

UNIVERSITÀ LIUC LAUREA MAGISTRALE IN ECONOMIA AZIENDALE E MANAGEMENT



Performance Measurement

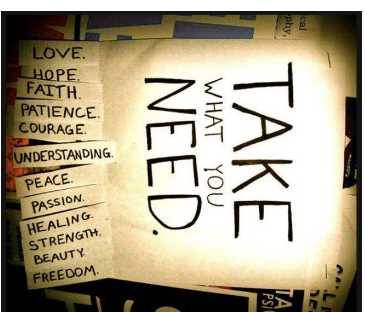
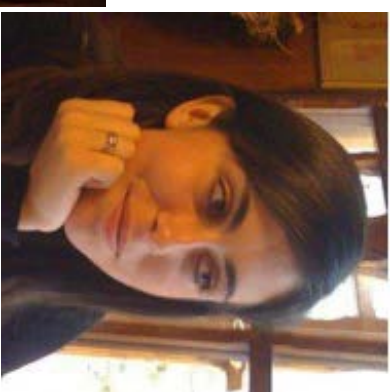


& Compensation Management

18.12.2017

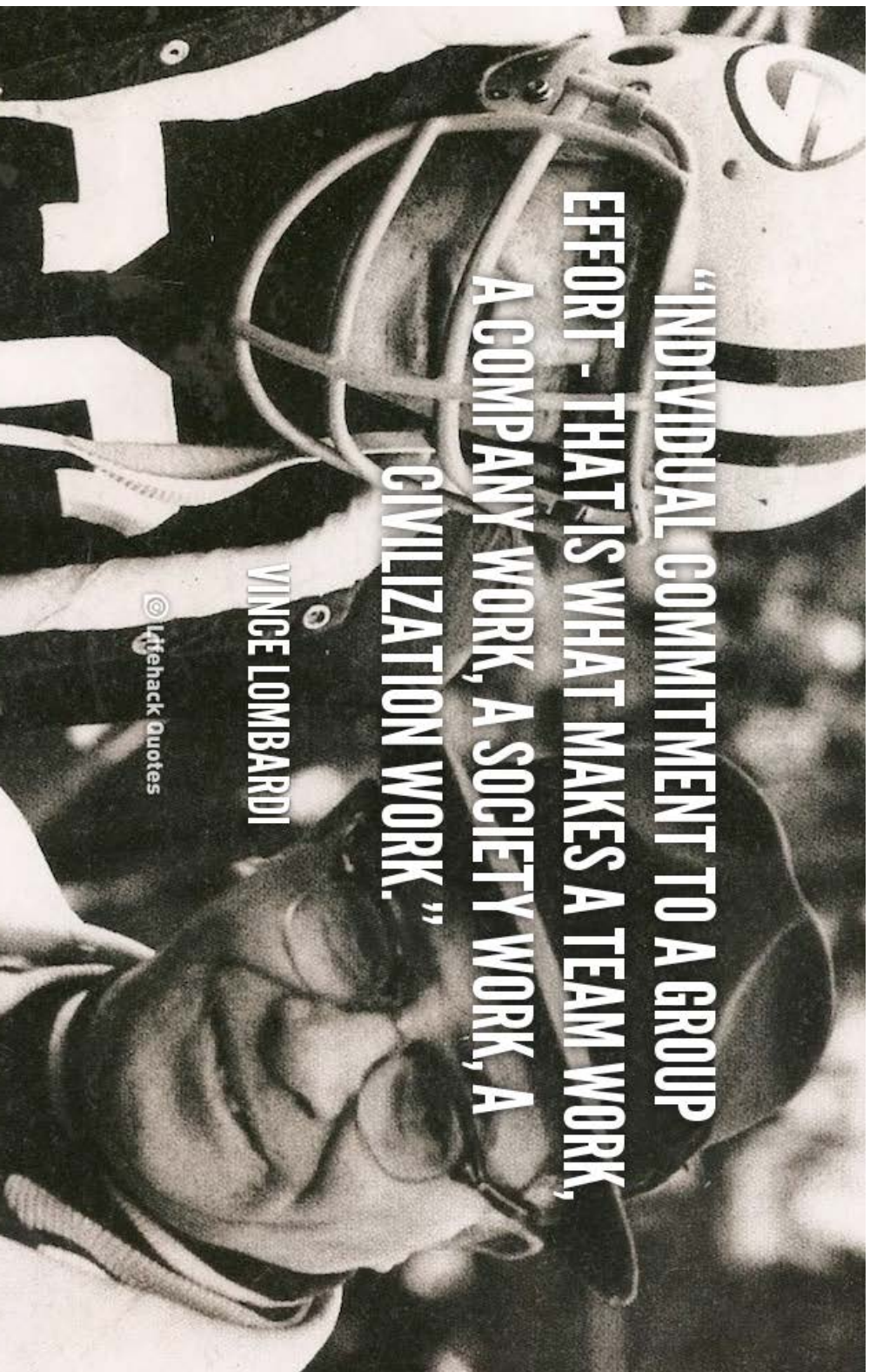
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ERIKA COLOMBA



Il Total Reward in BOSCH



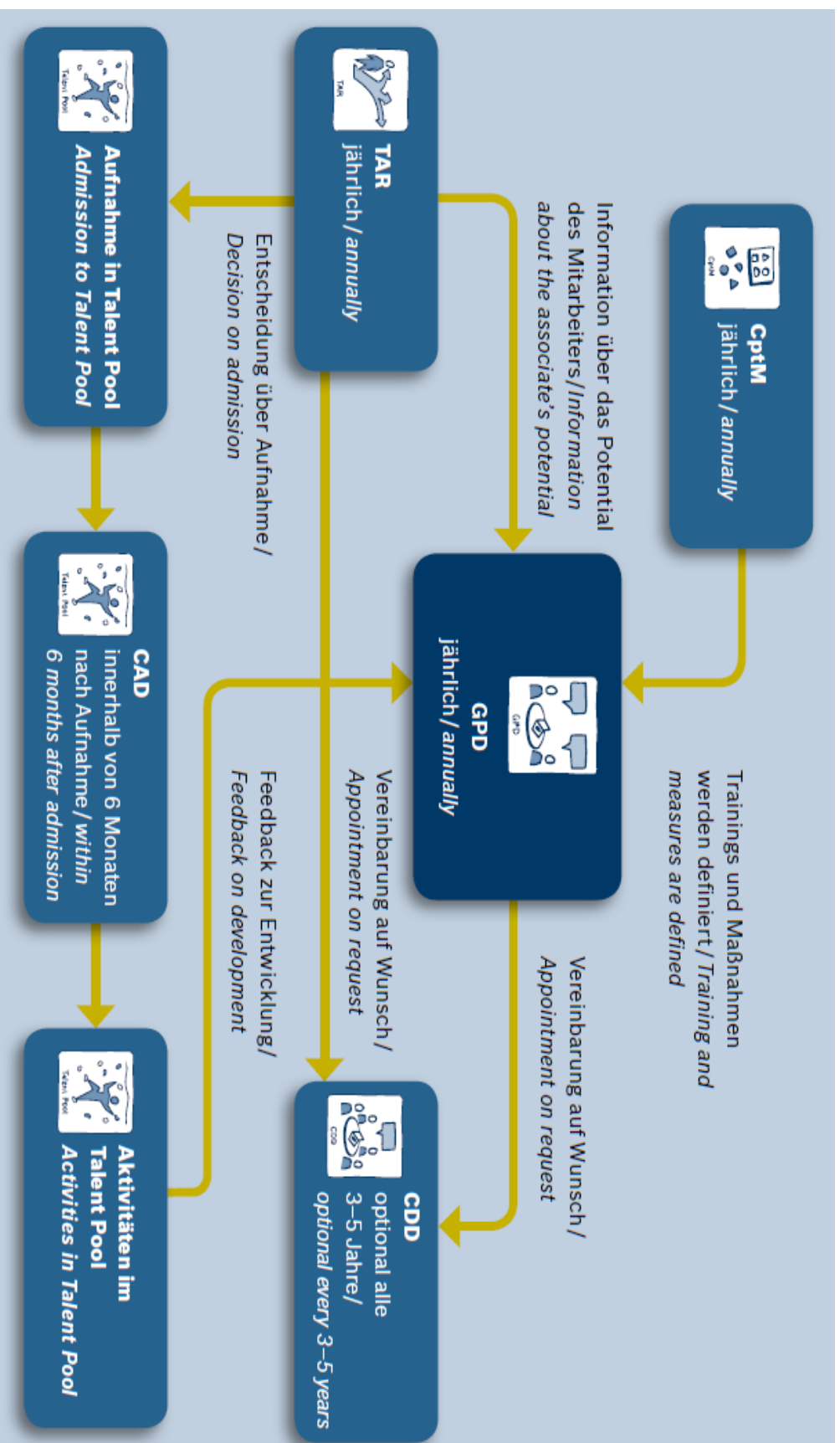


**“INDIVIDUAL COMMITMENT TO A GROUP
EFFORT - THAT IS WHAT MAKES A TEAM WORK,
A COMPANY WORK, A SOCIETY WORK, A
CIVILIZATION WORK.”**

