

# Davines Carta Etica

## the new blooming



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the new blooming

*Thirteen years have gone by since Davines' first Carta Etica.*

*It was 2005 and Davines had been set up 22 years earlier. Now, in 2018, Davines has been in business for 35 years and, as a B Corp, it is moving to the new Davines Village, tangible proof of Sustainable Beauty.*

*It is with gratified surprise that I find myself rereading my introduction to the 2005 Carta Etica.*

*Today, in this extraordinary year – 2018 – I once again find in that original text the strong and determined seed that led Davines to where it is now, 13 years on.*

*An international business of people working for purposes that reach beyond market share, financial and profitability indicators to be improved ad infinitum.*

*Today, Davines' renewed motivation is no longer to become the most beautiful company in the world, but the most beautiful company for the world. From now on, meritocratic competition at Davines will focus on values such as generosity, inclusiveness and positive impact for the planet in line with the principle of interdependence we adhere to as a B Corp.*

*Here at Davines, we're aware that our planet – Earth – has finite resources, that we live in a time when mankind is experiencing growing emergencies in terms of climate and ecosystem, that in the lives of each one of us there is a relationship between what you give and what you get and that happiness and self-achievement depend on economic variables.*

*And while it is true that for Davines work is the noblest form of self-achievement as well as achievement on a global scale, the prospect of a prosperous longevity for Davines will match our ability to take care of our planet, as much as we'll be able to cultivate our garden.*

*I hope each one of you will take part in this as best as you can.*

*Gratefully,*

Davide Bollati  
Chairman

*“When I talk about our Carta Etica, I define it as a cornerstone for our company and, therefore, everyone working there. Indeed, it was precisely when we drafted it that the quest for the meaning of what we do – which became a reason per se, for its creation – found solid and yet dynamic support.*

*The thoughts that emerged from the Carta Etica led us to define our corporate vision and the desire to be an ethical and sustainable company. This vision led to the concept of ‘sustainable beauty,’ which has been at the basis of our way of conducting business on the market. Finally, the Carta Etica led to the journey through which we became a B Corp, and therefore a company that wants to be the best for the world. The Carta Etica enabled us, more than any other initiative, strategy or project, to become what we are today: a company and a group of people who can make a difference in improving what is around us, for ourselves, our customers and their customers, for whom taking care of themselves is a priority.*

*Throughout the years, the longevity of the Carta Etica has never been tarnished by events, by the change in perspective or by size. Rather, I would say that it remained a pillar, almost a lodestar, helping us to stay on the route we mapped out, albeit with our imperfections.*

*Years later, the Carta Etica is still very well alive and full of inspiration, and there could be no better occasion to find that most of the people who are at the company now were not here when it was first drafted. Through this new blooming, we can bring our attention back to what it proposes, as a reference to create a working environment one can enjoy. This is why we set our minds to draw inspiration from it, to dynamically develop new reflections that expand it and to benefit from the wider contribution of a community that has become increasingly complex and lively.*

*The result of this work is expressed as a ‘new blooming,’ full of buds that, when fully grown, enable us to continue inspiring a mindset and a conduct, both personal and collective, that we can continue to be proud of.*

Paolo Braguzzi  
CEO and Managing Director

# Introduction

## *What it is not about*

It is not a new Carta Etica and it does not replace the existing one.

It is not a 'second edition' of the previous Code, but rather a new blooming of what is already part of the company's ethical DNA.

It does not statically fix our ethical present, but generates new prospects to build our future.

It is not an instrument to be used passively, but a 'game' to disassemble and reassemble in a constant process of ethical creation and re-creation.

## *What it is about*

It is an up-to-date way of identifying ourselves with, and interpreting, our consolidated values.

It's an occasion to address new ethical policies to promote their development and recognise connections between values.

It is a way of constantly generating new thoughts and new policies, in terms of conduct.

It is a way of confirming the company's intention to promote everyone's ideas and contribution, placing them at the service of the common good.

It is an instrument designed to apply ethical consideration to everyday life and the tangible nature of professional life.

It is an occasion to put ourselves to the test and measure the value of our ethical choices every day.

# Contents

How it is organised	6
How to use it	7
The reason for this reflection on the Carta Etica	8
Founding values	9
<b>Sustainability</b>	<b>12</b>
Ethical lab: Sustainability	15
Become a creator of values: Sustainability	20
Visualise your new definition of Sustainability	21
<b>Inclusiveness</b>	<b>22</b>
Ethical lab: Inclusiveness	25
Become a creator of values: Inclusiveness	30
Visualise your new definition of Inclusiveness	31
<b>Innovation</b>	<b>32</b>
Ethical lab: Innovation	35
Become a creator of values: Innovation	40
Visualise your new definition of Innovation	41
<b>Bridging Values</b>	<b>42</b>
<b>Ethical Exercises</b>	<b>46</b>
<b>The protagonists</b>	<b>50</b>



# *How it is organised*

This new blooming of the Carta Etica has a simple and immediate structure. It arranges the company's ethical legacy in three large policies in terms of values:

## *Sustainability*

## *Inclusiveness*

## *Innovation*

The ethical training workshops we held in all our offices and which involved 290 people led to the following:

- incorporating the original values of the Carta Etica in ethical policies;
- identifying new values;
- identifying so-called bridging values, i.e. values that can fall under multiple value-based approaches.

In this document, every value-based approach is presented with:

- an essential definition of the ethical world of which it is a part;
- a graphical representation that highlights the frequency with which each value has been mentioned with reference to the value-based approach;
- a selection of values, alongside definitions and evidence from those attending the ethical training days, where some keywords trigger brief comments and quotes;
- the graphical reworking of the drawings created by the participants themselves.

The testimony shown by the new blooming of the Carta Etica comes together with that which can be seen in the founding Carta Etica and composes a long story recounting the ethical journey of the Davines Group.

# How to use it

The new blooming of the Carta Etica is both an occasion to reflect upon and formulate thoughts on the ethical journey that the company started and on our personal relationship with it; a journey awaiting further contribution from each one of us,

to dynamically project ourselves towards the future. Indeed, for every value-based approach, this new blooming involves the direct engagement of our audience. Below are the instructions for each of what we will call 'ethical exercises.'

## *Become a creator of values*

1. For each value-based approach – Sustainability, Inclusiveness, Innovation – choose an already indicated value or a missing one.
2. Create your definition of the chosen value. To make things easier, you can use the lists of verbs, nouns and adjectives that have been created for each section.
3. If you want, complete your definition with a drawing that represents the essence of your value.

## *Build your ethical cube*

The new blooming of the Carta Etica is intended to give you the chance to make your own ethical cube, so that you can give a physical shape to a value that represents you.

Cut out the template on page 61 to make it. Write the following on the 6 sides: 1 Your value;

2 The value-based approach you belong to; 3 – 4 – 5 The definition of your value by combining a verb, noun, adjective; 6 A drawing that represents the essence of your value.

When you finish, fold and glue the sides of your cube. Once you have created your cube, take it to one of the activators of the Carta Etica. They will help you by providing new ideas to keep the Carta Etica alive, in a process of constant renewal.

## *Ethics<sup>3</sup>*

In this section you will find a selection of ethical definitions that emerged after randomly tossing the cubes during the training sections held before the Carta Etica was drafted, along with some comments from your colleagues. This gives an idea of the extent to which the combination of the ethical dice can lead to very inspiring results. Have a go at creating random combinations and giving them some thought.



