

EVOLVE

RISE TOGETHER



EVOLVE

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BUILDING THE FUTURE, GIVING VALUE TO PEOPLE

At MAIRE, "Rise Together" is much more than a motto: it is a daily choice that guides every action, every decision, every relationship. Rising together means facing challenges with determination, valuing people and the power of facts. It is a message that runs through the entire history of MAIRE and every aspect of our Human Resources management model, from selection to onboarding, from development to performance, from proposing new organizational models to building new business scenarios, as well as our vocation of always "exploring" new geographies.

Such openness can only be embodied and affirmed when viewed through our journey at MAIRE, and as we celebrate the twentieth anniversary of its foundation in 2025 (of today's MAIRE, which began with the acquisition of Tecnimont), we can certainly say that it is not a consideration of a single moment, but one that runs through our entire history.

For us, courage is the force that makes "Rise Together" possible: it is the choice to challenge ourselves, to work on ourselves, and to lead teams with ever greater awareness, certain that collective growth stems from individual acts of courage. The many paths of development designed over the years have helped us appreciate differences and build authentic relationships. Courage is also found in those who face a job interview, those who change roles, and those who put themselves in play on a new project.

We have seen this spirit in all of our colleagues, from the youngest to the most senior—regardless of their roles and activities—and in the young men and women participating in the Flourishing Program, all within a learning ecosystem that focuses on individual awareness and shared growth. It is not just about training, but about paths that stimulate dialogue between generations, the cross-pollination of ideas, and the building of an evolving corporate culture.

We experienced this in Challenging Mentoring, where mentors and mentees worked together, measuring themselves against real challenges related to the Business Plan. It was a workshop for inter-generational and interfunctional exchange, where value springs from the ability to listen and propose innovative solutions. It is a demonstration that even those at the beginning of their careers can bring different and valuable ideas and perspectives, contributing in a concrete way to the Group's success.

In the Academies, such as the one created with the University of Catania, our colleagues have passed on their experience to younger people, transforming it into knowledge and new skills. This investment—which we are replicating in Saudi Arabia, the United Arab Emirates, and Kazakhstan, taking our model of training and collaboration beyond our national borders—generates value for everyone: for those who teach, those who learn, and the territories in which we operate.

"Rise Together" is the realization that no one can achieve results alone. It is synonymous with shared responsibility, mutual trust, and the ability to face challenges together. At MAIRE, each person is the protagonist of their own journey, supported by an environment that values initiative, exchange, and growth. Dialogue is a key tool for development, fostering discussion as a means of increasing awareness and stimulating initiative.

The transformation we are experiencing also entails the adoption of new technologies. Artificial intelligence and the use of tools such as Copilot are changing the way we work, learn, and



collaborate. AI is an integral part of a cultural and organizational transformation that always puts people at the center. As our Chairman Fabrizio Di Amato pointed out at Capital Markets Day, even a simple bicycle can become a symbol of the transition: the hydrogen-powered bicycle, capable of traveling sixty kilometers on half a liter of fuel, is an example of how innovation can improve everyday life while giving us a concrete illustration of the future we are building. This example also speaks to our expertise: as the MAIRE Group, we build plants and technologies for hydrogen production, thereby contributing to the spread of sustainable solutions around the world. The "Humans in the Loop" philosophy reflects our deepest conviction: it is human intelligence that drives change and gives meaning to innovation. We have come to realize that the true value of AI only emerges when it is integrated with people's judgment, creativity, and collaboration. With this vision, based on responsibility and trust, MAIRE is embarking on its AI Journey, aware that technology expresses its strength and power to the extent that, and only if, it amplifies human potential.

We have chosen to invest in concrete tools: from training in Diversity, Equity, and Inclusion that has been extended worldwide, LinkedIn Learning access made available to every employee, to the MAIREmpower Summer School for high school students. These initiatives all speak to and about the future, but begin in the here and now, with people. The Summer School, in particular, offered a group of young people an intensive and transformative experience, ranging from sustainability to the circular economy, artificial intelligence to soft skills.

Courage also manifests itself in the ability to build bridges between different worlds: between school and work, between technical disciplines and the humanities, between generations and cultures. It is the attitude of those who believe that sustainability is not only about the environment, but also about society and its organization as a whole. It is the courage of those who choose to stay, to grow together with others, and to contribute to the growth of our Group.



In recruiting, we have strengthened our employer branding, presenting MAIRE as a place where people can shape their own career path with dignity and vision. In onboarding, we have created personalized experiences to support new colleagues, helping them feel part of the corporate community from the moment they arrive. In engagement, we have listened to people, gathered feedback, and developed measures for improvement.

Our performance management model is increasingly focused on dialogue and the promotion of responsibility. It is not simply a question of evaluation, but one of accompanying, supporting, and building shared goals and the paths needed to achieve them together.

MAIRE's growth also stems from its ability to manage change. In a complex global context, we have chosen to invest in continuous training, the exchange of ideas, and the creation of an open and inclusive organizational culture. People's well-being is a priority: not just their welfare, but also in terms of listening, care, and attention.

"Rise Together" is our mutual promise every day: to grow together with determination. A future in which each person can find their own place and to which they can contribute with their skills, while feeling part of a common project.

This year, as I mentioned, marks the twentieth anniversary of MAIRE's founding. Although undoubtedly less important, I would like to take this opportunity to share that I personally have had the honor of being part of this company for twenty years. I can only thank the colleagues I have met over the years, who have allowed me to grow, and to navigate projects and scenarios that have been challenging and always surprising, together.

Franco Ghiringhelli

Group Human Resources, ICT, Organization & Procurement Senior Vice President



BUILDING BRIDGES, NOT BARRIERS



It is not enough to include, we must make people feel they belong. From solidarity to gentle leadership: two complementary visions for building a shared, inclusive, and transformative corporate culture. To help us, we have extracted some insights from the thinking of Sally Helgesen and Paola Lazzarini.

In a rapidly changing world, talking about leadership increasingly means talking about relationships. The time for individualistic or performative models is over; now is the time for shared, inclusive visions that unite rather than divide. The motto Rise Together is not just a wish: it is a strategy. **Growing together means being able to recognize differences, build bridges, and multiply points of view in order to address complexity.** It also means learning to let go of the need to always be right, to open up to a culture of reciprocity, listening, and dialogue.

Two recent books – **"Rising Together"** by Sally Helgesen and **"La grande D - Come la leadership femminile trasforma le organizzazioni"** (The Big D - How Female Leadership Transforms Organizations) by Paola Lazzarini – explore this very issue from different perspectives: how to bring forth leadership that is truly shared, regenerative, and transformative. Both authors focus on the value of diversity and connection. And they invite us to rewrite the rules of power to make it more accessible, more equitable, and more humane.

Because, as **Stephen Covey**, author of many inspirational books, says when talking about the correlation between management and leadership: *«Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.»*

Building bridges for an inclusive future

Why, despite good intentions, do so many inclusion initiatives fail? That is the question posed by **Sally Helgesen**, one of the world's most authoritative voices on inclusive leadership and gender balance. In "Rising Together," the author offers a practical and deeply human guide to overcoming the barriers – visible and invisible – that stand in the way of full participation by all people in the workplace.

Her starting point is enlightening: if we really want to "rise together," we must recognize that men and women, people from different backgrounds, different generations, do not start from the same conditions and do not experience the same obstacles. Yet, **the key to overcoming divisions lies not in denying them**, but in making each other aware of the mechanisms that create frustration, misunderstanding, or disconnection.

Helgesen identifies eight relational triggers – from the tendency to control to the feeling of not being seen or valued – that can undermine trust and prevent collaboration. With concrete examples and an empathetic tone, she urges us to transform those triggers into opportunities for growth, cultivating listening, generosity, and a willingness to learn from our respective differences.

The central message is powerful and timely: **true inclusion is not built with policies, but with relational awareness**. In an era in which teams are increasingly hybrid, intergenerational, and multicultural, Helgesen offers us a compass for navigating change without sacrificing authenticity. Rising Together is a concrete invitation to abandon self-defense and experiment with a new – and more courageous – way of being together, at work and in life.

The transformative power of female leadership

What happens when leadership stops reproducing hierarchical and self-referential models and begins to include care, relationship, and justice as structural elements of power? According to **Paola Lazzarini**, sociologist



and founder of the association "Donne per la Chiesa" (Women for the Church), what happens is a profound and necessary transformation of organizations.

In her book "La grande D" (The Big D), Lazzarini addresses an issue that often gets overlooked: the underrepresentation of women in decision-making positions is not just a question of numbers or equal opportunity, but an indicator of **a cultural system that struggles to value alternative visions of success**, authority, and impact.

The heart of her message is that female leadership should not be equated with male leadership but recognized in its own right: **more dialogue-driven, horizontal, and oriented toward meaning rather than just performance**. A form of leadership that brings to bear skills often considered "soft," but which prove decisive in the complex and unstable contexts in which organizations operate today.

