

ROBERTA MARRACINO



Summary

Corporate senior executive with broad experience in strategic consulting, financial institutions and cross-functional transformation programs. Main areas of competence include ESG strategy, social impact initiatives, management of strategic projects, corporate reputation, institutional affairs, innovation, marketing & external communication.

What distinguishes me is a good combination between a structured and analytic approach, strategic vision and execution ability. I'm capable to lead diversified teams, with both local and international footprint, and to leverage innovation as a founding component of change in organization and client offering. I don't fear out-of-the box thinking, which is an essential ingredient for practicing a courageous and entrepreneurial leadership.

In the last years I have designed, launched, and governed several no-profit initiatives, involving a variety of stakeholders. Among them, Valore D and Education to Employment. I'm also serving as member of the Steering Committee of Chapter Zero Italy, Board Member of Accademia Teatro alla Scala and Vice Chairperson of Fondazione Italiana Accenture.

Professional experience

Dic. 2024 – Today **S&C Strategy Lead, ICEG (Italy, Central Europe, Greece)**
Accenture, Milan

Senior Managing Director leading a team of 350+ Strategy and Tech Strategy Consultants across 5 industries (Financial Services, Products, Telco & High Tech, Resources, Health & Public Sector). Responsible for P&L of the Service (Sales, Revenues and Profitability).

Reporting to CEO. Member of Accenture ICEG Executive Committee.

Nov. 2022 – Nov. 2024 **Growth & Strategy Lead, ICEG (Italy, Central Europe, Greece)**
Sustainability Lead, Financial Services, ICEG
Accenture, Milan

Managing Director in charge of the definition of Accenture Strategy and Growth in Italy, Central Europe and Greece. Leading the execution of the multi-year Strategic Plan and of the Strategic Initiatives Program, across a multiple intersection of Industries, Services and Clients.

Responsible for Sustainability offering to Financial Services Clients. Key areas of expertise: Sustainability Strategy & Culture Design, Social Impact assessment and measurement, ESG Product Design & Innovation, ESG integration in Risk Management and Lending, ESG Data model, Reporting & Disclosure, Sustainability Infused Operations, Processes & Technology.

Reporting to CEO. Member of Accenture ICEG Executive Committee.

Jul. 2024 – Today Vice Chairperson
Fondazione Italiana Accenture

Jan. 2024 – Today Member of the Board, Non-Executive Director
Accademia Teatro Alla Scala

Nov. 2022 – Today Member of the Steering Committee
Chapter Zero Italy, local chapter of the **Climate Governance Initiative** (in collaboration with **WEF**)

Jul. 2020 – Mar. 2022 Head of ESG Strategy and Social Impact Banking
Unicredit Group, Milan

Steering the definition of ESG and Social Impact Banking Strategy and its implementation across the Group functions and geographies, ensuring consistency of the ESG framework with Group's purpose, principles, practices, international standards, and taxonomy. Driving the ESG Strategy Roadmap, the definition of ESG business and non-business targets, the set-up of ESG Data and ICT platform. Leading the NetZero Group project, jointly with Risk and Business functions.

Ensuring measurement and disclosure of ESG impact and results. Addressing the dialogue with key stakeholders, including ESG investors and ESG rating agencies, NGOs and civil society. Supporting business functions with "concepts" for ESG offering, identification of potential partnerships, advisory tools, training and capability building programs.

Leading the definition of the Social Strategy of the Group, which includes impact finance offering and KPIs, financial education programs and targets, Unicredit Foundation's funding and donations.

Reporting to CEO Office. Member of the Executive Committee, Chairing the ESG Strategy Council (top management body), Member of Reputation Risk Committee.

Oct. 2018 – June 2020 Head of Business Innovation and Market Management
Zurich Insurance Group, Milan

Bringing and accelerating innovation in product and client proposition (especially related to AI and IoT service model), to support the Group's performance in Italy.

Leading Marketing & Communication activities, targeting final clients and distribution channels; strengthening Group's brand in Italy; supporting the commercial strategy through the analysis and monitor of customer's analytics and insights and the improvement of customer experience.

Reporting to the Country CEO, Functional reporting to Global Head of Strategy, Innovation & Business Development. Member of the Executive Committee, of the Business Development Committee and Product Development Committees.

Apr. 2017 – June 2020 Member of the Board, Non-Executive Director
Gruppo BPER, Modena

Independent Board Member, representing the Institutional Investors.

Until March 2018: Member of the Risks and Control Committee

Since April 2018: Member of the Remuneration and Nomination Committees

Jun. 2014 – Sep. 2018 Executive Director, Research, Communication, CSR and Education to Export
SACE Spa (Cassa Depositi e Prestiti Group), Milan/Rome

In charge of assessment and evaluation of country/sovereign/business/political risks, export opportunities in emerging and advanced geographies, economic and marketing research.

Leading all the reputation building activities (public and media relations, online and offline campaigns, social media activity, business community and institutional relations).

