supplier ESG risk assessment systems (proprietary tools and external platforms), digital procurement and use of artificial intelligence, collaborative initiatives for sharing ratings and audits. Legal aspects: contractual clauses aligned with the CSDDD. Testimonials on sustainable procurement best practices.
Tue 28 Oct	Online	Judicial and extrajudicial remedies: NCP and litigation cases	Human rights litigation cases before the courts: origin of disputes and the judicial process; what will change with the CSDDD. Outside the company but not in court: how the National Contact Point (NCP) works and its role. Concrete cases and testimonials.
Wed 19 Nov	In person	The due diligence process: putting Guidelines and European regulations into practice	Due diligence in phases: the human rights policy, risk assessment in the company's own operations and in the supply chain, mitigation and communication plans through practical application criteria, concrete cases and testimonials. The role of stakeholder engagement across the different phases: examples.
Tue 25 Nov	Online	Institutions and organisations active on business & human rights	UN governance of the business and human rights agenda: the United Nations Human Rights Office, links with countries' legal systems and governments, relationship with the Global Compact. The main NGOs and research centres active in producing data and reference documents for corporate conduct.
Tue 2 Dec	Online	Risk management, governance and directors' liability	Corporate governance and directors' liability within the framework of new European regulations and self-regulation: the Board of Directors, ESG risks and stakeholder views. The integration of environmental and social aspects into risk management systems: criteria and practical examples.
Thu 11 Dec	Online	Human rights in the advanced enterprise: diversity, equity and inclusion	Sound management of diversity, inclusion and equity reduces reputational risks and opens up opportunities on the human capital front, in areas that are less regulated than other fundamental human rights. Gender equality certification as a reference point for policies and initiatives. International trends and examples of best practice.

The programme may be subject to change in case of unforeseen circumstances.

Faculty

ANGELICA BONFANTI

Associate Professor of International Law at the University of Milan, where she teaches EU Law on Business and Human Rights. She was Chair of the Sustainable Development degree course, is Co-Director of the Business and Human Rights Summer School, and a member of the Working Group on European Model Clauses. She coordinates the CultHum project and is a member of the Human Rights Commission of the Milan Bar Association and of the Scientific Committee of Human Rights International Corner.

ACHILLE CALIÒ MARINCOLA

Lawyer, partner at Pavia e Ansaldo, working on corporate law and business and human rights. Since 2022 he has been a member and co-founder of a European network of professionals and academics specialising in business and human rights, engaged, among other things, in drafting model contractual clauses under the CSDDD.

ELISA DENCHEVA

Legal professional specialising in sustainability, with a focus on sustainability strategy and compliance. She was Global ESG Counsel in the luxury sector and currently holds a legal leadership role on sustainability at one of the world's leading technology companies. She previously worked as in-house counsel and compliance attorney at Dell Technologies.

SILVIO DE GIROLAMO

Since 2002 he has worked in the fields of sustainability, governance, risk management and audit, at 3M, Eni, Whirlpool and Autogrill. He founded “SDG for Future Company” Advisory & Consultancy. He is the author of “Sostenibilità per scettici” [Sustainability for Sceptics] (Mondadori, Milan, 2022), “Responsabilità sociale delle organizzazioni” [Social Responsibility of Organisations] (Franco Angeli, Milan, 2017) and “Professione Auditor” [Profession: Auditor] (Egea, Milan, 2015). He sits on Audit Committees and Supervisory Bodies and is a member of NED Community.

GIOSUÈ DE SALVO

He worked as a policy advisor at the European Parliament (2004-2009) on foreign trade, public health and intellectual property rights. From 2010 to 2023 he led advocacy work at Mani Tese and represented the NGO within the ECCJ. Since 2021 he has coordinated the campaign “Impresa 2030 – Diamoci una regolata” [Business 2030 – Let's Get Regulated], supporting the proposed European directive on corporate sustainability due diligence.