"La grande D" is an accessible but profound essay that combines theoretical reflection, personal experience, and observation of organizational dynamics. **The book does not put men against women** but invites everyone to question the models of power we adopt – often unconsciously – and how they influence the way we work, collaborate, and make decisions.

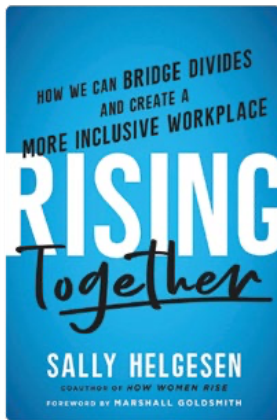
At a time that calls for greater equity, collective intelligence, and cooperation, Paola Lazzarini's proposal is radical in its simplicity: **to truly change organizations, we must also change the ideas we have about leadership**. And embrace difference – of gender, style, and perspective – as an evolutionary resource.



EXCERPTS OF THE FUTURE

Among the most significant soft skills, I would like to mention kindness, which now more than ever is linked to good management [...]. The directive approach is increasingly giving way to inclusive, cooperative, and indeed 'kind' leadership. This is a paradigm shift that transforms kindness from an element verging on weakness to an accelerator of discussion, performance, and complicity.

[Paola Lazzarini]



If you hear someone talking about his company or its leaders as "they," you can bet he's not experiencing it as inclusive.

[Sally Helgesen]

Femininity must be an added value for organizations. Being a woman must be seen as a transformative resource, called upon to participate in corporate culture as a value.

[Paola Lazzarini]

History teaches that solidarity is powerful, with amplifying effects that can transform even situations that seem hopelessly entangled. Whereas mighty organizations – or nations, for that matter – can be quickly paralyzed by infighting and division, extraordinary things can happen at warp speed when people come together and focus on the we instead of the they.

[Sally Helgesen]

One executive was particularly blunt. «We hope you're not going to waste your time making the case for why developing and retaining women is important for our industry» he said. «We know all about the whys. What we don't know is how to do it. We haven't got a clue».

[Sally Helgesen]

This book is intended to be a sort of double-entry confessional between what women have learned from male leaders in recent years and what male colleagues can learn and personalize from expressions of female leadership.

[Paola Lazzarini]

A leader is someone who works with people, who adds listening and inclusion to directiveness. Managers pursue power, leaders build it with their people. Managers manage change, leaders seek to attract and direct it.

[Paola Lazzarini]

A leadership style that promotes and values people's "freedom" cannot be achieved through control alone: it requires radical innovation driven more by trust, empathy, and a propensity to delegate than by rigid systems of supervision and verification. It is a valuable discovery that - we hope - will be difficult to reverse.

[Paola Lazzarini]

This directive leadership style began to change during the Covid period. [...] Directive leadership began to take a step back precisely because it is not possible to fully control those who work remotely.

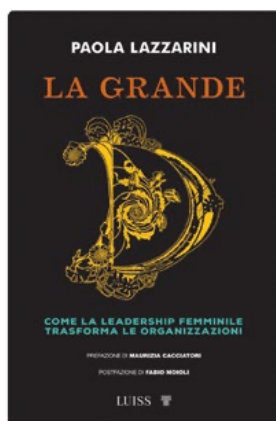
[Paola Lazzarini]

If someone says her boss has little idea of her real talents, you can take it to the bank she doesn't feel a part of a supportive team.

[Sally Helgesen]

A culture of belonging is one in which people feel ownership, are valued for their potential, and don't tie their worth only to positional power.

[Sally Helgesen]



A woman's success is almost never linked to a question of power or the exercise of power, but rather to sensitivity and care in her actions, to involving people, to listening and patience, and to being true to herself.

[Paola Lazzarini]

This mental evolution reflects a simple truth: that it's easier to act our way into a new way of thinking than to think our way into a new way of acting.

[Sally Helgesen]

Excerpts from:

- Sally Helgesen, *"Rising Together: how we can bridge divides and create a more inclusive workplace"*, Hachette (2023)
- Paola Lazzarini, *"La grande D. Come la leadership femminile trasforma le organizzazioni"*, Luiss University Press (2024)



Cristiana Scelza, president of Valore D, explains how companies that invest in equity and participation are the ones that are able to attract talent, innovate, and build the future.

Cristiana Scelza

Valore D President

DIVERSITY AS AN ASSET

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ith a background in STEM and an international career forged in the industrial sector, **Cristiana Scelza** now leads high-tech projects at Prysmian Group and is president of Valore D, the first business association in Italy dedicated to promoting inclusion and gender equality. Taking a close look at how diversity can become a strategic lever for innovation and growth, Scelza talks about why inclusion is not just a side issue, but a key factor in competitiveness.

"Rise Together" is the motto that is guiding this issue of EVOLVE. In your experience, how do inclusion and integration become strategic levers for growing together - as individuals, as a team, and as a company?

Growing together means creating the conditions for each person to feel like they are an active part of a shared journey, and because when you stand together, 1+1 becomes greater than 2. This is why inclusion is no longer a peripheral value but a strategic lever for innovation and growth. The most solid and visionary organizations are those that recognize the potential of differences - in culture, age, gender, background, and experience - as an enabling factor that allows for the development of broad collective intelligence, rather than as a variable to be managed. Because a truly diverse team is also a team that is better able to read complexity, prevent risks, and innovate in a sustainable way.

In the change management support programs that Valore D develops with its more than 400 member companies, we see that those organizations that are able to fully value their people - their skills, motivations, and potential - are also the ones that achieve the best results. Not only in economic terms, but also in their ability to attract new talent, retain strategic resources, and respond quickly to technological and environmental change. Organizations that invest in a culture of recognition and widespread participation become more responsive, more sustainable, and stronger over time.

Inclusion does not slow business down: it makes it more resilient, more human, and more enduring.

What are the most pressing challenges for the future of inclusion in organizations?

The first challenge is systemic: to render equity and equal opportunity policies truly effective, they need to be fully integrated into corporate decision-making processes. This means having clear metrics, measurable objectives, and shared responsibility throughout the organizational chain. Without solid governance and cross-functional

accountability, there is a risk that inclusion will remain an intention rather than a transformation. It is not just a matter of creating initiatives, but of bringing them to life at the heart of corporate strategies, through structured plans, ongoing training, and constant monitoring of results.

The second challenge is cultural. DEI policies have recently been the subject of heated debate in some parts of the world. In Europe, however, equality and non-discrimination are founding principles enshrined in the EU Charter of Fundamental Rights. The European context has long recognized the importance of measures that promote substantive equality and has adopted directives and strategies that support gender equality, equity in pay, and social inclusion.

Today, more than ever, the discussion is open. In many companies associated with Valore D, this discussion is proving to be an opportunity to reaffirm their commitment to these issues, reformulating the language and reconnecting DEI policies to a broader vision of organizational well-being and sustainability. This is a necessary step, because only that which is solid in terms of culture can withstand the challenges of the outside world over time.

The impact of Valore D is tangible: 87% of member companies have implemented welfare plans and 74% recognize the association as playing a key role in their inclusion programs. What is the "operational heart" of this change? What makes your model effective?

Our model is based on an integrated approach: we provide companies with tools, data, expertise, and community. Each intervention is designed based on the specific needs of the companies but is also anchored to a shared set of values and methodologies. This allows for adaptation without the distortion of the original intent.

