

EVOLVE

EVERY SINGLE DECISION COUNTS!

Do the right thing in the right sequence



EVOLVE

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EDITOR IN CHIEF

Carlo Nicolais

EDITORIAL COORDINATOR

Massimo Dapoto

PROJECT AND DESIGN

Cultur-e
www.cultur-e.it

EDITOR

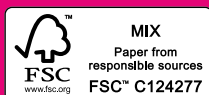
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Operative Headquarters
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LOOKING BEYOND THE EARTH'S CURVATURE

Svobodny, located in the Far East of Siberia in the region of Amur Oblast on the border of China, is where one of the largest natural gas treatment projects in the world is being developed and implemented. A wild region where the average temperature in a twelve month period is -1.1 degrees celcius. In July, the hottest month of the year, the temperature can rise above 30 degrees on certain days, while in January it can drop to 50 below zero during the long Siberian nights. Temperature changes that affect activities, relationships and mood, because operating in such a place is not easy. Thirteen kilometers north of Svobodny is Amursky, where the Amur Gas Processing Plant will be built with an estimated output of 42 billion cubic meters of natural gas/year that will be fed into the Power of Siberia pipeline that will supply gas to China. The contract is the largest ever awarded to the Maire Tecnimont Group, and will consolidate its historic presence in Russia.

The place we find ourselves in is a city within the city. More than 900 specialists from different disciplines are participating in the project, working in 4 major operational centers spread over 8 time zones, from Milan to Mumbai, from Moscow to Ningbo, in China as well as in 12 Russian design institutes. These are the numbers that highlight the level of challenge faced by the management of Maire Tecnimont, committed to keeping a construction site that measures 870 hectares going. To build the plant, a population of about eighteen thousand people is housed in the field, the size of a mini city, with extreme problems in terms of logistics, supply and comfort. The area is surrounded by the Siberian tundra for thousands of kilometers, Moscow being eight hours by plane and six time zones away.

The challenge in the challenge is to make the right decisions, while keeping the size and complexity of the project in consideration. And above all, the type of end customer Gazprom Pererabotka

Blagoveshchensk and JSC NIPIgaspererabotka as general contractor for the development of the whole project. In cases like this, it is essential to have a thorough knowledge of the culture, the habits and the mentality of our partners, because only by understanding our differences and reciprocal codes of conduct we can establish solid relationships that are open to dialogue.

Our Russian partners are very attentive to procedure: they are used to operating in a linear way with precise rules to be respected. Precisely for this reason, our preparation - as Maire Tecnimont employees and sub-contractors - must be equally rigorous. Technical and certified skills must be combined with soft skills, all necessary to effectively adapt to sudden change and proactively seek new solutions. All the pieces of such a complex and varied team - which includes Russians, Turkmens, Uzbeks, Azerbaijanis, Chinese, Croats, Serbs, and Turks - must work together with the coordination and precision of an atomic clock, without ever underestimating the smallest detail or deviation to the plan. Arriving at the final goal is important, but so is the “how” you get there and “when”.

Another keyword is “vision”, which does not just mean “conveying the future goal to your team”. In these contexts, decisions must be taken with the attitude of a chess player, who anticipates the next moves and traces them backwards. With the people of the team, I often speak about vision beyond the curvature of the earth, the careful forecasting of events based

on wisdom and experience, intuition and risk management skills. The context and the partners - in the contractual phase and during the project - must be respected with their diversity taken into consideration: a flexible approach that dissolves mistrust and focuses on the solution, not the problem. This is a method we also adopt internally: it is useless and unproductive to shift the responsibility of critical events onto others. Let us rather ask ourselves what would be the best way to prevent this from happening again. How can I help my colleagues, bosses, collaborators and stakeholders, all those in my general sphere of influence, to make the process more fluid? How can we quickly adapt to the new situation without remaining passive? Communication and relationship skills, in this regard, make all the difference.

The project needs people who are able to control its various phases and work as intermediaries between the different positions and cultures,

making the process constructive and adaptable: they are those who oil the gears with their structured competence and a wise use of emotional intelligence. The Amursky project team is composed of people able to put their accountability and sense of responsibility to use in the organizational process. When the model evolves using horizontal logic void of impulsive choices and moves according to the ultimate plan, every decision favors the functioning of the system and the process flows smoothly. On a construction site of 18,000 people, the results are visible when we managers can encourage each individual collaborator, allowing him to demonstrate his professional skill and talent. The procedures help us find our focus, and then each of us must move dynamically and proactively with a 360-degree view.

A final note to show the importance of keeping the team spirit alive and amalgamating the different ethnic groups in a very complex intercultural scenario. We have introduced the role of cultural and social mediator, a local with ethnocultural experience and studies. The mediator has the task of fostering awareness and motivation in the entire population of project workers, communicating the progress of the construction (with photo and video reports made from drones, organizing social and cultural activities, music and ethnic cuisine festivals, concerts, language courses held by workers themselves, sports activities and competitions, managing the interactions with local communities). These are all examples of the project's added value.

Patience, listening, punctuality, respect, clarity of objectives and timeliness are all skills that an Adaptive Manager should have. If he lacks them, stop him and help him acquire them first, before he joins the project. It will be a benefit for him and for the entire company.

Constantin Cimpuiaru

Tecnimont Integrated Projects Vice President




TO GUIDE AND TO SERVE

There is nothing servile in serving. Many remember the scene from “Life is Beautiful” when the elderly uncle explains to the young waiter, played by **Roberto Benigni**, the importance and dignity of the job of those who serve others. “You are serving, but you are not a servant. Serving is the supreme art. God is the first servant. God serves men, but he is not the servant of men”.

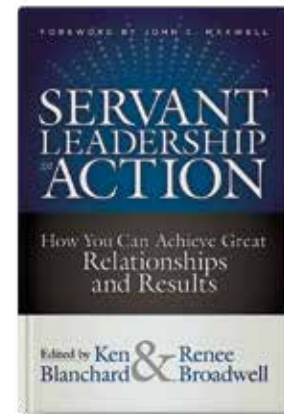
For some time we have witnessed the action of individualistic and self-centered leaders, committed to causing negative impacts in many sectors of society: people who in certain cases, with their work, manage to break down entire organizations. Theorized in 1970 by Robert Greenleaf, consultant for the Massachusetts Institute of Technology (MIT), and developed in 1998 by Larry Spears, author of numerous essays on **Servant Leadership**, the concept of “servant leadership” was born as a paradigm where the boss retains his leadership function, but enriches it by continually interacting with his team, involving individuals in objectives, vision and the decision-making process. Employees, relieved of command-and-control anxiety, will achieve their objectives more effectively, improving themselves and making the right decisions. In fact, their growth will positively affect the excellence and development of the environment in which they operate.

As we explain in the articles of this issue of Evolve, a leader should be able to listen, empathize, be aware, persuade, conceptualize, use foresight, know how to manage people and be fully engaged. Among the materials from which we drew inspiration is the work of **Ken Blanchard**,

WHY DO CUTTING-EDGE COMPANIES LIKE NETFLIX, PIXAR AND AIRBNB THRIVE WHERE OTHERS FAIL? IS IT POSSIBLE TO BE BOTH LEADER AND SERVANT AT THE SAME TIME? INTERNATIONAL EXPERTS ON LEADERSHIP ISSUES CONFIRM THE IDEA THAT GREAT SUCCESS COMES FROM THE WORK OF GREAT TEAMS WHERE MUTUAL SUPPORT AND MOTIVATION IS FOSTERED.



management consultant, author of the bestseller “The One Minute Manager” (13 million copies sold) and over sixty articles on the subject. His latest book - “Servant Leadership in Action” - is a resounding collection of 44 articles written by as many opinion leaders on the subject, such as **Stephen Covey** (author of “Smart Trust”), **Patrick Lencioni** (“The Five Dysfunctions of a Team”) e **Raj Sisodia** (teacher in global business and founder of the “Conscious Capitalism” movement). Kenneth Blanchard argues that servant leadership makes employees feel less stressed and highly empowered: the more they see that the leader is attentive to their professional development, willing to dialog and involve them in decision-making processes, the more motivated, committed and productive they will be.



The abstracts taken from “Extreme Teams”, the latest book by **Robert Bruce Shaw**, consultant and author of “Trust in the balance” and “Leadership blindspots”, have also been highly effective. “Behind great successes,” he explains, “there is almost always the work of great teams. But the majority of leaders rely on decades-old ideas and practices used by companies that have lost their competitiveness. Therefore, what must be done to create teams that can successfully face the challenges of today?” To answer this question, Shaw examines the strategies of some of the most innovative companies in the world, such as **Netflix**, **Pixar**, **Airbnb**, **Whole Foods** and many others. We will discover how the leaders of these companies reason and work, focused on the importance of creating high-performance teams capable of achieving extraordinary results.

You will find scattered keystones here and there from articles written by **Lucia Darino** (senior expert at McKinsey’s New York office) and various authors who work at **McKinsey** in Amsterdam, Houston, Washington, Los Angeles, and San Francisco. They will tell us about the changes needed for management performance to succeed. “There are not many practical activities that need to be changed in order to move from inadequate management to effective management. Companies that link employees’ goals to business priorities while investing in managers’ skills have an 84% greater chance of being perceived and recognized as fair by their employees”. The ancient paradigm that sees companies as machines must be replaced with a new vision that considers them as living organisms. “What will be the dominant organizational paradigm for the next 100 years, McKinsey experts ask themselves? How will companies find the balance between stability and dynamism? And above all, which companies will dominate their market and attract the best talent?”.

LIKE A SMARTPHONE

Agile companies are both stable and dynamic. They design stable elements that evolve slowly but support dynamic capabilities that can quickly adapt to new challenges and opportunities. Let's take the smartphone as an analogy: the physical device acts as a stable platform for a huge number of dynamic applications, providing each user with a unique and useful tool.

[Wouter Aghina e Aaron De Smet - McKinsey]

TO SERVE FOR THE GOOD OF OTHERS

There are people who are truly committed to the good of others. My mother was one of them. A few years before she died, she asked Jacob, one of her grandchildren, what his favorite songs were. He gave her 24. She then went to the piano and sang all 24 of them, recording them on side A of a cassette tape. When she finished, she turned the tape over and recorded the same 24 songs on side B. This way Jacob never had to rewind the tape to listen to his favorite music. I still keep that cassette as a reminder: this is what a servant leader can actually achieve.

[James Ferrell]

EMOTIONAL INVESTMENT

The obsession with work at the expense of relationships produces good results, but only in the short term. Leaders at the forefront understand the risks of the approach that considers the relationships with workers as marginal to the service offered or the project implemented. Innovative leadership does not want employees to be consumed by work alone. Instead, they facilitate the relationships and the spread of corporate culture.

[Robert Bruce Shaw]

THE DYSFUNCTIONS OF A TEAM

Not finance, nor strategy, nor technology. It is teamwork that is the fundamental competitive advantage. In corporate teams, however, 5 malfunctions that often cause quarrels and misunderstandings are always lurking, causing misunderstandings and generating failure. They are the absence of trust, the fear of conflict, the lack of commitment, the flight from responsibility and the lack of focus on the results.

[Patrick Lencioni]

PASSION AND CREATIVITY

When Disney acquired Pixar in 2006 to recover from its creative crisis, the new leaders recognized that the creative staff was not the one to blame. Instead, it was the studio managers who didn't have a true passion for animation and big stories: none of them had grown up with the desire to work in that sector. Another change implemented to revitalize Disney was to improve the look of the offices, putting emphasis on individual creativity: a company that wanted to make millions of children fall in love with it could not look like a financial establishment, with a colorless environment, tidy desks and straight-laced professionals.

[Robert Bruce Shaw]

FREEDOM AND AUTONOMY

Unlike traditional leadership - where the leader's main goal is the prosperity of his company - servant leadership is a philosophy based on power-sharing. Where the leader puts the needs of his employees first, helping them to develop (not only professionally) and take on responsibility. Once the vision has been shared and the objectives clarified, the leader gives the collaborators freedom and autonomy in how to reach those targets, with an attitude of trust and mutual success (win-win). Success comes from a clever mix between the focus on results and the fostering of relationships.

[Ken Blanchard]

BETTER FIT THAN COMPETENT

Jack Ma, the founder of Alibaba, says that to put together a team you should find the right people with complementary skills, not necessarily the best and most successful ones. Zappos - a leading American company in footwear and clothing online - gives more importance to its culture than to the achievement of its quarterly objectives. During recruitment interviews, it tends to eliminate the so-called "halo effect" that occurs when a candidate's technical skills are so obvious that one tends to believe that he has similar qualities even in other unrelated areas (for example personal traits). The decision to hire a person is only 50% based on his skills: the remaining 50% comes from compatibility with the company culture, even if it takes a long time to find the right people.