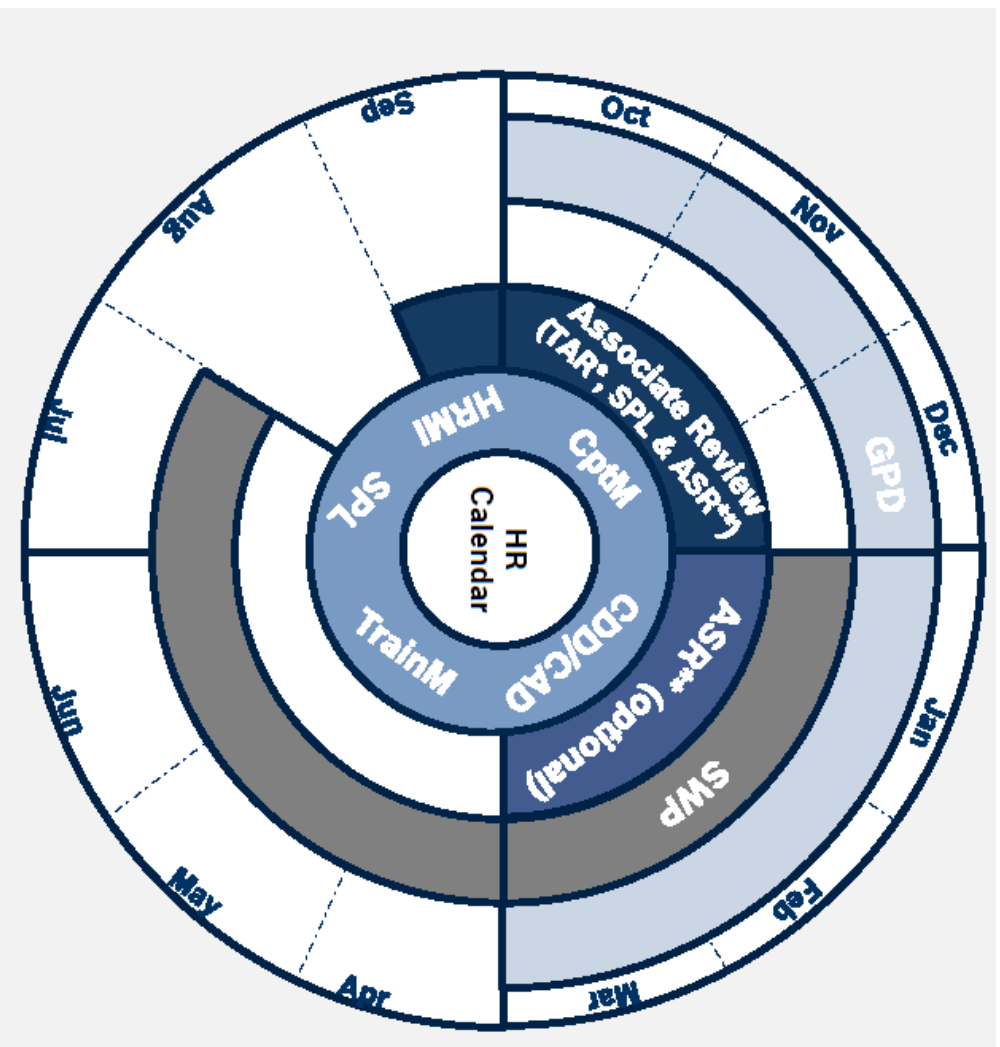
VINCE LOMBARDI

 Lifehack Quotes

Lo sviluppo dei collaboratori



Lo sviluppo dei collaboratori



Leitlinien der Mitarbeiterentwicklung und -förderung

Guidelines for Associate Development and Advancement



1. Bosch bietet den **Mitarbeiter/-innen** in allen Ländern, Gesellschaften und auf allen Ebenen vielfältige Möglichkeiten zur **fachlichen und persönlichen Weiterentwicklung.**
1. Bosch offers **all associates** in all countries, subsidiaries and at all levels various possibilities for **professional and personal development.**
2. Es gilt der Grundsatz der **Chancengleichheit** für alle Mitarbeiter/-innen unabhängig des Alters, Geschlechts oder der Herkunft.
2. We are committed to **Equal Opportunities** for all associates, regardless of their age, gender, nationality or origin.
3. Entscheidungen zur Mitarbeiterentwicklung berücksichtigen **Interessen des Unternehmens und des Mitarbeiters / der Mitarbeiterin.**
3. Decisions regarding Associate Development take both the **interests of the company and of the associate** into consideration.

Lo sviluppo dei collaboratori – Linee Guida

4. Damit Mitarbeiter den steigenden Anforderungen der jetzigen Aufgaben gerecht werden und für künftige Herausforderungen vorbereitet sind, findet **Mitarbeiterqualifizierung kontinuierlich** statt.
5. Ein wesentliches Ziel der Mitarbeiterentwicklung ist die **Erweiterung der fachlichen und persönlichen Erfahrung**, z. B. durch einen Wechsel des Funktionsbereichs oder des Geschäftsbereichs.
6. **Eine Berufserfahrung** außerhalb des jeweiligen Heimatlandes ist ein wichtiger Bestandteil der beruflichen Entwicklung bei Bosch als internationalem Konzern.
7. Aufstiegschancen in der Fach-, Projekt- oder Führungslaufbahn richten sich nach dem **Potential und der Qualifikation für verantwortungsvolle Aufgaben und berücksichtigen den Karrierewunsch der Mitarbeiter**. Jeder/ Mitarbeiter/-in hat die Möglichkeit, sich im Unternehmen beruflich weiter zu entwickeln.
8. Neben dem notwendigen Engagement von Mitarbeitern ist **die Weiterentwicklung und Förderung der Potentiale** von Mitarbeitern **Führungsaufgabe**.



Leitlinien der Mitarbeiterentwicklung und -förderung

Guidelines for Associate Development and Advancement

1. Bosch bietet den Mitarbeiter/innen in allen Ländern, Geschäftsstellen und auf allen Ebenen vielfältige Möglichkeiten zur fachlichen und persönlichen Weiterentwicklung.
2. Es geht der Grundgedanke um, dass alle Mitarbeiter/innen unabhängig von Alter, Geschlecht, Nationalität, Herkunft, Religion, sexueller Orientierung, etc. die gleichen Chancen haben, sich zu entwickeln.
3. Ein wesentlicher Bestandteil der Mitarbeiterentwicklung ist die Erweiterung der beruflichen und persönlichen Erfahrung durch einen Wechsel des Funktionsbereichs oder des Geschäftsbereichs.
4. Aufstiegschancen in der Fach-, Projekt- oder Führungslaufbahn richten sich nach dem Potential und der Qualifikation für verantwortungsvolle Aufgaben und berücksichtigen den Karrierewunsch der Mitarbeiter. Jeder/ Mitarbeiter/-in hat die Möglichkeit, sich im Unternehmen beruflich weiter zu entwickeln.
5. Neben dem notwendigen Engagement von Mitarbeitern ist die Weiterentwicklung und Förderung der Potentiale von Mitarbeitern Führungsaufgabe.

Continuous competence development for all associates
Advancement of diverse competences
Career advancement for associates showing potential for tasks involving greater responsibilities

Lo sviluppo dei collaboratori – Percorsi di Carriera



Specialist



Utilizes professional expertise and specific skill set to drive progress within a particular field or topic area.

Leader

Project



Leads projects of different size, scope and relevance as well as the respective team members; either cross-functionally and/or disciplinary.

Leader

Line

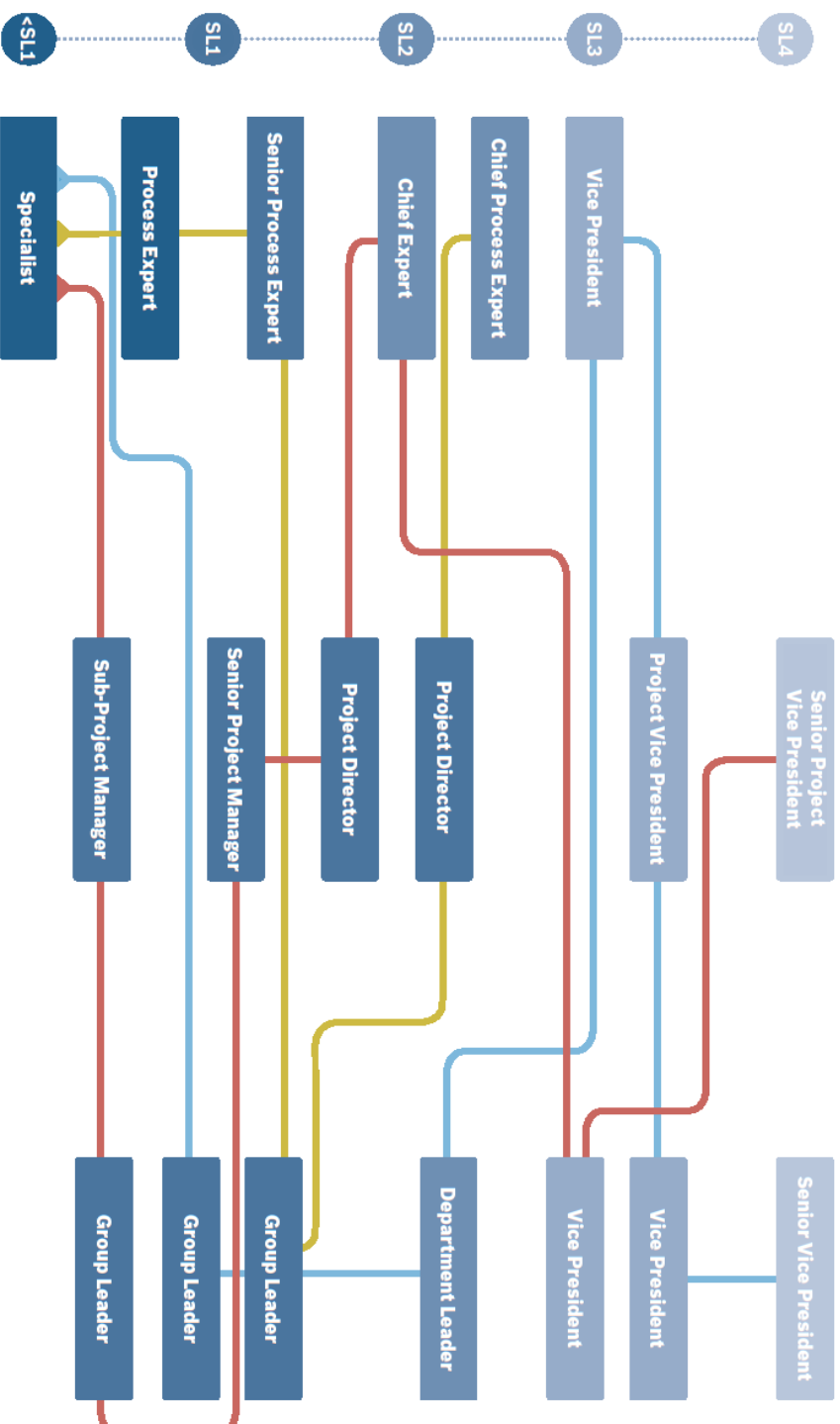


Leads teams of associates and becomes experienced in leading a unit.

Lo sviluppo dei collaboratori – Percorsi di Carriera



Horizontal
by taking over new
tasks without
regrouping.



Vertical
by taking over new tasks linked
with promotion (regrouping) to the
next higher level.