# *The reason for this reflection on the Carta Etica*

To offer my contribution.

To see the development of an instrument created over ten years ago progress and evolve.

Because I think it's interesting to take part in something with curiosity and the desire to do my part.

To discuss matters and be open to new perspectives.

Out of curiosity; I am a new employee and I want to start off 'on the right foot'.

Because we are not regarded as numbers, and the Carta Etica is an opportunity for everyone.

Because I would like to assist in turning the values we are discussing into something tangible.

Because we share the company's values, but we need instruments to bring them to life.

Because I would like everyone to understand that in this journey there's a piece of every one of us and that above all this is about personal growth.

# Founding values

The values we have identified in our Carta Etica also represent the foundations on which this new blooming has been built. To spur reflection we have identified three value-based approaches encompassing the directions that the company has undertaken over time along its path of growth, i.e., Sustainability, Inclusiveness and Innovation. The founding values are also regarded as bridging values among new value-based approaches and, in presenting the outcome of the latter, they have been graphically highlighted with a small brick for their immediate identification.

Below are the founding values and a brief description of each to remind us of their original meaning.

## *BEAUTY*

Through our products we offer an unequivocal message of beauty, harmony, style, elegance and grace. The term 'kosmos,' which leads to the word 'cosmetics,' means 'right order' and contains the idea of a deep and yet superficial order, and expresses a view of the world where the aesthetic dimension is closely knit with the ethical sphere.

## *ENGAGEMENT*

What does engagement at work involve? Those who put care into what they do, who put a part of themselves into what they do. Those who become involved in their professional life. Those who care about their job, consider it an expression of themselves and, as such, devote the best of themselves to it.

## *COMMUNICATION*

Communicating means no longer seeing things from your point of view only but also from the point of view of others. Communication is an invitation to generosity, to a work commitment that is not



alienated or selfish. Communicating means making an effort to overcome misunderstandings, which are always lurking in interpersonal relationships. The key to healthy communication is listening carefully to understand the other person's point of view.

### *SHARING*

Sharing means multiplying opportunities to cross over into common ground. Unlike a border, a frontier is an authentic intermediate space, a unique reality between two different realities, inside which people, roles, experiences and knowledge can meet, experiment with new solutions and hybridize.

### *COURTESY*

Courtesy is the ability to use intelligence to take into account the circumstances and feelings of people around us.

### *EXCELLENCE*

Excelling is 'doing something well and wanting to do better,' the pursuit of companies that are not contented with seeking pure profit and want to offer an ethical, higher and additional meaning to all the stages and every moment of organisational behaviour.

### *BALANCE*

It is important to manage to find our own time, in a manner that is not too regular, and therefore never dull, chaotic

or accidental. Rather, following a regulated, strategic time that is produced when one can stay within the duration of events, without rigidity, keeping an open mindset, mobile and fluid as is the flow of things and people.

### *COSMOPOLITAN RELATIONSHIPS*

The relationships of mutual acknowledgement that we establish with each other are not intended to be accessory moments unrelated to our professional life. They lead to our open-minded and cosmopolitan attitude, our collaborative spirit and ethical disposition. The quality of our bonds will be our long-lasting and intangible strength.

### *RESPONSIBILITY*

The passion, dedication, bespoke care and therefore the responsibility for what we do, are the authentic added value of our products. It is the feature that our customers perceive as our distinguishing trait and the element that immediately identifies us and is a guarantee for our future successes.

### *RESPECT*

Respect is first of all realising that we are not alone, and that the world around us is populated by other living beings that ask only to be noticed, not trampled upon, but acknowledged for what they are and do. They are living beings that deserve what we deserve: to be acknowledged in their integrity as bearers of thoughts, feelings and emotions.

## *CONSTRUCTIVE SPIRIT*

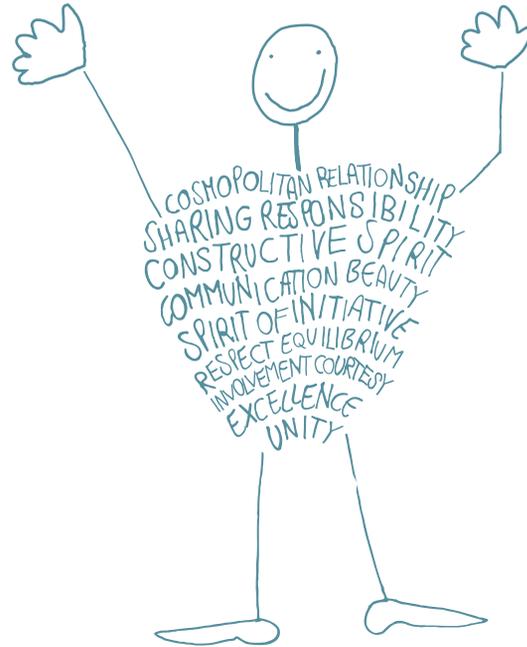
Mistakes must be faced, not rejected. They must never be confused with the person making them and must be considered a chance to learn and improve.

## *PROACTIVE APPROACH*

Our challenges assume the presence of highly motivated, versatile people with a particularly proactive approach. Complete people, tailor-made for the complex life of our company, who are up to the needs we face on a daily basis. Extraordinary women and men, independent, able to always bring out the best of themselves and the environment around them.

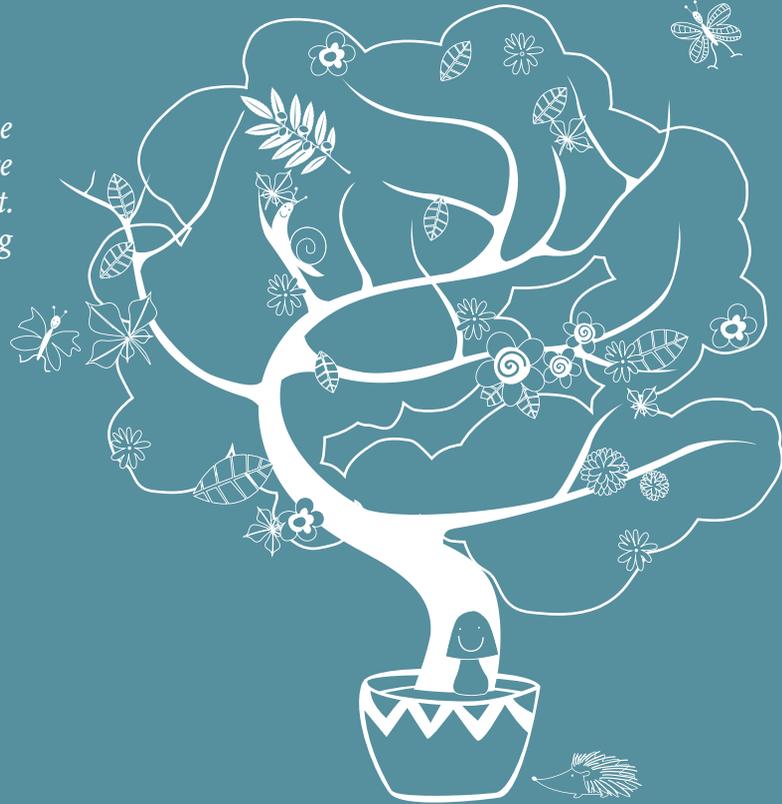
## *UNITY*

Unity means drawing close around the same ideals, sharing a common ethos and the same values, joining forces to achieve the same goals.