[Robert Bruce Shaw]



WORKING TO FEEL BETTER

Another obsession of cutting-edge companies is the desire to have an impact on society: in many cases it means improving the world through their products, services and the way the company operates. Academic research also emphasizes the importance of working with a purpose. A researcher at the Yale School of Management - studying how people see their work - has found that most people consider it as a means of earning money. However, about a third of respondents stated that their work was linked to a higher purpose: usually, helping clients or doing good for society. If a person follows his calling through work, he is happier and works better.

[Robert Bruce Shaw]

INTELLIGENT CONFIDENCE

In the current world dominated by networks, trust has become a new currency, an essential competence for individuals, teams, companies, and nations to have. Between the blind trust that ultimately leaves us empty and the distrust that deprives us of prosperity, energy, and joy, there is a third way: intelligent trust. A Swedish restaurant chain publishes carbon emissions for all the dishes on the menu so that customers can consider the environmental impact of their choices. Working with this kind of transparency, in addition to offering succulent burgers, it has created great loyalty, which for nine consecutive years has earned the chain the highest score in customer satisfaction ratings.

[Stephen Covey]

FAST AND AGILE COMPANIES

Compared to stable and hierarchical companies, the so-called “agile” ones add speed and adaptability to structure, creating a competitive advantage in volatile, uncertain, complex and ambiguous conditions (VUCA). The five features that distinguish these companies are: everyone looks to a single North Star, the team network is highly motivated, decision-making and learning cycles are rapid, a model of dynamic people ignites passion, innovative technology enables processes.

[Lucia Darino - McKinsey]

SPEAKING CLEARLY HELPS

Netflix leaders believe that people understand when leaders lie or alter truths about performance, an important decision or the situation of an individual employee. This is why we always try to be very direct in communicating with the staff. Newcomers are told that the company is not a family but a team and that successful teams promote talent whenever possible. But also that they won't stay in Netflix if they don't get high-level results. It is not a suitable company for those seeking security and stability: those who choose to become part of the group will find themselves working in a team characterized by warmth and mutual respect, by excellence, frankness, and change.

[Robert Bruce Shaw]

CLARITY OF OBJECTIVES

Servant leadership works. In the economically difficult years from 2010 to 2012, the WD-40 Company (of which I was CEO) achieved the best financial results in its history. In a survey among our employees, 98% had positively selected these statements: I feel that my opinions and values fit perfectly into the corporate culture: I know what results the company expects from me: I clearly understand the objectives of the company: I understand how my work can contribute to reaching those goals: I love telling people that I work for WD-40.

[Garry Ridge]

News from:

- Robert Bruce Shaw, “Extreme Teams”, MGMT Editions
- Kenneth Blanchard, “Servant Leadership in Action”, Berrett-Koehler Publishers
- Garry Ridge, “Helping People Win at Work”, Pearson Education
- James Ferrel, “The Servant Leader’s Focus”, Arbinger Institute
- Stephen Covey, “Smart Trust”, Franco Angeli
- Patrick Lencioni, “The Five Dysfunctions of a Team”, Jossey-Bass
- Lucia Darino, “Performance management in agile organizations”, McKinsey
- Wouter Aghina e Aaron De Smet, “The five trademarks of agile organizations”, McKinsey

DEVELOPING CRITICAL THINKING

TO CREATE INNOVATION, COMPANIES INCREASINGLY RELY ON TEAM-BASED SOLUTIONS. ANDREA PRENCIPE, RECTOR OF LUISS GUIDO CARLI UNIVERSITY, TALKS ABOUT ORGANIZATIONAL MODELS AND DIGITAL TRANSFORMATION.



**Andrea
Prencipe**

Andrea Prencipe is the Rector of Luiss University and Full Professor of Organization Theory and Innovation. He has held positions at SPRU-University of Sussex, INSEAD, University G. d'Annunzio; he has been Visiting Professor at BI Norwegian Business School, Imperial College Business School, and Rotterdam School of Management. He is an expert on innovation-related issues in firms (including management of technological and organizational innovation), organizational learning in project-based organizations, the implications of modularity on the division and coordination of labour, the relationships between regional social capital and innovation processes.

LUISS 

It is often technological development that mark change in the professional world. In the digital age, the professions of the future will be mainly shaped by the man-machine relationship and by the potential of

both. To integrate both human and digital capital, new interpretative codes, skills and methods are required. Individuals capable of managing such a challenge will need to have in-depth skills in the technical sectors, but also the ability to interact in the realm of humanistic studies. We talked about these issues with **Andrea Prencipe**, the president of the Luiss Guido Carli University of Rome.

Professor Prencipe, you are one of the leading experts in innovation management and organization theory. How is the culture of decision-making, be it macro or micro, and accountability spread within a multinational project-oriented and multi-geographic company?

Renewing organisational culture – or introducing new cultural elements in an organisation – is a long, intricate, and tricky process. Organisations – and human beings that inhabit them – are characterised by an intrinsic resistance to change related to practices, methods, and indeed culture. Empirical research indicates two approaches to cultural change – including elements of decision-making and accountability

– major initiatives or small, project-based initiatives. Major initiatives that aim to renew organisational culture result oftentimes in major failures, unless they are supported by consistent communications by the top management and, more importantly, involvement of employees during the initiatives to create ownership. More recently, organisations have adopted different approaches for cultural renewal: such approaches consist of small project-based initiatives that act as vehicles to diffuse new cultural elements. Such project-based initiatives create and constitute organisational templates that can be considered as exemplars. These initiatives rely on the assumptions that human beings learn by (attending) examples and tend to emulate those counterparts that feel closer.

Let's talk about the relationship between the organizational model and the degree of innovation in a company. What are the winning solutions emerging from the international debate?

Organisations increasingly adopt team-based solutions to pursue innovations. Arguably, teams are effective way to introduce innovations as long as are diverse in terms of their composition led by a team leader who can value the contributions of each member.

Digital transformation (and looking towards the future, artificial intelligence) is changing the face of companies, posing new challenges in the evolution of human capital. How are managers and staff helped to perceive technological innovation as a boost to professional and corporate development?

To better exploit the opportunities offered by the digital revolution, organisations must put human beings centre stage in the development of new AI-based tools. AI-based tools must be designed and developed with the aim to aid and augment human performances. In so doing, we do not run the risk to force human beings to adapt continuously to the tempo of machines as it occurred during the past decades or to resist to any technologically-induced change.



Recalling your recent interview for Corriere della Sera Italian newspaper on the link between technical skills and creative approach, how can Galileo and Picasso coexist in a company?

The obsolescence rate of technical issues/matters has been increasing exponentially over the last decades. This entails that by the time a student completes a 4-year technical degree, the content of his/her college exams are obsolete: the speed of change has reached unprecedented rate. Additionally, change may also follow discontinuous patterns. Hence, it is important that human beings develop and cultivate critical thinking that can only be acquired, developed and refined through the study of arts and humanities as well as through participation to cultural events.

We speak more and more of the need for leadership with “feminine” characteristics in multinational companies. What experiences and results are obtained when leaders cultivate flexibility and relational skill with more care?

Leaders who have and exercise human skills such as flexibility, adaptability, teaming, creative and critical thinking are those who can value the contribution of organisational members and therefore create a sense of community which is at the basis of the innovative organisations.

THE COURAGE OF THE RIGHT DECISION

Netflix is considered particularly bold in its approach to human resource management. More than 8 million people have downloaded a presentation of the company's operating principles: a cultural platform that some claim to be the most important document ever produced in Silicon Valley. In that document the company describes its way of operating and in particular its culture of freedom and responsibility. Netflix believes in the principle of giving employees considerable autonomy, demanding high performance levels in return. It eliminated the vacation day limit: employees take all the time off they need. However, the key to making this model work is to have the right people. Freedom and responsibility are not worth much if individuals do not have the motivation and skills necessary to achieve results.

In interviewing **Pierroberto Folgiero**, CEO of the Maire Tecnimont group, we started from this account relating to Netflix that Robert Bruce Shaw shared in his book *Extreme Teams* (which we have already discussed in the previous pages). Among the sectors based on people's talent, such as cinema and soccer, and the more traditional and complex industrial sectors, mainly driven by technology, where does Maire Tecnimont fit in?

"Our Group operates in a particular arena - explains Folgiero - over various disciplines and numerous geographies. In a scenario of great digital

ACCORDING TO THE CEO OF MAIRE TECNIMONT, PIERROBERTO FOLGIERO, SPREADING THE CULTURE OF ACCOUNTABILITY HELPS PEOPLE TO EXPRESS THEIR EFFECTIVE CONTRIBUTION. RESPECTING AN ORGANIZATIONAL STRUCTURE THAT KEEPS THE PROJECTS AS THE CORE FOCUS AND LOOKS AT THE GROWTH OF TALENTS.

transformations, Maire Tecnimont, in addition to being an international leader in hydrocarbon engineering, is working to move the growth paradigm towards renewables and green chemistry. All this involves the management of projects and investments that need evolved managerial skills, of people capable of integrating their entrepreneurial talent with a solid organization of processes and systems. In companies guided by technical skills, where the model is historically hierarchical, managers of the third millennium must be able to manage organizational processes using a logic that is no longer vertical but horizontal. Otherwise, bottlenecks are created and everything slows down".

To keep up with the exponential development of technologies, companies have realized the importance of investing in people. Maintaining governance of innovation is a complex plan that requires the creation of goal-oriented teams and skilled project managers equipped at making the right choice, in the correct sequence.

"Ours is a People Business driven by the value of the people who are the center and the engine of our industrial success. Every day we are forced to identify solutions and make difficult decisions in conditions of uncertainty. The technological competences, the historical know-how in engineering and chemistry, together with the adaptability gained in the field, are the key success factors of a Group working in 45 countries, with 50 operating companies and a workforce of 6,300



employees, in addition to the 3,000 professionals in the electro-instrumental division.”

Gary Hamel, already in 2007 with the book “The future of management”, explained that the organization charts of companies would be greatly reduced. Effective organizations of the future will not aim to resolve conflicts by enlarging the pyramid structure under a single manager.

“We need to abandon the hierarchical mentality invented by the military and move to an internal customer-supplier logic. In project-centric companies, where the task force is the winning organizational unit, a system must be created where we put fluid and effective roundabouts instead of traffic lights. In a matrix where functional silos provide services and skills, the projects are transversal entities guided by a manager who takes precedence at intersections. It is the so-called first line culture, able to cultivate a general vision of the process and able to decide by carefully evaluating any kind of implication.”

However, project managers must know how to prevail upon the sphere granted by the organization. The intersection must be occupied with a reactive and purposeful attitude.

“Exactly. The central theme is precisely that of the now widely spoken accountability. I understand it as feeling responsible for an activity, not in a punitive sense (if you make a mistake, you pay for everyone), but in terms of influencing what depends on you. Project leaders must exercise the prerogative they have available: faced

with a difficult decision, they should perceive the positive feeling of being the principal player at the center of the situation. I realize that in this profession there are people who are more inclined to take on responsibility in a sound way, while others prefer to remain in the shadows. The latter tend to discharge the blame on those who have not put them in a position to operate, when instead each of us should act in all directions, at 360 degrees, respecting all the aspects of the surrounding organizational ecosystem. I often say that if someone, by sticking to their homework, creates a slowdown in a critical sequence, the project director should do everything possible to unlock the situation, regardless of hierarchies.”

Disseminating the culture of entrepreneurial responsibility in a traditional organization is not an easy task. What are the levers to act on?

“In fact, it is a journey without end. However, it is important to know that every decision counts, even the smallest. A single choice, right or wrong, affects the entire mechanism which is composed of large and small aspects. Traditionally, companies operate according to two different approaches: large processes, small people - where bureaucracy compensates for individual talent - or small processes, great people - where the absence of procedures is filled by great personalities. We aim for a new synthesis. Everything must run smoothly, and therefore at every level, the managerial lines must not be left alone: the organization charts, processes and systems are there to support the transversal path of a project. This is why procedures should never be perceived as a burden or a brake on personal creativity: on the contrary, great people act best in large processes. The rules, when functional, amplify the talent of the individual and bring value to the whole structure. As for the tools to spread the culture of accountability, at Maire Tecnimont we are working on several fronts. Managers must set an example for their team and start thinking with fewer traffic lights and more roundabouts. In addition to this are specific training courses, corporate communication tools - including the EVOLVE magazine, publications, websites, dedicated events, campaigns - and programs for economic participation based on results. Without forgetting the effective management of resources, which must be allocated according to each person's personal aptitude. In this, managers must become ever more able to put talent in the right place.”