➔ Specialist

➔ Leader Project

➔ Leader Line



Lo sviluppo dei collaboratori – Percorsi di Carriera

Specialist

Leader Project

Leader Line

Example: Research and Advanced Engineering (CR)

Professional and methodological competencies

- Masters international knowledge in own area of expertise and shapes technical discussions for Bosch internally and externally.
- Acts as a cross-unit innovation leader

Entrepreneurial Competencies

- Masters tasks that have consequences of strategic significance and impact the economic position of the Bosch Group
- Considers entrepreneurial criteria, requirements of other units and the strategy of Bosch
- Provides product-relevant and effective contributions to the Bosch Group

Interpersonal Competencies

- Is acknowledged as an expert inside and outside of Bosch (knowledge, transfer, network)
- Represents field of expertise proactively
- Communicates decision-relevant contexts in a manner that is clear and ready for decision at all levels
- Is a functional authority regarding teams of experts
- Acts as a knowledge manager within CR and beyond

Professional and methodological competencies

- Strong PM knowledge & experience
- Basic functional knowledge in all fields relevant to the project
- Depending on the project: strong knowledge in selected fields relevant to the project

Leadership, interpersonal and entrepreneurial competencies

- Leadership: leading often without solid line reporting – convincing leader personality
- Interpersonal competence: leading a cross-functional and cross-cultural project team
- Entrepreneurship: achieving (a cross-functional) project objective

Competencies

- Convincing leadership personality
- Has a well-developed entrepreneurial mindset
- Strives to widen functional skills to reach overall responsibility
- Promotes and extends own professional and intercultural competencies

Lo sviluppo dei collaboratori – La base

Competence Areas	Competencies	Criteria
Entrepreneurial Competence	Result Orientation	<ul style="list-style-type: none"> ▶ Sets high targets for own area and pushes self and others for results. ▶ Uses customer and consumer/user insights for improvements of products and services. ▶ Takes tough decisions and implements them, even against obstacles.
	Future Orientation	<ul style="list-style-type: none"> ▶ Manages uncertainty, risk and complexity with courage and responsibility. ▶ Encourages creativity and "out of the box" thinking in order to identify future market needs. ▶ Learns and draws adequate conclusions from failures in order to break new grounds.
Leadership Competence	Leading My Self	<ul style="list-style-type: none"> ▶ Manages strengths and weaknesses in a self-reflected way. ▶ Develops resilience by managing own personal resources with care. ▶ Uses and maintains learning strategies for personal and professional growth.
	Leading Others	<ul style="list-style-type: none"> ▶ Comfortably delegates tasks and decisions with trust. ▶ Drives others and enables them to improve their skills and competencies for top performance. ▶ Ensures fair treatment and opportunity for all – respecting individual aspects.
Interpersonal Competence	Cooperation	<ul style="list-style-type: none"> ▶ Builds lasting relationships of trust across levels, regions, backgrounds and cultures. ▶ Deals constructively with people he/she is in conflict with. ▶ Shows empathy when dealing with individuals and teams in a professional context.
	Communication	<ul style="list-style-type: none"> ▶ Convincingly presents ideas and concepts to different target audiences. ▶ Makes people feel appreciated even in difficult situations. ▶ Listens actively in order to understand other people's perspectives, behavior and intentions.
Professional Competence	Breadth of Experience	<ul style="list-style-type: none"> ▶ Promotes development of professional competencies in own area by systematic application of CptM. ▶ Derives sustainable decisions based on cross-functional knowledge and experience. ▶ Masters project, quality and strategic management.
	Depth of Knowledge	<ul style="list-style-type: none"> ▶ Defines and implements future necessary competencies based on business unit's strategy (CptM). ▶ Uses analytical skills in order to solve complex tasks and takes sound decisions. ▶ Has profound functional knowledge and expertise.

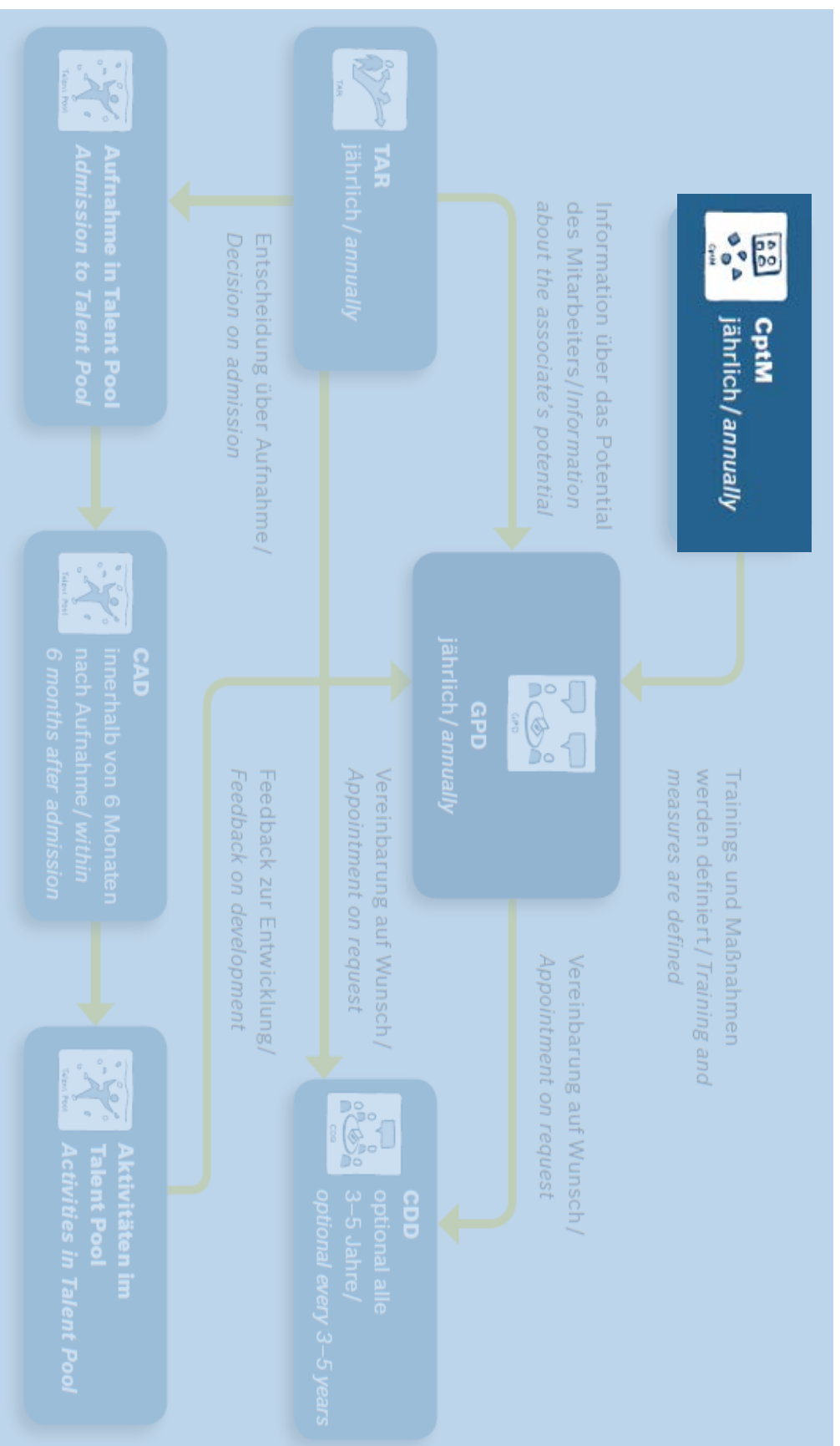
The Bosch Competence Model is the basis for our Associate Development processes. The Competence Model presents demands on competencies for our associates and managers.

For us "competencies" are the characteristics, skills and conduct, which are essential for the successful mastery of current and future tasks.

