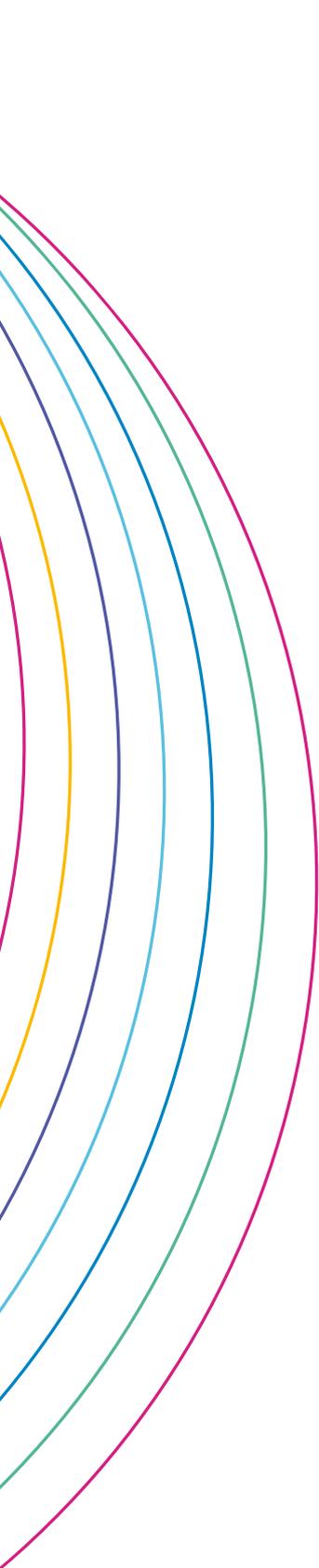


FONDAZIONE MAIRE – ENTE DEL TERZO SETTORE

# SOCIAL REPORT 2024



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# LETTER FROM THE CHAIRMAN



*Dear stakeholders,*

2024 was the year in which the Fondazione MAIRE - ETS became a “Ente del Terzo Settore”.

This is a significant step forward, and I would like to emphasize its value.

The activities carried out by the Fondazione MAIRE - ETS are, by definition, beneficial to society and reflected in our daily commitment.

The Fondazione MAIRE - ETS makes the historical heritage of the MAIRE Group as accessible as possible, encouraging its use by students and researchers for theses and studies. We digitize as many drawings and designs of great cultural value as possible to facilitate their consultation and preserve their memory over time through conservation and restoration, so that this heritage can be passed on intact to future generations for decades and, we hope, centuries to come.

Our Foundation offers guidance and training courses to young teenage students at no expense, explaining to them what the energy transition is, how it is useful and why it could prove to be a valuable opportunity for them to study these issues and work in this sector in the future, thus offering them the prospect of a concrete educational and professional path and, for some of them, the financial support they may need to assist them in achieving it.

The Fondazione MAIRE - ETS provides spaces for young artists to explore the themes of sustainability and climate change, so that their voices can be heard, clear and strong, expressing their dreams, fears, concerns, and convictions, and reach those - technicians, companies, institutions - who must counter global warming and design a more sustainable future.

Our Foundation also carries out studies that increase the overall level of knowledge on the issues of skills training for the energy transition, an essential ingredient for achieving global climate goals.

This is why we have taken this step: being an “Ente del Terzo Settore” is a commitment we believe in, which requires compliance with specific regulatory requirements in terms of management transparency and reporting that attests to the concrete, serious, and effective nature of our actions.

La Fondazione MAIRE - ETS will continue with conviction on its path, which I am sure will take us far, with international horizons and increasingly effective and impactful projects.

Thank you to everyone who has followed, supported, and will continue to support the Fondazione MAIRE - ETS in the future.

*Fabrizio Di Amato*

# 01

**METHODOLOGY  
USED TO PREPARE  
THE SOCIAL REPORT**



# METHODOLOGY USED TO PREPARE THE SOCIAL REPORT

The social report of the Fondazione MAIRE - Ente del T-erzo Settore (hereinafter referred to as the “**Fondazione MAIRE - ETS**” or also the “**Foundation**”), for the financial year ending December 31, 2024, aims to provide a clear and detailed overview of the activities carried out, the objectives achieved, and the social impact generated during the year.

To ensure transparency and accuracy in the presentation of data, the methodology used for this report is in line with the most relevant international standards and guidelines for the non-profit sector.

The reporting methodology adopted for the elaboration of the 2024 social report of the Fondazione MAIRE - ETS adheres to the guidelines set out in the Decree of the Minister of Labor and Social Policies of July 4, 2019, regarding the obligation of Enti del Terzo Settore to prepare a social report. The criteria adopted include those stipulated in the Ministerial Decree:

**I. RELEVANCE:** Only information relevant to understanding the situation and performance of the entity and the economic and social impacts of its activities, or which could otherwise substantially influence the assessments and decisions of stakeholders, has been reported; in any case, there have been no exclusions or limitations of the activities reported;

**II. COMPLETENESS:** The main stakeholders that influence and/or are influenced by the organization have been identified and all information deemed useful to enable them to assess the social and economic performance of the entity has been included;

**III. TRANSPARENCY:** The logical procedure followed to collect and classify information was to divide the activities into the two main areas of the Foundation's mission, describe them briefly, indicate the objectives, partnerships, beneficiaries, and endorsements for each, and leave economic considerations and cost information in aggregate form in the chapter outlining the financial situation;

**IV. NEUTRALITY:** The information has been presented in as impartial a manner as possible, independent of any partisan interests and in its entirety, without any distortion aimed at satisfying the interests of the administrators or a particular category of stakeholders;