Compared to the 2015 “Ten to One” event, where was the tenth anniversary of the Maire Tecnimont group celebrated, how much progress has been made on transmitting the right corporate culture?

“I am particularly satisfied with the work we have done: we are far ahead of that starting point. As mentioned, however, accountability is a muscle that should never stop exercising. Precisely because our organizational system tends to be extremely granulated due to complexities, we cannot loosen our grip. Every decision will continue to be broken down into micro-decisions, all equally important and decisive. In a company of over 9,000 people, managers cannot be in all places on the five continents, controlling everything and everyone: each of us is called upon to feel responsible, at all times, for ourselves and for everything around us. The perfect machine does not exist, but we must aim to build it and govern it, relying on a skilful mix of creativity, courage and respect for the rules.”



FROM SOUTHERN ITALY TO THE HEART OF SIBERIA

At the end of September, while the first snow was falling on the peaks of the Urals and the maximum temperature in Yekaterinburg never rose above 3 degrees centigrade, farther to the East, in south-western Siberia, the thermometer hovered at thirty. In those days the exceptional heatwave also impacted Omsk, located on the Irtysh river not far from the border with Kazakhstan, with the mercury rising to 29.3°C. In Omsk, the seventh-largest city in Russia and an important station along the Trans-Siberian railway, a very important logistic operations for the Maire Tecnimont Group were successfully completed in mid-August: the journey of a steel column over 100 tons and 54 meters long. The extraordinary and complex operation, started on July 10 in Brindisi and concluded forty days later in the heart of Siberia, took place entirely without resorting to roads or railways: a 15-story high and one hundred percent carbon steel column was delivered via seas and rivers for thousands of kilometers, transported on ocean merchant ships and river barges specifically designed for Siberian conditions.

THE STORY OF ONE SPECIAL TRANSPORT AS AN EXAMPLE OF THE MANAGEMENT OF A COMPLEX PROCESS. THE IMPORTANCE OF STRATEGIC DECISIONS HAS ENABLED MAIRE TECNIMONT TO SUCCESSFULLY CONCLUDE LOGISTICS OPERATIONS FOR A RUSSIAN REFINERY IN OMSK.

The oil treatment column is an element of the Omsk refinery, one of the most technologically advanced in the Russian Federation and among the largest in the world, with an overall crude oil treatment capacity of about 21.3 tons per year. **Enrico Rolandelli**, Tecnimont Engineering and Operation manager explains, “Since February 2018 we have had an EP+Cm contract for a new Delayed Coking Unit of the Refinery for our customer GazpromNeft: the unit will increase the conversion capacity of heavy residues, optimize the production of distillates and produce anode-grade coke in order to revamp the refinery for the production of Euro5 fuels. Thanks to this order, in addition to strengthening strategic collaboration with an important customer, we consolidate our presence in Russia as reliable suppliers of high value-added services for the local market”.

This exceptional shipment encompassing original design solutions based on specific environmental characteristics is a symbolic case that helps us talk about



the importance of each individual decision, the organizational support network and the accountability of each team member: from the project engineers, the safety manager up to the technician who controls the vehicle handling the column on the construction site. “The excellent reputation of Maire Tecnimont in Russia does not come by surprise,” explains Rolandelli “but is a result of historical roots that started long ago, with dozens of plants built in the petrochemical, gas treatment and fertilizer sectors. In the 1970s, Russia wanted to make the most important cities in the Soviet Union self-sufficient, providing them with refineries, chemical plants and nuclear power plants.



The extraordinary and complex operation, started on July 10 in Brindisi and concluded forty days later in the heart of Siberia, took place entirely without resorting to roads or railways.



The OMSK plant, the cranes position the column on its foundation

During the *Perestroika* period between the late 1980s and the early 1990s, I remember that in Moscow, Tecnimont was building a turn-key plant to convert propylene into polypropylene. Although it was an extremely precarious time regarding the matter of personal safety, we all stayed where we were and completed the project. At that time the shipment of materials was very complex, but we managed to arrange river deliveries of 80-meter long elements on the Moscow river passing right in front of the Kremlin. This episode, along with dozens of other examples, constitute our credentials for continuing to operate in Russia at the highest levels”.

The studies carried out over the years and the advanced skills in the field of logistics, including the recent Omsk project, have enabled us to take strategic decisions of great importance, opting for a naval transportation plan capable of managing oversize elements (difficult for land or rail delivery). “There were the issues of who needed to be involved along the way,” continues Rolandelli, “of what specialized documentation to prepare, of what



» scenarios and risk projections to draw. Among other things, when the job started a couple of years ago, the customer GazpromNeft had expressed the intention of sending the materials to Omsk using different routes from the usual ones. Their idea was to travel the Arctic route, which connects Norway to China, thanks to the new use of nuclear-powered icebreakers, with 350-megawatt engines capable of breaking three-meter-thick ice slabs”.

By choosing the northern sea route (the so-called ‘Polar Silk Road’ which enables a ship to navigate from Shanghai to Rotterdam in 33 days, rather than the 50 day journey through the Suez Canal), the project would have had totally different characteristics. “Gazprom-Neft’s initial goal was to involve Chinese suppliers and use this new route, but a delay in the inauguration of the Polar Silk Route created a stalemate. From our perspective, knowing the logistical issues within Russia, we preferred to repropose the routes and platforms already tested in other plants in Omsk, the latest of which was started only five years before. At the signing of the contract we made a series of decisions, convinced that our choices were functional to the best quality and parameters of the project: using our cost, risk and time assessments, we advocated for the excellence of our European supply chain, consisting of mostly Italian suppliers, to guarantee high and stable performance over time, even at polar temperatures as seen in Omsk. In fact, the accountability and leadership proffered, together with the framework of costs suited to the objectives, brought the expected results: the steel column arrived at the Jamal peninsula on time, right between the spring thaw and the river high. Then, it went straight on to the Omsk refinery”.

Behind the scenes of a complex plan

The operation was far from trivial, given the route, the potential risks and the transport case studies that had to be respected. Furthermore, the heavy authorization process may be added to the list of difficulties encountered. “We were ready with great commitment, adequate time and specific professional figures,” explains **Enrico Santi**, Tecnimont project director for the Omsk contract. “Everything starts from two

phases: the more creative concept study and the ‘Project Execution Plan’. In our business - and this applies to every job - both the operational activities and the chances of reaching the goal depend on the quality of these two initial steps. The more imagination, experience, and creativity you invest in knowing exactly



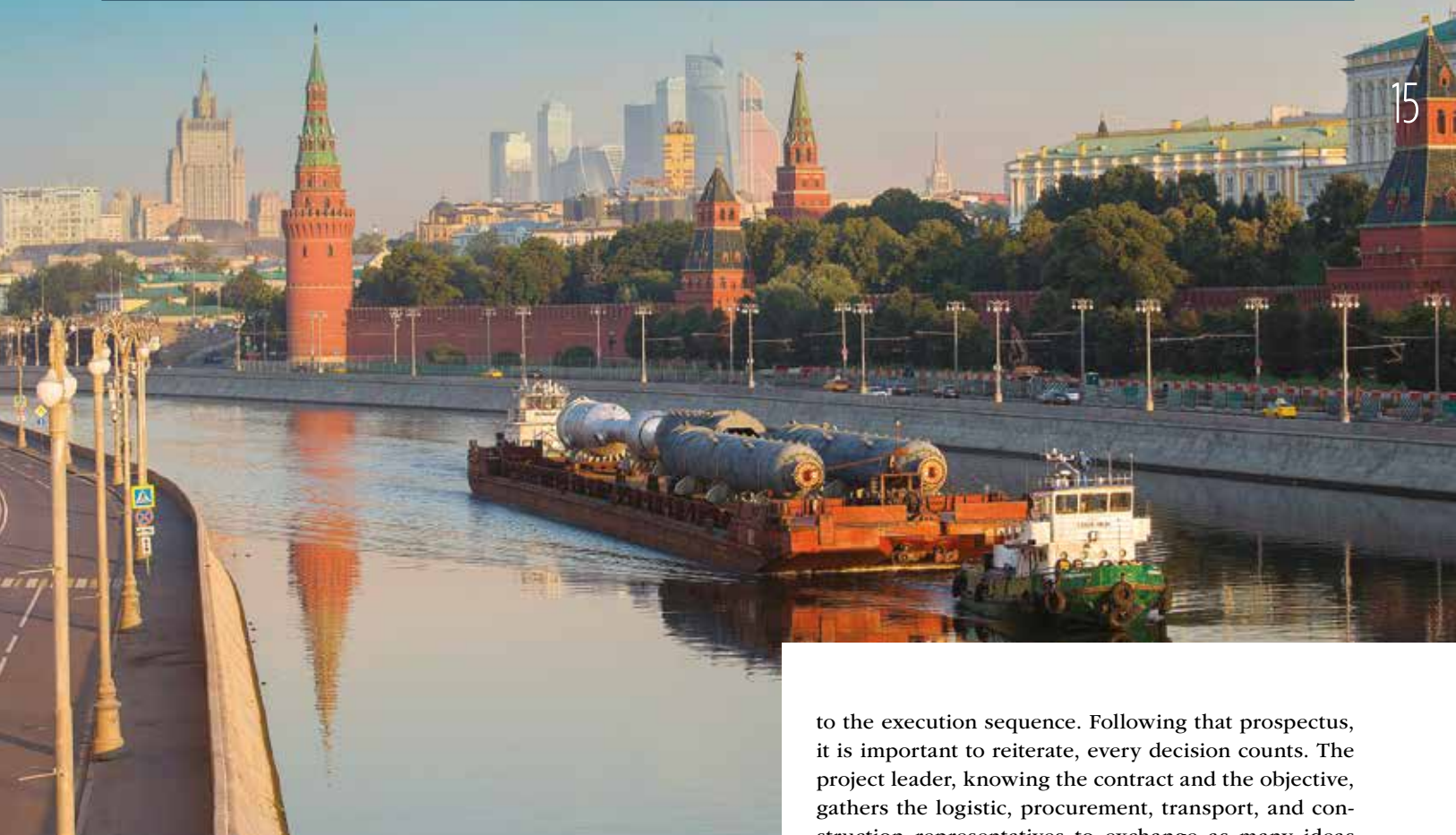
Everything starts from two phases: the more creative concept study and the ‘Project Execution Plan’.



where you need to go, and how you need to get there, the fewer problems you’ll have along the way. The first step we renamed “the think tank”, the typical brainstorming phase, where we analyzed all the variables and critical elements that may be encountered; the second is putting all the best ideas on paper according

The arrival of the column in OMSK, on the Irtysh River





Archive Photo (2016): Transportation of equipment to the Moscow refinery



to the execution sequence. Following that prospectus, it is important to reiterate, every decision counts. The project leader, knowing the contract and the objective, gathers the logistic, procurement, transport, and construction representatives to exchange as many ideas and opinions as possible on the various activities. The comparison of experiences and individual differences helps to break down the implications step by step, thus starting to define a leaner and cleaner framework”.

After these two phases, the project control manager defines the sequences and the timing of the future stages. From now on - after the concept study and the executive plan - we move on to the third phase, that of the project engineering led by the project engineering manager. Half engineer and half manager with vast skills on both fronts, this professional has a great leadership capacity to perform the coordination, supervision and overall control of the works. Santi continues: “In addition to defining the process mechanics, the operational phases, the tests and the inspections, the task force needs the contribution of the project procurement manager, who must select the suppliers, conduct the commercial negotiations and plan the purchases from an operational point of view. As one would imagine, every decision, even the slightest one, has a profound effect on the project: making mistakes or not updating the qualifications of a supplier (or incorrectly assessing the financial stability, production capacity or quality certifications) can mean a serious delay and a consequent increase in costs. This coordination work starts from the basic principle of the safety of all the people involved



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in the detailed operations: indeed, the safety plan was jointly prepared by the entire team involved in this project. For us, therefore, managing complex situations in conditions of uncertainty is a day-to-day business”.