# Sustainability

*“Being sustainable means having evaluated the consequences of what we do. Making the future possible, while giving completeness to the present. After all, sustainability is simply applying intelligence to how we lead our lives.”*



*Bound to our brothers by a common goal that is situated outside of ourselves, only then do we truly breathe; and our experience shows us that to love is not to look at each other but to look in the same direction. There is no comradeship except through unity on the same rope, climbing towards the same peak.*

Antoine de Saint-Exupéry

The most basic definition of sustainability consists in guaranteeing that the future is never compromised by the present. Davines Group aspires to 'prosperous longevity' and this is why it considers Sustainability to be a fundamental value-based approach.

This value-based approach, like the others, is represented by the values that those taking part in the works have brought to this new blooming of the Carta Etica.

Taking a still image of what today represents a concept such as Sustainability is an invitation to measure its mobility, growth and change tomorrow.

Indeed, this image might change at any time. A new colleague, a change that modifies our way of interpreting things and people, a new awareness or a new need originating from experience, from study, from chance: each of these variables contributes to modifying our choices.

We would rather think that values are alive and changing, that they should not be read as a rigid interpretation of a state of affairs, but as a snapshot of the feelings of a group of people, without affecting its importance.





# Ethical lab: Sustainability

*This factory has been built with respect for the beauty of the location, and with the aim of its beauty being of comfort in our day-to-day work.*

Adriano Olivetti

These pages track the journey made to give depth to the values chosen by those taking part in the training days.

After selecting some values, each workgroup made a cube and reported the definition and illustration that best represented it on its sides.

The difficulty in reducing everyone's thoughts, experiences and opinions down to their essence, following the search for symbols able to immediately represent the result of a long debate, was a test that led to astonishing results.

A concentrate of ethics stemming from the breadth of the debate.

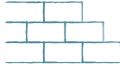
Perceiving beauty in the world is not an attitude reserved to few or a whim of artists and creative types. It is also a specific duty of those who intend to contribute to building a better world.

The people who took part in the creation of the Carta Etica did not just write their definitions on the cardboard cubes. They ensured that their perspective encapsulated a portion of reality, highlighting all the beauty it brings.

For us, Sustainability also means a perspective that can include the best and most beautiful things around us, bringing out their value, bringing it back to light, defending it and, finally, creating it.



## Beauty



Cultivating relationships that respect every environment.



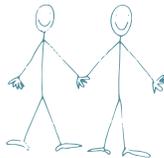
“Here’s an example of beauty: actively protecting the environment.”

### BEAUTY

*The secret to living well: giving, receiving, giving back extensively.*

## Solidarity

Supporting people spontaneously.



“Showing solidarity means feeling responsible for the success of a common project.”

## Promotion of value

Cultivating virtuous energies.



“Sometimes people have dormant energies that reawaken and can fuel others.”

## Awareness

Defending future generations.



## Gratitude

Returning extended gifts.



“Even just a thank you is a gift. Speaking of circular economy means wanting to give back to the environment what we took away from it.”

Respecting fragile natures.



## Attention

Supporting virtuous consumption.



“Circular gestures need to be promoted. Pay special attention to the fact that one can waste human resources by not considering them!”

### CONSIDERATION

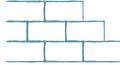
*From an etymological point of view, consideration means ‘close observation of the stars’ (sidera in Latin). The etymological root is also found in ‘desire,’ which simply means ‘await what the stars will bring’.*

*Considering is the activity of someone who looks up at the stars as they walk or sail along their route, to then match their steps or helm with the course of the stars.*

*Hence today’s meaning of ‘to consider’: to examine someone or something with respect and judgement, much as you would observe the stars.*



## Responsibility



Conceiving mindful gestures.



Ultimately it is simple: think of what you do by considering the consequences.

### RESPONSIBILITY

*It belongs to that category of beings of great stature who cover wide horizons with their foliage.*

*Being a person means being responsible. It means feeling ashamed when faced with poverty, despite it being something for which you may not be held directly accountable.*

*It means feeling proud of your friend's victory. It means feeling that, as you lay the first stone, you are making your contribution to building the world.*

Saint-Exupéry, Wind, Sand and Stars

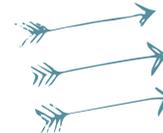
## Consistency

Turning principles into something tangible.



“We need to think that our values are as important as our actions.”

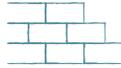
Respecting people, always.



### CONSISTENCY

*The Greek word for harmony is related to boats: indeed, its first meaning refers to holding together the planking of a boat. Harmony, before being a simple unison of sounds, is what puts in order and organises the parts of a **consistent** ensemble. It is the factor that allows the parts to bond well with each other.*

## Balance



Keeping energies moving.



“When there is reciprocity, energy is never wasted and things always work.”

## Empathy

Connecting yourself to things in a fitting manner.



“Empathy goes beyond human beings. It is a value that should make us feel involved across the planet.”

## Far-sightedness

Cultivating mindful circularity.



“We need to understand what our every action involves, where it takes us or takes us back to.”

### CIRCULARITY

*The Ouroboros is an ancient symbol depicting a serpent or dragon eating its own tail, thereby forming a circle.*

*Like the Phoenix – another mythological figure with many similarities with the model of circular economy – it represents self-reflection or cyclicity, namely in the sense of something that is constantly regenerating itself, that starts again as soon as it ends.*



# Become a creator of values: Sustainability

*Even if I knew that tomorrow the world would go to pieces, I would still plant my apple tree.*

Martin Luther King

Choosing a few, precise words is an exercise that may prove to be more demanding than complex rhetorical exercises. Simplicity is undoubtedly a form of sustainability, because it brings us back to the economy of what is truly enough to represent everything.

The first form of energy saving, or behaviour showing respect for the environment, is precisely that which begins with our way of thinking.

To practise creating concise definitions is a way of training your mind to think sustainably.

Now read the instructions on page 7 again and create your new definitions.

## Verbs

1. Being aware of
2. Respecting
3. Taking care of
4. Protecting
5. Preserving
6. Defending
7. Helping
8. Maintaining
9. Fostering
10. Supporting
11. Sustaining

## Nouns

1. Realities
2. Places
3. People
4. Nature
5. Works
6. Environment
7. Development
8. Generations
9. Goods
10. Energy
11. Network
12. Consumption
13. Ethics
14. Commitment

## Adjectives

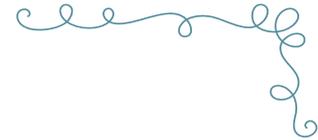
1. Fragile
2. Unique
3. Weak
4. Precious
5. Delicate
6. Possible
7. Social
8. Common
9. Natural
10. Ecological
11. Virtuous
12. Responsible
13. Thoughtful
14. Adequate

# Visualise your new definition of Sustainability

*We come from a long tradition where liveability – the ability for our species to live on this planet - was considered to be the ability to defend ourselves from nature and its hazards. Today we are facing a radical change: liveability for our species on this planet is strictly interconnected with the liveability of other species and nature as a whole.*

Ugo Morelli

Why put yourself on the line? Why engage yourself in writing sentences and scribbling drawings, which you probably don't have a talent for? How can such a small thing make a difference?