**V. PERIOD OF REFERENCE:** The activities and social results reported are those carried out and manifested in the reference year 2024;

**VI. COMPARABILITY:** The report shall contain a description of the activities carried out during the year 2024 and the related results, comparing them with those of the previous year;

**VII. CLARITY:** The information has been presented in the clearest and most comprehensible manner possible in the language used, accessible even to readers who are not experts or do not have particular technical expertise; the Fondazione MAIRE - ETS remains available for any requests for clarification or further information, including for the purposes of making the document accessible to people with visual or cognitive disabilities;

**VIII. TRUTHFULNESS AND VERIFIABILITY:** The data reported refer to internal sources of information;

**IX. RELIABILITY:** The data have been provided objectively and have not been exaggerated; no particularly negative data or particular risks relating to the activity have been found.

Furthermore, this document by Fondazione MAIRE - ETS is inspired by the GRI Standard with the aim of providing a representation of the social, environmental, and economic value associated with the activities developed by the organization and its contribution to the achievement of the sustainable development goals set out in the United Nations 2030 Agenda.

These references form the framework for an integrated report on economic, environmental, and social performance.

The selection of the most relevant topics for the Foundation and its stakeholders was made by initiating a materiality analysis process, which will be further expanded in 2025.

To ensure accessibility to all stakeholders and interested parties, and in compliance with current regulations, the Fondazione MAIRE – ETS’s social report will be filed with the Registro Unico Nazionale del Terzo Settore (RUNTS) and published on the Foundation's website, in the [“About us/Reports and documents” page](#).

The document has been written in clear and understandable language, accompanied by images, diagrams, and tables that enhance its usability and make it easier to read.

With this methodological note, the Fondazione MAIRE - ETS wishes to highlight its commitment to transparency, accuracy, and social responsibility, confirming its desire that the social report authentically reflect its activities and their impact on society.

The activities of the Fondazione MAIRE – ETS have an indirect impact on the MAIRE Group as part of its sustainability plan, which is reported in accordance with the *Corporate Sustainability Reporting Directive (CSRD)* as of this year by including these impacts in cluster S3 - “*Affected Communities.*”



# 02

## GENERAL INFORMATION ABOUT THE ORGANIZATION

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# GENERAL INFORMATION ABOUT THE ORGANIZATION

The Fondazione MAIRE – Ente del Terzo Settore is a non-profit, apolitical, and non-denominational organization established on February 4, 2021, on the initiative of the MAIRE Group.

The Foundation has Tax Code 96477180580 and VAT number 16619001007; it is based in the City of Rome at Piazzale Flaminio 9, 00196 Rome.

## THE TRANSFORMATION INTO AN ETS

*The Fondazione MAIRE  
is registered in the  
Registro Unico Nazionale  
del Terzo Settore*

2024 was a key moment in the history of the Fondazione MAIRE, which was registered in the RUNTS - Registro Unico Nazionale del Terzo Settore (pursuant to Article 22 of Legislative Decree No. 117/2017 and Article 17 of Ministerial Decree No. 106/2020). With the implementation of the new statute, the Foundation adopted the new name “**Fondazione MAIRE - Ente del Terzo Settore**” or, in short “**Fondazione MAIRE - ETS**”, replacing the previous name “Fondazione Maire Technimont”.

This transformation was based on the examination of the Foundation's first three years of operation, the expansion of its activities, and the desire to have an even deeper impact on the social fabric and fulfill its mission: to promote the cultural change that our times require in order to implement the energy transition.



# STATUTORY ACTIVITIES

## ACTIVITIES OF GENERAL INTEREST

The Fondazione MAIRE – ETS carries out today, as its main or exclusive institutional activities, activities of general interest for the non-profit pursuit of civic, solidarity and socially useful purposes, such as:

- **education, skill training, and vocational training** pursuant to Law No. 53 of March 28, 2003, as amended, as well as cultural activities of social interest with educational purposes, pursuant to Article 5, paragraph 1, letter d) of Legislative Decree No. 117 of July 3, 2017;
- **actions and services aimed at safeguarding and improving environmental conditions and the prudent and rational use of natural resources**, with the exclusion of the habitual activity of collecting and recycling urban, special, and hazardous waste, the protection of animals, and the prevention of stray animals, pursuant to Law No. 281 of August 14, 1991, n. 281, as well as the production, storage, and sharing of energy from renewable sources for self-consumption, pursuant to Legislative Decree No. 199 of November 8, 2021, pursuant to Article 5, paragraph 1, letter e) of Legislative Decree No. 117 of July 3, 2017;
- **measures for the protection and enhancement of cultural heritage and landscape** pursuant to Legislative Decree No. 42 of January 22, 2004, with amendments, pursuant to Article 5, paragraph 1, letter f) of Legislative Decree No. 117 of July 3, 2017;
- **undergraduate and postgraduate university education** pursuant to Article 5, Paragraph 1 (g) of Legislative Decree No. 117 of July 3, 2017;
- **scientific research of special social interest** pursuant to Article 5, paragraph 1, lett. h) of Legislative Decree No. 117 of July 3, 2017;
- **organization and management of cultural, artistic, or recreational activities of social interest**, including activities, also those of publishing, for the promotion and dissemination of culture and the practice of volunteering and activities of general interest, pursuant to Article 5, paragraph 1, letter i) of Legislative Decree No. 117 of July 3, 2017;
- **extracurricular training** aimed at preventing early school dropout, promoting educational and training success, preventing bullying and combating educa-

tional poverty, pursuant to Article 5, Paragraph 1(l) of Legislative Decree No. 117 of July 3, 2017;