The post-order activity, as part of the procurement, breaks down into quality inspections (to verify the conformity of the products purchased) and expediting (to monitor the progress and compliance with delivery schedules). After this phase, the product is ready for shipment and is handed over to the logistics department responsible for its delivery from the factory (in this case, Italy) to its foundation, inside the refinery in Omsk where the oil treatment column will be installed. Santi continues: “The four phases described are the result of a process that must be carried out with the utmost respect for timing, methods, quality, and safety. To achieve this, engineering and procurement - coordinated from the Milan and Moscow offices - worked impeccably, halving the average allotted time”.

A journey via seas and rivers

The eight elements of the special transport supply were produced by qualified Italian companies with technical offices located in Cremona and Treviso, and production facilities in Brindisi and Vibo Valentia. Seven blocks, the smallest ones, measured between 20 and 38 meters long, while the column alone, consisting of two assembled pieces, exceeded 50 meters. A special electronically controlled trolley was used to transport it from the factory to the ship, taking one night to travel the three kilometers to the port of Vibo Marina at walking speed. The special freight then navigated to Brindisi, where the other components were loaded, and was finally bound for Russia.

“Recalling the various stages”, says Santi, “is useful for understanding the complexity of the situations to be



Imagining the greatest possible number of implications enabled us to manage each variable of the path.



managed and the high level of preparation of the entire project and operational chain. Departing from Puglia on 10 July, the freight traveled over four thousand kilometers: from the Mediterranean it passed through Gibraltar, circumnavigating Europe, Denmark and Norway and on into the North Sea. The column arrived at the Russian port of Sabetta (in the Yamal peninsula, at the Arctic Circle) twenty days later, and then on 3 August reached Novy Port, where it was transferred from ocean cargo freighter to the barges equipped to navigate the Russian rivers. A highly precise operation based on analyses aimed at optimizing the delicate loading and unloading phases of handling”.

Getting to Sabetta and Novy Port on time was just as strategic: the Ob and Irtysh rivers thaw window is only sixty days a year, from mid-July to mid-September. Making one wrong decision or even a single mistake could mean a twelve month delay on the project, with costs and penalties skyrocketing. The project director picks up: “Every engineer knows that analysis and planning are essential to reducing risks but cannot remove them altogether. In the brainstorming phase, imagining the greatest possible number of implications enabled us to manage each variable of the path. This time the unexpected event was fog, which forced the shipper to stop the barges for three nights, avoiding even worse damage and complication”.

On 20 August, after a little over two weeks, the freight finally arrived at Omsk customs docks, where it was held up for a few days due to the numerous, though expected, bureaucratic formalities. “Before being able to unload anything,” continues Santi, “it is necessary to verify that the materials match the mountain of papers attached to the supply. Work requiring great focus, especially in Russia, where flexibility and cold blood make the difference. In this case, an unexpected mistake was the size of an A4 sheet of paper, a document with a missing certification stamp. Fortunately, and this is no exaggeration, Italian engineers are second to none when it comes to a rush job. Thanks to a good amount of creative quick thinking, 72 hours



AN EIGHT-THOUSAND KM JOURNEY



TWO QUESTIONS FOR THE PROJECT MANAGERS



1. From the perspective of the motto “Every Single Decision Counts”, what do you think was the most important and responsibility laden decision of the columns processing project?

CHRISTIAN MASCIA
PROJECT PROCUREMENT MANAGER

Since its very beginning, this supply job was full of surprises. Several decisions led to success. The most recent is related to the freight booking: The Ocean Freight Vessel combined with the Barges. It is good practice not to confirm a freight before completing the necessary documentation, even more so when arranging a dedicated ship. This time, given the very narrow navigation window, we decided to confirm the freight a bit earlier than usual, aware of the risks involved. Seeing the columns installed on their foundations today, we can say that the riskiest choice turned out to be the right one.

DIEGO CAGNONI
PROJECT CONTROL MANAGER

The most important decision in terms of responsibility? The Arctic Route transportation required creating a dedicated study using specific calendars as well as paying particular attention to the link between the Manufacturing job and the vertical positioning of the columns, handled independently (compounding the difficulty) by the Construction subcontractor.

DANIELE BALLARDINI
PROJECT ENGINEERING MANAGER

Given the critical elements of the project, correctly identified in the initial phase of planning, we prepared the Material Requisitions and went to the market despite the fact that the technical documentation was not yet approved by the customer, relying on our ability to convince him to accept our choices in the subsequent phases (post-order technical alignment and follow-up). The discussions ended positively, parallel with the action taken and as a result without having an impact on scheduling.



2. Complex projects have a sequential chain of decisions to be made involving many different players which must work together seamlessly. What might be an effective approach in the event of critical issues or delays in the decision-making process?

CHRISTIAN MASCIA
PROJECT PROCUREMENT MANAGER

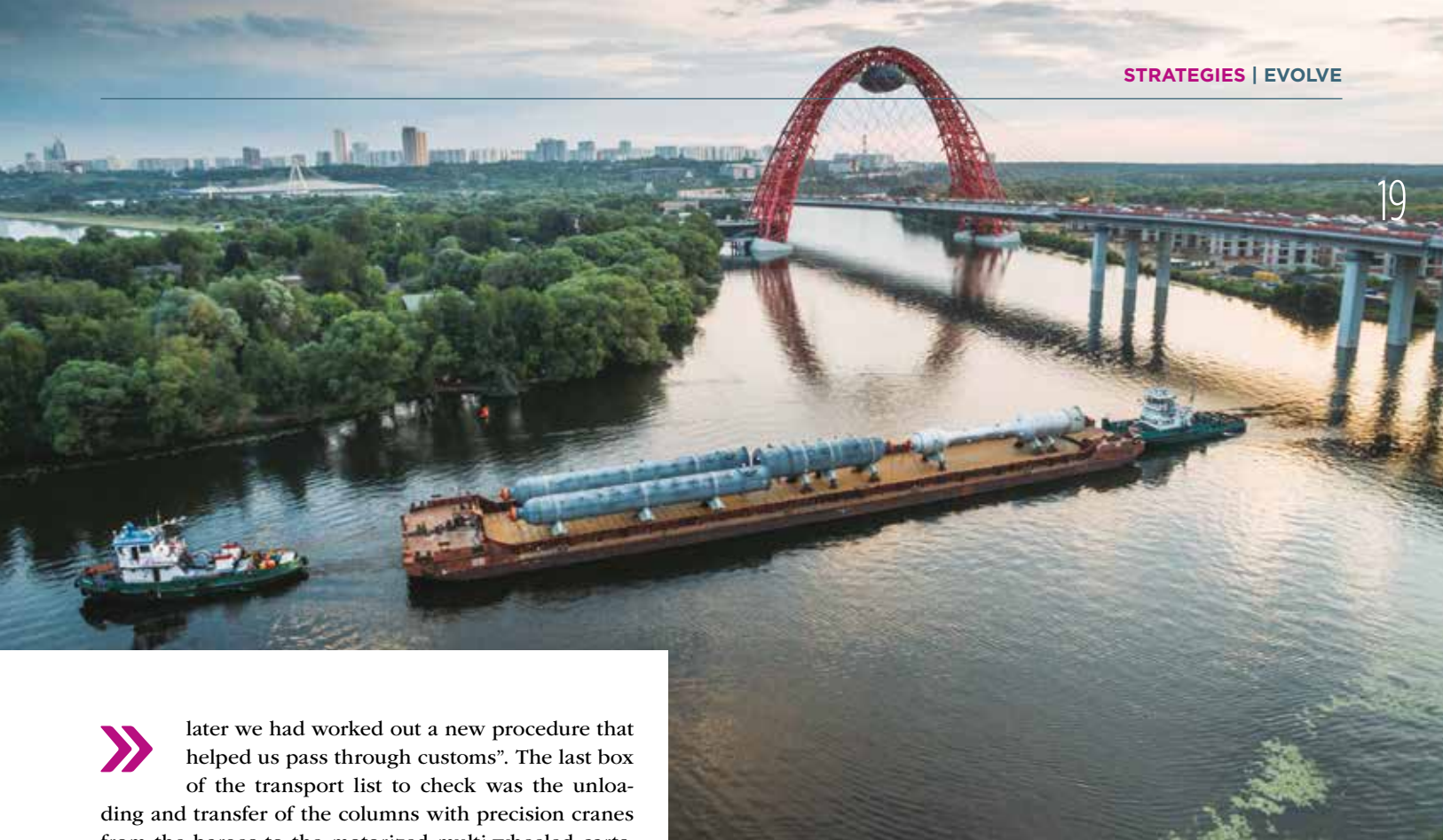
In my opinion, decisions are postponed when the necessary information is not available and the possible scenarios are not clear. It is important to provide those taking decisions with all the pertinent information to form as complete a picture as possible of the correlated issues at hand. Processing the information of your competence, summarizing it and presenting it in a clear and understandable way adds value and facilitates the work of those downstream in the decision-making chain.

DIEGO CAGNONI
PROJECT CONTROL MANAGER

Management sharing the situation throughout the different Project levels. Continuous alignment meetings in which all the parties involved participate and proactively contribute to solving problems. Focus on the Project.

DANIELE BALLARDINI
PROJECT ENGINEERING MANAGER

Clear, complete and timely communication. Awareness at all levels of the main critical issues and the main targets. From the initial phase of the project, the entire engineering group involved (directly or indirectly) in this supply was well informed of the situation and, therefore, empowered.

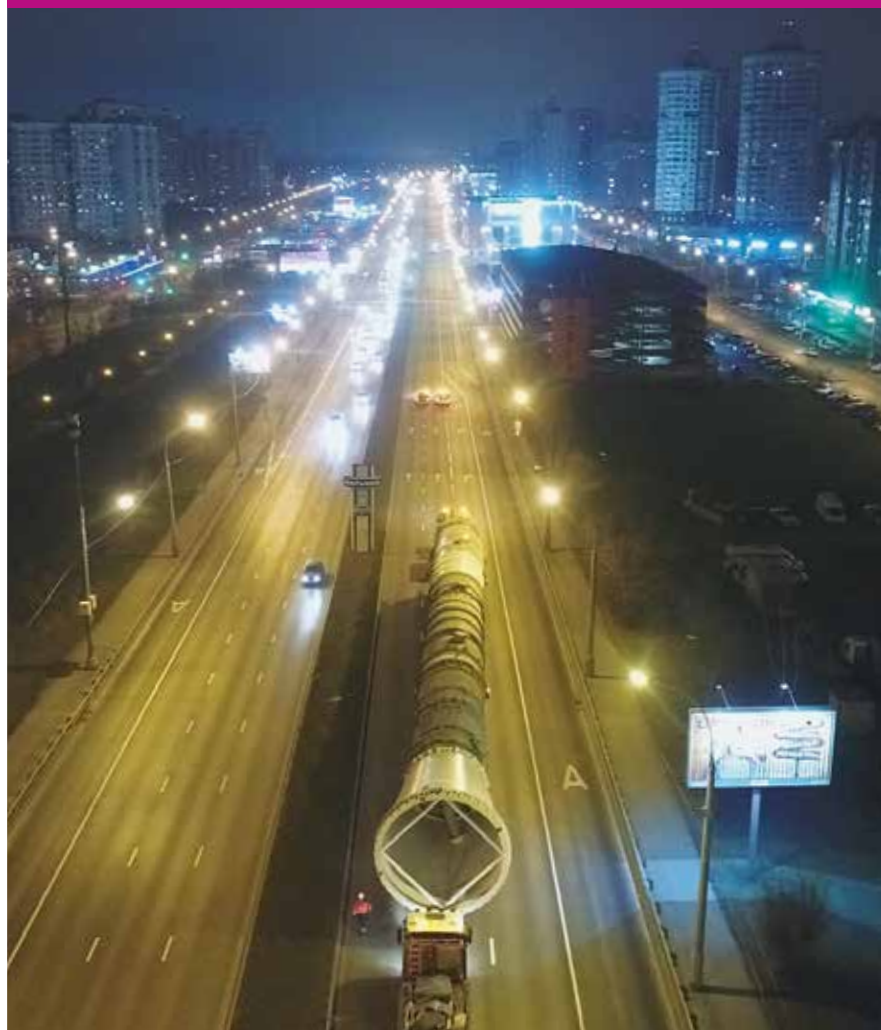


Archive Photo (2016): Striking passageway on the waters of Moscòva

>> later we had worked out a new procedure that helped us pass through customs”. The last box of the transport list to check was the unloading and transfer of the columns with precision cranes from the barges to the motorized multi-wheeled carts. These vehicles delivered the load to its foundation, traveling four kilometers on the construction site roads. “The last fundamental micro-decisions were those taken to facilitate the transport of the pieces from the dock to the GazpromNeft plant. Bringing a 54-meter long steel element without encountering any unforeseen obstacles requires a careful study to calculate the minimum slopes, the radius of all curves, the width, and the bridges’ holding capacity. We reinforced and widened passages, paved dirt roads, removed traffic lights and raised electric cables. After this long journey, taking the wrong decision in the final stretch would have been a cruel joke. The ultimate success of the operation is to see the customer who, in a matter of minutes, agrees that everything took place in the time and manner agreed upon, with respect for all the quality and safety standards. Only we know, after twelve long months of hard work spanning from the design stage to the delivery, what is behind this project. And when the work ends, satisfaction runs from Siberia to Milan at the speed of light!”

