World Meeting on Human Fraternity 2025
Business Roundtable Output

This document gathers and synthesizes the various contributions that emerged during the Business Working Table.

From the discussion, a transformation becomes evident in how the role of business is conceived within contemporary society.

Fraternity is no longer regarded as a secondary element but as a foundational component of a renewed organizational vision.

Participants emphasized that one becomes truly human when caring for those beyond one's immediate circle — a principle that takes concrete form in business management, where the enterprise evolves from a mere productive structure into a relational "home."

Fraternity strengthens the roots and reasons for an enterprise's existence, showing that the factors enabling human fulfillment coincide with those ensuring long-term organizational sustainability.

A second aspect concerns the evolution from traditional competitive models toward collaborative approaches.

The observation that knowledge is no longer power, reflects a structural shift in the knowledge economy, where value moves from the possession of information to the ability to synthesize and collaborate.

In the era of artificial intelligence, organizations must cultivate what can be described as "controlled vulnerability" — a strategic openness to external contributions that cannot be fully managed yet may prove profoundly regenerative.

The importance of shared purpose and involvement also emerges clearly: people must understand why they do things, rather than acting automatically.

At the same time, a form of strategic realism takes shape, combining long-term vision with operational concreteness: sustainability must generate shared value, producing both corporate margins and socio-environmental benefits.

Central to this reflection is the recognition that "the company is an entity that generates value for everyone," overcoming the logic in which "short-term results have become an absolute commandment" and moving toward a conception in which finance returns to its proper role as a means rather than an end.

Concrete Initiatives and New Organizational Models

The testimonies reveal a wide spectrum of concrete interventions that translate these principles into measurable actions.

Initiatives range from employment reintegration programs for vulnerable groups to violence-prevention campaigns extended across entire supply chains; from the creation of community spaces using sport and culture as languages of social cohesion to environmental innovation projects requiring the evolution of existing regulatory frameworks.

Leadership is redefined around the concepts of authenticity and inclusion of diversity, where heterogeneous teams generate broader and more beneficial solutions for society.

An especially innovative development is emerging in organizational models: fully flexible way of working makes it possible to recruit top talent wherever they are, while also encouraging the return of expertise from abroad, creating territorial inclusivity that transforms the entire nation into a reservoir of talent.

Equally significant is the experience of innovative ownership models, where a percentage of company ownership is allocated to workers, creating a form of direct participation that transforms employees into stakeholders.

Corporate welfare initiatives take on a human-proximity character, such as mobile health services that reach work places directly, revealing an attention to entering human intimacy and understanding the real needs of collaborators.

Toward a New Economic Humanism

The overall picture outlines a model of capitalism oriented toward the creation of shared value, where in the long term the social role converges with the economic one. The evidence suggests that caring for the unknown other constitutes a dimension of corporate sustainability, transforming the enterprise into a laboratory of social experimentation. It also shows that companies represent the only organism with cultural and historical solidity in a context of increasing political and economic volatility.

The emergence of this economic humanism reconciles efficiency and solidarity through a synthesis that requires management to assume a role of accompaniment and the building of lasting relationships.

Governance is oriented toward a platform of exclusively human values, where respect emerges as fundamental and corporate presentations invariably begin with the theme of health and safety, to bring all colleagues home safe and sound.

The discussion highlighted that without young people there is no innovation, and without innovation it is difficult to make a qualitative leap — underscoring the idea that the sustainability of the enterprise depends on its ability to act as an incubator of the future through shared values

Finally, there is recognition that companies have an obligation to give back to the territory, extending social responsibility to the entire national community and addressing the challenges of strategic autonomy that require long-term vision.

Symbolic Images Inspired by the Contributions