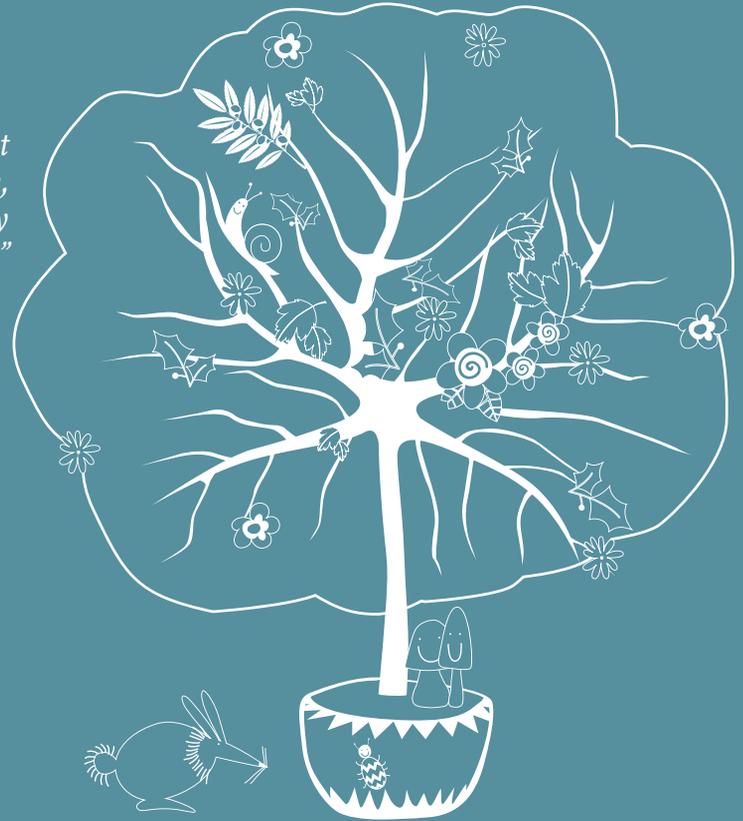
Our every action has its own importance, but we often believe that this corresponds to the value we attribute to it, failing to remember that we are not alone in this world. We cannot foresee the impact of our words on others. Even the smallest changes, such as an innocent scribble on a page or a doodle in the margin, can have unexpected effects on the environment around them.

Everything that stems from us joins the flow of reality. Whenever we generate and produce ethically oriented thoughts, we perform an action that will have a positive impact on what is around us. If you would like to, you can draw your visual representation of the concept of Sustainability in the space on the right.



# Inclusiveness

*“My freedom does not end where yours begins, it starts there. Only together can we truly be free, considering others as part of us by constantly interacting, talking, and listening to each other.”*



*As soon as one man recognised another man as a creature that feels, thinks and resembles himself, the desire or need to convey his feelings and thoughts drove him to seek the means.*

Jean-Jacques Rousseau

Having an inclusive approach means making every person feel part of this project, regardless of their role, personality or walk of life. This also applies to the people we deal with who are not directly part of the company. Diversity is a source of enrichment and must be respected and promoted. This is why inclusiveness has been chosen as one of the value-based approaches of the new blooming of the Carta Etica.

Our workshops have enabled us to analyse reality, and with it, to observe the surface level and to seek its underlying structures. The words we have identified have created routes and formed landscapes. The individual values have condensed, distributed and spread themselves around every value-based approach. So here is the representation of the values which we saw surrounding the concept of Inclusiveness and, with it, something truly unique: the stream of thoughts that generated it.





# Ethical lab: Inclusiveness

*What is love but understanding and rejoicing that another lives, works, and feels in a different and opposite way to ourselves?*  
Friedrich Nietzsche

It is impossible to build something without a vision leading you. Our every gesture contains not only the result we would like to achieve, but also the dream of something bigger, that will come true only with the contribution of others who build dreams.

With each and every creation we demonstrate the choices made, and the thoughts and messages intended for other hands and perspectives.

Here are some of the sentences and images we created to express our idea of Inclusiveness.

## Welcome

Embracing heterogeneous opinions and people.



“Welcoming is giving credit to different ideas, to different people.”

## Interdependence

Accepting mutual dependence.



“It’s like a gear; one part works if the others work, too”

Cultivating mutual development.



“Interdependence is like a gear; every part turns properly if the others do, too.”



## Listening

Promoting winning ideas.



“Inclusiveness means this too; listening to those around you and creating things in step with the times.”

## Collaboration

Developing solutions together.



“You have to leave your own little garden to try and create something new that brings mutual advantages.”

## LISTENING

*Proceeding eighty miles into the northwest wind, you reach the city of Euphemia, where the merchants of seven nations gather at every solstice and equinox [...]*

*You do not come to Euphemia only to buy and sell, but also because at night, by the fires all around the market, seated on sacks or barrels or stretched out on piles of carpets, each word that one says – such as “wolf,” “sister,” “hidden treasure,” “battle,” “scabies,” “lovers” – prompts another to tell his own tale of wolves, sisters, treasures, scabies, lovers, battles.*

*And you know that during the long journey ahead of you, as you try to stay awake against the camel’s swaying or the junk’s rocking, and you start summoning up your memories one by one, your wolf will have become another wolf, your sister a different sister, your battle other battles, on your return from Euphemia, the city where memory is traded at every solstice and at every equinox.*

Italo Calvino, *Invisible Cities*

## Humility

Embracing valuable simplicity.



“We like the verb ‘to embrace’ because it signifies care and attention towards people.

We want to convey the feeling of welcome and reassurance which belong to humility.

Humility creates a frontier between people, because when one works by focusing on mutual humility, the exchange of opinions comes easily.

Humility can lead to valuable ideas for everyone.”

## HUMILITY

*The word ‘humility’ – intended as the virtue of those who are aware of their limits and devoid of arrogance and conceit – comes from the Latin word ‘humus,’ which means land or soil. Indeed, the land lets itself be ploughed. The land lets itself be farmed. The land welcomes seeds, preserves them, makes them grow and bear fruit. In short, land is receptive. That is the point: humility means receptivity, and receptivity is the hallmark of true humanity.*

*Humble people are ready to transform and to change. They have no pre-conceived ideas. They experience transformation as a physiological condition of their human nature.*



## Empathy

Patently recognising ourselves in others.



“Looking at others is a bit like looking at yourself in a mirror.”

### RECOGNISING OURSELVES IN OTHERS

*If a Clod be washed away by the Sea, Europe is the less, as well as if a Promontory were, as well as if a Manor of thy friend's or of thine own were: any man's death diminishes me, because I am involved in mankind, and therefore never send to know for whom the bell tolls; it tolls for thee.”*

John Donne

## Complementarity

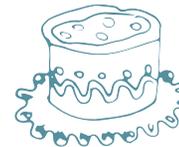
Sharing mutual skills.



“I learn from you and you from me. Knowledge is a shared asset of the company.”

## Acknowledgement

Paying close attention to others.



“If something has been made by you, and I consider the time and effort that you have put into it, there is a very different relationship between us.”

## Trust

Giving the chance to act.



“You first need to put your trust in someone in order to receive it in return.”

Dutifully giving independence.



“Your trust in others is confirmed by earning it back.  
But the first step is to trust.”