The mission was fully completed at the end of September, thanks to the expertise of the team that safely erected the column on its foundation. GazpromNeft and Maire Tecnimont have added another piece to their story of mutual collaboration. From the thirty degree weather of Puglia and Calabria to autumn in the heart of Russia: a steel column which fears no thermal change now stands at the Omsk plant. To the curiosity of Trans-Siberian travelers.

Archive Photo (2016): The remarkable transport on the roads of Moscow



RESULTS ARE MEASURED WITH MYRE

A NEW TOOL THAT PROMOTES THE RESULTS DRIVEN ORGANIZATION TO FOSTER DIALOGUE BETWEEN MANAGERS AND COLLABORATORS AND THE “SHARED” DEFINITION OF OBJECTIVES.

Moving along a linear path of decisions taken at the right time and in the right sequence allows you to go straight to the objective, reach your goals and avoid mistakes. A path that Maire Tecnimont also follows when it comes to introducing innovative management tools for its employees. **Franco Ghiringhelli**, Human Resources, ICT and Process Excellence Senior Vice President explains: “Our corporate culture is particularly careful to involve and empower people with regard to the results to be achieved. For this reason, in order for the initiatives to be welcomed with enthusiasm and participation, we make sure that everyone sits at the table of ideas, bringing their proposals and their points of view.”



The best way to reach the right decision is to welcome the contribution of everyone

In a series of co-creation workshops, sessions to involve managers and collaborators from different areas, the guidelines of the new **MyRe** (My Responsibilities) application have been developed. It is a flexible tool, created on the basis of the needs that emerged from answers provided directly by the interested parties. The questions were: “What does it mean to work towards objectives? What should the process be for their assignment? What are the pros and cons of their assignment?”



In order for the initiatives to be welcomed with enthusiasm and participation, we make sure that everyone sits at the table of ideas, bringing their proposals and their points of view.



“We are a company that has already put a series of initiatives to promote a **Results Driven Organization** in place” Ghiringhelli specifies. “With the MyRe pilot project, we want to further stimulate the dialogue between managers and collaborators in the process of defining the objectives linked to the activities to be carried out. With a dual purpose: to empower each employee to achieve their own results and to encourage an ongoing relationship between the boss and the employee. To monitor the path toward results and re-orient action in the case of performance that is not perfectly aligned with what was requested.”

RESULTS DRIVEN ORGANIZATION

What it is

- It is an initiative to promote a working environment with the goal of reaching objectives...
- ...favoring greater autonomy and flexibility...
- ...but also taking responsibility for getting results...
- ...and aligning one's own objectives with those of the company

What it is NOT

- It is not a tool to define or justify the progress of a project
- It is not to be used as a reporting platform
- It is not a means of control, but an instrument which will allow one's employees to take on more responsibility

22 HOW TO GIVE FEEDBACK

GOAL ORIENTED

- Before giving feedback, evaluate the purpose and desired outcome
- Remember that the objective of feedback is not to judge, but to create an opportunity for growth
- Always refer to an individual person, not a category or group

REFERRED TO FACT

- Always refer to behaviors and results of an individual
- Evaluate each person considering their technical skills and the goals they have achieved, never in light of stereotypes or prejudice

CLEAR, SHORT, DIRECT

- When giving feedback, be clear, simple and concise
- Effective feedback helps people to focus their attention in the right direction and to continuously improve their performance

RELEVANT TO THE CONTEXT

- When you give feedback, choose the right time and place
- Before establishing what feedback to give, it is useful to analyze the causes that led to the result
- It is not useful to repeat old feedback unless the situation has been repeated

VERIFIED BY THE RECEIVER

- When you have given the feedback, always ask the receiver if he/she agrees with your assessment
- The sharing of effective feedback strengthens the Manager-Employee relationship based on reciprocal trust



HOW TO BUILD TRUST



BE TRANSPARENT

- Share information regarding the company's business and objectives on a regular basis
- Provide your employees with the information and background necessary to carry out their work
- Admit your mistakes and don't withhold bad news



GET PERSONAL

- Build relationships and consider personal development as the key element for professional growth
- Support work-life balance also through Smart Working
- Create a positive working environment within the team



INCLUDE

- Share company decisions with your employees
- Make your employees feel acknowledged and valued for their work
- Include your team members in work-related activities that lie outside of their every-day tasks



DELEGATE

- Support your employees in gaining the skills they need to effectively perform their duties
- Establish clear guidelines
- Give your employees S.M.A.R.T. objectives

“Be Adaptive!”, second act

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The MyRe project represents the second phase of the “Be Adaptive!” Program which, with the launch of smart working in the company a couple of years ago, made some major cultural changes possible, even regarding project management. **Sara Frassine**, Group Development & Compensation Head of Department confirms: “Given the dissemination of this new way of working, which allows us to carry out our work in whatever place is most functional and not just from our workstation, we felt the need to support managers with a tool that is useful for assigning objectives and monitoring activity, which, at the same time, also allows the collaborator to offer the manager suggestions on how to achieve the assigned objectives.”



The MyRe project helps us to be more reactive in decisions because it defines the objectives in rolling mode, that is, whenever it is needed, at any time of the year.



MyRe introduces an important innovation: “If the philosophy of the “Be Adaptive!” consecrates our ability to adapt and react to a context that is constantly changing - Frassine explains -, the MyRe project helps us to be more reactive in decisions because it defines the objectives in rolling mode, that is, whenever it is needed, at any time of the year. By assigning new priorities, the objectives can change even in the short term. “This is why constantly monitoring the progress of activities and the results achieved brings into play not only the adaptive attitude of the Maire Tecnimont group, but also the dynamism necessary to compete in the current economic and professional context,” concludes **Franco Ghiringhelli**.

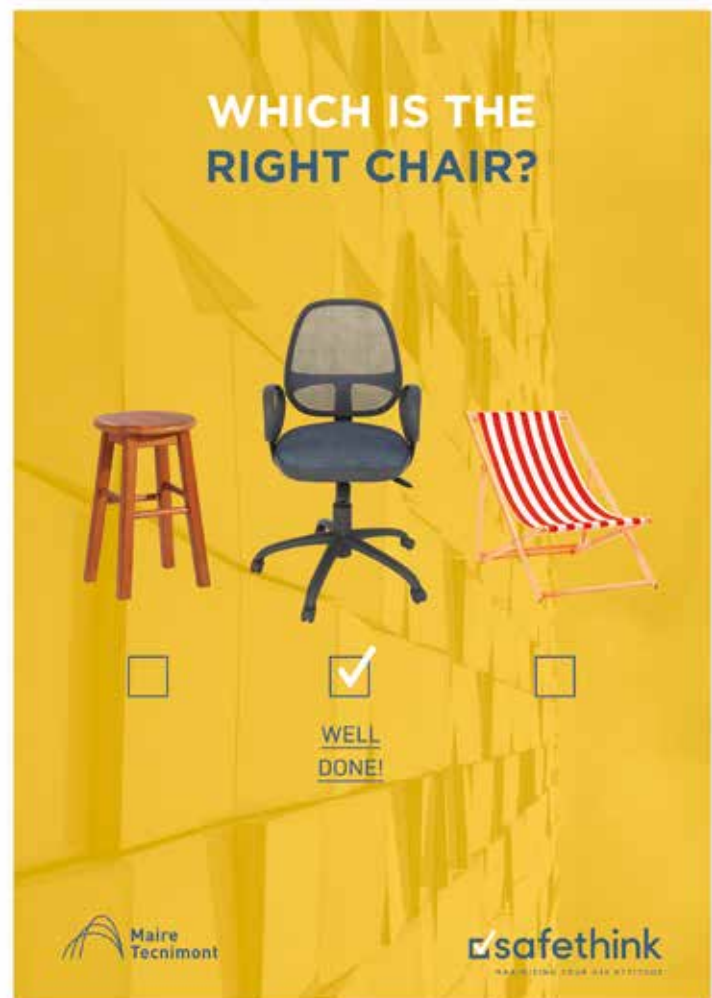
In the “Be Adaptive!” working paradigm, and from a change management perspective that accompanies digital transformation, the constant feedback between managers and employees takes pride of place. Because communicating with a constructive spirit helps to keep everyone results oriented, without losing any motivation at all.

NOW SAFETY IS SAFETHINK

**STRENGTHENING SAFETY CULTURE
AND ACHIEVING SHARED PRACTICES.
LAUNCHING THE NEW HSE
COMMUNICATION CAMPAIGN,
TO MAKE THE RIGHT CHOICE EASIER.
ANY PLACE, ANY TIME.**

If existing words are not enough to express an idea, it can help to create a new term, better able to describe a concept and to convey a message with force. This is how Safethink was developed, key word of the Group's new communication campaign HSE (Health, Safety, Environment).

With this word - which reinforces and maximizes the importance attributed to the themes of Health, Safety, Environment and Social Accountability - Maire Tecnimont reaffirms the transversal principle of safety "without ifs and buts". A value at the base of all our





safethink

MAXIMIZING YOUR HSE ATTITUDE

operating area of the company and during all phases of project execution, both in the office and out on construction sites.

Being a technology driven multinational, we involve the thousands of workers of our subcontractors in managing purchases and shipments as well as in building and starting plants. Translated into numbers, it means that safety affects 130 million hours worked on our sites in one year (2018 data). Important numbers that are governed through methodologies, commitment, awareness and also through the engagement of all the figures involved in construction activities.

Involvement and participation were already visibly present during the launch event of the new communication campaign Safethink, held in July at the Milan headquarters, full of testimonies and practices shared on the HSE. **Damiano D'Alessandro**, Group HSE Project Quality and Risk Management Head of Department explains: "The safety and protection of people is not only a priority but a fundamental



activities, which continuously guides a proactive way of thinking and acting: in the phases of a project, in any work environment (offices, construction sites) and in every corner of the world.

This corporate "mantra" is well explained by our CEO, Pierroberto Folgiero: "We do not address HSE in a rhetorical way but as a real value. We continue to fully apply the HSE principles in our daily activities and we must constantly transfer these values to our subcontractors. Safety requires active commitment on our part to choose the right path. Nothing is left to chance or luck."

Humanizing HSE

Safety, a fundamental corporate value for those working with Maire Tecnimont, pursues a precise objective: to prevent accidents and mitigate the impacts on the ecosystem, with the commitment to provide workplaces, services and industrial plants in compliance with legal requirements and at the highest standards of HSE protection. The Group model promotes working in safety, the protection of the environment and the well-being of people, for each



» value that each of us puts into practice in all our activities day after day. We wanted to maximize our HSE culture by working on a shared identity that could make each of us the protagonist of our own and others' safety. Those colleagues involved in projects unfolding at distant latitudes every day can testify to the importance of this value, connected by videoconference from nine construction sites throughout the world.

We wanted our colleagues involved in the KIMA construction sites in Egypt, RAPID in Malaysia, SOCAR in Azerbaijan, ORPIC in Oman, AGPP - AMURSKY and LUKOIL in the Russian Federation, PP5 - BO-ROUGE in Abu Dhabi, LOTOS in Poland, PETRORABIGH in Saudi Arabia to speak about and share the value of Safety.”