Bosch Competence Model



Lo sviluppo dei collaboratori

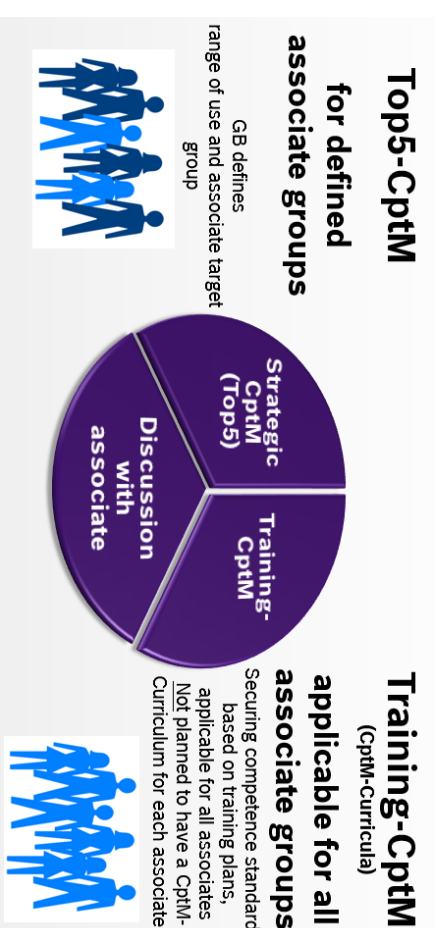


Lo sviluppo dei collaboratori – Competence Management

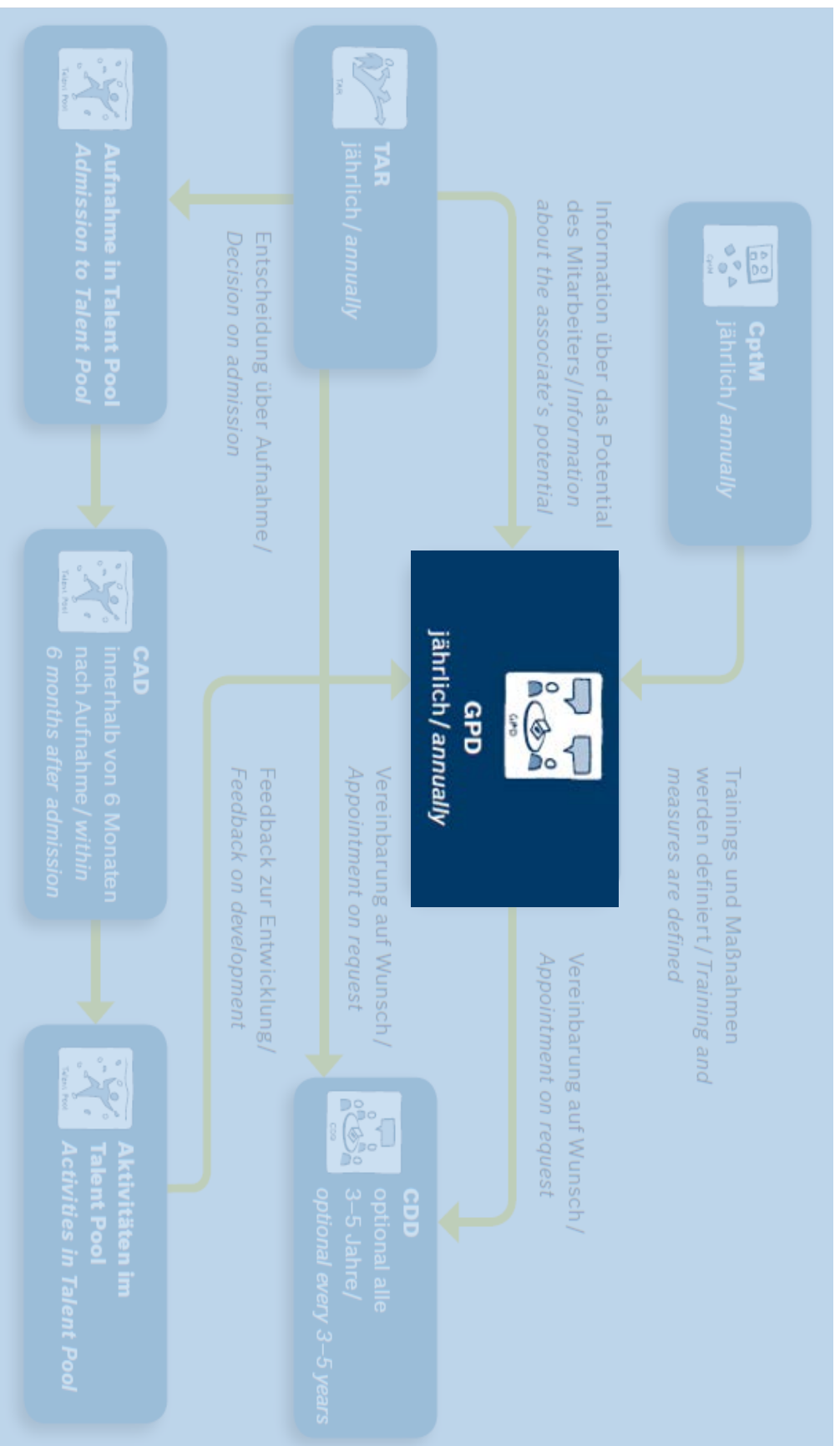


The process Competence Management at Bosch (Cptm) is in place to ensure the systematic and managed identification and development of professional and methodical competencies to achieve business goals. This is secured by 3 core elements:

1. Definition and implementation of strategically important competencies based on business and product strategy
2. Discussion with the associate on the operating unit strategy, individual goals and definition of competence development measures
3. Target group-oriented training plans to ensure specific competence standards



Lo sviluppo dei collaboratori – Goal & Performance Dialogue



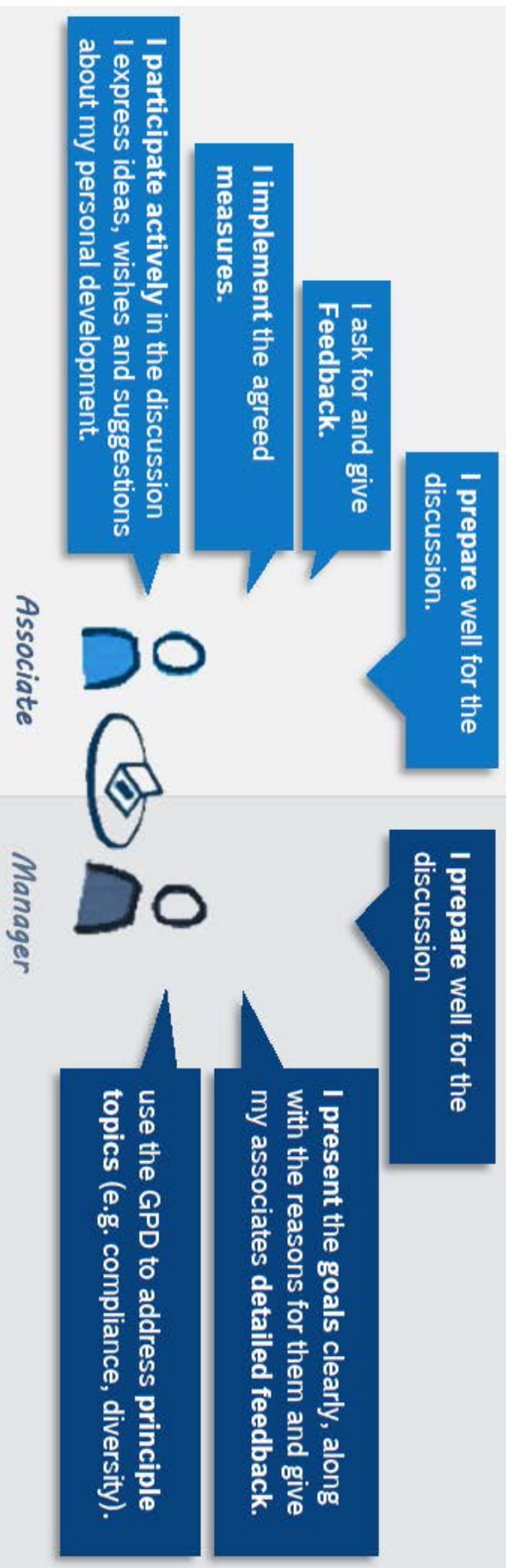
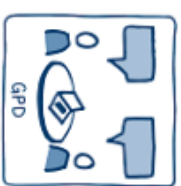
Lo sviluppo dei collaboratori – Goal & Performance Dialogue

The GPD is a **face-to-fac dialog**ue conducted in an atmosphere of **trust** between **associate and target manager**.

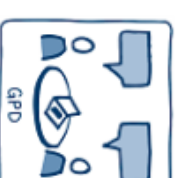
The GPD is conducted once a year, between associate and direct manager.

In the GPD

- **tasks and goals** from the previous year are discussed and new goals for the upcoming year are set
- individual measures for **professional and personal development** are agreed on
- **self-perception** of associate and manager are compared
- the GPD is used to address **principle topics** (e.g. compliance, diversity).



Lo sviluppo dei collaboratori – Goal & Performance Dialogue



Process phases and steps in HR Global:

Annual Planning		Mid-Year Review (optional)		Annual Review	
Step 1 Dialogue: Annual Planning (Manager/Associate)	Step 2 Acknowledgement: Annual Planning (Associate)	Step 3 Dialogue: Mid-Year Review (Manager/Associate)	Step 4 Acknowledgement: Mid-Year Review (Associate)	Step 5 Dialogue: Annual Review (Manager/Associate)	Step 6 Acknowledgement: Annual Review (Associate)

*Your roadmap for the year ahead:
Agreed goals*

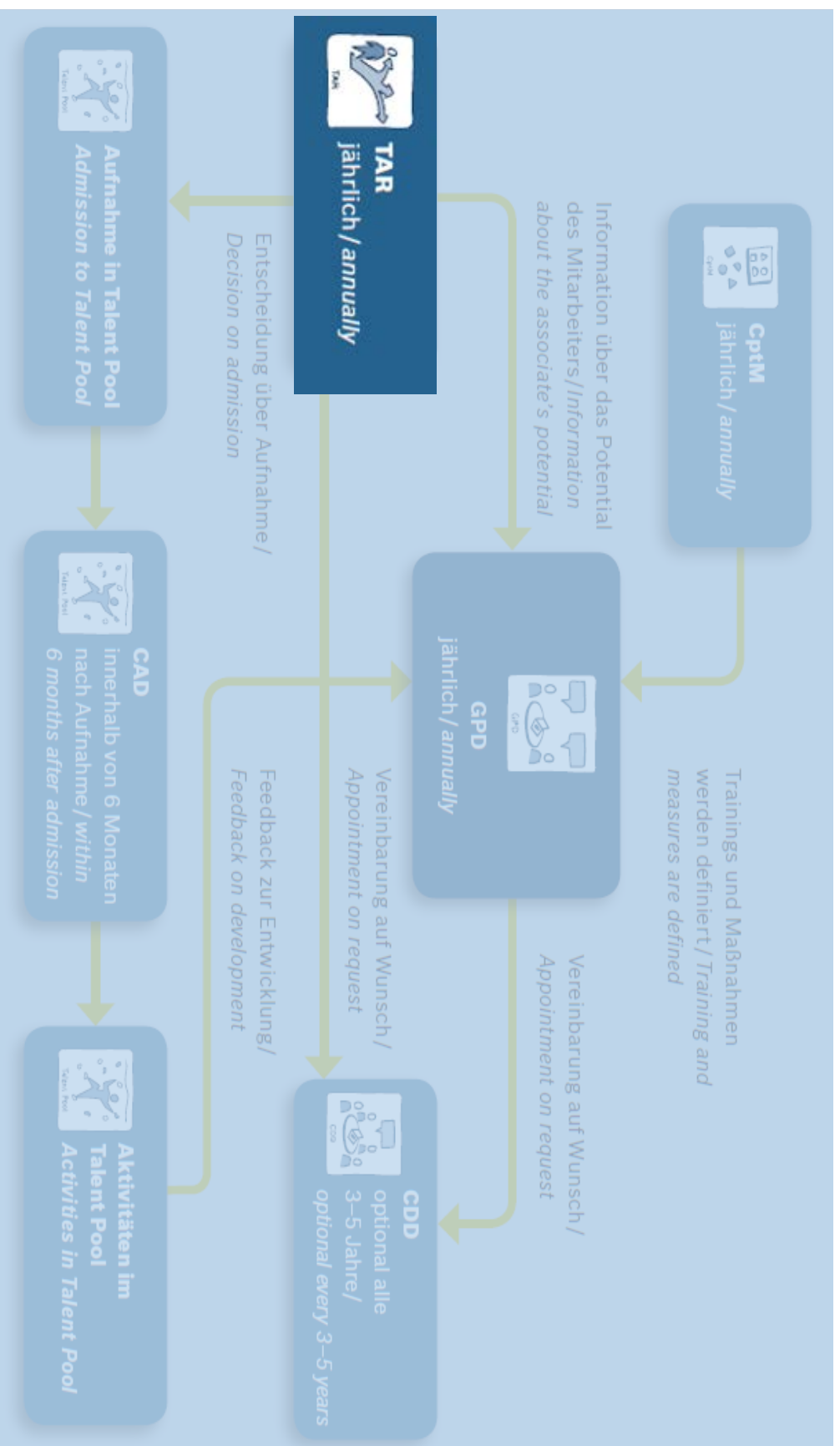
*Your opportunity for the future:
Your professional development*

*Part of our corporate culture:
Feedback*

Apply the SMART formula for your agreed goals:

- Specific** The managers formulate the content of the goals clearly and understandably.
- Measurable** Ensure that the level of goal achievement is measurable.
- Attainable** The associate must be able to influence the goal achievement process.
- Realistic** The associate must have the ability and the means to achieve the goal.
- Time limit** Manager and associate jointly specify a date by which the goals are to be fulfilled.