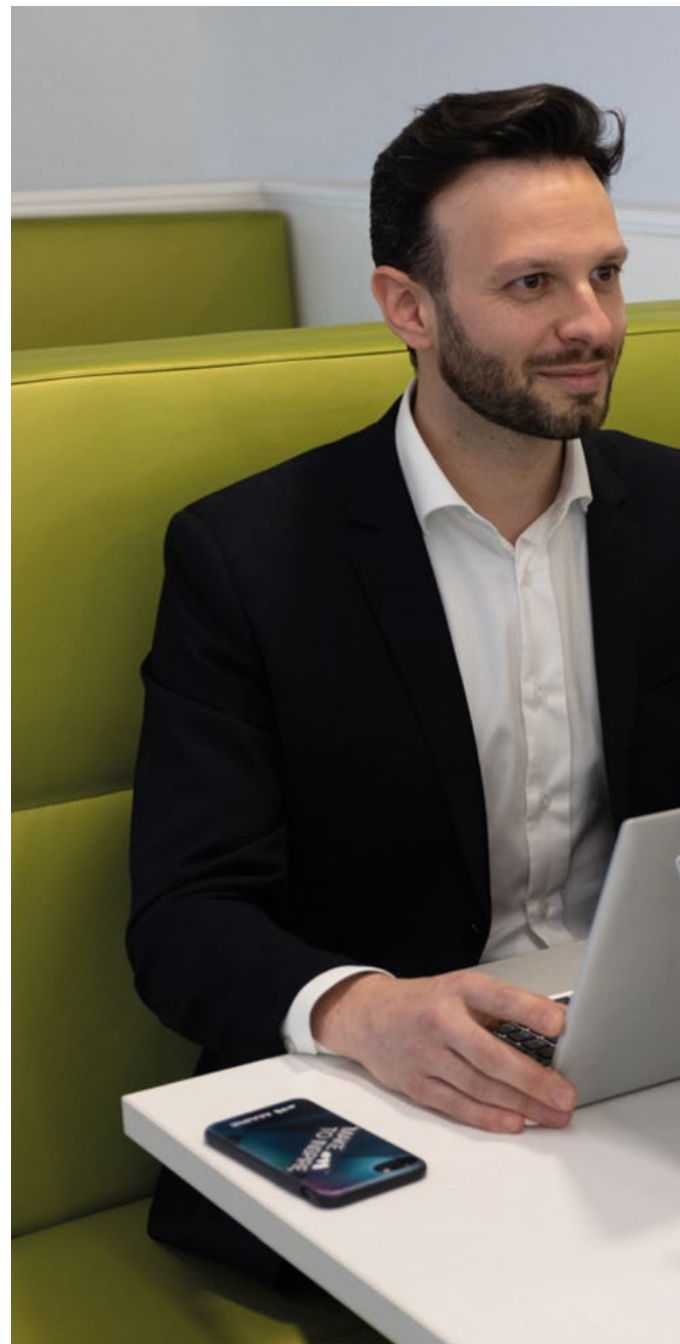
The operational heart is sharing: a collaborative system in which companies listen to each other, co-design activities, exchange best practices, and measure themselves against common metrics. It is not just about "applying guidelines," but about accompanying organizations on a path of transformation that makes inclusion part of their culture and governance. And when this happens, the results are clear to see: greater engagement, more creativity, and increased competitiveness.

Your international career in the industrial sector has brought you to the head of high-tech projects. How do you balance technological innovation with the appreciation of diversity in your company today?

Technology and diversity do not contradict each other. On the contrary, digital transformation requires teams capable of looking at problems from multiple angles, with hybrid skills and complementary approaches. The balance lies in awareness: technology is never neutral. It reflects the data, logic, and intentions of those who design it. This is why it is essential to have more voices, more experiences, and more points of view in decision-making teams.

In my professional career, I have seen how a diverse environment, where people feel empowered to contribute their own perspective, succeeds in generating more effective and equitable innovation. This is why we must also invest in workplace culture, creating psychologically safe spaces, free from bias and stereotypes, where everyone can give their best.

Inclusion and integration have an impact on the value creation of companies. Can you explain why, and which indicators confirm this?



Inclusion is not an ethical intuition, but a measurable strategic choice. Numerous studies (McKinsey, Boston Consulting Group) show that, within the same sector, companies that invest in policies on equity and well-being record higher levels of productivity and employee engagement, reduced turnover, improved ability to attract talent, greater likelihood of financially outperforming their competitors, and greater innovation and ability to respond to the needs of an increasingly diverse customer base.

For this to happen, however, a clear management vision must be adopted: precise KPIs are needed to measure the degree of progress and effectiveness of DEI policies in companies. These range from resource retention rates to the percentage of women in STEM and senior

roles, from work-life balance to engagement scores. Tools such as the Inclusion Impact Index Plus, the digital platform that analyzes inclusion from all angles developed by Valore D together with the Politecnico di Milano, support companies in monitoring their progress and comparing themselves with industry benchmarks. It is not just a matter of doing "the right thing," but of doing the smart thing for the future of the business.

At this moment in history, DEI policies are being called into question. Is this a phenomenon that is destined to last?

The debate is heated, but it is not new. Whenever a cultural change takes hold, it also encounters resistance. But the numbers, experiences, and transformations underway show that DEI policies are not a passing fad. They are a concrete response to the challenges of our time: attracting talent in global markets, responding to the needs of new generations, and responsibly addressing technological and social evolution.

If we look to the future, we see that the most resilient and sustainable companies are those that know how to build value together with people, not at their expense. And 'Rise Together' also means this: growing not only in numbers, but in the ability to include, listen, and innovate with fairness. This is where true leadership will be played out in the coming years.



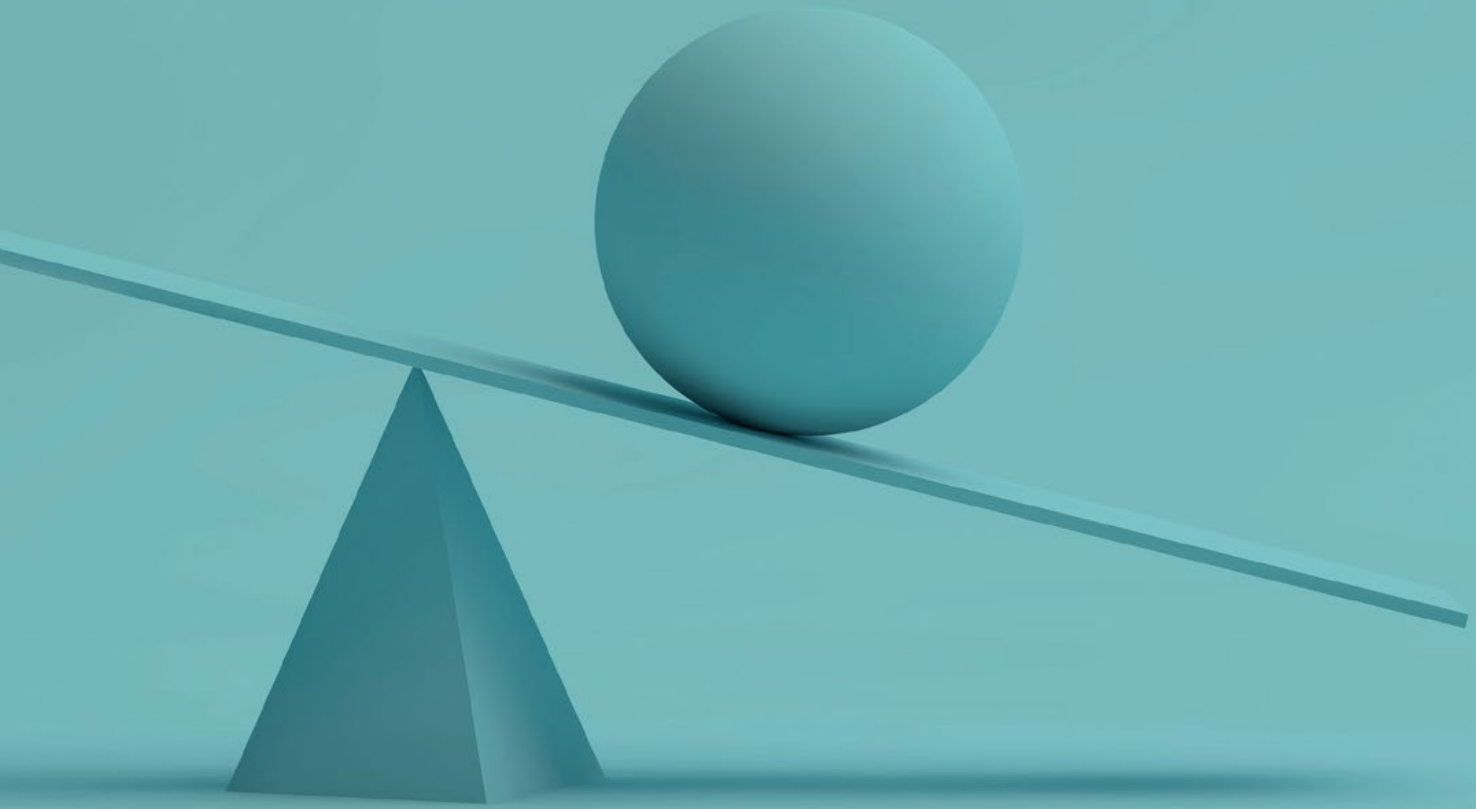
RISE TOGETHER: INCLUSION, TRUST, AND DEVELOPMENT AS STRATEGIC LEVERS

The motto chosen by MAIRE for this issue of EVOLVE - RISE TOGETHER - encapsulates a philosophy that goes beyond that of a mere slogan: rise together means facing the complexity of the present by means of a shared vision, where diversity is valuable and inclusion becomes the driving force behind change. In a multinational group that does not manage production plants or machinery but knowledge, projects, and skills, the real capital is that of its people. We discussed this with **Sara Frassine**, Group Development & Compensation Vice President of MAIRE.

What does it mean to you, as a professional in the world of Human Resources, to "rise together" within a large group like MAIRE?