A campaign to make the right choice

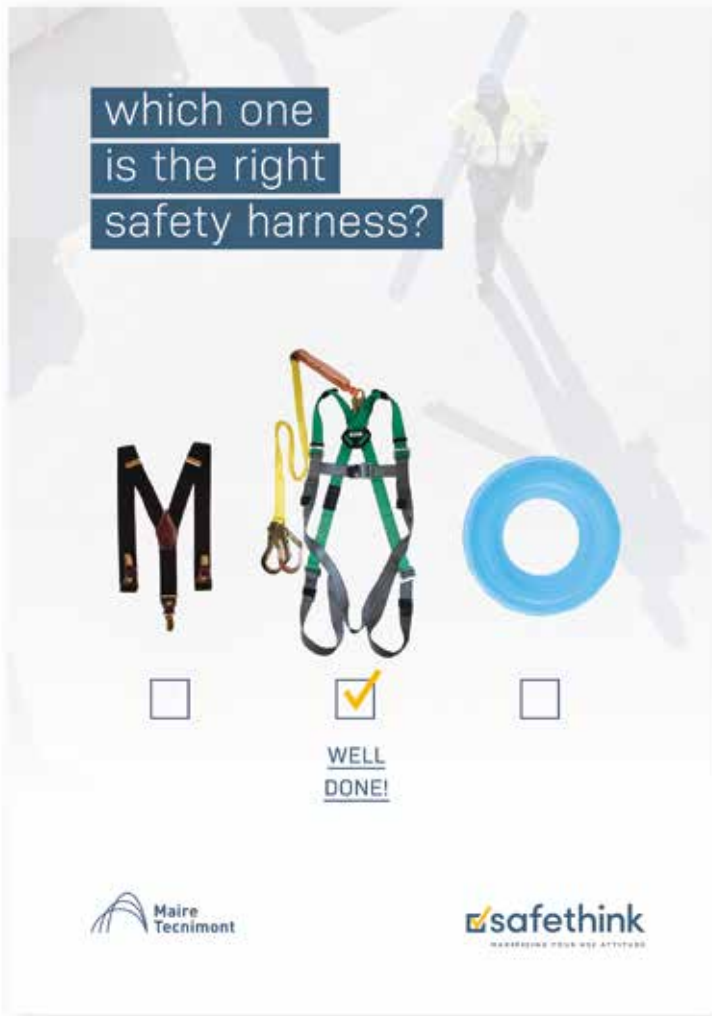
The Safethink brand stems from the evaluation of the various hypotheses that might best fit into the HSE identity of the MET Group: a definition, a character, a symbol. However, none of these options seemed to best represent the corporate vision on safety and the message to be conveyed to the personnel. It was too limiting to put ‘narrow’ boundaries on the HSE identity through a rigid definition, or to limit ourselves the use of purely playful or symbolic messages. Hence the intuition to coin a new phrase: create a concept that represents the basis for every single behavior, *Safethink*.



The safety and protection of people is not only a priority but a fundamental value that each of us puts into practice in all our activities day after day.



The communication campaign is linked to four important themes: tools, behaviors, environment and social accountability. To keep the focus on these topics, a dedicated platform has been created for Safethink, which all colleagues can access to download the Digital Kit. This way, the HSE team can print and disseminate the campaign material to all the different company sites and, above all, directly to the construction sites: roll-ups and banners, stickers and presentations, brand manuals and graphics for T-shirts, including the most recently updated articles on the new initiatives.



D'Alessandro concludes: “In order to always distinguish ourselves in safety excellence, we cannot afford to make the wrong choice. Every decision we make in our work is important, especially if it concerns the safety of all the stakeholders who work with us. With this in mind, together with the Communication Department, we created the HSE communication campaign and the new Safethink brand, to make each of us increasingly aware of “actively thinking about safety” before acting and reinforcing a shared HSE identity. A few months after the launch of the campaign, the Safethink brand is already highly appreciated and welcomed by our colleagues both at the headquarters but above all on site, also through the use of various communication materials, such as t-shirts, overalls and helmets with the new logo. Every worker who chooses to wear them becomes a spokesperson for the wellness and safety of the Maire Tecnimont group. At the same time, they are also a distinctive element showing our customers that the of branding HSE has had an extraordinary result.”

These days, to think safely you need to use the hashtag #safethink!



Safety, a fundamental corporate value for those working with Maire Tecnimont, pursues a precise objective: to prevent accidents.



A DECISION THAT BRINGS VALUE

The most important decisions are those taken when the wind is against you. In business, as in life, the scenarios right in front of you are rarely those that offer the best conditions to define a strategy, to start a project or to set a course for the future. “It was not an easy decision to bring the Dutch Stamicarbon into the Maire Tecnimont family,” says **Fabrizio Di Amato**, Chairman of the Group that in 2009 acquired a company specialized in fertilizers - from the Dutch industrial-mining giant DSM - which, at the time, only had about 50 employees (mostly engineers and technicians). “If I look back”, Di Amato says, “I can say that that choice has enabled Maire Tecnimont to become a world leader in the technology of urea production, as well as one of the main players in the fertilizer plant sector.

For us to be joined to a structured company with an identity as well defined as Stamicarbon’s has meant bringing value to the entire Group, with a view toward mutual synergy, both in terms of the return on investment as well as all of the commercial prospects that have been generated until now. If the world today has 250 urea plants thanks to Stamicarbon technologies,



Fabrizio Di Amato, Maire Tecnimont Chairman and Founder

TEN YEARS AFTER THE ACQUISITION OF STAMICARBON, THE CHAIRMAN OF MAIRE TECNIMONT FABRIZIO DI AMATO AND THE CEO PIERROBERTO FOLGIERO RECALL THE ELEMENTS THAT LED TO TECHNOLOGICAL LEADERSHIP IN THE FERTILIZER SECTOR.

it means that our identity as EPC contractor has been enriched with a range of innovations that are second to none”.

Pierroberto Folgiero, Maire Tecnimont Chief Executive Officer adds: “Today our first class DNA contractors vision makes us recognizable in the downstream market. From this perspective, a well-known licensee like Stamicarbon has significantly contributed to increasing our patrimony of valuable technology and know-how”.

Synergies and innovation

Innovation is the result of vision and investment, but to take off it must spring from a platform of know-how and human capital. Qualifications that the Dutch company has always possessed, and that today enable the Group to cover more than half of the world urea market- the main component of nitrogen-based fertilizers - with licenses and patents under the Stamicarbon brand. According to the “World Population Prospects 2019” of the United Nations, in 2050 the population will reach

9.7 billion people with an urbanization increase of 70 percent. The most important challenge for the future of agriculture will be to sustainably satisfy a demand for food that, compared to 2013, will grow by around 50%. "Leadership in the fertilizer sector," explains Fabrizio Di Amato, "requires us to position ourselves in the market with a strong innovative drive and to apply our distinctive technological skills globally". CEO Pierroberto Folgiero adds: "Today, innovation follows the path that digitalization in that particular sector takes. In recent months, through its subsidiary Stamicarbon, the Maire Tecnimont Group has acquired the Dutch company Protomation, specialized in information technology and with a portfolio in the fertilizer sector: one more step in the transformation of our business and the expansion of the services we offer to the market".

Protomation has been working with Stamicarbon for over ten years to develop software packages useful for staff training on urea plants that use Stamicarbon technology and design. Bearing in mind the complexities of controlling and stabilizing a plant, the innovative simulators - Operator Training Simulators (OTS) - have proven to be an effective tool to support new teams both on already running plants and greenfield ones. "The challenge is to improve efficiency in HSE", CEO Pierroberto

Folgiero concludes, "The new partnership enables Maire Tecnimont to enhance the digitalization phase during engineering and project design, leveraging knowledge of the components and the plant processes. The digital transformation is giving a long-awaited boost to our industry, and the acquisition of Protomation fits perfectly with the strategy of expanding the range of business propositions we offer to our customers with new services that will ultimately improve our operating model".



Pierroberto Folgiero, Maire Tecnimont CEO and MD

STAMICARBON'S ACQUISITION IN THE WORDS OF ITS MD PEJMAN DJAVDAN

In October 2009 we were fifty people, today we are more than one hundred and eighty. From the very beginning, Maire Tecnimont encouraged us to increase our 'scope of work' with an entrepreneurial spirit: and with the help of Tecnimont India, we included Basic Engineering services in our offer and increased the sales of proprietary equipment, revamps and services. Another important aspect is innovation, part of Stamicarbon's DNA, and an added value for the Group. When NextChem was born, Maire Tecnimont, which owns more than 1,300 patents with four research and development centers, has taken another big step towards technological growth. Among their values, I must mention resilience: financial reorganization has made the Group stronger and more resistant, also thanks to the operating results of Stamicarbon.

Joining cultural diversity is one of our values, with 32 different nationalities working at Stamicarbon. Using the strengths of this diversity and reaching joint decisions means developing a collective genius that turns into a strategic asset. Personally, I like working with Italian colleagues who are warm, friendly, enthusiastic, energetic, flexible and very good at networking. Dutch culture is precise

and calculating, characterized by long-term thinking and planning. When the two cultures come together, we culminate in the making of something elegant and precise, like a Swiss watch.

On the theme of the sustainable intensification of agriculture, we will optimize the production of fertilizers in urea plants that require less energy (having less of an impact on the environment). We will also develop special fertilizers from renewable sources and technologies that add micronutrients, such as zinc and magnesium, improving the growth and health of plants and consumers. In order to optimize production systems and processes, we will be promoting our digitization plan, as demonstrated by the acquisition of Protomation, an IT company specialized in operator training systems, software, and digital services.

I would like to conclude by emphasizing the great operational synergy between Stamicarbon and the Group's subsidiaries. TCM is increasingly effective in winning fertilizer projects, as evidenced by the new Kingisepp ammonia-urea project. MET Development develops new projects based on Maire Tecnimont technologies, using our financial and EPC capabilities: among those is the investment in Volgafert, our joint urea venture with the main Russian fertilizer producer Kubyshev Azot.

HOW DO YOU MAKE A DECISION?

Do you have clear ideas about how to make a decision? Do you use the best techniques to make decisions? Find out with this test.

1. You prefer to make important decisions:

A

When you get home, at the end of a work day.

B

After lunch because you think better "on a full stomach".

C

In the morning, after a long restful sleep.

2. If a collaborator creates a slowdown in your work, how do you behave?

A

Wait politely for him/her to finish the task to avoid creating additional stressors.

B

Try to immediately accomplish as much of your work as possible.

C

Take a day off, hoping that the tasks will have been completed by the following day.

3. After making a decision, you have a new doubt. What do you do?

A

You stop and review the situation from the beginning.

B

Divide the new problem into various steps in order to progress, even if more slowly.

C

Pretend that nothing is the matter, you do not want to rock the boat.

4. Sharing a decision with other people...

A

...is useful to increase creativity and lighten the responsibility of making a choice.

B

...is harmful because there is a tendency to let others offer solutions.

C

...can be useful as long as each person elaborates a first choice on their own and then presents it to the group.

Solutions at page 44.



THE GLOSSARY OF DECISION

Butterfly effect

The butterfly effect is a concept enunciated by the mathematician Edward Lorenz in 1979 posing a paradoxical question: can the flapping of wings of a butterfly in Brazil determine a tornado in Texas? The answer, within the chaos theory, is yes. Small changes in the initial conditions of a system can produce far-reaching consequences. This means that every single choice and every event cause a series of smaller or larger consequences that follow each other, leading up to a result of considerable importance.

Decision matrix

This is a grid in which the criteria are listed on one axis and the available options on the other. A score is assigned to each criterion and each option according to a personal evaluation. From the intersection of the variables, the results of the possible decisions are displayed schematically. By multiplying the numbers within each "intersection", the decision becomes clearer: the criterion with a higher score is the winner.

Comfort zone

This is default behavior, which always replicates the same type of choices during life. To understand how to make a decision, it is sometimes useful to introduce new hypotheses into the usual mix and insert a new option which is essentially the exact opposite of what one would normally do.

SWOT Analysis

It is a useful analysis to make very important decisions and assess the situation objectively. Pretending to have already accepted the new challenge, take a sheet and divide it into four sections: the first is called **strengths** (here we write the qualities, experiences, resources and relevant information to reach the goal); the second, **weaknesses** (here we include the skills, abilities and information that could be useful but that we do not have); the third, **opportunities** (identifies the best possible outcome, what benefits the achievement of the final objective entails); the fourth section, **threats** (the worst case scenario is outlined in the event of the challenge failing).

Herd effect

This is the push to conform to the opinions and decisions of the majority. According to a study by the University of Cambridge, however, the impact of the herd effect varies according to personality. Those who are empathetic, adventurous and impulsive are more influenced by the opinions of others, because they are interested in seeking immediate recognition. While an extroverted and self-confident person follows the herd less frequently.