Lo sviluppo dei collaboratori – Talent Associate Review



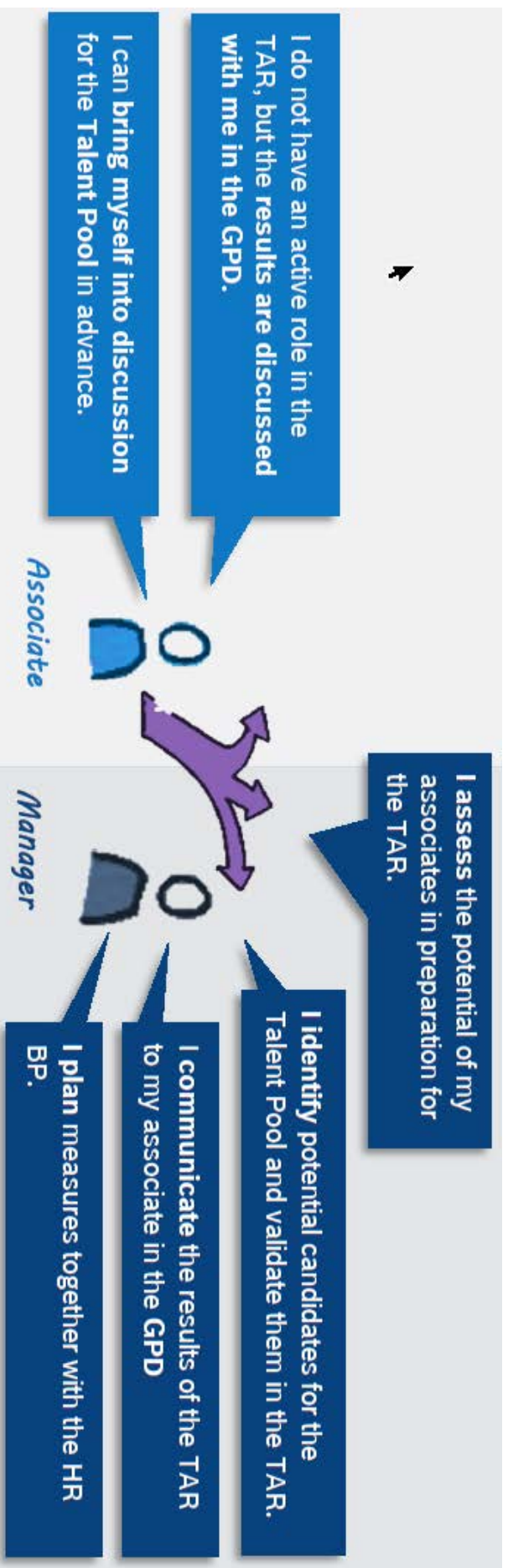
Lo sviluppo dei collaboratori – Talent and Associate Review

During the TAR process, **professional development potential, goals, and measures** are discussed.

The TAR is conducted once a year, between direct manager and HR BP.

In the TAR

- **the development potential and goals** are evaluated in cross-comparison to other associates
- in this manner the **specialist and leadership potential** can be identified. Candidates that are nominated for the Talent Pool are discussed and decisions for admissions are made
- The **measures** that are necessary to achieve the goals are discussed



Lo sviluppo dei collaboratori – Talent and Associate Review



Performance

- is rendered **within the framework** of an activity
- is derived from **competence, motivation and framework conditions**
- can be measured and evaluated on work output
- can be determined with reference to defined requirements for a position or on basis of **predefined performance criteria**.



Potential

- describes the associates' **(latent) abilities** in relation to future tasks
- is a **forecast** of previous job performance
- refers to **certain requirements**
- **is subject to change** e.g. through learning, new tasks.

Lo sviluppo dei collaboratori – Talent and Associate Review

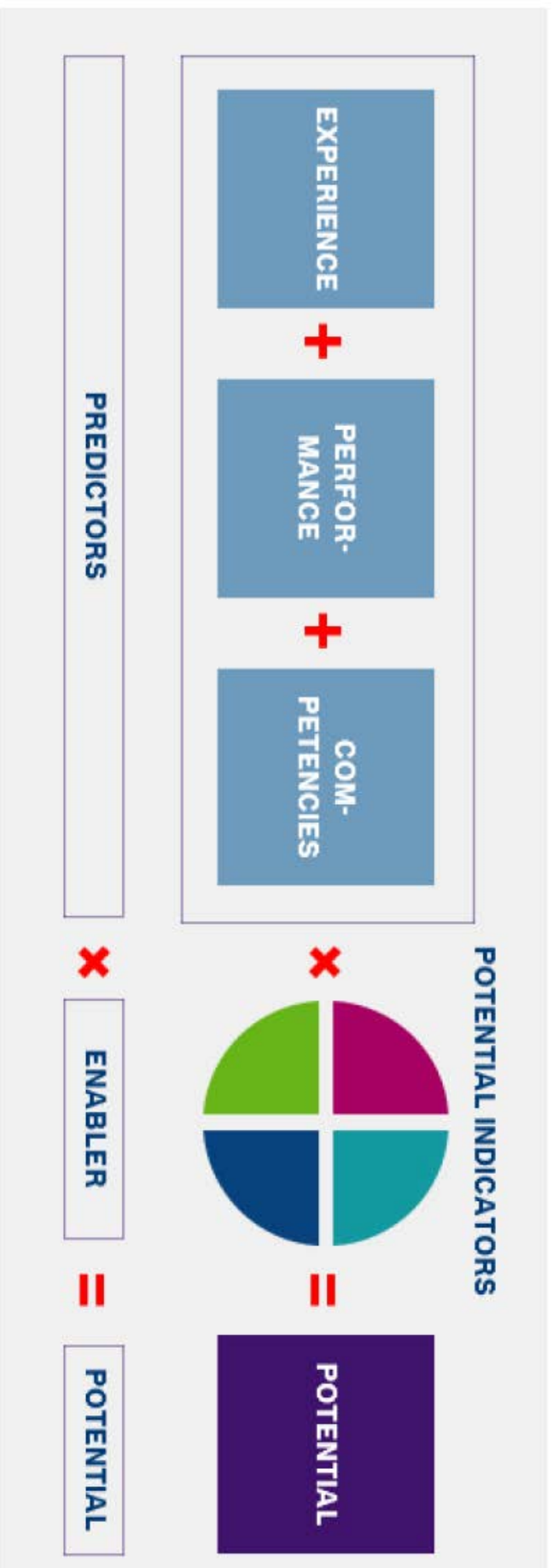


- latent abilities cannot be observed, as they are not needed for the current tasks
- future tasks cannot be described precise
- People change and develop, that's why a direct conclusion from today to tomorrow is not possible or very difficult.

A reliable potential statement is based on a combination of different Elements:

- Experience, Performance and Competencies are normally used to predict future performance.
- Additional a forecast is needed about the ability to develop. If an associate is able to develop him-/herself and the competencies needed to fulfill a more challenging task.

Lo sviluppo dei collaboratori – Talent and Associate Review



Lo sviluppo dei collaboratori – Talent and Associate Review

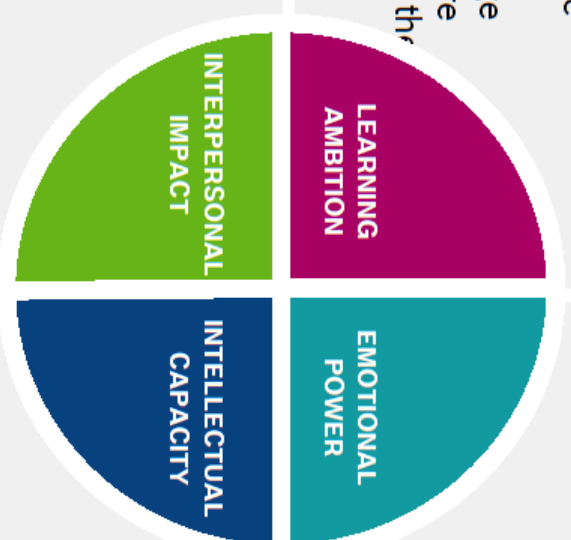


LEARNING AMBITION

This indicator of potential is the basis for personal growth. Curiosity, willingness to change and the ability to self-reflect are good indicators for measuring the scope of Learning Ambition.

EMOTIONAL POWER

This indicator of potential ensures success when dealing with strenuous, complex requirements. Inner stability, the courage to exceed limits and empathy reinforce people's emotional power and endurance.



INTERPERSONAL IMPACT

Leadership is only possible if you actually lead people. This indicator of potential therefore once more illustrates in detail the ability to exert influence on other people.

INTELLECTUAL CAPACITY

This indicator of potential is decisive for far-sighted and prudent strategic thinking and for successful decisions in a complex, unstable business context.

Lo sviluppo dei collaboratori – Talent and Associate Review

Potential Codes in TAR



N	„New“ – New in Position, No Evaluation
I	„Improvement“ – Improvement possibilities in current position, does currently not fully fulfil the job requirements, needs additional support such as trainings on-/off-the-job; a change of position or tasks can be recommended; a termination of the contract can be solution
R	„Right“ – Associate in right position , potential evaluation is solid and fits in with current tasks; a change of tasks or position can be recommended / remaining in position can be recommended
R+	„Right“ – Associate in right position , potential for additional tasks on the same level (job enlargement) or more challenging tasks on the same level (job enrichment), a change of tasks or position can be recommended / remaining in position can be recommended
AD	„Associate Development“ – Associate has potential to fulfil higher qualified tasks in the A-group and is admitted to / member of a promotional program of limited duration with a clear promotional goal e.g. becoming a skilled worker or reaching a certain level within the A-group
D	„Development“ – Associate has potential for the next higher SL band level (SL1-SL5), potential to fulfil higher qualified tasks and to reach a position on the next higher level.

The recommended distribution of Potential Codes for RBW is:

I	-	5%
R	-	65 %
R+	-	20%
AD	-	0 %
D	-	10%

- Meeting the distribution curve is recommended in order to appropriately reward top performers and manage employees who are not meeting expectations
- It is not necessary for each and every manager to independently meet the recommended distribution curve if it does not reflect the actual performance of his or her team
- Each manager, however, should compare his or her group's rating against the recommended curve to assess if appropriate differentiation was made within the group

Lo sviluppo dei collaboratori – Talent and Associate Review



Associate Information

Last Name: Kotwasinski
First Name: Jennifer L
Global ID: 3010
Local ID:
Target Manager: Bettina Braun
Position:
Organizational Office: Bosch-Test-Unit
Global Employee Subgroup:
Local Grade:

Potential Rating*

Please summarize your Potential evaluation by selecting the Potential Code that best describes the associate. See detailed Potential Code descriptions [here](#).

Potential: **Select One...** ▼


Additional Information

In the Personnel Data Sheet section "Movement Information", please maintain the year of "Recommended Movement", when an associate is ready to move to a new position.
Click [here](#) to access the associate's Personnel Data Sheet. Please be aware that entries in PDS are visible for the associate immediately.

General Comments

Within this section you may provide additional comments, regarding e.g., strengths, areas of improvement, achievements.