- **services aimed at the integration or reintegration into the labor market of workers and persons** referred to in Article 2, paragraph 4, of the legislative decree revising the regulations on social enterprises, referred to in Article 1, paragraph 2, letter c, of Law No. 106 of June 6, 2016; pursuant to Article 5, paragraph 1, letter p) of Legislative Decree No. 117 of July 3, 2017;
- **charity, long-distance support, free distribution of food or products** referred to in Law No. 166 of August 19, 2016, as amended, or the disbursement of money, goods, or services in support of disadvantaged persons or activities of general interest, pursuant to Article 5, paragraph 1, letter u) of Legislative Decree No. 117 of July 3, 2017;
- **requalification of unused public property or property confiscated from organized crime** pursuant to Article 5, paragraph 1, letter z) of Legislative Decree No. 117 of July 3, 2017.

To this end, in particular, the Foundation aims to:

*Promoting  
and supporting  
activities with scientific  
and cultural content*

- **promote and disseminate knowledge of the historical identity**, technological expertise, cultural heritage, and entrepreneurial and social role of the MAIRE Group (“Group”);
- **promote and implement in-depth technical-scientific initiatives and scientific research, training and scientific dissemination**, including through theoretical and practical publications, audiovisual, multimedia or electronic achievements, with the possibility of establishing scholarships;
- **organize and manage meetings, conferences, study seminars, communication campaigns and initiatives, competitions, events, exhibitions and displays of special scientific and cultural interest**, also proceeding to the publication of related acts or documents;
- **promote and support by means of conferences, study meetings, working visits, scholarships and publications, all scientific and cultural activities** that may contribute to the Foundation's aims;
- **carry out cultural, artistic or recreational activities of social interest**, including activities, even publishing, for the promotion and dissemination of culture, and for social and cultural promotion and development;
- **fund research programs of individual or associated scholars**, Italian or foreign;

- **promote and organize forms of communication, debate,** and cultural exchange on topics of specific interest;
- **promote and implement initiatives for the dissemination of technical-scientific and legal culture and knowledge** on the topics of its specific interest;
- **establish and manage study and research centers,** regulating their organization and operation, and establish awards, grants, and scholarships;
- **establish and manage libraries and exhibition spaces open to the public;**
- **promote, including through contracts and partnerships, cultural exchanges, contacts, and agreements or conventions with various associations, foundations, research institutions, public and private universities** or other Italian and foreign public or private bodies to support cultural, educational, informational, research, and study projects on topics of specific interest;
- **promote and disseminate cultural activities aimed at the enhancement, protection and enjoyment of historical, artistic and cultural heritage.**

The Foundation may also carry out activities other than those of general interest mentioned above, provided that they are secondary and instrumental to the activities of general interest and are carried out in accordance with the criteria and limits defined by current legislation.

Within these limits, the identification of such additional secondary and instrumental activities is left to the Board of Directors.

The Foundation may also carry out fundraising activities, including in an organized and ongoing manner, in accordance with the principles of truthfulness, transparency, and fairness in its relations with supporters and the public, and in accordance with the guidelines adopted by decree of the Minister of Labor and Social Policies.

## MISCELLANEOUS AND INSTRUMENTAL ACTIVITIES

In order to achieve its purposes, the Fondazione MAIRE – ETS, may, among other things:

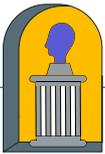
- **enter into any appropriate deed or contract** also for the financing of approved operations, including, but not limited to, the purchase, lease, and loan of real estate and movable property, whether registered or not, both tangible and intangible, the conclusion of agreements of any kind, including those that can be transcribed in public registers, with public or private entities, which are considered appropriate and useful for the achievement of the Foundation's purpose, the securing of short-term and long-term loans and/or financing;
- **administer and manage the assets** it owns, leases, borrows or otherwise possesses;
- **enter into agreements** for the outsourcing of the management of part of its activities;
- **participate in associations, bodies, and institutions, both public and private**, whose activities are directly or indirectly aimed at pursuing purposes similar to those of the Foundation. It may also, where it deems appropriate, participate in and contribute to the establishment of the aforementioned bodies;
- **establish or participate in the establishment**, always in a merely accessory and instrumental manner to the pursuit of its institutional purposes, of joint-stock companies as well as participate in companies of the same type;
- **carry out, on a purely ancillary and instrumental basis for the pursuit of its purposes, marketing activities**, including in the publishing sector, within the limits imposed by the provisions in force; carry out any other activity suitable for or supporting the pursuit of its institutional purposes.

# OUR MISSION

*Training the  
"humanist engineers"  
of tomorrow*

The Fondazione MAIRE – ETS contributes to the training of the “*humanist engineers*” of tomorrow, figures capable of contributing to the evolution of humanity by providing economically sustainable technological solutions of excellence, inspired by technological advances and capable of interpreting social, ethical and environmental needs in the era of energy transition and digitalization. The Foundation promotes awareness of issues related to climate mitigation and adaptation, responding to the social needs of an evolving world, including through the promotion of studies and research and through art, culture, and the enhancement of corporate heritage.

The Foundation's activities are divided into three strategic areas:



## HERITAGE

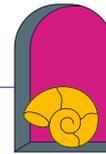
the Foundation promotes the preservation and enhancement of MAIRE Group's historical archival heritage, a *unicum* among Italian business archives and unrivaled among those of the world's leading engineering companies.