I would say that it is our daily reality. We really have no other assets than the people who work with us. Many companies say that people are at the center, but for us it is a concrete fact: we have no assembly lines or factories. MAIRE's growth is based on the enhancement of its human capital, in line with our strategy focused on innovation and sustainability: skills, relationships, and a shared vision are the real drivers of our development. Personal development depends on the support of the company, just as the growth of the organization as a whole is closely linked to the development of the people who live it every day.

This growth comes through skills consolidation, ranging from technical training to cross-functional training - project management, soft skills, leadership. And then there is on-the-job training: you learn by doing, by working, by tackling complex projects.



Sara Frassine

MAIRE Group Development
& Compensation VP

Interview with Sara Frassine, Group Development & Compensation Vice President of MAIRE and Human Resources, ICT & General Services Vice President of NEXTCHEM.

«Trust in skills, perspectives, and diversity is the essential component of building a team capable of continuously evolving and generating value »

How does MAIRE promote a culture of interdependence and shared responsibility?

MAIRE is a very demanding company with challenging goals. This may seem like a constraint, but in reality, it is a great playing field. In recent years, we have worked hard on the issue of responsibility: not only the sense of belonging to a project, but also the awareness that our actions have a direct impact on its success.

The motto RISE TOGETHER reminds us that no one can achieve the ultimate goal alone. That is why we insist on individual responsibility and self-development. Development is driven by individual awareness and shared responsibility: each person is the protagonist of their own journey, supported by an ecosystem that makes the most of their potential.

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At MAIRE, multiculturalism is recognized by everyone as a value. We are a multicultural Group, and this constitutes a source of wealth.

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Can you please expand upon what this concept of self-development entails?

We are increasingly trying to start from individual awareness. The real question is not "what path does the company offer me?" but "who do I want to become, what do I want to bring to my role?". And that is where the discussion with colleagues and managers arises, in a process that also values cross-cutting skills. As I said, no one grows alone: it is the context, together with relationships with others, that makes authentic and lasting development possible.

These are not revolutionary concepts, but we are proud of the way we have introduced them and made them a reality. At MAIRE, we work to ensure that everyone has a personalized path, aligned with their expectations: not everyone is aiming for vertical growth. Development also means consolidating skills in one's role, exploring new perspectives, or broadening experiences horizontally. That's why I prefer not to overuse the word "growth", as it seems to imply only upward movement: growth can also mean changing perspective, taking on a different role, or trying new paths.

In reality, the process must start with the individual: recognizing your strengths, understanding who you want to be and become, and then - with the support of your manager - designing a path that supports the achievement of shared goals. An important tool is the "development conversation," an ongoing dialogue between manager and employee to stimulate awareness and responsibility. It's a paradigm shift: it's not the company that decides for you, but you who guides your own path, obviously taking the needs of the organization into consideration as well.

Do the Flourishing Program and mentoring initiatives fit into this approach?

Yes, absolutely. I am thinking of the Flourishing Program and two recent initiatives: Challenging Mentoring and Development by Design. In the first, for example, there is not only a one-to-one relationship between a young Flourisher and a senior manager: participants work in groups on challenges drawn from the business plan, developing real business cases. It is a way to grow together, strengthening community and team spirit.

Inclusion and integration are part of the RISE TOGETHER motto. What do they mean for you in concrete terms?

"Rise" is momentum, movement. "Together" is responsibility and belonging. But it is not something that arises on its own: sometimes it needs to be cultivated. At MAIRE, multiculturalism is recognized by everyone as something of great value. We are a multicultural Group, and this is a source of wealth. Last year, we decided to run a worldwide training program on the themes of "Diversity, Equity & Inclusion" to help people recognize how diversity is a strategic lever: recognizing, integrating, and valuing it allows us to



RISE TOGETHER

Inclusion as a way of being. Integration as a way of doing. We act together as an evolving ecosystem, creating value and sustainable results.



RISE TOGETHER

Inclusion as a way of being. Integration as a way of acting. We evolve as an ecosystem, generating sustainable value through collaboration and mutual trust.

Diversity and openness are an integral part of MAIRE's identity. This is why inclusion and integration are fundamental aspects of its culture and approach. It is therefore essential to operate as within a constantly evolving ecosystem: through collaboration and interdependence between the people involved. The goal is to create long-term value through this collaboration, achieving sustainable and meaningful results.

address complexity with richer and more sustainable solutions.

"Together" holds significant meaning, because we are all different from one another. It signifies mutual responsibility, a sense of belonging, but also the capacity to view others as individuals who have different perspectives, skills, and abilities to contribute. This does not always happen spontaneously: sometimes it requires the awareness that working together is not only a necessity, but also leads to better results than working alone.

This year with this aim in mind we involved "people coordinators", that is, colleagues who have people reporting directly to them. International studies show that employee development depends heavily on the beliefs of their managers. That is why we invited them into the classroom, had them work both on themselves and together, including through activities like gamification. They yielded very positive results: deep insights, new awareness, and the ability to view diversity as an asset.

The goal is to engage all team members, to enhance each person's strengths and to bring out the best in everyone in order to achieve common goals. That is why, rather than traditional training on "Diversity, Equity & Inclusion," for us it was a journey of managerial development. We worked on the skills that enable team leadership, helping each person find their own "path to flourishing" in everyday life.

You have referred to "talent" in the singular a number of times. What is the reason behind this choice?

At MAIRE, every person has talent: our job is to create the conditions for each person to express and develop it. Everyone has their own talents and the responsibility to develop them. Of course, there are groups that are more closely monitored than others, but without the contribution of the entire organization, we cannot go far.

The so-called "belly" of the company – those who carry out the day-to-day, less visible activities – is what guarantees continuity and value. That is why we invest in both the highest-potential groups as well as the entire corporate population: for example, we have given each employee access to LinkedIn

Learning, a digital training library that allows them to consolidate knowledge and skills, face challenges, and cultivate curiosity.

The Project Control Academy with the University of Catania is a concrete example of growth through synergy. What goals have you set for yourselves?

The Academies are tools for synergy and trust: they generate shared value across generations, territories, and skills, strengthening our social and industrial impact. We have enabled our employees to pool their experience and transform it into knowledge that is useful to others. It is a journey that enriches everyone involved: the young people who join and the professionals who teach.

We are implementing similar experiences in Saudi Arabia, the United Arab Emirates, and soon in Kazakhstan. It is an investment that creates value not only for the young people, but also for our more senior staff: those who get involved as classroom teachers develop new communication and teaching skills. It is mutually enriching.

Looking to the future, what are the key levers for sustainable and inclusive growth?

The awareness that goals cannot be achieved alone. Our market is so complex that one person's vision is not enough. We need discussion, dialogue, and shared ideas. This is why the ability to generate ideas together will be increasingly important. In the future, we will need to further strengthen team behavior, reward collective work, and support everything that reinforces collaboration.

And there is one element that I consider indispensable: mutual trust. Without trust in each other's abilities, in different points of view, and even in the differences that characterize us, we cannot truly work as a team. Trust is the foundation of sustainable and inclusive growth: only through collaboration, listening, and a shared vision can we take on the challenges of the future. RISE TOGETHER is not just a motto, but a daily choice: to grow together, valuing differences, to build a more equitable, innovative, and sustainable future.



THE POWER OF SHARED GROWTH

With the Flourishing Program, development becomes part of an evolving corporate culture.

Accompanying people on an intentional and sustainable evolutionary path, strengthening the new generation of key figures and creating continuity between different development processes. This is the goal of the **Flourishing Program**: not just a training program, but a learning ecosystem that, depending on individual and organizational needs, offers self-awareness activities, mentoring, shared experiences, and personalized paths.

First launched in 2022, following the initial cultural mapping and key figure development initiatives, the Program has involved over 200 people from the Group in Italy and India, for whom individual development plans have been defined. In Italy, the programs focused on discussion, skill sharing, and growth - through the *Dialoghi in Prossimità* ("Dialogues in Proximity") initiative - and on intergenerational dialogue to address business challenges - through *Challenging Mentoring*. At the



same time, specific paths were activated for the subsidiary Tecnimont Pvt Ltd India, with a focus on top-level leadership and coaching skills for line managers. Cross-functional events such as *Future Talks* and the *Flourishing Arena*, which provided opportunities to engage with the Group's top management, helped to build an "ecosystem of meaning," encouraging the exchange and sharing of ideas about the future of MAIRE.

At the heart of the **Flourishing Program 2025** are two distinct initiatives: Development by *Design and Challenging Mentoring*, in a new guise.

The first focuses on self-design and the alignment between personal aspirations and organizational goals. Each phase is crafted to stimulate integrated and intentional growth: from onboarding in small groups, where people will develop their respective development plans, to "core" modules inspired by MAIRE's motto "Make an impact," to support participants and make them capable decision makers who are aware of the possible impacts along the MAIRE value chain. This will be followed by specific modules, which will allow participants to personalize the experience according to their interests, training needs, and development goals in relation to the company's needs.