## TRUST

*Fides, who has been deified since the times of king Numa, had her own temple and cult in Rome.*

*Her symbol was the right hand (an emblem that appears on many coins and on the insignia of some Roman legions.*

*The term stood for ‘honest and loyal behaviour.’*

*For the ancient Romans, ‘fides’ was the base of every activity, the rule and yardstick of life itself. Fides expressed the strength and moral rectitude on which observance of agreements was based. Fides expressed allegiance to agreements, from which derived the credit of those who observed and kept them.*

*Fides meant integrity, honesty and great care in performing your activities and duties.*

*So Trust was the keystone of the Roman economic, juridical and military framework, it was the bond in terms of ethics and values that held together the whole social system.*



# Become a creator of values: Inclusiveness

*Authentic dialogue and therefore every real completion of the interhuman relationship means accepting everyone's differences [...] Humankind and the human race become one through authentic encounters.*

Martin Buber

Speech is what sets us apart from all other living creatures. With a word we define a portion of reality and make it unequivocal in terms of meaning, at least within a given group of people who share it.

Whenever we choose a word to define a value area, a behaviour or an attitude, we reveal a lot about ourselves, our story and how we imagine the future.

Any sentence can be interpreted in two ways: one comes from us towards others, and is a way of asking or involving them in something; the other goes back to the origin of the thought of he who conceived it and reveals the world of values in which we identify ourselves.

Once again, we invite you to arrange verbs, adjectives and nouns that define a chosen value for the Inclusiveness approach.

## Verbs

1. Involving
2. Harmonising
3. Uniting
4. Calling
5. Welcoming
6. Cooperating
7. Connecting
8. Facilitating
9. Understanding
10. Accepting

## Nouns

1. Trends
2. Styles
3. Fashion
4. Customers
5. Stakeholders
6. Suppliers
7. Exchanges
8. Relationships
9. Elements
10. Group
11. Resource
12. Paths
13. Team
14. Contaminations

## Adjectives

1. Different
2. Far away
3. Particular
4. Together
5. Actively
6. Mutual
7. Adequate
8. Welcoming

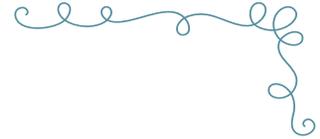
# Visualise your new definition of Inclusiveness

*The proliferation of sameness is a wholeness that only shows emptiness.*

Jean Baudrillard

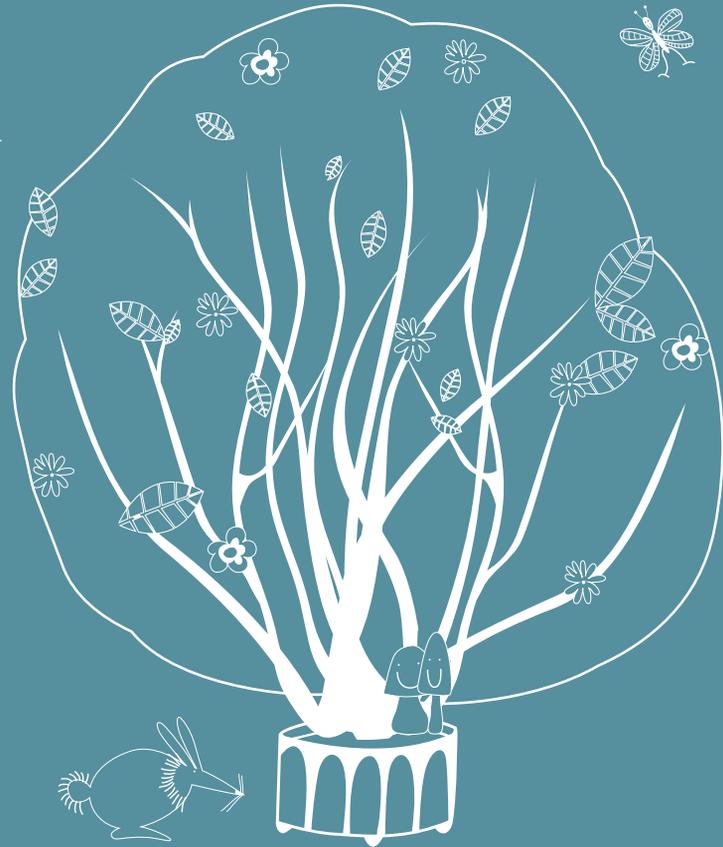
Making our thoughts something that can be seen and handled means exposing ourselves, putting ourselves out there and providing our contribution to the creation of other worlds.

Your definitions together with the pictures representing them, which you can draw in the frame on this page, are distilled words to be enjoyed in moments when a single word can make a difference.



# Innovation

*“Innovating is thinking outside the box and not settling for less. Innovation is something that has an effect on reality; it transforms it.”*



*Doubt is an uncomfortable condition, but certainty is a ridiculous one.*

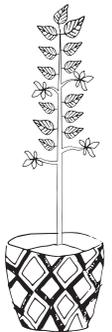
Voltaire

Innovating means creating a new reality that can match the values we believe in and that we want to claim for the world. This is why Innovation has been chosen as the value-based approach to which we refer to develop our reflections.

By looking at the graph, one can understand which values were considered most significant in relation to this policy.

Do the choices we have made reveal something? What story does Davines' Innovation reveal? What ethical instruments and objectives are used to conduct it?

A shared value can also be interpreted in different ways. Behind every choice there is a way of looking at the world.





# Ethical lab: Innovation

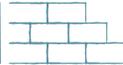
*He that will not apply new remedies must expect new evils; for time is the greatest innovator*  
Francis Bacon

The difficulty in reducing everyone's thoughts, experiences and opinions down to their essence, following the search for symbols able to immediately represent the result of a long debate, has been a test that has led to astonishing results.

These pages contain evidence of the journey we followed to add depth to the idea of innovation here at Davines.

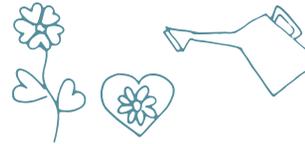
## Proactive approach

Proposing personal initiatives.



## Enthusiasm

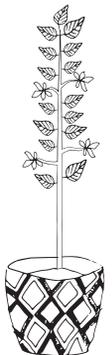
Cultivating positive passions.



“For us, enthusiasm is cultivating good things living in our heart.”

### ENTHUSIASM

*From Greek ‘en’ (inside) and ‘theos’ (god): enthusiasm is what gives us energy which causes us to act as if propelled, driven or animated by divine inspiration.*



## Open-mindedness

Encouraging unconditioned attitudes.



“Being open-minded consists in avoiding preconceived ideas.”

## Curiosity

Exploring endless possibilities.



Exploring new worlds.



“Innovation means thinking outside the box or acting freely without boundaries.”

## Evolution

Achieving brave goals.



“The future is unknown; it is a question mark that turns into an arrow to mark our direction.”

### *FUTURE*

*For an innovator, the future is not an abyss into which the present falls. Instead, it is what awakens and revives the inertia of today.*

## Courage

Accepting challenging changes.



“Here at Davines we don’t like to resist change.”

Changing an existing reality.



“A reality might not be negative, but perhaps just problematic. We need to be brave enough to change things, relationships and obsolete realities.”

Breaking debilitating habits.



## COURAGE

*Courage is closely related to what is shown in the lines of the Polish poet Szyborska:*

*I misbehaved in the cosmos yesterday.*

*I lived around the clock without questions, without surprise.*



## Far-sightedness

Turning the future into our present.



“For us, far-sightedness means having the ability to identify something far away from us, perceiving that it is part of us and starting to move towards it.”

## Being proactive

Experimenting with alternative ideas and solutions.