Art is one of the languages chosen by the Foundation to communicate with the younger generations.



## EDUCATION

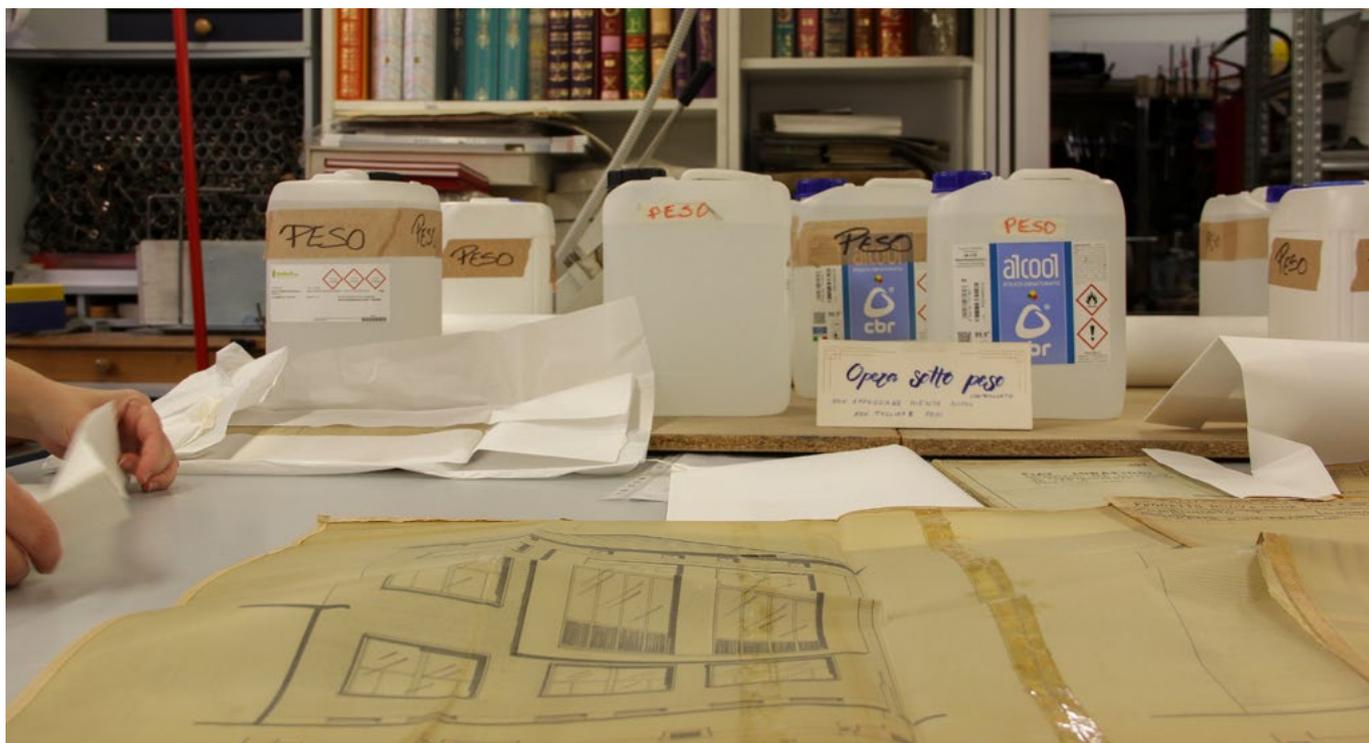
the Foundation promotes and participates in projects aimed at guiding and training the younger generations, in order to contribute to the creation of the “*new skills*” required for the implementation of the energy transition – the “*humanist engineers*” –, aiming to combat educational poverty, provide equitable access to educational opportunities, and encourage the inclusion of women and minorities in the energy sector, with a particular focus on social contexts of economic and social fragility.



## STUDIES AND RESEARCH

The Foundation promotes international research and calls for applications for research grants to analyze the global scenario and explore vertical issues within which to promote its activities.

GENERAL INFORMATION ABOUT THE ORGANIZATION



# CONTEXT OF REFERENCE

*A fair and just energy transition through people's skills and technological innovation*

The Fondazione MAIRE - ETS was established in 2021 as a corporate foundation of the MAIRE Group, from which it takes on the mission of a fair energy transition, to be achieved through people's skills and technological innovation, and the goal of offering the market solutions that create added value for communities, value that is based on the dissemination of knowledge and hinges on the role of engineers as drivers of development.

This intention embraces the historical context in which we operate: national and international economic and energy systems are transforming, and with them industries, in a market that is clamoring for an increasingly clear transition from fossil fuels to more sustainable forms of energy.

The new energy landscape requires the design of new production systems through scientific and technological progress, but also a rethinking of the professional expertise and human competencies needed to achieve it. This is where the figure of the “*humanist engineer*” takes shape, as the linchpin of change.



# 03

## STRUCTURE, GOVERNANCE AND ADMINISTRATION

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# STRUCTURE, GOVERNANCE AND ADMINISTRATION

## GOVERNANCE BODIES

The Fondazione MAIRE - ETS is administered by a Board of Directors (hereinafter referred to as the “**BoD**”) composed of nine members, namely the Chairman and eight Directors. The administrative control of the regular financial records as well as the verification of the financial management are entrusted to a Sole Auditor.