The second, **Challenging Mentoring**, reintroduces an innovative form of intergenerational and interfunctional exchange. Fifty senior

managers will act as mentors for fifty mentees in a year-long program designed to address ten real business needs identified by the **Executive Challenging Team**, a group of top managers who lead the Group's strategy. The challenges to be addressed concern key areas of the Group's Industrial Plan - from the valorization of nuclear power to technological scale-up, from plant renewal to in-country value. In a concrete and inclusive context, it will therefore be possible to stimulate cross-fertilization, openness to different perspectives, and innovation.

In all its forms, the Flourishing Program reflects **MAIRE's** mottos - *Make an Impact, Act with Simplicity, Rise Together, Enjoy Our Way, Inspire Innovation* - and translates them into concrete practices to support the development of the people involved. The underlying philosophy is clear: development is not an automatic process, but an intentional choice that comes through awareness, connection, and transformation. Through this approach, MAIRE is building a community of flourishers capable not only of meeting the challenges of the energy and digital transition, but also of generating lasting value for the organization as a whole.



THE VALUE OF DIALOGUE FOR INNOVATION

At a time when companies are rethinking their human capital development models, MAIRE has chosen to stand out with its **Challenging Mentoring** program.

An integral part of the broader Flourishing Program, **Challenging Mentoring** is not a traditional training course, but a laboratory for mutual growth that has involved **50 mentors and 50 mentees** in a year of shared work, built around five strategic challenges of the Industrial Plan.

The underlying idea is both simple and disruptive: to create a space where intergenerational exchange, the cross-pollination of experiences, and collaboration between different functions become concrete tools for innovation. Mentors and mentees were not bound by a hierarchical relationship, but rather by a two-way relationship, in which each brought perspectives, feedback, and stimuli for growth. « I quickly realized that in the MAIRE group there are no hierarchies, » says mentee **Emanuele Carugati**. « Even if you are a junior, you always have the opportunity to contribute ideas and suggestions. »

Through one-on-one mentoring sessions, Innovation Labs, and time spent with the Executive Challenging Team, participants worked on key topics such as green transition, organizational adaptability, project excellence, and regional models. The approach stimulated both skills development and critical thinking and collaboration skills. « I learned that every challenge, no matter how complex, can find its solution with the sharing of different experiences and perspectives, » observes mentee **Arianna Cravello**.

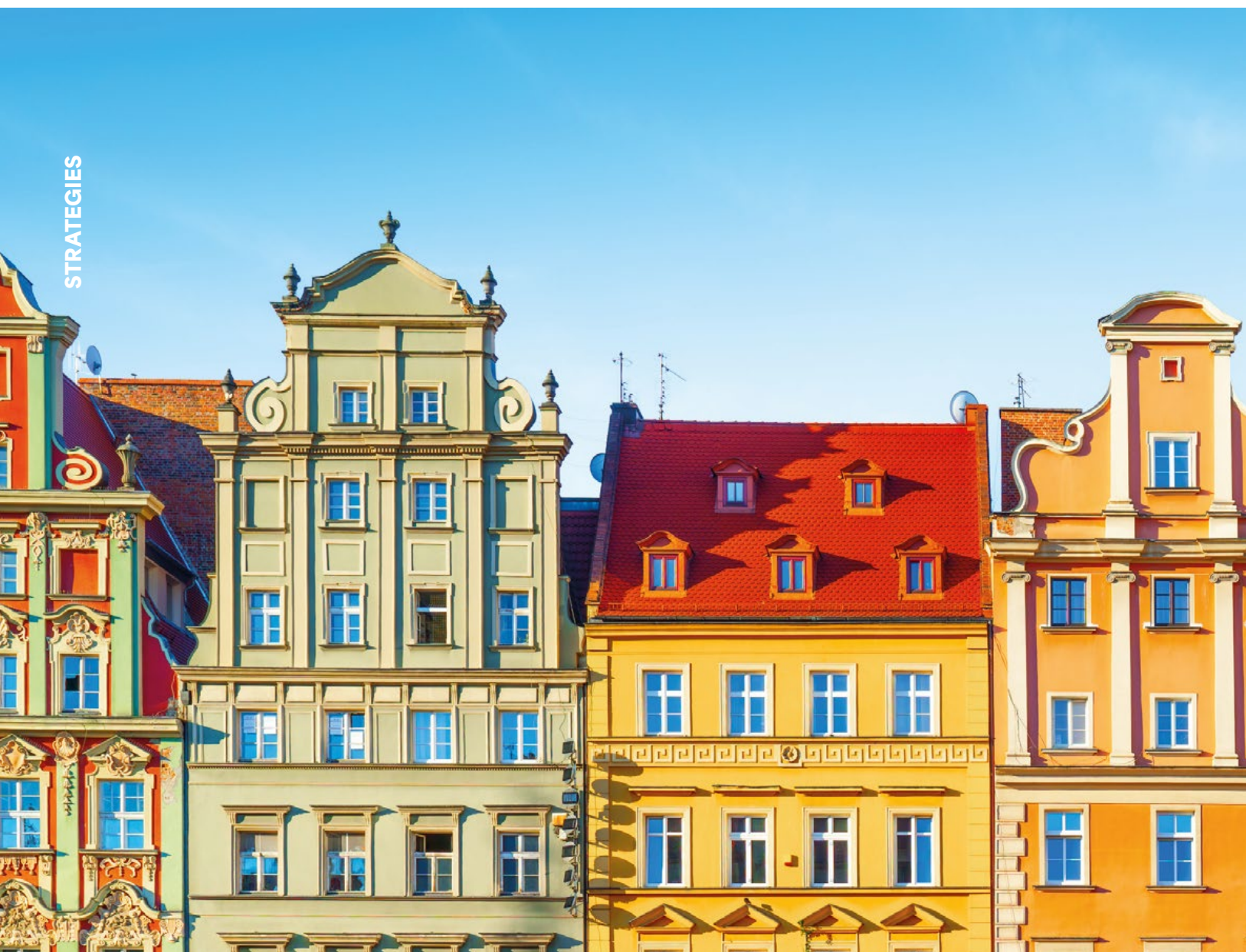
The value of the program was also evident in its relational dimension. For some mentees, the relationship with their mentor has been crucial in developing awareness and confidence. « It gave me the courage and self-esteem I need to take on my daily activities, » Carugati further emphasizes. Others, like **Nicoletta Bellusci**, have found mentoring to be a space for care and appreciation: « From the very beginning, my mentor showed interest in my professional and personal growth. She has helped me understand my value. »

From the mentors' perspective, the experience has been an opportunity for reflection and learning. « The difference between leading and mentoring is enormous, » explains **Luca Sommariva**. « Leading means pulling, while mentoring means putting yourself in the other person's shoes and seeing the world from their perspective. » For others, like **Guido Tornatore**, the most enriching aspect was « the ease of interaction with the mentee, » while **Sathiamoorthy Gopal-samy** noted the passion and sincerity brought to each meeting.

Looking to the future, the message is clear: **Challenging Mentoring** was not just an exercise in individual development, but an investment in organizational culture. « I would like to inspire mentees to truly believe that they belong to something bigger than themselves, » says Sommariva. « Everyone plays a key role in creating a more sustainable world, and this is the right place to be. »

The person bringing everything together is **Franco Ghiringhelli**, Human Resources, Organization, ICT and Procurement Senior Vice President of the MAIRE group, who underlines the essence of the project: « Listening is the key to success in achieving the results we have in mind. To innovate, it is essential to give everyone, in every part of the organization, the opportunity to propose solutions, ideas, and new ways of carrying out our activities. »

MAIRE IN POLAND: HISTORICAL ROOTS AND A NEW CENTRAL FOCUS



Antonio Gallo (KTI Poland) recounts the journey of a company that - with its Italian roots, excellent human capital, and new strategic projects - is growing alongside the country and contributing to its energy transformation.