MARCO DE SIMONE

At Avanzi since 2010, he began his career as a supply chain manager in multinational companies in the chemical and consumer goods sectors, before moving into management consulting, in which he has been active for 25 years, 20 of which spent in the field of corporate sustainability / ESG. In this area he has worked for companies, including listed ones, across various industrial and service sectors, in the financial sector, and for cultural and membership organisations and institutions, dealing with sustainability strategies, processes and reporting.

DAVIDE DAL MASO

Co-founder of Avanzi – Sostenibilità per Azioni in 1997, he has worked on the link between finance and sustainable development. Director of a|cube, and a board member of Avanzi Etica Sicaf EuVECA, an impact investment vehicle. Vice-President of the Steering Committee for the Social Impact Exchange and President of Social Value Italia. Member of the Board of Directors of the CSR Manager Network (2012-2020) and, until 2011, Head of the SRI department and director of Vigeo Italia, the first Italian socio-environmental rating agency.

MARCO FREY

Professor of Business Economics and Management at the Sant'Anna School of Advanced Studies in Pisa, where he directs the Sustainability Laboratory; he has been President of the Global Compact Network

Italy. A graduate of Bocconi University, he won the Eisenhower Fellowship in 2000. He also teaches at IUSS Pavia and the Università Cattolica in Milan, and is Chair of the Sustainability Committees of ADR and Itelyum and of the Scientific Committee of Symbola.

NINA LUZZATO GARDNER

Adjunct Professor at Johns Hopkins University since 2012, where she teaches Corporate Responsibility and ESG risk. Founder and director of Strategy International, she has worked with companies such as Enel, Terna and Pfizer and investors such as Fidelity. She has served as an advisor to the Global Compact Working Group on the role of the CFO and is part of the US Sustainable Investment Forum and the academic group for the US National Action Plan on Responsible Business Conduct. For 16 years she has been engaged with Diversity, Equity & Inclusion issues through the Women's Forum on the Economy and Society.

EMILIANO GIOVINE

Head of the ESG & Legal Impact team at RP Legal & Tax, he supports national and international companies on ESG and human rights due diligence. President of GAIL Europe and Scientific Director of the Legal Impact pillar at the Cottino Social Impact Campus, he is a tutor of the “Human Rights and Migration Law Clinic” at the University of Turin and founder of ResQ Onlus. He has served as a UN consultant at UNEP and as a Legal Officer at the European Commission's Joint Research Centre.

CESARE GUARINI

Consultant and Advisor specialising in Sustainability, in particular Procurement and Supply Chain. He holds a degree in Economics (LUISS) and a Master's in Finance (USA), with 30 years of international experience in global roles at companies such as Procter & Gamble, Johnson & Johnson, Clariant and Philip Morris International. For ten years he was Global Sustainability Procurement Director at Clariant and PMI.

ROBERTO RANDAZZO

Head of ESG and Impact at Legance, with extensive experience in sustainability. Adjunct Professor at Tiresia – Politecnico di Milano and a member of the Extended Faculty of the Graduate School of Management of the Politecnico di Milano. Emeritus Director of GAIL, Officer of the Business and Human Rights Committee of the International Bar Association, and Advisor to the OECD. Member of the independent group drafting model clauses to align supply chain contracts with the draft European directive on corporate sustainability due diligence.

FULVIO ROSSI

Senior Advisor at Avanzi with 20 years of experience in corporate sustainability. Former Head of Sustainability of the Terna Group (2006-2020) and President of the CSR Manager Network, now Sustainability Makers (2012-2020). Advisor to Assonime and other organisations on sustainability issues, as well as Senior Expert at ASviS. A graduate in Economics from Bocconi University, he has direct experience in corporate sustainability processes. He previously worked in consulting, at Assolombarda, at the Confindustria Study Centre (1993-2001), and as HR Director (2001-2005).

ALBERTO SARTORI

Global Product Manager at TÜV SÜD Business Assurance for services in the field of social responsibility and sustainable procurement. With 20 years of experience in certification, audit and assurance for sustainability, he has helped dozens of organisations internationally improve and monitor their performance.

Contacts

FOR REGISTRATIONS AND FURTHER INFORMATION ABOUT THE PROGRAMME:

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