### BOARD OF DIRECTORS

<b>Chairman</b>	Fabrizio Di Amato	First appointment by deed of establishment, in office until approval of the 2024 Financial Statement
<b>Director</b>	Gianni Bardazzi	First appointment by deed of establishment, in office until approval of the 2024 Financial Statement
<b>Director</b>	Alessandro Bernini	First appointment by deed of establishment, in office until approval of the 2024 Financial Statement
<b>Director</b>	Andrea Billi	First appointment Dec. 14, 2022, in office until approval of the 2024 Financial Statement
<b>Director</b>	Irene Di Amato	First appointment Feb. 27, 2023, in office until approval of the 2024 Financial Statement
<b>Director</b>	Stefano Fiorini	First appointment by deed of incorporation, in office until approval of the 2024 Financial Statement
<b>Director</b>	Sara Frassine	First appointment March 27, 2024, in office until approval of the 2024 Financial Statement
<b>Director</b>	Franco Ghiringhelli	First appointment by deed of establishment, in office until approval of the 2024 Financial Statement
<b>Director</b>	Giovanni Sale	First appointment by deed of establishment, in office until approval of the 2024 Financial Statement

The Chairman of the Board of Directors, in particular, is responsible for the relationships with public and private entities, institutions, companies, and other organizations, including for the purpose of establishing collaborative relationships and support for the Foundation's individual initiatives.

The Board of Directors has all **the authority necessary for the regular administration** of the Foundation, both ordinary and extraordinary; in particular, the BoD:

- determines the contributions necessary to ensure financial equilibrium;
- approves the financial statement;
- decides on the acceptance of inheritances, bequests, and donations, as well as the purchase of other assets and any other entity subject to economic evaluation;
- appoints the Foundation's General Manager, determining their remuneration and the terms of the relationship;
- appoints the Foundation's General Secretary ;
- approves the regulations for the awarding of scholarships and provides for the allocation of the scholarships themselves;
- enters into specific annual or multi-year agreements with Italian and foreign institutions of recognized cultural and scientific importance for the implementation of annual activity programs;
- approves amendments to the Statute of the Foundation;
- decides on the dissolution of the Foundation and the devolution of its assets.

## GENERAL MANAGER

### GENERAL MANAGER

Ilaria Catastini

The General Manager, within the guidelines set by the Foundation's Board of Directors, is responsible for the following activities:

- provides for the planning, organization and implementation of the activities of the Foundation and its individual initiatives providing the necessary means and tools for their concrete implementation, and reporting to the Board of Directors at least once every three months;

- implements, within the scope of its competence, the resolutions of the Board of Directors and the Executive Committee, as well as the acts of the Chairman;
- directs and coordinates the offices of the Foundation and carries out all other activities delegated to it by the Board of Directors.

## GENERAL SECRETARY

<b>General Secretary</b>	Simona Dolce
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The General Secretary supports the activities of the Chairman of the Foundation and provides assistance and advice on all matters relevant to the proper functioning of the Foundation's corporate governance system.

## MEMBERS

<b>Founding Member</b>	MAIRE S.p.A.
<b>Participating Member</b>	Stamicarbon B.V.
<b>Participating Member</b>	Tecnimont S.p.A.
<b>Participating Member</b>	KT - Kinetics Technology S.p.A.
<b>Participating Member</b>	Met Development S.p.A.
<b>Participating Member</b>	Nextchem Tech S.p.A.
<b>Participating Member</b>	Tecnimont Services S.p.A.

The Company MAIRE S.p.A. holds the status of Founder. Category "A" Participating Members are the companies Tecnimont S.p.A. and KT-Kinetics Technology S.p.A., which were involved in establishing the deed of incorporation, and the companies Tecnimont Services S.p.A., Stamicarbon B.V. and Met Development S.p.A., which acquired this status thereafter. Additional natural or legal persons, public or private, and entities or associations, including unrecognized ones, or other institutions, including those based abroad, which share the Foundation's aims and request admission to it, may obtain the status of category "B" participating members. To date, there are no category "B" members.

## CONTROL BODY

<b>SOLE AUDITOR</b>	Francesco Fallacara	First appointment by deed of establishment, in office until approval of the 2026 Financial Statement
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## SUPERVISORY BODY

## SUPERVISORY BODY

Iole Anna Savini

First appointment Dec. 14, 2022, in office until approval of the 2024 Financial Statement

# MAPPING OF THE KEY STAKEHOLDERS

*The Fondazione MAIRE - ETS opens up a dialogue with the institutional world*

## INSTITUTIONS

The Fondazione MAIRE - ETS engages with the institutional world on issues such as energy transition, skills training to tackle the climate crisis, and aspects related to the archival heritage it manages on loan on behalf of its founding member MAIRE. In particular, the following entities are stakeholders in the Fondazione MAIRE - ETS:

- Ministries (Education, Culture, Environment, Productive Activities) of countries interested in the issues addressed by the Foundation, with which the Foundation communicates by sending information related to its research, inviting them to events, and participating in public initiatives;
- Climate delegates of governments at the Conference of the Parties on Climate Change, with whom the Foundation communicates by sending information related to its “*Climate Goals*” research and participating in public initiatives;
- Italian regional and municipal councils (Education, Culture, Environment, Productive Activities), with which the Foundation interacts on initiatives related to training and the use and enhancement of archival heritage;
- ENEA, the Italian National Agency for New Technologies, Energy and Sustainable Economic Development, a partner in the “*5 steps to... engineer!*” project;
- Archival and Bibliographic Superintendence of Piedmont and Valle d'Aosta, supervisory body of the MAIRE Group's historical archives – managed by the Foundation on the basis of a free usage loan agreement - which approves all initiatives promoted and implemented by the Foundation for the conservation and enhancement of the materials contained in the archives.