The ties between Italy and Poland have deep roots, dating back to the Renaissance and strengthened during the industrial era. « Even before 1989, despite the difficulties of the political context, there were important industrial relations between the two countries, » recalls **Antonio Gallo**, Managing Director of KTI Poland S.A. « Many people think of the Fiat 126, which was licensed for production in Poland, but the refineries in Płock and Gdańsk were also designed and built largely by Italian engineering companies, such as Snamprogetti and later Technimont and KT. Some of these projects, such as the polyolefin complex built by Technimont in Płock in the early 2000s, represented a milestone in the development of the Polish petrochemical industry. It is a legacy that is part of our identity and remains valuable in our relationships with customers today. »

KTI Poland was officially established in 2006 as a subsidiary with its headquarters in Płock and an office in Warsaw. « Our story began as the result of an initiative by Technip KTI Roma (now known as KT), » explains Gallo. « Then, after the 2008 crisis, we went through



a complex time, but also a period of growth under two different owners. In 2024, we rejoined the MAIRE Group through KT Roma: a return to our origins that has given us new strength and increased potential. »

Today, the company has around 200 professionals, with skills ranging from civil to electrical engineering, and from piping to mechanics and processes. « We are rooted in the industrial heart of Poland, across from the large refinery in Plock. This location allows us to engage in daily contact with the leading players in the sector. »

The integration with MAIRE was a crucial step. « We no longer limit ourselves to projects that KTI Poland can manage independently. Today, we represent MAIRE in Central and Eastern Europe, bringing not only our engineering capabilities to the local market, but also the Group's advanced technologies and solutions, particularly in the sphere of the energy transition. »

An evolution that has translated into concrete projects. « The visbreaking plant that went into production in 2025 was an important milestone: a €250 million plant, built entirely by KTI Poland, which demonstrates our ability to manage complex projects to the full satisfaction of the customer. It is also a plant capable of increasing the conversion of residues from distillation units to obtain lightweight products, which helps increase the efficiency of the refinery and reduce its carbon footprint. »

In addition to this, the company is engaged in a consortium with Polimex for the new olefins complex. « It is the largest investment in Europe of its kind in the last 20 years, a project of about 8 billion euros. Our project, in the order of 1 billion euros, centers on the interconnecting of the complex. We have a significant role to play in this project that will redraw the industrial map of the region. »

A strategic energy hub

The energy context in which KTI Poland operates is rapidly evolving. « Poland still produces 57% of its energy from coal, » explains Gallo. « To reduce this dependence, the country has launched a program of investments worth over €13 billion per year, with an intermediate transition to gas and a strong push towards renewables and nuclear power. »



Among the most innovative projects are the small modular reactors (SMRs). « The first SMR site will be built in Włocławek, right next to Płock, with commissioning scheduled for 2035. It is a viable project, supported by Orlen and large industrial groups such as Synthos. It is a choice that has the potential to change Poland's energy landscape. »

Alongside the transition, Poland is strengthening its geopolitical role. « The LNG regasification plant in Świnoujście, on the Baltic Sea, whose detailed engineering, permitting, and 3D modeling were developed by KTI Poland itself, covers half of the country's gas needs. The Baltic Pipe connects the country to Scandinavia. Orlen has announced investments of €80 billion by 2035, most of which will go towards new technologies. Poland is already a strategic energy hub, and it offers MAIRE a natural opportunity. »

One eye is also on the future, beyond the country's borders. « When, hopefully, the conflict in Ukraine ends, Poland will be at the





forefront of reconstruction. Companies based here will play a decisive role because they know the territory and industrial dynamics, and will be able to make a solid and reliable contribution. »

Human capital and local roots

In addition to industrial and geopolitical considerations, the choice for Poland is based on human capital. « Poland has exceeded the European average for the number of graduates in the 25-34 age group: 46% compared to 43% in Europe. It is an extraordinary pool of excellence, with a strong female presence in the technical professions and an increasing number of internationally recognized professionals. For an engineering company like ours, it means being able to count on resources of the highest level. »

The connection with the local territory also translates into collaborations with academic institutions and associations. « We have well-established relationships with the Warsaw University of Technology and its Płock campus. We are active



“

Today, we represent MAIRE in Central and Eastern Europe, bringing not only our engineering capabilities to the local market, but also the Group's advanced technologies and solutions.

”

members of the Polish Federation of Chemical Industries and are sponsors of its events. After almost twenty years, we feel like an integral part of the country's industrial and social fabric. »

Looking ahead, Gallo has no doubts: « Poland is a country that has been experiencing ongoing and consistent growth, with its GDP increasing by an average of 4% per year over the last thirty years. It possesses extraordinary human capital, a strong industrial vocation, and a regulatory framework that values European companies. In this scenario, MAIRE has everything it needs to grow alongside the country and contribute to its energy transformation. »

APOLLO: THE POWER OF COLLABORATION





n July 20, 1969, the whole world held its breath in front of a black-and-white screen. "One small step for man, one giant leap for mankind": Neil Armstrong's words echoed as the symbol of a momentous achievement. But behind that image was much more than an astronaut setting foot on the lunar surface. There were over 400,000 people involved in an unprecedented undertaking, **thousands of companies and universities coordinated by NASA in a gigantic collective effort**. No single entity could have made that leap alone: it was proof that the most ambitious dreams only become reality when different visions, talents, and skills are brought together.

The Apollo Program was not just a space race, but the greatest experiment in collaboration in modern history. In his famous 1961 speech, President John F. Kennedy issued a seemingly impossible challenge: "of landing a man on the Moon and returning him safely to the Earth, before this decade is out." **That vision inspired an entire ecosystem of people, even before the actual institutions.** Thousands of engineers, technicians, mathematicians, craftsmen, and young researchers worked side by side, knowing that their contribution was part of something bigger. In laboratories, workshops, and control centers, there were those who calculated complex trajectories with paper and pencils, those who assembled experimental electronic circuits by hand, and those who tested components that had never been exposed to such extreme conditions. Everyone was driven by the same challenge: to achieve the impossible.

Collaborative ecosystem

Behind the success of the Apollo Program was not only NASA, but an entire nation moving as one. **The different nuclei of industry, research, and academia were called upon to cooperate** in an endeavor that no single institution could have accomplished alone. The Saturn V rocket, for example, took shape thanks to the coordinated work of many "brains" distributed across different companies: Boeing built the first stage, North American Aviation the second, and Douglas Aircraft the third. In IBM's laboratories, teams of programmers and specialists designed the sophisticated instrumentation unit that would guide the launch into space. Meanwhile, at the Grumman factories, **men and women**

When different visions come together, even the Moon becomes possible: a brief history of the Apollo Program, a model of collective innovation and shared growth. A legacy of cooperation that still speaks to our present.

worked on a vehicle that seemed impossible to build: the Lunar Module, that fragile and ingenious spacecraft that allowed astronauts to touch the lunar surface and then return safe and sound.

The contribution of the academic world was also fundamental. At the MIT Instrumentation Laboratory – now Draper Lab – the Apollo Guidance Computer took shape, the system that would make navigation in deep space possible, anticipating the evolution of portable computing by decades. MIT itself contributed scientific instruments such as seismometers installed on the lunar surface, opening up **new perspectives in the study of geophysics**. At the same time, the creation of the Universities Space Research Association (USRA) and the Lunar Science Institute demonstrated the desire to involve the entire scientific community in the analysis of lunar samples and the interpretation of data.

Innovations born from Apollo

While the stated goal was to put a man on the Moon, the results of the Apollo Program went far beyond space. Along the way, the enormous joint effort of industry and research centers **generated a wealth of innovations that are still part of our daily lives today**. In the field of electronics, the need to reduce size and power consumption led to the development and spread of the first microchips produced on a large scale, laying the foundation for the information technology revolution that would transform the world in the decades to come.

More than a laboratory for technology, Apollo was a laboratory for methodology. To take on an unprecedented challenge, thousands of people were called upon to work in cross-functional teams, learning to coordinate engineering, scientific, IT, and manufacturing skills. Managing such a complex project required **a new organizational culture based on information sharing, collective problem solving, and the ability to make quick decisions in uncertain contexts**. Success therefore depended not only on the machines built, but also on a new model of collaboration that valued diversity of contributions and anticipated practices that are now central to large organizations: teamwork, shared growth, and openness to interdisciplinarity.

The technical implications were significant. To withstand the extreme stresses of space travel, **lightweight and resistant alloys, thermal insulators, and fireproof fabrics** were developed, which were then applied in sectors such as aeronautics, construction, and even technical clothing. Similarly, telecommunications took a decisive leap forward: the development of **long-distance transmission** systems and real-time signal management laid the groundwork for modern satellite networks and the global connectivity we take for granted today.

In reality, every technological advance in Apollo was the result of this collective challenge: the pressure of a common goal compelled people to **imagine new solutions**, test them under extreme conditions, and share them with different partners.

A legacy that continues

The Apollo Program remains one of the greatest adventures in human history, but its true legacy goes beyond the moon landing. It was not just a technological feat: above all, it was a cultural experience that showed the world how **interdependence and diversity of expertise can be transformed into a driving force**. Progress, Apollo





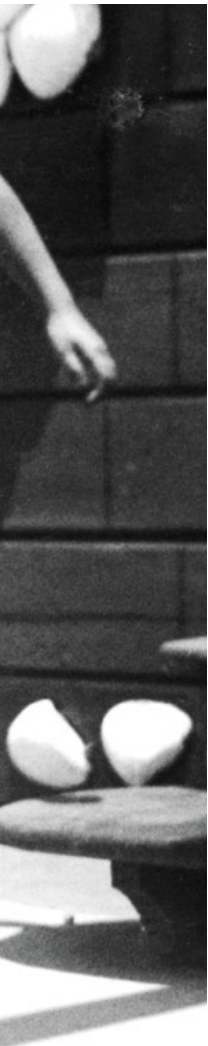
reminds us, is never a solitary journey: it is a path that is traveled together, interweaving different visions and pooling talents, energies, and responsibilities.