Defining the grants plan, developing the Sustainability Report, taking care of the stakeholder engagement activity and of internal communication tasks. Launched “Push to Open” program, focused on training and orienting teens to study/working choices (3.000 students involved between 2015 and June 2017).

Reporting to the CEO. Member of the Management Committee, of the Transactions Committee and of the Investment Committee. Participating to the definition and implementation of the Strategic Plan and of the Digital Transformation Plan.

Jan. 2003 – Jun. 2014 **Director of Research and Communication, Mediterranean Complex (Italy, Turkey, Greece, Iberia)**
McKinsey & Company, Milan, Istanbul, Athens, Madrid

Leading a group of 30+ analysts, coordinating marketing, business research and strategic analysis activities in 5 geographies across different sectors.

Managing corporate reputation and related risks, PRs, media and business community relations, institutional affairs, events organization, internal communication.

Coaching and assisting key Firm representatives in public settings and in media exposure. Design, launch and management of important external pro-bono initiatives on youth unemployment in Italy (Education to Employment/Studio Ergo Lavoro) and women empowerment in business (Valore D Association).

Reporting to the Managing Director. Advising and supporting the Client, People, Recruiting and Office Performance Committees.

May 2009 – Jun. 2014 and Jun. 2019 – Jul. 2020
Member of the Board and of the Executive Committee
Valore D – Corporate Association. Milan

Founding member of the Italian Association focused on women leadership development.

Aug. 2000 – Dec. 2002: **Head of Strategic Analysis - Strategic Marketing Department**
Banca Nazionale del Lavoro, Milan/Rome

Nov. 1998 – Aug. 2000: **Manager of Information Center and Strategic Analysis Unit**
Gemini Consulting (Cap Gemini Group), Milan

Sept. 1996 – Nov. 1998: **Research and Information Manager**
McKinsey & Company, Milan

Apr. 1994 – Sept. 1996: **Banking and Financial Institutions Researcher**
McKinsey & Company, Milan

Dec. 1992 – Apr. 1994: **Marketing Specialist**
Cassa di Risparmio di Gorizia Spa, Gorizia - Italy

Awards

2020 “**Businessperson of the Year**” in Finance, by Fortune Italia

2018 Included in “**100 Women experts in Economy and Finance**”, by Osservatorio di Pavia and Gi.U.Li.A Association

2013 “**Talent and Merit Women Award 2013**” by Aldai-Federmanager

2012 Included in “**Ready for Board Women**” list by Professional Women Association
Included in **1.000 excellent CVs** list by Fondazione Bellisario

2004 “**Alumnus of the Year**”, by MIB School of Management

Education

2012 – 2013	“In the Boardroom”, 1 year training program on Board Membership by Valore D and GE Capital
2012	Course on Board Membership for listed and non-listed companies by Valore D
1991 – 1992	Master in International Business, Degree with Honours MIB School of Management, Trieste, Italy
1986 -1991	Degree in Economics, full marks (110/110) with Honours Triest University, Trieste, Italy

Additional Information

Languages: Italian mother tongue, fluent in English and discrete German.

Interests: reading, running, fine arts.

Publications

Jun. 2017	<i>Export Unchained. Where the growth is waiting for Made in Italy. Export Report 2017/2020</i> (in Italian) G. Baldassarre, P. Ciabattini, S. Gorissen, R. Marracino, L. Moneta, A. Terzulli, SACE Spa
Jun. 2016	<i>Re-Action. Export Calling. Forecasts 2016/2019</i> (in Italian) G. Baldassarre, S. Gorissen, C. Lucano, R. Marracino, L. Moneta, A. Terzulli, SACE Spa
May 2015	<i>Re-start: Exporting more, an affordable challenge for Italy</i> (in Italian) S. Gorissen, A. Iadanza, R. Marracino, L. Moneta, E. Padoan, A. Terzulli. SACE Spa
Nov. 2014	<i>Looking for the lost growth. Opportunities and returns for Italy in getting a stronger international footprint</i> (in Italian) R. Marracino, SACE Spa
Apr. 2014	<i>Employment and Education: the hidden traps for girls in their route to the job</i> (in Italian) R. Marracino, McKinsey & Company
Jan. 2014	<i>Education to Employment. How to increase the dialogue between schools and employers to reduce the structural youth unemployment</i> (in Italian) A. Castellano, X. Kastorinis, R. Lancellotti, R. Marracino, L. Villani. McKinsey & Company
May 2013	<i>Investing in growth: how to re-launch Italy</i> (in Italian). R. Marracino, C. Spreafico, V. Terzi, A. Turconi. McKinsey & Company
Apr. 2013	<i>Secondary Welfare: an advantage for companies and employees</i> (in Italian). R. Marracino, F. Rizzi, L. Toia. McKinsey & Company, Valore D
Jan. 2011	<i>Matching austerity and economic growth in Europe: a watch to Italy</i> (in Italian). R. Marracino, G. Santorsola, V. Terzi. McKinsey & Company

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