## SCHOOL AND ACADEMIC WORLD

The Fondazione MAIRE - ETS engages with schools through initiatives aimed at providing guidance and training in skills needed to tackle the climate crisis and energy transition, using the language of art to raise awareness and educate on sustainability and issues related to the archival heritage it manages on behalf of MAIRE.

*Skills to address  
the climate crisis  
and energy transition*

In particular, the following are interested stakeholders in the Fondazione MAIRE - ETS:

- Public and private secondary schools and students, partners in the Foundation's training initiatives, in particular for the "MAIREmpower" project and PCTO ("pathways for transversal skills and orientation") initiatives on energy transition;
- Researchers, particularly in the fields of engineering, architecture, and energy transition, who are granted access to the digital vault containing part of the historical archive material and who carry out studies on the archival documentation.



## THE WORLD OF CULTURE

The Fondazione MAIRE - ETS engages with the world of culture on the use of visual arts to raise awareness, educate, and train on issues of sustainability, energy transition, and the development of solutions to the climate crisis, as well as on aspects related to the archival heritage it manages on behalf of MAIRE.

In particular, the following are interested stakeholders in the Fondazione MAIRE - ETS:

*Culture and the language of art to raise awareness, educate, and train on sustainability issues*

- Museums, with which initiatives are carried out to promote our historical archival material, as with MAUTO in Turin;
- Public and private foundations, with which joint initiatives are carried out, for example through the Foundation's participation in Muselmpresa;
- Artists and artistic associations, who are involved in the Foundation's cultural initiatives such as "EvolveArt";
- Publishers and media, involved in the realization of publishing initiatives.

## BUSINESS

The Fondazione MAIRE - ETS engages with the business world on issues relating to energy transition and skills training to address the climate crisis.

In particular, the following are interested stakeholders in the Fondazione MAIRE - ETS:

*Dialogue with companies in the sector that are committed to the same mission*

- Companies in the engineering and construction sector, partners and attendees of workshops and conferences in which the Foundation participates to present its activities;
- Companies involved in the energy transition, both outside and within the MAIRE Group, which are partners in initiatives such as the "Climate Goals" research project or conferences and workshops in which the Foundation participates;
- Companies involved in philanthropic and voluntary activities supporting skills training for the development of the energy transition, which the Foundation periodically meets with in the course of its outreach and communication activities.

In 2025, a structured stakeholder engagement model will be implemented, which will involve selecting representatives from each category and conducting formal interviews to discuss the Foundation's objectives and the impact it generates.

# 04

## PEOPLE WORKING FOR THE ORGANIZATION

OUR PEOPLE  
TRAINING  
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# PEOPLE WORKING FOR THE ORGANIZATION

## OUR PEOPLE

*5  
resources on the  
Fondazione MAIRE – ETS  
team*

As of December 31, 2024, the MAIRE – ETS Foundation consists of three full-time employees and one internal resource assigned by a MAIRE Group company. In 2024, the Foundation also welcomed an intern.

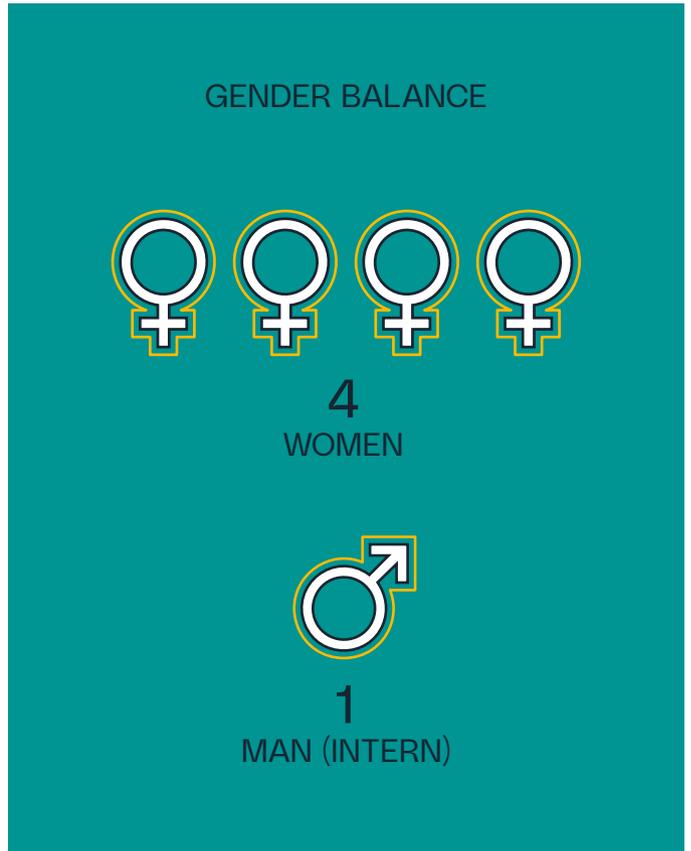
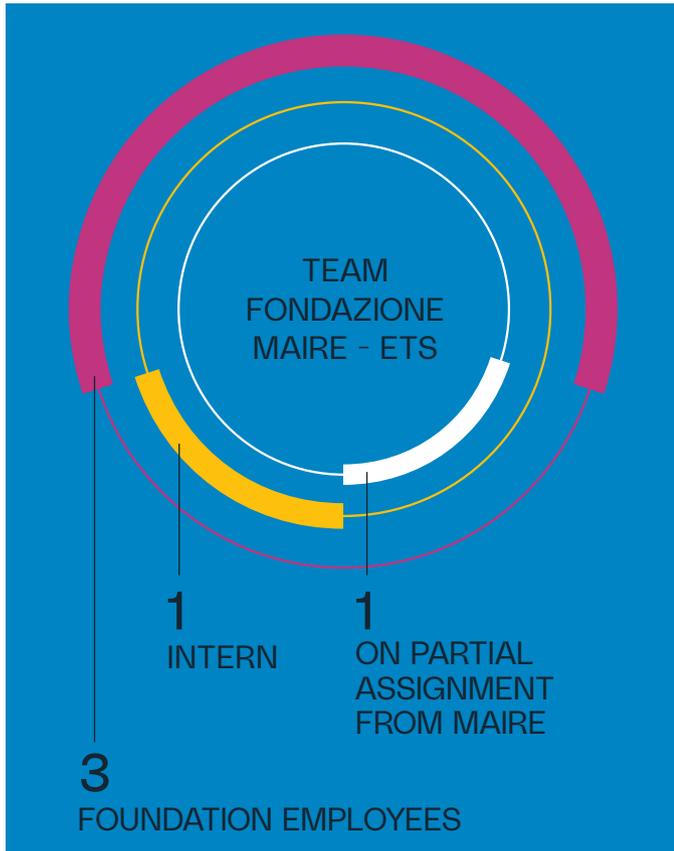
The remuneration structure is divided between a quota for employee salaries a quota for the services provided by the person assigned from the MAIRE parent company. The ratio between the maximum and minimum gross annual remuneration of the Foundation's employees shall not exceed 1/8; the remuneration of the Foundation's employees shall not exceed 40% of the remuneration specified for the equivalent positions in the relevant National Collective Labor Agreement.