The impact did not end with the space missions. The collaboration that made the impossible possible paved the way for a **model of distributed innovation** capable of leaving a lasting mark: cooperation between institutions, businesses, and universities produced results that no one could have achieved alone. The technologies developed to reach the Moon found applications in medicine, information technology, materials, and telecommunications, improving daily life and accelerating scientific development.

Man set foot on the Moon, but humanity as a whole reaped the benefits. And the lesson of that feat is still relevant today: the greatest challenges of our time - **from energy transition to sustainability** - require the same ability to combine different skills, creating an evolutionary ecosystem in which the only real success is shared success.

TO GROW IS A COLLECTIVE VERB





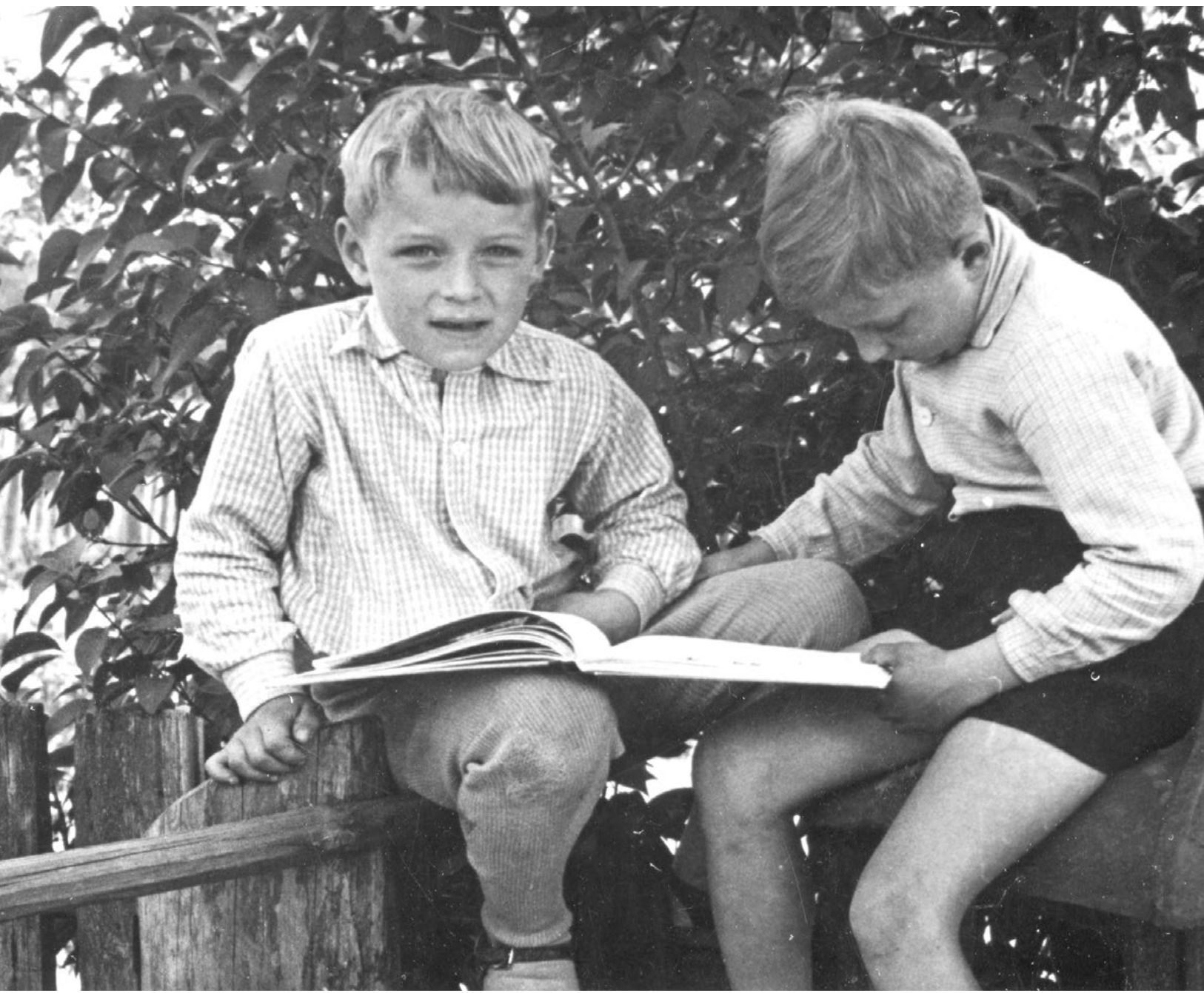
Growing is a shared act. No one does it alone: one grows by imitation, by trust, by osmosis. In every gesture, in every expression of each child and young person, there is a trace of those who accompany them: an adult who shows them a trade, a teacher who opens up a path, a peer who lends a hand.

In black and white, these images convey the purity of an essential bond: the one between those who learn and those who pass down knowledge, between the desire to know and the responsibility to safeguard. Each face tells the story of the passing of the baton, a moment of learning that is also a moment of self-discovery.

Growing together means recognizing that knowledge is a common good, that the future flourishes where experiences are interwoven, and that knowledge only comes alive when it is shared. Because education, like life, is a dialogue between generations.



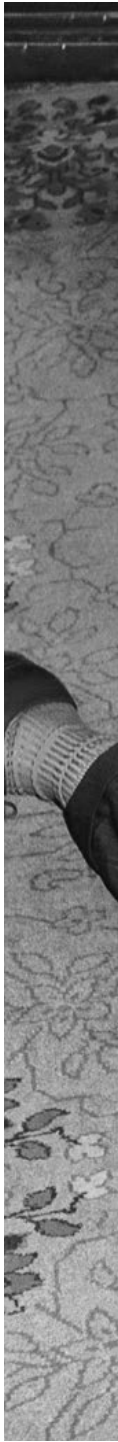














BUILDING THE FUTURE, PRESERVING THE VISION

There is a time to build and a time to tell stories. The story of the Fondazione MAIRE - ETS, as reflected in its 2024 Social Report, is not just an exercise of accountability, but **an act of vision**.

It is the narrative of an energy that forges bonds between people, skills, and territories, in the belief that **sustainability is first and foremost a cultural process** before being a set of benchmarks.

« The Fondazione MAIRE - ETS will continue on its journey with conviction which, I am sure, will take it far, to eventually reach international horizons with increasingly incisive and impactful projects, » Chairman Fabrizio Di Amato writes in his opening letter.

The report recounts a year of activity characterized by a **broadening of its impact**, a consolidation of its projects, and a clear direction: putting people at the center. From schools to archives, from exhibitions to workshops, the Foundation has become a catalyst for educational, cultural, and social initiatives, towards a **just, conscious, and deeply human transition**.

Ingenuity that generates impact

2024 consolidated the Foundation's identity as a place of action and thought. With a growing project capacity, the results of its management illustrate dozens of initiatives including events, training programs, scholarships, publications, and international collaborations; thousands of direct beneficiaries; and dozens of partnerships. A presence that is growing in breadth and depth, capable of activating networks and building a shared sense of purpose.

Heritage: vibrant culture, a legacy that inspires

Humanistic engineering finds its most fertile ground in actions related to heritage. One example of this is the victory at the **Corporate Heritage Awards 2024**, the Italian award for excellence in the recovery and enhancement of cultural heritage. In the "storytelling through events" category, first place was awarded to the literary aperitif award ceremony for the **"Barbara Picutti Creative Contest"** project - 2024 edition - Tool tales: a project entirely dedicated to MAIRE group colleagues that combines the valorization of the Group's historical tools with the literary imagination of our people through a creative contest.

This initiative was accompanied by a copious number of activities relating to the preservation of archival assets throughout 2024: from the importation of over 1,000 digitized items (including images, videos, and documents) into the Digital Vault, to the launch of an extensive five-year restoration project involving 111 drawings from the MAIRE Historical Archive.