“We often need to take the initiative without anyone asking us to; to make sure that ‘genius’ comes out of the lamp even without asking Aladdin to rub it.”

## Movement

Creatively renewing everyday life.



### CREATIVITY

*Creativity is related to a personal level; innovation is broad-ranging creativity, turned into a collective and organisational action.*

## Passion

Giving your all.



“If you put passion into what you do, you give a part of yourself, unconditionally.”

### PASSION

*Intensity in what you do and how you do it*

# Imagination

Believing in new miracles.

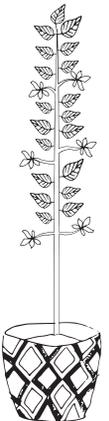


“Imagine you have children...”

## *MIRACLE*

*A miracle is not the supernatural event, but just the event that has the requirement of every miracle, be it human or divine work: i.e., constituting an interruption in some series of natural events, in some automatic process, in relation to which the miracle is an absolutely unexpected event.*

Hannah Arendt



# Become a creator of values: Innovation

*If you're not failing every now and again, it's a sign you're not doing anything very innovative*  
Woody Allen

Developing new definitions means making choices. The formulation of a sentence puts us face to face with an opportunity to create.

In a lab, substances are combined together to create new components. In an ethical lab, words are intertwined

to give a face and a voice to the values with which we identify ourselves, and a shape to better handle them to then transmit them to other people.

Please feel free to create your definitions of the concept of Innovation by using the instructions on page 7.

## Verbs

1. Inventing
2. Experimenting
3. Creating
4. Imagining
5. Trying
6. Renewing
7. Modifying
8. Varying
9. Transforming
10. Applying
11. Simplifying
12. Changing
13. Planning
14. Thinking
15. Connecting

## Nouns

1. Enterprises
2. Adventures
3. Challenges
4. Invention
5. Progress
6. Discovery
7. Imagination
8. Creativity
9. Intuition
10. Future
11. Cutting edge
12. Innovation
13. Technology

## Adjectives

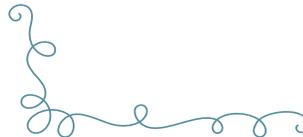
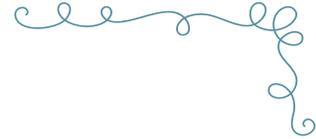
1. Difficult
2. New
3. Unheard-of
4. Risky
5. Brave
6. Changing
7. Unprecedented
8. Demanding
9. Brilliant
10. Positive
11. Modern
12. Optimistic

# Visualise your new definition of Innovation

*Time is a child playing a game of draughts; the kingdom is in the hands of a child*  
Eraclito

Transcribing ethical definitions and illustrating them might seem like a childish activity, but you might instead find that if, on top of conceiving a thought you also try to give it a written form, that thought becomes clearer, and this makes it more powerful.

Representing the definition with an image also enriches it with a new language that allows the idea to encounter our most creative part. So here is the last frame, where you can create a drawing that expresses the concept of Innovation.



# *Bridging values*



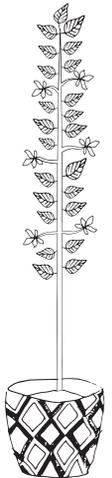
*“Everywhere in the world, wherever my thoughts wander or stop, they encounter faithful and silent bridges like an eternal and ever insatiable human desire, to connect, to reconcile, and to join everything that challenges our spirit, eyes and feet, to stop division, contradiction, or parting.”*

Ivo Andrić

There are values that have the power of serving as a bridge and joining ethical worlds that are close, but that do not always communicate with each other.

These are values that, once understood, experienced and integrated into our way of doing things and being, allow us to consider the three value-based approaches as osmotic cells of the corporate organism, rather than as sealed containers, with no passage in or out. They also have the function of virtuously combining the values belonging to the different value-based approaches.

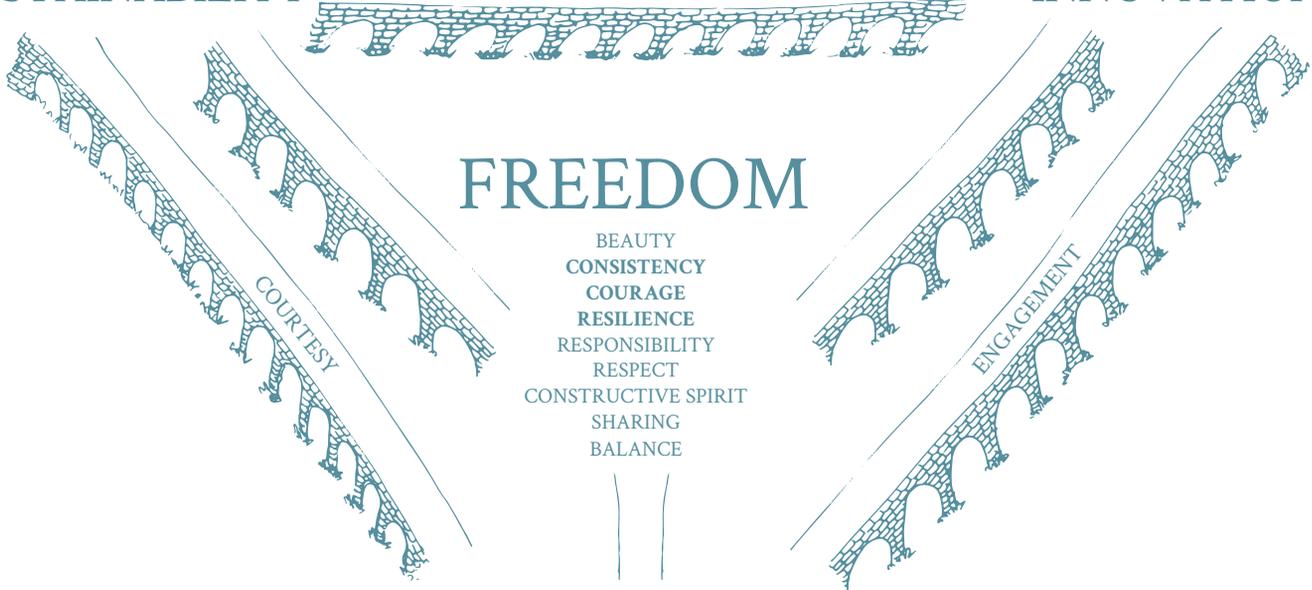
In our case, the bridging values are, to a large extent, the founding ones, along with new ones emerging from the reflections developed during the workshops. The graphical representation below illustrates which bridges these values create, leading to sustainable innovation, to including diversity without forgoing the drive toward renewal and to launching new challenges without losing respect for what there is around us.



SUSTAINABILITY

PROACTIVE APPROACH RESPONSIBILITY EXCELLENCE

INNOVATION



FREEDOM

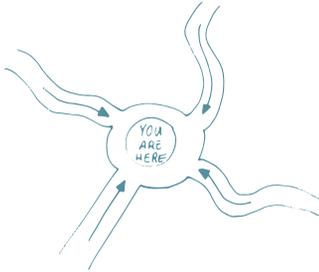
- BEAUTY
- CONSISTENCY
- COURAGE
- RESILIENCE
- RESPONSIBILITY
- RESPECT
- CONSTRUCTIVE SPIRIT
- SHARING
- BALANCE

INCLUSIVENESS

**Among all the bridging values, the most significant one that has emerged in serving this function of virtuous connection is Freedom, which we therefore want to focus on due to its power to inspire thoughts and actions.**

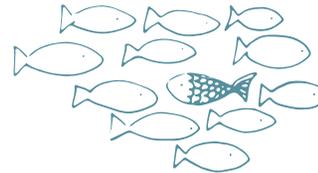
## *Freedom*

Considering alternative routes.