For 2024, the amount for senior management personnel on partial assignment to the Foundation, recognized by the Foundation to MAIRE, is € 222,087.95.

There are no allowances, emoluments, compensation, or fees of any kind paid to members of the administrative body.

The Sole Auditor is paid a fee of € 5,000.00 per year, gross of any statutory deductions. There are no volunteers and, consequently, no reimbursements for volunteer work.

The structure is organized into a General Directorate, with an executive assistant director, and two operational units: one dedicated to heritage preservation and enhancement and the other dedicated to communication. Activities related to research and studies are coordinated on an interim basis by the CEO, while activities related to training are coordinated by a member of the Board of Directors. The Foundation also relies on the support of members of the MAIRE Group for administrative, tax, compliance, legal, procurement, security, HR, and payroll activities, as well as specific support from a professional from one of the Group companies for training activities. For the use of these support figures, on a flat-rate basis, the Fondazione MAIRE - ETS has also entered into service contracts with MAIRE, KT - Kinetics Technology, Technimont, and NextChem for 2024.



# TRAINING

The Fondazione MAIRE – ETS promotes and incentivizes the continuous training and updating of its resources through training programs and courses both within and outside the MAIRE Group.

Overall, during 2024, the Foundation's employees completed 66 hours of training on safety, sustainability, cybersecurity, diversity and inclusion, and human rights. One of the resources, the coordinator of the heritage project area, attended external training courses on specific topics related to the protection and enhancement of archival heritage.



# COMPLIANCE

## ORGANIZATION, MANAGEMENT, AND CONTROL MODEL PURSUANT TO LEGISLATIVE DECREE 231/01

The Fondazione MAIRE – ETS attaches primary importance to the prevention of unlawful conduct deemed potentially relevant for the purposes of the application of Legislative Decree 231/01 (“the Decree”). To this end, in order to ensure fairness and transparency in the conduct of its initiatives to promote culture, research, training, and Corporate Social Responsibility as well as its activities, the Foundation has deemed it appropriate to proceed with the adoption and implementation of an Organization and Management Model (“Model 231” or “the Model”).

The Model consists of a General Section which, after a brief description of the legal regime governing the entity's liability, sets out the purposes and guiding principles of the Model, the disciplinary system, and the requirements, composition, functioning, and duties of the Supervisory Board, the body responsible for monitoring the functioning and observance of the Model and ensuring that it is updated. Finally, the Model consists of a Special Section containing the Protocols relating to each area of activity at potential risk of committing the offences referred to in Legislative Decree 231/2001.

Each Protocol sets out rules of conduct, control principles, and information flows to be adopted and implemented in order to mitigate the risk of committing crimes.

The Model is updated in accordance with legislative changes that amend the provisions of Legislative Decree 231/2001, new case law on the administrative responsibility of entities, and changes in the structure of the Foundation.

The Foundation last updated its Model 231 by a resolution of the Board of Directors on July 18, 2024. The updated Model is published on the Foundation's website whose link can be found in the footer of each page: [www.fondazionemaire.com](http://www.fondazionemaire.com).

*The Code of Ethics sets out the ethical principles that the Foundation recognizes as cornerstones of its identity and culture*

## CODE OF ETHICS AND BUSINESS INTEGRITY POLICY

The rules contained in Model 231 of the Fondazione MAIRE – ETS are also integrated with those set out in the Code of Ethics and the *Business Integrity Policy*.

The Board of Directors of the Fondazione MAIRE – ETS has adopted the MAIRE Group Code of Ethics (“Code of Ethics”), which sets out the ethical principles that the Foundation recognizes as foundational elements of its identity and culture, to be taken as a reference for the conduct of activities by all recipients.

In order to consolidate the principles of conduct, monitoring, and control already adopted to prevent corrupt conduct, the Board of Directors of the Foundation has also adopted the MAIRE Group’s “*Business Integrity Policy*”.