Training: growing is a collective act

Supporting talent, promoting access to education, offering tools for reading and transforming the world: with the **MAIREmpower** project, the Foundation intends to fund up to 10 scholarships for three-year STEM degrees for young people from vulnerable backgrounds, accompanying them on their path of personal and professional growth starting from their 4th year of high school. The educational commitment to the 'humanist engineers' of tomorrow, the cornerstone of the Foundation, has had an even wider reach. Through the expansion of training activities in schools - with a focus on STEM subjects, sustainability and the value of education - hundreds of students were involved in workshops, meetings and PCTO (Pathways for Transversal Skills and Orientation) courses. These included participation in the initiative **"A scuola d'impresa" (At Business School)**, promoted by **Museimpresa**, which combined education on sustainability with the appreciation of corporate and technical engineering heritage: the history of engineering design from paper drawings to the use of Artificial Intelligence, including lectures and an immersive, hands-on experience to discover antique work tools.

Research and studies: migration, climate, and a shared future

Understanding change in order to guide change. With this approach, in 2024 the Fondazione MAIRE - ETS strengthened its commitment to socio-economic research, promoting studies capable of interpreting the social and environmental transformations currently underway.

On the one hand, the publication of Addendum 1 to "Climate Goals" - dedicated to the two countries covered by the 2024 survey, Azerbaijan and Kazakhstan - marked a new stage in the process

The social report of the Fondazione MAIRE - ETS has been presented. A year of projects focusing on culture, training, and inclusion, in the spirit of an industrial humanism that looks to the future.

of exploring the interconnections between ecological transition, skills, industry and territories. This strategic document, designed to offer tools for reflection and guidance to those planning the future of energy and the environment, has now been extended to include 12 countries.

On the other hand, an unprecedented project has taken shape, focusing on migration as one of the solutions to the challenges of our time. Through the launch of a call for applications for research on **migration flows and energy transition**, the Fondazione sought to promote studies capable of investigating the link between skills, socio-economic inequalities, and environmental crises. This is an urgent and necessary reflection that does not stop at the theoretical level: on October 13th the results of the call for applications have been presented and will also form the basis for building new training courses dedicated to migrants, with the aim of facilitating their social and professional inclusion, in order to respond to the need for new skills to implement the energy transition.

Knowledge that does not remain in books but is transformed into opportunities. That inhabits the present with eyes open to the world, generating tools, encounters, and awareness.

Communicating means building connections

The vision that guided the communication activities of the Fondazione MAIRE - ETS in 2024 is increasingly oriented towards the creation of spaces for dialogue and sharing. When culture becomes a living and accessible narrative, it becomes a tool for deep connection, capable of generating meaning and participation without the distinction of age.

This is evidenced by the **"EvolveArt Roadshow,"** a traveling exhibition that showcased the 28 winning works of the first edition of the competition of the same name, created by young student artists from Italian art high schools on the themes of sustainable development, energy transition, and the circular economy, bringing with it art installations, *workshops*, and opportunities for interaction between art, science, and industry. The winners of the competition have been awarded the opportunity to have their work published on the cover of this magazine, as explained on page 49 of this publication. This journey made visible—and tangible—the idea that art can be a vehicle for awareness and that technical knowledge, when communicated with care, can excite and inspire.

Deep connections between seemingly distant worlds emerged at the conference "In the Spirit of Laudato Si. Towards COP29" hosted at Casa Litta-Palazzo Orsini, headquarters of the Embassy of the Sovereign Order of Malta to the Holy See, during which the results of the Fondazione's "Climate Goals" research on the skills required for the implementation of the energy transition were presented, and read through the lens of Pope Francis' encyclical "Laudato Si".

It was a high-profile symbolic and institutional occasion that brought the themes of international cooperation, solidarity, and ingenuity at the service of the common good together.

A vision taking shape

From restoration to research, from school to art, every project promoted in 2024 by the Fondazione MAIRE - ETS speaks the language of transformation. A transformation that is not just about numbers, but about people, territories, and meanings. A transformation that is rooted in the past to generate the future.

The Social Report is a map in the making, a declaration of intent, a manifesto of responsibility. Above all, it is the testimony of how business and culture, engineering and imagination, roots and vision can be brought together. With one common thread: **the choice to build value**. Where it really matters. And every person is called upon to participate because, now more than ever, building the future is a collective effort. **Rise Together!**



SUMMER SCHOOL, MAKING ROOM FOR DESIRES AND POTENTIAL

Combining training, guidance, and authentic relationships, the MAIREmpower 2025 Summer School offered twenty high school students an intensive and transformative experience.



You don't have to travel far to go on a journey. Sometimes all it takes is ten days, authentic encounters, and a powerful idea: everyone can contribute to the energy transition with their own talent, so that the future is built starting with people. This is the spirit that infused the **MAIREmpower 2025 Summer School**, promoted by the **Fondazione MAIRE - ETS**: an immersive experience dedicated to twenty high school students from Rome and its province who, from July 19 to 28, shared in an intensive training program focused on knowledge, challenges, and relationships.

A path designed as a bridge between school and the world of work, between education and energy transition, between technology and humanity. Not just a simple in-depth learning experience, but a real vision workshop, where **sustainability, the circular economy, artificial intelligence, and decarbonization** were discussed, and also rights, guidance, listening, and collaboration, all accompanied by activities to discover and enhance **soft skills**.

The young students, selected from among the 1,300 participants in phase I of the MAIREmpower project - the



training courses held in the institutes that participated in the call for applications – enjoyed a residential experience, living for 10 days with other students they did not know and following a busy program that included daily lectures, workshops, cultural visits, and opportunities for discussion. The course and all the experiences were designed with the support of Elis, a partner in phases I and II of the project. Each day offered a different lens through which to view the world.

The *camp* began on Saturday with *team building* activities to break the ice and get to know each other, followed by a Sunday spent in Monte Livata discovering "*orienteering*" in the woods. On the first Monday, the young students returned to the classroom and, starting off with a

welcome from the Foundation team and MAIRE colleagues, began to explore how to navigate the challenges of complexity – in everyday life and in a corporate environment. What skills are needed to enter the world of work today? *Soft skills*, combined with technical skills – which is what this *summer school*, with its training program, aimed to provide to these young people.

From discussions with the younger generations already working at MAIRE – young female colleagues who shared their excitement and the experience of their journey within the company – the focus then shifted to the "circular revolution," discovering the hidden power of waste through the workshop on circularity. Then more about the rules of "living in the company", an escape room exercise to train in collaboration and ingenuity, and finally "Corporate Social Responsibility" and workplace safety issues, experienced firsthand by wearing PPE in the workshop "Prevent, Protect, Promote: Actions for Workplace Safety."

The journey continued with the "LEGO Serious Play – Sustainable Cities" workshop, an opportunity to stimulate creative thinking and teamwork, and a virtual visit to a MAIRE construction site on the other side of the world thanks to Artificial Intelligence: in an experiential way, the students put themselves in the shoes of "Heroes of the Future: energy managers for a day" to reflect on efficiency and sustainability strategies. They then alternated between exploring the most innovative topics and cultural moments such as a visit to the Colosseum in Rome.

There was also a full immersion on hydrogen, the construction of a website, and a workshop under the stars with "traveling skies", designed to investigate space and rediscover wonder. Participants were also able to go "behind the scenes of a construction site" to understand rules, best practices, rights, and duties, or try their hand at manual activities by becoming "master cheesemaker for a day." Finally, they learned how to write an effective resume and prepare for a job interview, with the aim of expressing their potential to the fullest.

In this intertwining of experiences – between technique and creativity, responsibility and discovery – a common thread emerged: "sustainability as a choice," understood not only as caring for the environment, but also as a way to build a mindful and inclusive professional future.

The alternation of lectures, interactions, workshops, and activities, all supported by experts in the field, aimed to stimulate the potential of these talented young people. At the same time in listening to each other and building new possibilities, a concrete idea of the future emerged: one of access, not exclusion, **one of clean energy and also human energy.**

With the MAIREmpower **Summer School**, the Fondazione MAIRE – ETS did more than just offer training. It gave space to **desires and potential**. It created a place where it was possible to train the eye and the imagination, open horizons, and strengthen self-confidence. Because building tomorrow – even when there are no certainties – requires awareness: knowing that you are not alone.

WE MAKE ENERGY TRANSITION HAPPEN

DO NOT TOUCH



The cover artwork for this issue of EVOLVE was created by young artist Nicholas Matrone, from the "Giorgio De Chirico" State Art School in Torre Annunziata (Naples), as part of the EvolveArt competition promoted by MAIRE and aimed at Italian art schools.

The title of the work is **"Do not touch."** Through an intense and symbolic composition, Nicholas reflects on the relationship between fragility and protection, inviting us to question the value of what we consider precious. The tulip, enclosed under a glass bell jar and bathed in the light of sunset, becomes a metaphor for delicacy and vulnerability, but also for growth. The words "Do not touch" evoke the boundary between desire and respect, between the temptation to possess and the need to protect. The work suggests that true strength comes from recognizing boundaries, from the ability to preserve what is unique without suffocating it. It is an invitation to contemplate the beauty and value of each of us as a sacred space to be protected, without going beyond its threshold.