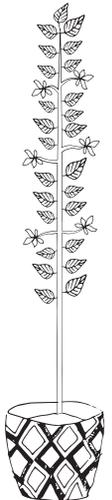
“There are different ways of achieving the same goal. This is a particularly interesting form of freedom in an organisational context. Being free means being able to walk hand in hand.”

Expressing unconventional ideas.



“Freedom is not anarchy, but being able to swim against the current.”

Taking any route.



# *Ethical exercises*

*“Man is only fully a human being when he plays.”*

Friedrich Schiller

# Ethical Cube

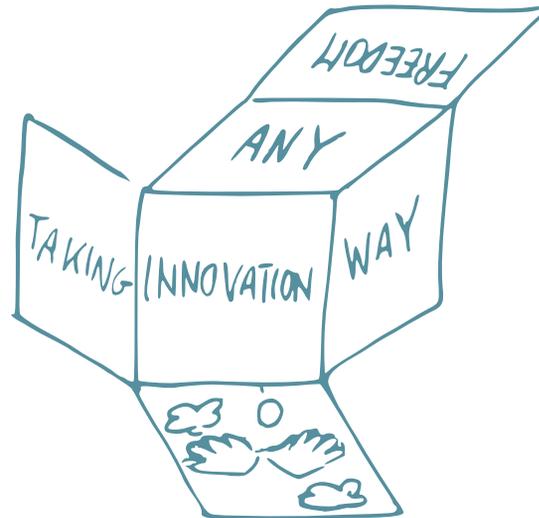
The end of this journey represents a new beginning. All you have to do now is keep on contributing by building your own “ethical cube.” When it is finished, you can start the activity that best represents wonder, amazement and creativity: **playing**.

The Introduction on page 7 provides the instructions to make your ethical cube.

The ethical cube helps us bear in mind that the most brilliant solutions are not always the result of physical and mental effort. Greater complexity is not always synonymous with greater effectiveness.

More importantly, it is possible to create new concepts, to design solutions, to launch ideas and to propose alternatives, alone or together!

Cut out and create your own ethical cube on page 59.



# Ethics<sup>3</sup>

*Those who do not believe in coincidences, lose them*

Alessandro Morandotti

These pages feature a selection of the sentences resulting from the random roll of the cubes during the training sessions, combined with the comments of participants. These sentences are therefore the result of coincidences, or maybe we should say synchronicity, a term that brings us back to the concept of shared time. Synchrony means marking the same time, even if each of us does something different, in a different way or a different place. Synchrony means meeting others and mutually aligning our individual times and harmonising the values that drive our inner mechanisms. Synchrony leads to intuitions that belong to everyone, because they go beyond the dimension of each person.

## **Tracing precious energies**

“Maybe this is the characteristic of a good boss”

## **Maintaining existing networks**

“Including resources, keeping precious things that already exist and not unravelling that which works well.”

## **Experimenting with demanding people**

“Trying to understand others. Thinking: starting tomorrow, I will try to address that person in a different way. Sometimes

demanding people have more skills than we do and they make us feel as though we are put on the spot, they make us feel threatened, but instead they add value.”

## **Exploring energies patiently**

“Being steadfast. For a boss, this means enhancing the available energies by understanding everyone’s characteristics.”

## **Opening up to new circularities**

“Avoid wasting any kind of resource: physical, psychological or mental.”

## **Openly renewing directions**

“Share changes of course with all resources.”

## **Applying ethics dutifully**

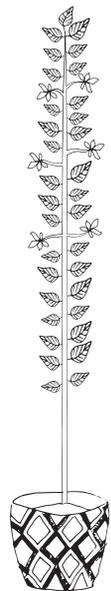
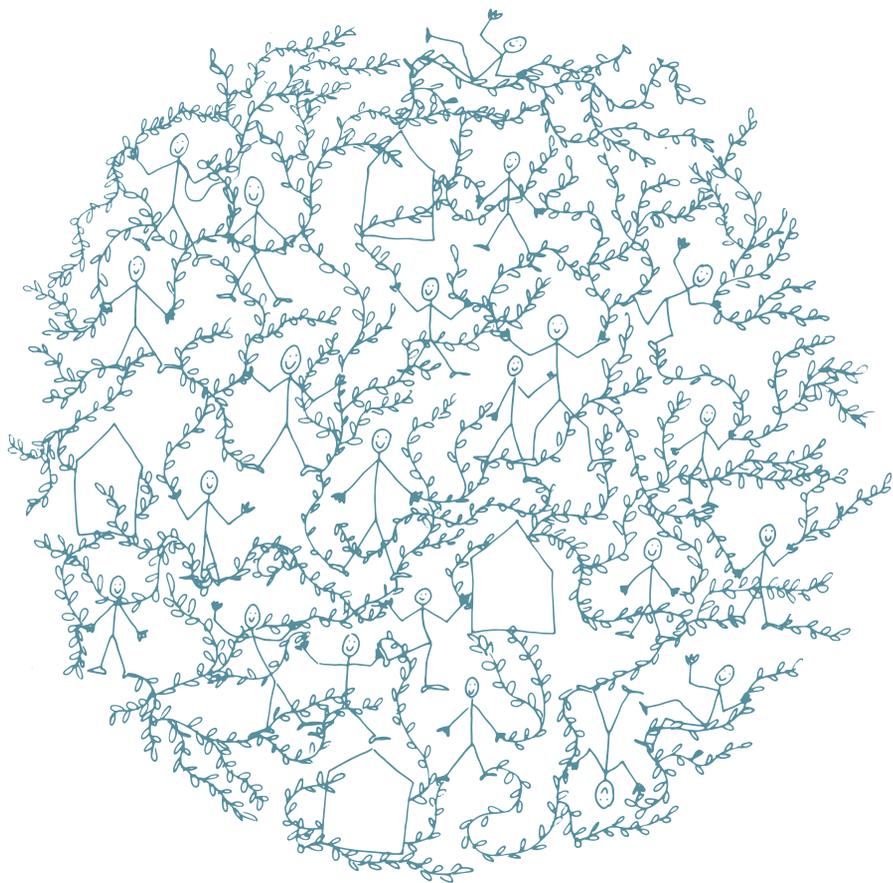
“This means going from words to facts, quite the opposite of merely formal ethics...”

## **Maintaining unprecedented values**

“Keeping the thirst for change alive.”

## **Fostering winning values**

“Respecting the enthusiasm of newcomers and being able to appreciate anything new that becomes part of the company.”