General Comments:


 [Legal scan...](#)

Measures

Within this section you may provide intended measures for the associate following TAR (such as a CDD, transfers, assignments etc.)

Career & Development Dialogue (CDD) required

Measures:

 [Legal scan...](#)


Talent Pool Nomination

Reasons for the Talent Pool nomination:

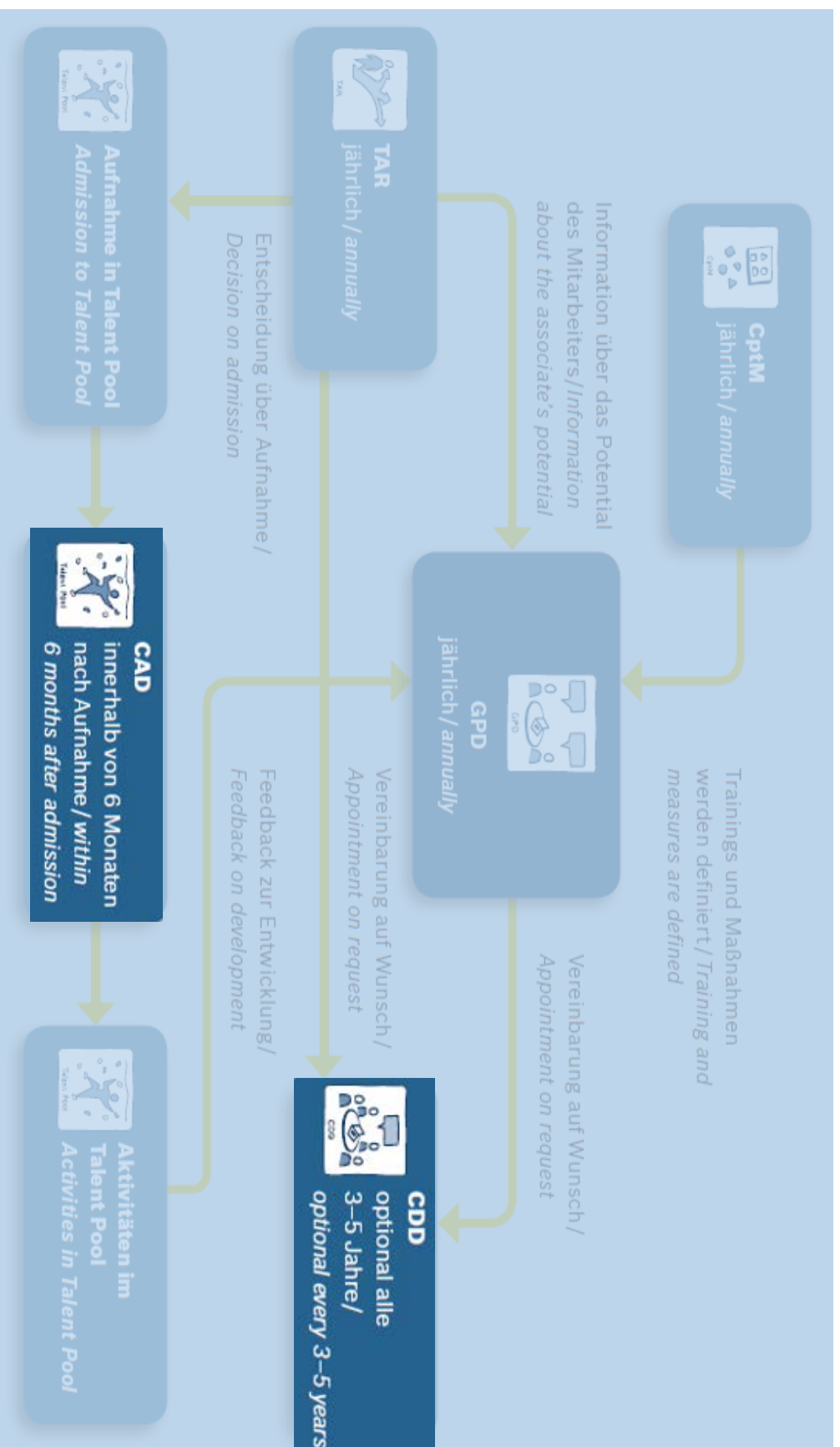
When entering comments on strengths and areas of improvement, use the Bosch Competence Model for orientation. Please take also the potential indicators into account - e.g., Willingness to change, Judgment, Creative drive, Risk tolerance - which have an impact on how an associate can further develop competencies (see [here](#) for further details). Note "ETP" (Executive Talent Pool) in your comment, if your associate shows the potential to reach two higher salary levels within 6 years.

Please activate the checkbox for associates you want to nominate for the Talent Pool (Potential code D).

Please provide reasons for Talent Pool Nomination:

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Lo sviluppo dei collaboratori – Career & Development Dialogue



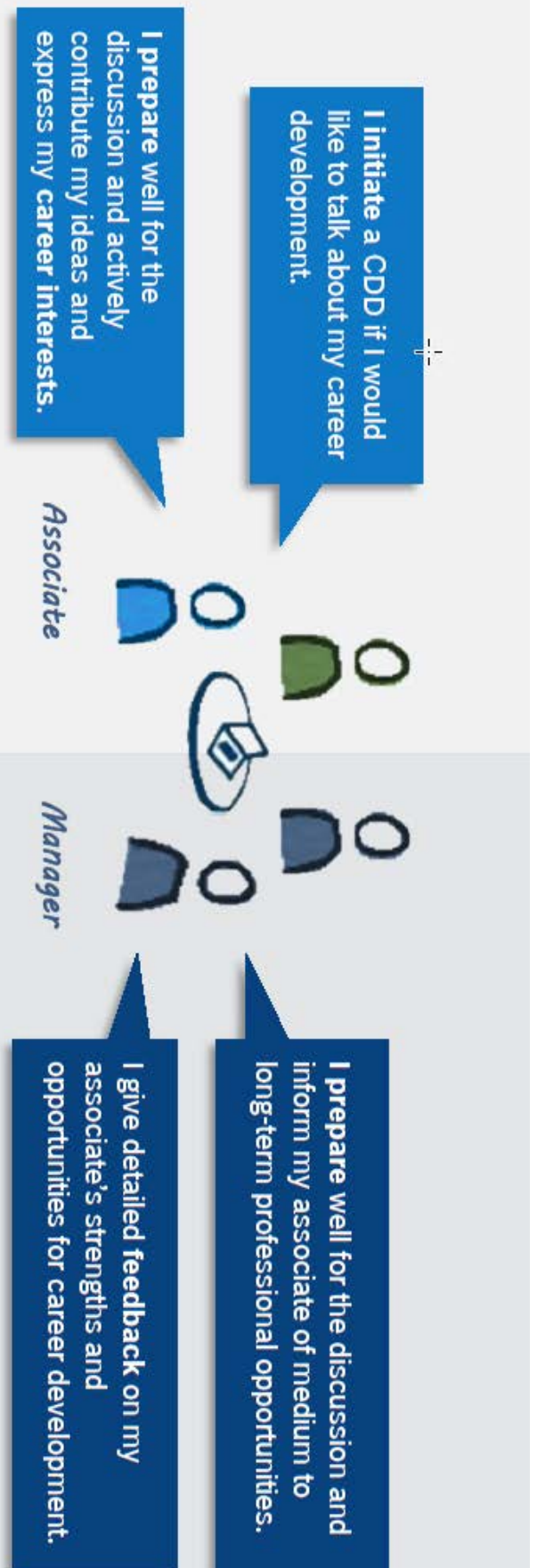
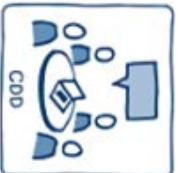
Lo sviluppo dei collaboratori – Career & Development Dialogue

The CDD is a **personal dialogue about development opportunities**.

Optional every 3 –5 years; between associate and direct manager, next level manager and HR Business Partner.

In the CDD

- You define **professional and personal goals** for the upcoming 3 –5 years
- You match goals and self-perception with the evaluation of the manager and HR BP
- In this way specific opportunities and appropriate activities for your professional development at Bosch are identified