*Each human being
has been granted a virtue:
the capacity to choose.
For he/she who does not
use this virtue, it becomes
a curse – and others will
always choose for him/her.*

Paulo Coelho

*Every day,
what you choose,
what you think
and what you do
is what you become.*

Heraclitus

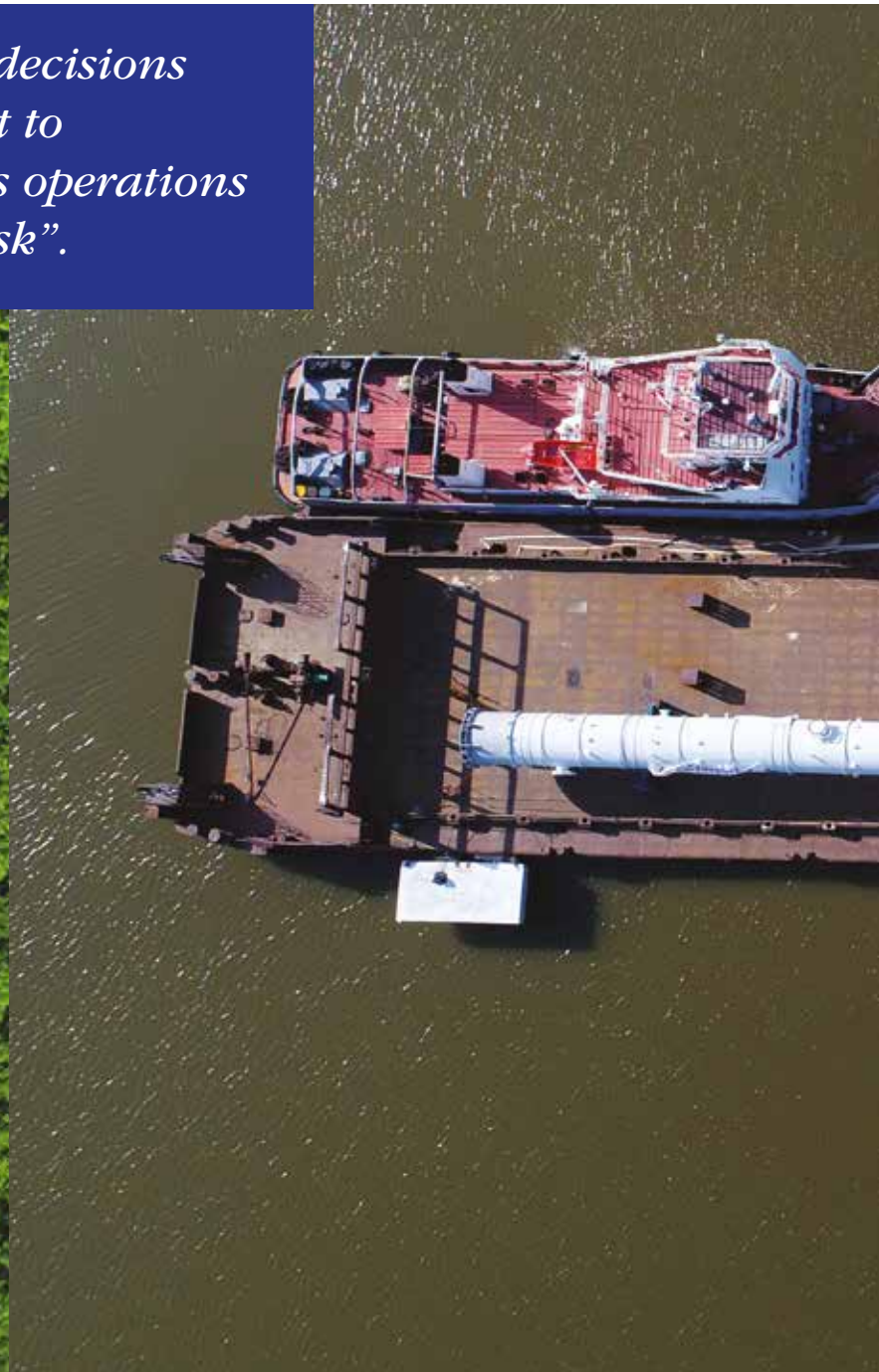
*Desires dictate
our priorities,
priorities shape our choices,
and choices determine
our actions.*

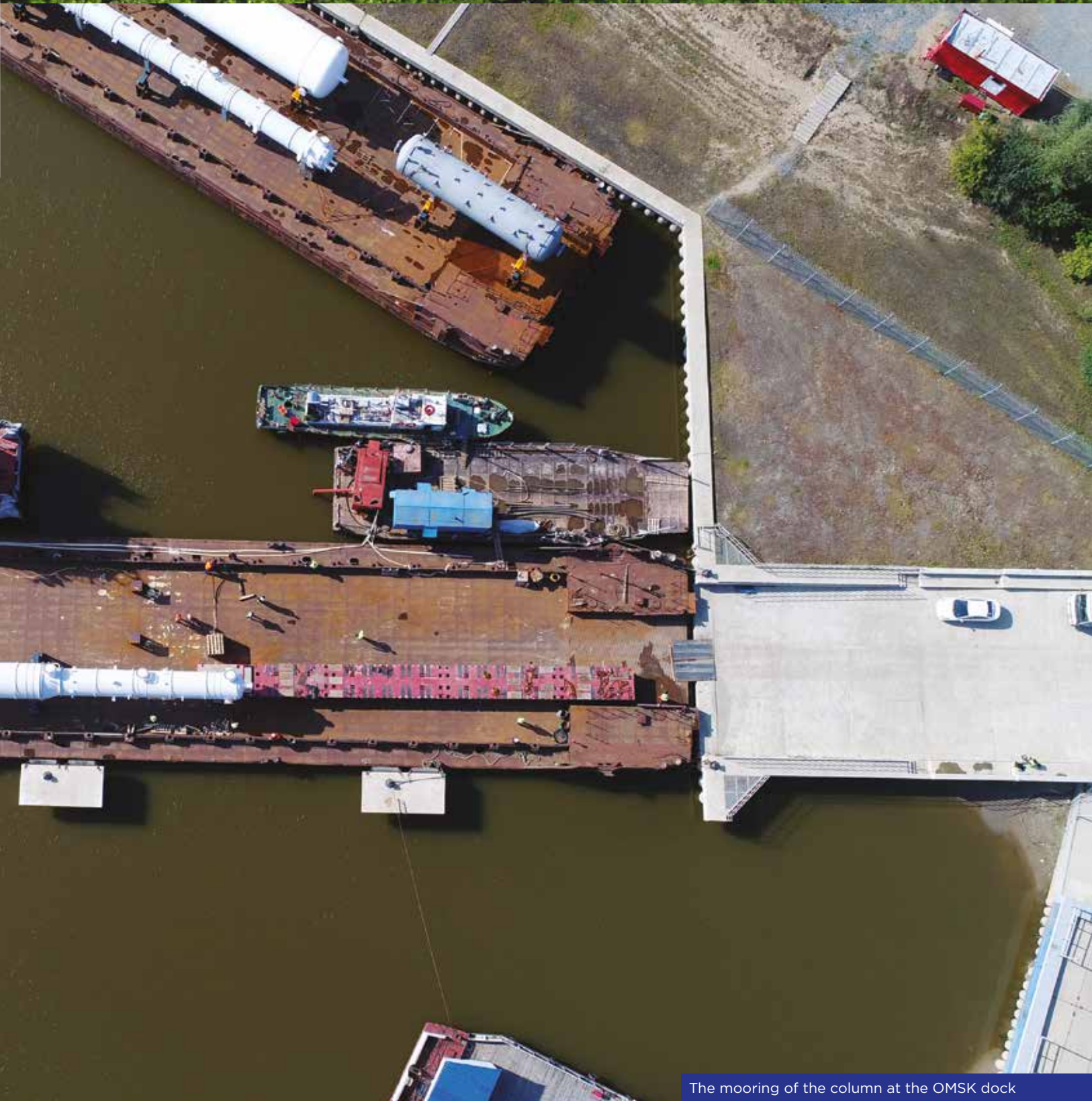
Dallin H. Oaks



DESTINATION OMSK

“The importance of strategic decisions has enabled Maire Tecnimont to successfully conclude logistics operations for a Russian refinery in Omsk”.





The mooring of the column at the OMSK dock



The installation of the columns at the refinery



“Thanks to this order, in addition to strengthening strategic collaboration with an important customer, we consolidate our presence in Russia as reliable suppliers of high value-added services for the local market”.

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“Every engineer knows that analyses and planning are essential to reducing risks. In the brainstorming phase, imagining the greatest possible number of implications enabled us to manage each variable of the path”.





The arrival of the column in OMSK, on the Irtysh River

VALUES THAT HAVE VALUE

"E

very individual has the power to make the world a better place," wrote Sergio Bambaren, a Peruvian chemical engineer who became famous as a writer of novels dedicated to the importance of sustainable action.

If every decision taken by an individual can influence the well-being of all members of a community and the achievement of a common goal, how much responsibility does a company that builds large plants in remote territorial contexts have? Maire Tecnimont is aware of the social importance of its activities along the value chain and knows that every project carried out anywhere in the world must not only be a driving force for local industrial development but must be in tune with the culture of the communities where it operates.

For this reason, the sustainability approach of our Group has incorporated some of the values that inspired the United Nations to formulate the developmentally sustainable **2030 Agenda**. A commitment to promoting people's health and safety; to foster the growth

FOLLOWING A SUSTAINABLE DEVELOPMENT STRATEGY BASED ON RESPECT, KNOWLEDGE AND SHARING. THIS IS THE ONLY WAY EACH NEW PROJECT CAN ALSO BECOME AN OPPORTUNITY FOR GROWTH FOR LOCAL COMMUNITIES.

of human capital in terms of training and innovation; to protect the environment with activities that mitigate global warming and promote the circular economy; to bring about cultural development and socio-economic growth in the areas where the projects fall.

A development strategy that starts with a careful analysis and an in-depth study of the characteristics of each territory in which Maire Tecnimont operates is then fueled by a continuous dialogue with local stakeholders. Relating to local communities helps to understand priorities and expectations regarding the Group's activities and to identify potential problems, thus improving the final result of the projects, simultaneously bringing economic, social and environmental benefits to the interested parties.

Over 7 billion euro

Developing high-level skills, investing in people, focusing on innovation and pursuing excellent results are the keys to creating long-term value for all our stakeholders, especially at the local level, identifying common goals and agreeing upon specific initiatives.

The numbers speak for themselves: as shown in the 2018 Sustainability Report, the "local contribution" of the 16 most representative projects, both in terms of technology and geography, corresponds to around 7 billion euro, equal to 59% of the total value of the projects. An amount that Maire Tecnimont has externally redistributed through the local purchase of goods and services and through the salaries, tax contributions and professional training for employees and local collaborators.



Creating value in a country, above all means offering new opportunities.



Calculating the numbers, Maire Tecnimont contributes to the social and economic well-being of a territory by creating local employment, boosting companies and suppliers, developing skills and abilities, transferring know-how and technologies and prioritizing the employment and training of local workers. Along with supporting education - fundamental for the development of the human capital in the countries that host us - the Group, in fact, contributes to the creation of value both directly, through the hiring of local staff and the purchase of local goods and services, and indirectly, along the entire supply chain, by involving adequately qualified local suppliers as well as subcontracting and procurement companies for the suppliers themselves.

Some commitments in the territory

Creating value in a country, above all means offering new opportunities. There are many ways to do this, for example, by setting up development programs in collaboration with local schools to improve the preparation of students and provide them not only with specific engineering skills, but also to convey leadership skills and communication techniques. It is happening in Azerbaijan, in the Baku Higher Oil School (BHOS), where the participants (75% women) in the 2017-2018 development program, set up by Maire Tecnimont, have already joined the team as Junior Project Engineers at the Azeri branches of KT- Kinetics and TCM-KT JV Azerbaijan LLC, both companies of the Group.

The use of local talent is a fundamental principle for achieving the goal of sustainable development because it enriches the diversity of the workforce and offers young people the opportunity to grow professionally in their own country. In addition to this, hiring local staff offers competitive advantages for any company that works in different cultural territories from their own, where a different mentality and complex bureaucracy can slow down the process. It guarantees knowledge of the market and local legislation, improves communication with local authorities and facilitates relations with customers and local suppliers.