# *The protagonists*

Frans Nies  
Goman  
Kobon  
A. woods  
Chi Slen  
#  
DPRITIS  
Bolly  
pupul  
A

~~Gu~~  
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N. Vind  
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S. Shaw  
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DPRITIS  
Moriz Ann Beiman

~~Gu~~  
E. White  
~~Gu~~  
The Luli  
Stepas Selian  
The Man  
L. L. He  
Jup  
Simand Angel  
Paolo Zanini  
A

1942-1-1-1  
L20 hi  
Chand Pro.  
L5  
Dear Desamukso  
Jare Sun  
Jen Loo  
Jin Pores  
T. & W. G.  
Ongana Kessie  
~~Gu~~  
S. Bati





Sue Delgado

A. P. de S. Corp.  
~~Maria~~  
Jeane Per.

Soulin Velitane  
Stephanie Patton  
M. H. A.  
Lluvia Pardo

~~Dr. J.~~

Valerie Morris  
Victoria

Debbie Elder

~~Maria~~

Rose Owens  
Alicia Walker  
Anne La Hill

~~Joseph~~

~~Debbie~~  
~~Theresa~~

Angele Plesli  
Barbara Smith

Shelly Vavler  
Anna Mendez

J

Ela Skew  
Joan  
Joan  
D. Wallace

Orin  
Lynne  
Taylor Bennett

Chelsea Belcher  
Francesca Mannino

Janet  
Linda  
~~Janet~~

Maria  
~~Janet~~  
my

Francesca  
~~Janet~~  
Andrea  
Lissoni Antonio

~~Chiara~~

~~Janet~~

Anna Meyers  
Lisa Walker  
HJ Ferguson

P  
P



~~Wideta~~

~~Alvin~~

Nikk Vincent

Wahni Rosa

Poghn Fraga

~~PT~~

Ayur Jime

~~Bessawilera~~

Leite

Mallhi

Al Luban

Rossella Affari

~~Al Paba~~

~~Alvin~~

Ally Pua

~~Alvin~~

~~Alvin~~

~~Alvin~~

~~Alvin~~

Jasparis

Dag Ash Sun

Devel Riferi

Alan Alil

Wahni Jime

~~Alvin~~

Seko Rula

Jessica Beretti

Stefano Benetti

Jane Lopez

~~Alvin~~

Alvin

Reginal Ben

Sane Tamburi

Fedro Biker

~~Alvin~~

~~Alvin~~

~~Alvin~~

~~Alvin~~

Maria Lucrezia  
Linda  
Luigi  
Sive Deeli  
gabriele  
Luigi Goffe  
Antonio  
~~Luigi Goffe~~  
Hilfder  
M. Vittoria Mangiavelli  
Laura Milla  
Ursula  
Ely Marie

Isabella  
G. L.  
C. B. B.  
Janet Garval  
L. M. B.  
Rosario  
C. M. C.  
D. P.  
S. D.  
A. B.  
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S. B.

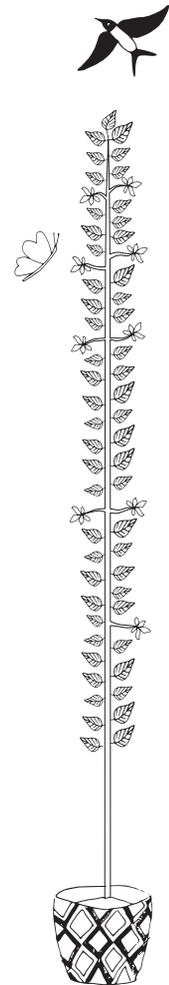
Rebecca  
Fabian Superior  
A. B. B.  
Davide Tabor  
Stefano  
Simone  
Francesco Silva  
C. M.  
A. B.  
L. M.  
A. B.  
A. B.  
A. B.

Mrs. Givens  
Mrs.  
Simone  
A. B.  
C. M.  
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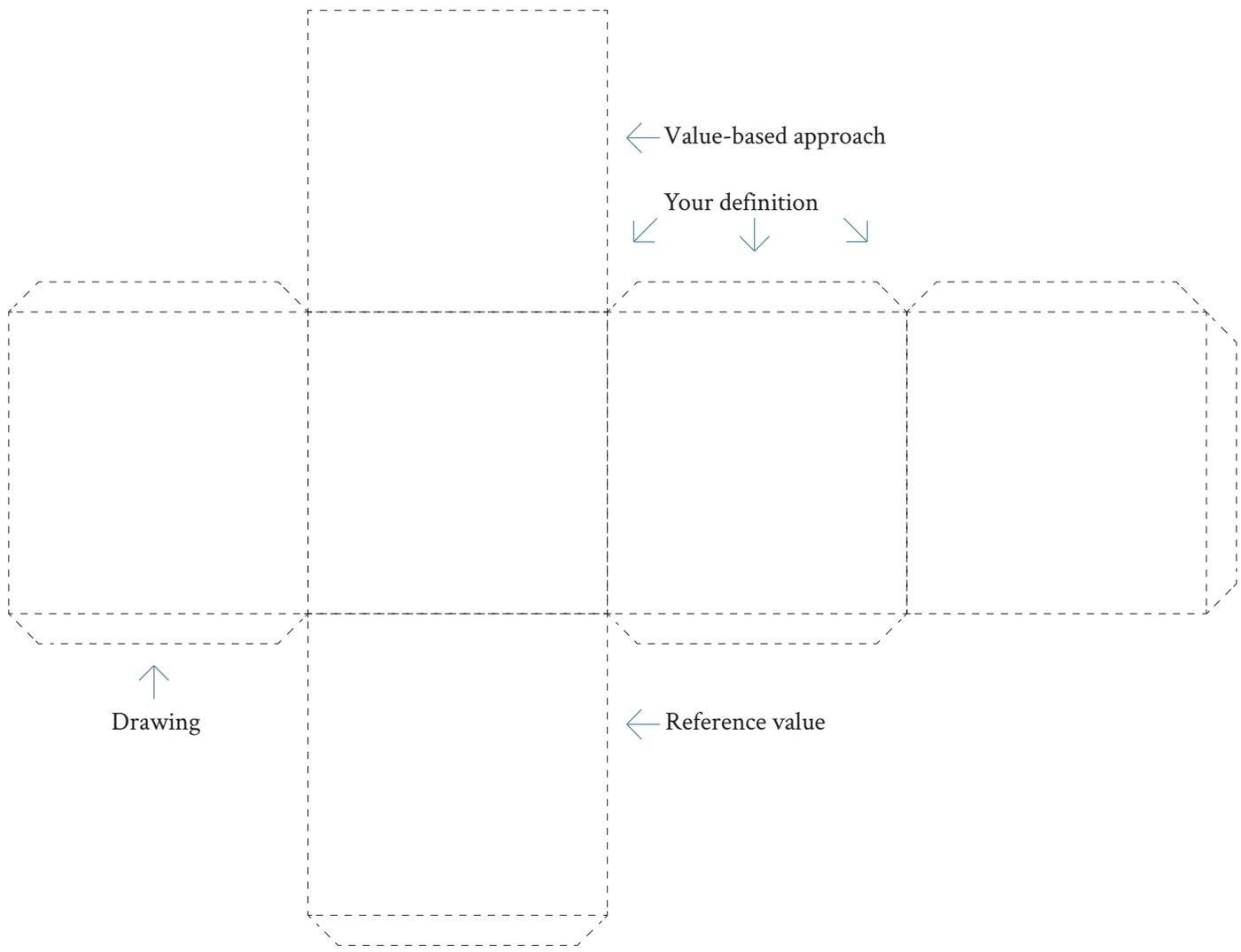


**Together with the rest of our colleagues and the Davines community, constantly flowering.**



**The trees shown in this “new blooming” of the Davines Carta Etica have been created with “a tree of you.”**

A TREE OF YOU<sup>®</sup>  
[www.atreeofyou.com](http://www.atreeofyou.com)



← Value-based approach

Your definition



← Reference value

Drawing