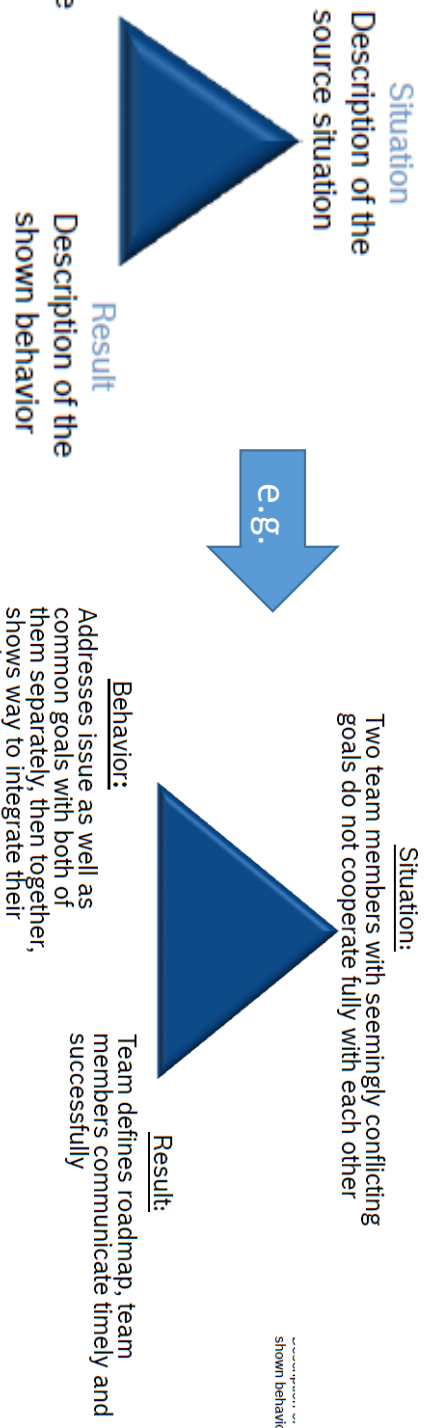


Lo sviluppo dei collaboratori – Errori di osservazione

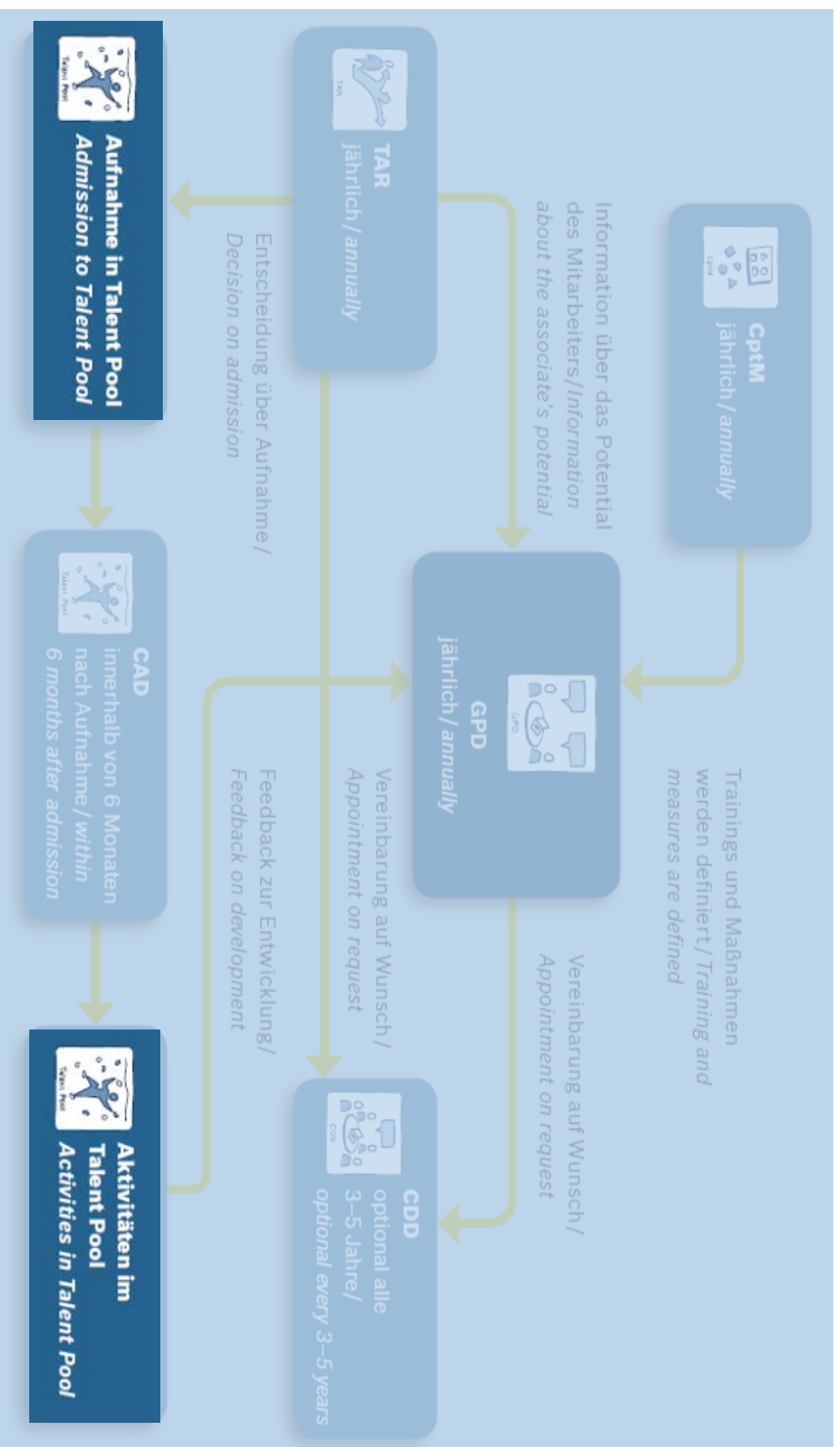
- **First impression** – Hasty conclusions about the associate's personality based on outward characteristics
- **Preconceptions** – Generalizations based on the opinions of third parties, previous assessments or the attribution of particular characteristics to certain groups of associates, departments, nationalities, etc.
- **Projection** – Projecting one's own abilities, strengths or weaknesses onto the associate. Greater similarity with the appraiser means a more positive assessment.
- **Halo effect** – Rating an associate solely on the basis of an especially positive or negative characteristic. The appraiser then makes a conclusion about the associate as a whole.
- **Recency effect** – The appraiser's judgment is based on the associate's recent performance. Insufficient evaluation of performance over the appraisal period as a whole, disproportionately high focus on most recent performance.
- **Reference person effect** – The appraiser adopts his supervisor's view. He deliberately or subconsciously makes his appraisal based on the opinion of his supervisor.
- **Selective perception** – Events are perceived selectively by the appraiser. Disproportionately high focus on certain incidents, whether positive or negative

Lo sviluppo dei collaboratori – Errori di osservazione - Soluzione

1. With the help of key questions, collect observations over a longer period in time.
2. Systematically describe observations with the help of behavioral triangles.
3. Allocation to the behavior patterns to competence fields or potential indicators.
4. Analyze behavioral triangles in relation to possible target position (leadership task as benchmark)
5. Evaluate the behavioral triangles with relation to the possible target position's requirements
Result: Evaluation of competencies for possible target position



Lo sviluppo dei collaboratori – Talent Pool



Lo sviluppo dei collaboratori – Talent Pool

The Talent Pool is a program that supports associates with potential for **specialist and management** tasks to develop their competencies and to make use of them to the maximum possible extent.

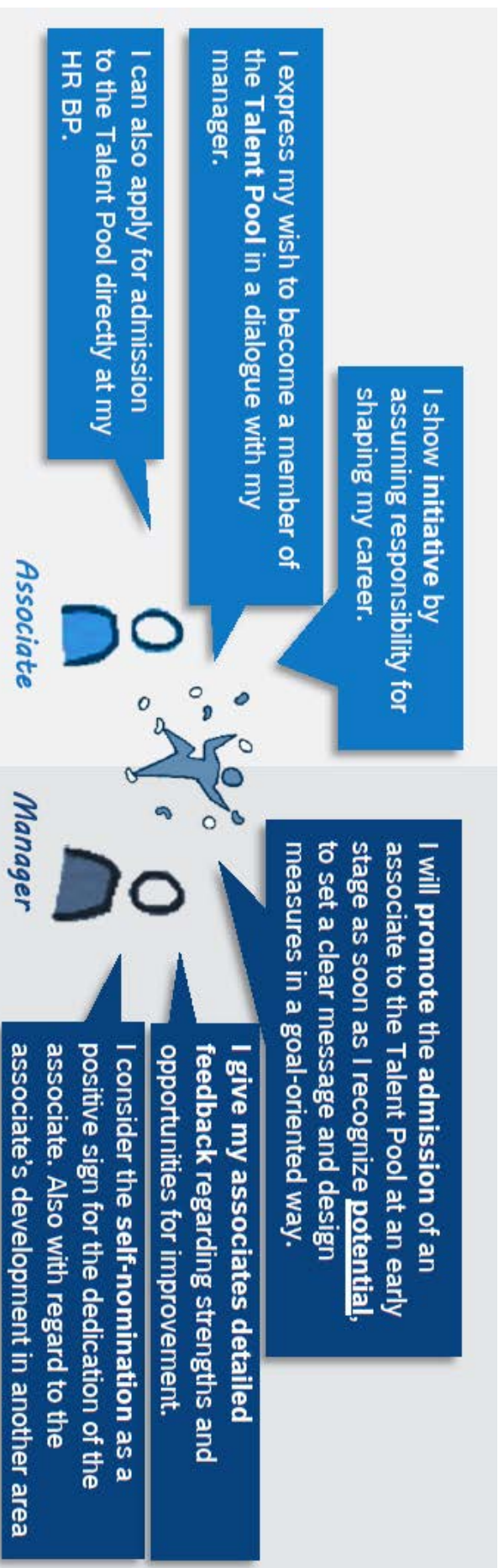


The Talent Pool:

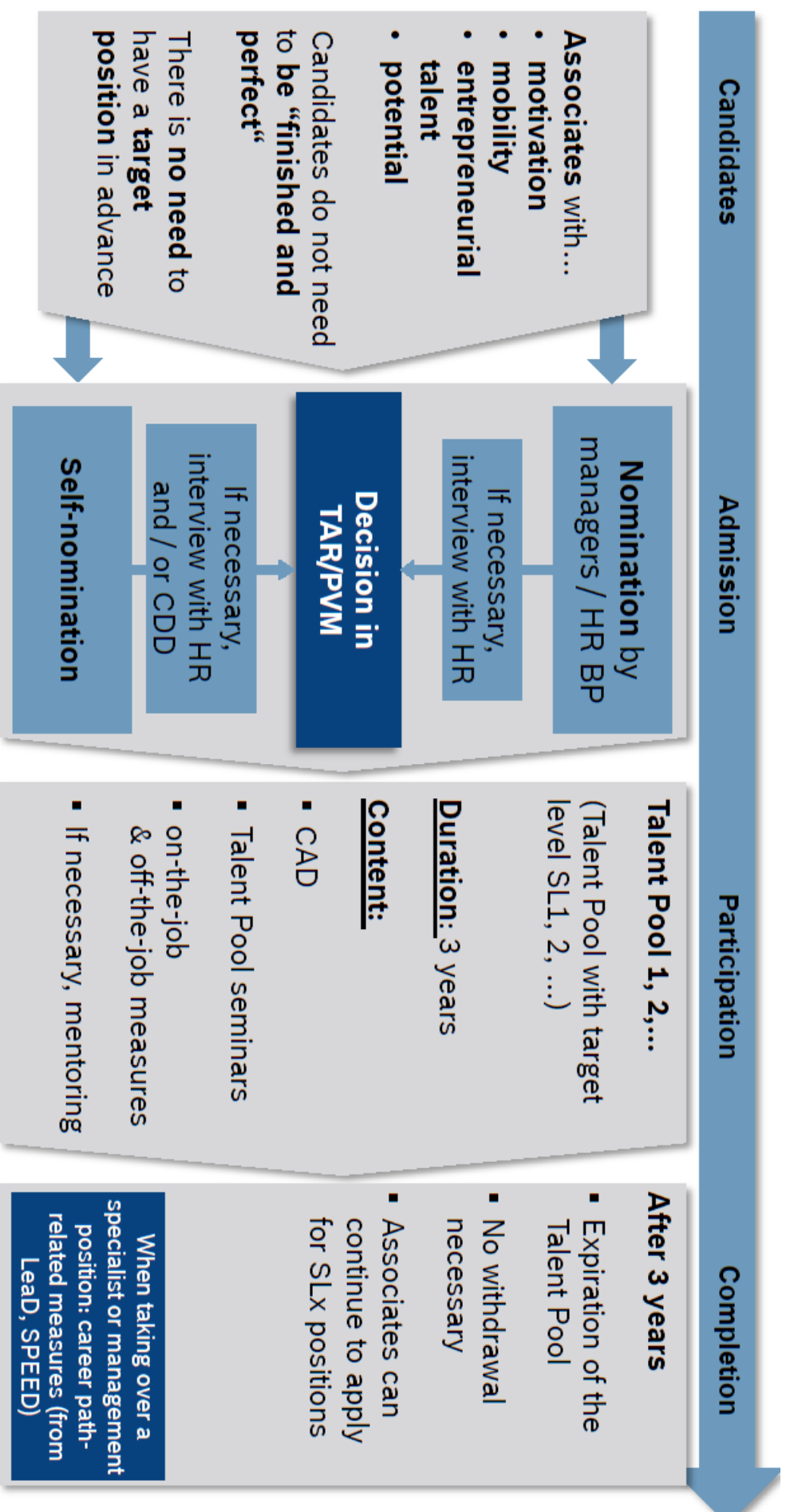
- Has a fixed duration of **3 years**
- The **target manager** or **HR BP** nominate associates for the Talent Pool. Alternatively, associates can also **nominate themselves**.
- The **decision** for the admission to the Talent Pool is made during the TAR by the **manager** and **HR**
- **Associates** can **apply actively** – during and after the Talent Pool – for openly posted positions
- The development of talents is planned **in a jointly dialogue** (CAD) with obligatory seminars and individual measures which are tracked in annual dialogues