If latitude and geography change, the philosophy behind sustainable action does not: welcome to Acuna, in the state of Coahuila, Mexico, near the border of the United States. Here, amidst the ranches of semi-wild cattle, the AMISTAD project was developed, a wind power plant located in the desert area between the Madeira del Carmen National Park and the Amistad Lake Canyon. In a difficult and hostile environment, populated by wild animals such as bears, pumas, deer, rattlesnakes and black widows, it was not easy to design and build a wind farm in terms of operational safety and environmental protection. To set up the village that houses workers, supervisors and customers, it was essential to involve the local community from the beginning. The same holds for accessing basic services like water, food, security, workforce and medical assistance. This story of sustainability and collaboration ended with an en plein as a complete success: the assignment of 100% of orders to Mexican suppliers and contractors.

2018 Key Figures



16

MAIN GROUP
PROJECTS



~€12 BN

AGGREGATE CONTRACT
VALUE



~€7 BN

LOCAL EXPENDITURE*



~59%

LOCAL CONTENT
VALUE

**Data as of 31.12.2018 including goods and services purchased locally as well as local workforce and training for the 16 main Group projects.*

THE OMAN OF WONDERS

The Arab navigator Ahmed bin Majid al-Najdi, nicknamed “the lion of the seas”, defined it in 1490 as the place where “it is possible to make great business deals and experience wonders unthinkable elsewhere”. In over half a century, Oman has not changed much: controlled by the Portuguese since the early 16th century, it later became the most powerful sultanate of the State of Arabia in the first half of the nineteenth century, finally gaining independence in the 20th century. In 2010, it ranked first on the list of the UNDP (United Nations Development Program) as the country with the **greatest economic development in the last 40 years**.

In recent years the growth of Oman is also being helped by **Maire Tecnimont**, called to build a petrochemical complex in the Sohar area, one hundred and fifty kilometers north of the capital Muscat. The **Liwa Plastics Industries Complex (LPIC)** package 2 comprises two polyethylene plants and a polypropylene plant for the customer ORPIC (Oman Oil Refineries and Petroleum Industries Company).

“This project, launched in 2016, represents an opportunity for the Group to actively participate in the development of local communities,” explains **Marco Crivelli**, Maire Tecnimont Project Director with experience in Middle Eastern countries such as the Arab Emirates

MAIRE TECNIMONT IS INVOLVED NOT ONLY IN THE INDUSTRIAL DEVELOPMENT OF THE ARAB COUNTRY WITH THE LIWA PLASTICS INDUSTRIES COMPLEX, BUT ALSO IN PROJECTS THAT SUPPORT THE TERRITORY TO CREATE VALUE IN LOCAL COMMUNITIES.

and Saudi Arabia. In the role of general contractor, generating In-Country value has meant first of all maximizing spending on goods, services and materials produced or supplied by the Omanis. Then constantly involve local SMEs in our supply chain during the plant construction phase. “An important decision we made right from the start - continues Crivelli - is to **choose to stay in the forefront**, to communicate directly with stakeholders in Oman, without intermediaries. I must say that this approach has been highly appreciated by local institutions, construction companies and suppliers. The idea was to immediately involve the local workers, with training in the field and career prospects, without giving the impression of the multinational hit-and-run. In parallel, we immediately started working with Omani companies, deciding to form a team of 100% local subcontractors.”

With an immediate focus on long-term value generation, Maire Tecnimont has therefore developed occupational



Oman

PROJECT

41

LIWA Complex Polyethylene and polypropylene plants

SECTOR

Petrochemical

CUSTOMER

Oman Oil Refineries and Petroleum Industries
Company SAOC (ORPIC)

WHAT MAIRE TECNIMONT DOES

Engineering services, provision of equipment,
materials and construction activities up to testing,
start-up and performance tests

TYPES OF PLANT

A polyethylene plant consisting of two “swing”
units with a capacity of 880,000 tons/year of high-
density polyethylene (HDPE) and linear low
density polyethylene (LLDPE); a polypropylene
plant with a capacity of 300,000 tons/year

TECHNOLOGIES USED

The polyethylene plant will be based on the Uni-
vation Technologies technology; the polypropylene
plant will be based on the Basell Polyolefin
technology

The bridge over the Wadi Hala'El Bani Ghaith

and professional training opportunities for the workforce, with the aim of stimulating the productivity of the economic system of the territory. An important function was carried out by the Omani institutions that operate in the field of education and training, whose skills our Group has always been able to count on. “As mentioned, from the beginning, we have acted at 360 degrees in all directions, participating in operational meetings with the representatives of the Ministry of Labor and the Environment in Sohar. **This proactivity has generated excellent results**, stronger relationships and transparent behavior.”

A philosophy in the name of accountability, which was further consolidated at the **Oman & Italy Business Forum**, the first Italian economic mission in Oman, focused on the LPIC project. Organized by the Italian Ministries of Foreign Affairs and Economic Development, Confindustria and the Italian Foreign Trade Agency, the Forum saw **Maire Tecnimont in the role of leader for about 80 companies in our country**. In attendance for Oman were the local authorities, the customer ORPIC, the representatives of the Omani Chamber of Commerce and the representatives of about 300 local companies. “The workshop - adds the Project Director - was an opportunity to forge relationships with suppliers, with whom we also shared a qualification process. Then, in the following weeks, we personally visited the factory sites of different material production companies, making it easier to develop work opportunities.”

The Forum confirmed the role that the Italian supply chain can play as a driver to **increase the competitiveness of the local entrepreneurial fabric**. Furthermore, within the framework of the Italian economic mission, the Omani-Italian Friendship Association was officially launched.

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Highlights In-Country Value



6,060,000

man-hours and a peak staff of **1,242 units** for the promotion of Omani local content delivered by Maire Tecnimont and its sub-contractor



585,745

man-hours for the professional training of the Omanis



€245 Mill.

in goods and services purchased by our company from local suppliers and companies

Interventions in the territory

After the recovery of the Carawan beach in 2017 and the redevelopment of a stretch of coast that allowed residents to regain possession of the Carawan Sea Shore, our Group, in April 2018, decided to meet the needs of the community by **building a bridge connecting the two parts of the village** divided by the Wadi Hala'El Bani Ghaith ("wadi" in Arabic means river) and which are in fact isolated from each other during the rainy season.

Marco Crivelli explains: "After a technical investigation carried out by our Site Engineering team to proceed with the preliminary design of the bridge, numerous meetings with representatives of the local community, and thanks to the support and contribution of the Group sub-contractors involved in the Liwa Plastics project, in September 2018, in the presence of local authorities and ORPIC representatives, **the bridge was finally inaugurated**. Once again, the productive commitment and the teamwork with our customers and partners have generated important tangible results."

Bringing value to local communities - employing local labor, investing in community services and buying local products - is in fact a priority for our Group. In Oman, Maire Tecnimont's commitment continued, even through agreements with Omani non-profit organizations. "At the LIWA cultural center, we have created a series of urban works, creating green areas, lighting, parking lots and access roads. Among the initiatives that have led to integration between the different cultures, I want to mention the days for blood donation (with over 140 our donors), the equipment supplied to physiotherapy clinics, initiatives for disabled children (in November, we will organize a mini-Olympics for them), sports tournaments and soccer matches. Our presence in Oman - concludes Crivelli - is producing results not only in terms of project performance, but also in creating positive effects for the territories, meeting the expectations of local communities and supporting concrete sustainability initiatives."



OMAN

The sultanate of the three fortresses

CAPITAL

Muscat (in English “Safe Port”). Here it is a must to visit the old port area and, looking up, admire the Sultan’s palace. The commercial and residential district of the city is 3 kilometers away and is called Mutrah. The characteristic landmarks of the Omani capital are the three fortresses, built around 1580, during the Portuguese occupation of the city: Mutrah Fort is on a hill, and Jalali and Mirani are at the entrance to Muscat

NAZIONAL LANGUAGE

Arabic, spoken in several regional dialects, such as Jibbali and Kumzari. Farsi is also spoken in some areas. English is widespread

STATE RELIGION

Sunni Islam, although there is a considerable Catholic minority. It is important to assume the behavior and clothing appropriate to the local morals and religion

SPORT

Football, basketball, table tennis, rally racing and rugby are the favorite activities. Among traditional sports, camel races and bull fights

TIME ZONE

Three hours ahead of Italy

DISTANCE FROM ITALY

Oman can be reached by plane with a flight lasting about 6 hours

THE ENERGY OF A CHOICE

"The most important decisions are those taken when the wind is against you" (**Fabrizio Di Amato**).
 "Faced with a difficult decision, the project leader should perceive the positive feeling of being the principal player at the center of the situation" (**Pierroberto Folgiero**).

The 4th issue of Evolve, focused on the topic of taking decisions - whether big or small, those individual decisions that make the difference - has included the contribution of a number of experts, from both inside the Maire Tecnimont Group and out. Professor Andrea Prencipe, Rector of LUISS University, begins by speaking about the relationship between human capital and digital capital, suggesting that it is important not to neglect competence in the humanities. The CEO of the Group, Folgiero, reiterates the importance of promoting a culture of accountability to help people express their own effective contribution. While, in his turn, Chairman Di Amato recounts the time surrounding the Stamicarbon acquisition, underlining how that very important decision has brought enormous value to Maire Tecnimont. In fact, every industrial group rests its operation on pillars of organization: EVOLVE has spoken about the benefits of the MyRe tool in fostering dialogue

between managers and employees, as well as the new "Safethink" campaign in communicating the importance of safety culture as the basis of every decision made. The key article, not to be missed, is the cover story that recounts the transport, from Italy to Siberia, of a steel column over 50 meters long, including all of the fundamental micro-decisions that were made to ensure the highest standard of reliability and the ultimate success of the operation. All this without forgetting the efficient job performed in Oman, where from the very beginning the project managers spoke directly with the stakeholders, having chosen not to employ an intermediary. The focus of the next issue- EVOLVE number 5- will be about the Motto STEP UP AND MAKE THINGS HAPPEN! dedicated to furiously fighting bureaucratic attitude, the worst behavioural risk large organizations run. As Constantin Cimpuiaru (Integrated Projects Vice President of the Group) wrote in the editorial of this edition of EVOLVE, an Adaptive Manager must possess all of the following essential skills: "*Patience, listening, punctuality, respect, clarity of objective and timing*".



Answers to the test on page 30

Question 1 - Correct answer C

According to a study carried out by researchers from the universities of Texas, Minnesota, San Diego and Florida, and then published in the Journal of Personality and Social Psychology, we will only have all of our cognitive resources available to make the best decision after a long sleep.

Question 2 - Correct answer B

According to Dave Girouard, founder and CEO of Upstart as well as former president of Google Enterprise Apps, in managing a team's work it is necessary to transform serial dependencies into parallel actions. It is advisable to organize the work so that everyone can independently

manage their task and carry it forward without having to wait for other colleagues in the team to complete their assignment. This way each collaborator can immediately execute all of their tasks.

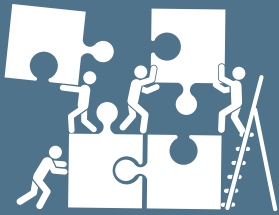
Question 3 - Correct answer B

According to the **Small Steps Strategy**, we must never stop during a decision-making process. It is important to focus only on the next step. And if that step seems so big that it cannot be completed, the winning strategy is to divide it into various sub-steps. It does not matter how many.

Question 4 - Correct answer C

When looking for external advice, it is useful to turn to **different types of people** to whom you can first propose your own personal evaluation, and only afterward, listen to their feedback.

RIDE THE TURNAROUND!



The challenge of our Group: impeccably deliver our portfolio through operational and financial discipline.

Master the change, be actively part of it!

TAKE THE CHALLENGE!



Managing uncertainties is the core of our job... As a sailor faces the sea every day.

Let the passion for results drive your actions!

EVERY SINGLE DECISION COUNTS!



Our work-success is the result of a thousand single choices made in the right sequence. There is no time for procrastination.

Your contribution makes a difference!

STEP UP AND MAKE THINGS HAPPEN!



Talk and listen directly to your colleagues. Sending an e-mail could not be a solution. Let's keep our doors open.

Beat the bureaucratic approach!

BE ADAPTIVE!



Fast changes in the market create discontinuities while opening also opportunities to the most responsive players.

Agility is the key!

WE ARE RESILIENT!



Recovering quickly from drastic changes is part of our noble and precious DNA. We live in a tough environment, but adversity made us stronger.

Let's capitalize on lessons learnt!

NOT JUST THE COMPANY, THIS IS YOUR COMPANY!



Building together the success of our Group creates shared value to everyone.

Be entrepreneur in a network of entrepreneurs!

OUR TOMORROW IS NOW!



These are extraordinary times. If we stay focused on our corridor of growth we will be ready to build the next decade of Maire Tecnimont.

The floor is ours!