Career
Advancement
Discussion
(CAD)

Lo sviluppo dei collaboratori – Talent Pool



Lo sviluppo dei collaboratori – Talent Pool



Lo sviluppo dei collaboratori – Talent Pool

Possibility for associates to recommend themselves for admission to the Talent Pool

Reasons for the implementation

- market trend in Talent Management “From Push to Pull” brings the responsibility for the career more to the associate
- New generations in the workplace (“Gen Y”) have other values and expect to have more control over their development opportunities

Goals:

- More transparency and personal responsibility of associates in the process
- Expansion of the Talent Pool
- to discover “Hidden Talents”
- to reduce the risk of losing good talents (that feel overlooked by management) to outside companies

- See the self nomination as a positive sign for the engagement of the associate.
- Support your associate with a self nomination with constructive feedback and a open dialogue about possible options.
- Allow that perhaps in the POI another picture occurs than you have in your mind of the associate.



Lo sviluppo dei collaboratori – Talent Pool

As a manager, you need to fulfill **certain criteria** – known as career elements – no later than **by the time you reach SL2 level or higher.**



Required Experience	SL2	SL3	LD
Cross Divisional Move (GB-GB, GB-C)	✓ thereof 1	✓ thereof 2	✓ thereof 3
Cross Functional Move	✓ thereof 1	✓ thereof 2	✓ thereof 3
International Experience (> 2 years)	✓	✓	✓
Associate Leadership Experience	✓	✓	✓
Project Leadership Experience	✓ thereof 1	✓ thereof 1	✓ thereof 1
Minimum Criteria fulfilled	2	3	4



- **Family involvement** (e.g. caring for a relative) can replace a career element.
- **Experiences**, that were gained outside of the Bosch Group, will be taken into consideration.

Lo sviluppo dei collaboratori – Talent Pool

What are the advantages for Talent Pool members?

Qualification



Visibility



Network



Expanded tasks,
through which
talented individuals
can grow personally
and in their careers



Lo sviluppo dei collaboratori – Talent Pool

2. Mandatory Seminars for Talent Pool 1 members who take over a managerial function *

* In leadership career path and project career path

Suggested order	“Lead“ – Leadership Development Program	Booking code Curriculum: RBW OT LEAD
1.	Project Management for Executives	MD-Lead-PME
2.	Leading CIP	MD-Lead-CIP
3.	Staffing: Roles, Process and Methods incl. WBT Staffing	MD-Lead-WBT-STA MD-Lead-STA
4.	First Managerial Role	MD-Lead-FMR
5.	Performance and Competence Management incl. WBT's Policy Deployment and OptM	<ul style="list-style-type: none"> ▪ MD-Lead-WBT-PD ▪ HR-HRG-CptM-M ▪ MD-Lead-PCM
6.	Communication and Conflict Management	MD-Lead-COM
7.	Basic Knowledge	MD-Lead-BAS (different options in TrainM for different locations)
8.	WBT Reflection	MD-Lead-WBT-REF

* These WBT have to be completed before starting the particular classroom module.

3. Mandatory Seminars for Talent Pool 1 in the Specialist Career Path

Order:	“SPEED“ – Specialist Education and Development Program (the program should be started within 18 months after admission to ADP)	Booking code Curriculum: RBW OT SPEED
1.	My role as knowledge manager	<ul style="list-style-type: none"> ▪ MD-TDP1-SPEED-RKM ▪ MD-TDP1-SPEED-PEE ▪ MD-TDP1-SPEED-CKM
2.	Personality and external efficacy	
3.	My communication as a knowledge manager	

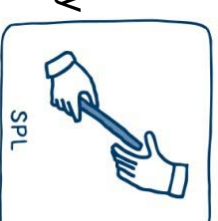
start should be within the first 12 months after being admitted to the Talent Pool - part 3 within one year after participation in part 2



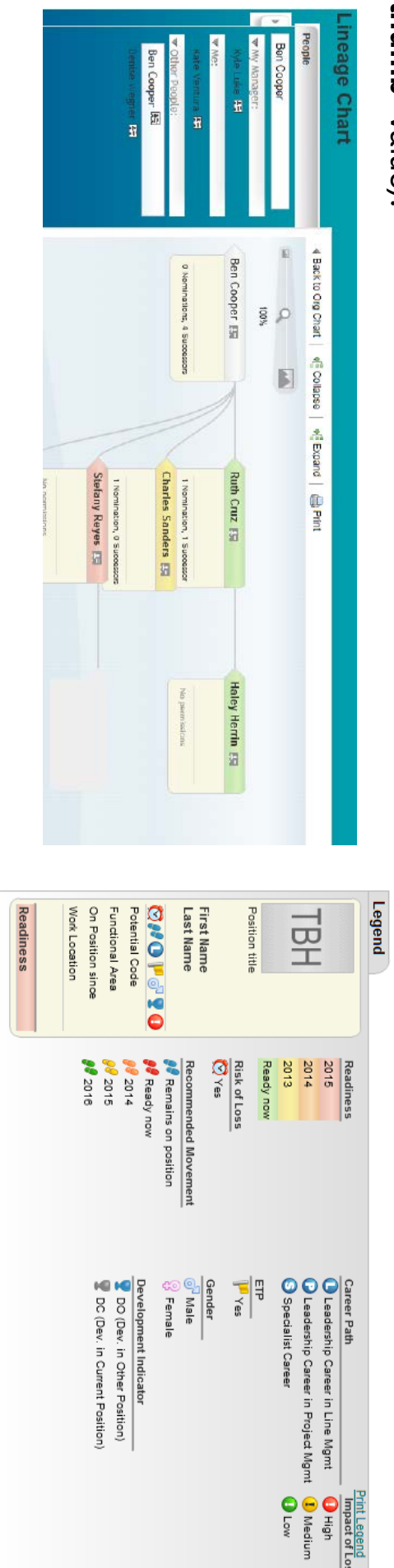
Lo sviluppo dei collaboratori – Succession Planning

Succession Planning (SPL) at Bosch is the systematic process of supporting **staffing of managerial and key positions** that are **relevant for business goals and technical excellence**.

- SPL target groups are managerial and specialist positions SL2-SL5 as well as key positions SL1 and below, i.e.
- Specialist positions that are hard to fill with internal/external candidates with a long duration of staffing
- Positions that require rare competencies and which therefore also take long to staff/for which few candidates apply (e.g. a position requires languages skills that are rare)
- Expatriate positions



The SPL **success rate goes down if the pool of possible successors is too large**. To meet the goal of an efficient process SPL planning must be restricted to managerial and key positions. A candidate should be planned for a maximum of 3 positions (“**rule of thumb**” value). A position should have a maximum of 5 possible successors (“**rule of thumb**” value).



Lo sviluppo dei collaboratori – Ruoli e responsabilità

Myself	My Manager	MyHR Business Partner
<ul style="list-style-type: none"> Actively shape and advance your development e.g. by preparing well for your GPD and by selecting respective measures for your development. Show, e.g. through your willingness to take over new tasks and challenges that you want to develop professionally and personally. Take the initiative! 	<ul style="list-style-type: none"> Associate Development is primarily the manager's task. Your manager is your first contact concerning development and advancement topics. 	<ul style="list-style-type: none"> Your HR Business Partner supports and guides you in all your questions as an associate or manager concerning Associate Development and provides you with suitable instruments and measures.

Lo sviluppo dei collaboratori

... are requesting changes in

mindset

as well as in

associate development:

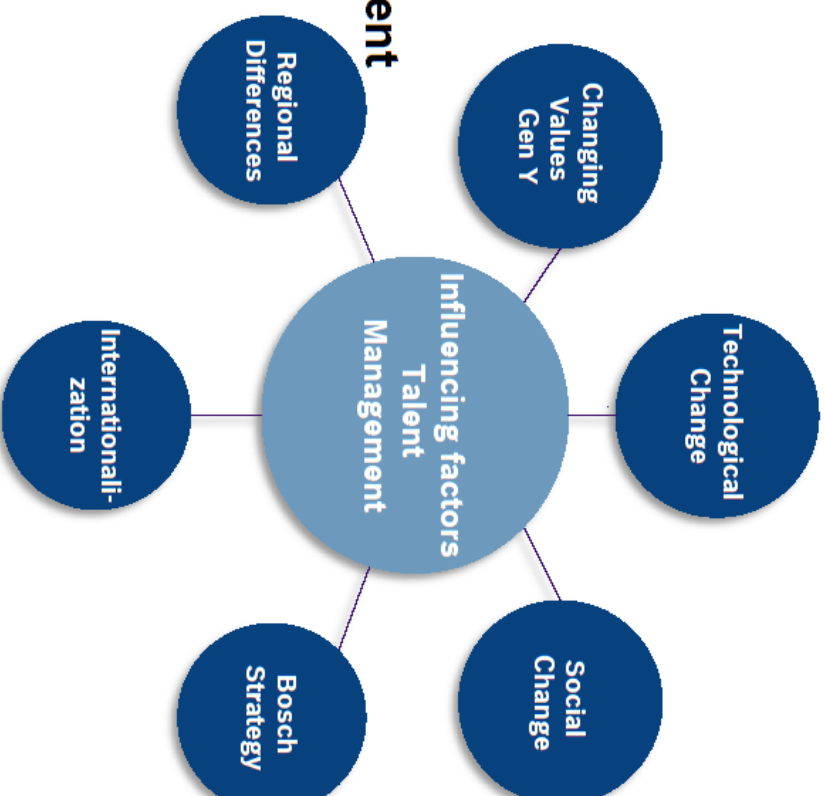
more...

... initiative and commitment

... self-responsibility

... transparency

... promotion of diversity



Grazie
per

l'attenzione