This Policy is designed to strengthen the awareness of recipients with regard to the principles of transparency, proper management, good faith, trust, compliance with the law, and zero tolerance for corruption.

The Code of Ethics and the “*Business Integrity Policy*” apply to all members of the corporate bodies, control bodies, employees, interns, trainees, collaborators, consultants, and, more generally, to all those who act in the name and on behalf of the Foundation, as well as to all other individuals who, in various capacities, come into contact with the Foundation.

The Code of Ethics and the “*Business integrity policy*” are published on the Foundation’s website and can be accessed via a link in the footer of each page: [www.fondazionemaire.com](http://www.fondazionemaire.com).

## PRIVACY

The Fondazione MAIRE – ETS ha adottato strumenti aziendali conformi ai requisiti previsti Regolamento Europeo n. 679 del 2016 in materia di protezione dei dati personali (“il Regolamento”) e alla normativa nazionale vigente.

Disclosures on the main processing of personal data carried out by the Foundation are available on the website, accessible via a link in the footer of each page: [www.fondazionemaire.com](http://www.fondazionemaire.com).



# 05

## STRATEGY, GOALS AND ACTIVITIES OF THE ORGANIZATION

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# STRATEGY, GOALS AND ACTIVITIES OF THE ORGANIZATION

## STRATEGY

*Strategic guidelines for pursuing the social mission and objectives*

The Fondazione MAIRE - ETS intends to pursue its social mission and objectives according to the following strategic guidelines:

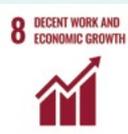
- support initiatives and projects for activities of general interest related to its objectives in its three areas of intervention (heritage, training, studies and research), drawing on the expertise of its staff, assisted by external professionals and service providers and the expertise of the various professional figures within the MAIRE Group and certain companies within the Group with which the Foundation has annual contractual relationships;
- develop specific projects with a view to commercial activity, where there may be opportunities for the Foundation to raise funds for initiatives in line with its aims and mission and, as a rule, always of general interest and to the maximum extent permitted by current legislation;
- seek external resources through fundraising and accept donations and grants that can assist in the implementation of projects and initiatives of great social and cultural value, always in line with its mission and statutory guidelines and with the utmost transparency in reporting to donors;
- seek external resources by participating in calls for proposals from public bodies or private foundations to support targeted projects and specific initiatives, always in line with its mission and statutory guidelines;
- operate in collaboration with institutions, other foundations, and associations that are in line with the objectives, statutory values, and mission of the Foundation, in order to strengthen the execution of its activities and to expand the scope of the effectiveness and impact of its activities in the territory and towards stakeholders;

- implement initiatives aimed at preserving a valuable historical asset such as that represented by MAIRE's archival heritage and allow for its widest possible use, compatibly with conservation requirements, in order to increase knowledge and culture among younger generations, in the academic and research world, and in general among the entire population, regarding the history of Italian engineering;
- implement measures aimed at combating educational poverty and promoting the development of skills useful for the energy transition, the circular economy, and sustainable development in general;
- carry out studies and research that can contribute to creating knowledge on a range of issues related and pertaining to the energy transition and the skills necessary for its implementation;
- dedicate resources and attention to dissemination, outreach, and communication to the outside world, in order to raise awareness of the value of the Foundation's activities and encourage others to replicate our example.



# REFERENCE TO THE SDGs

The initiatives coordinated by the Fondazione MAIRE – ETS contribute to the achievement of at least **7 of the “Sustainable Development Goals”** of the United Nations 2030 Agenda. In particular:

 <p><b>4</b> QUALITY EDUCATION</p>	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	 <p><b>10</b> REDUCED INEQUALITIES</p>	Reduce inequality within and among countries
 <p><b>5</b> GENDER EQUALITY</p>	Achieve gender equality and empower all women and girls	 <p><b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	Ensure sustainable consumption and production patterns
 <p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p>	Ensure access to affordable, reliable, sustainable and modern energy for all	 <p><b>13</b> CLIMATE ACTION</p>	Take urgent action to combat climate change and its impacts
 <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		

# MANAGEMENT RESULTS 2024

In 2024, the organization of the Fondazione MAIRE - ETS proceeded and was consolidated on three mission areas: the first related to the protection and enhancement of the MAIRE Group's historical heritage, the second to educational activities, and the third to the implementation of studies and research.

Foundation's activities sees a portion dedicated to covering operating and management expenses (general costs), a portion dedicated to covering personnel costs, and a portion used for project planning.

The staff has grown by one person and has been joined by an intern. The amount of space available has remained unchanged. Contracts with suppliers for management support services have increased slightly compared to the previous year.

Activities related to heritage received a strong boost with conservation initiatives (the start of a targeted restoration project) and promotion, with exhibitions, dissertations, partnerships with universities, and participation in industry conferences. The ongoing activities of storing and preserving the historical archive, maintaining the digital vault, and inventorying the other archival collections of the MAIRE group continued.

*In 2024, the Foundation's organization was consolidated across its three mission areas, giving significant momentum to its initiatives.*

Training activities saw the launch of a very important project for the Foundation – the “MAIREmpower” call for applications – dedicated to combating educational poverty and holding various types of courses in a number of schools, again on the topic of energy transition and some more specific issues related to it, such as hydrogen and technologies for circularity.

The study and research activities saw the continuation of the “Climate Goals” research on the topic of skills training for the energy transition, with a specific focus on two new countries, the launch of a call for applications for studies and research on the topic of migrants and energy transition, and support for research by the University of Florence and the Olivettiana Association on the topic of the “humanist engineer.”

Cultural and communication activities gained significant momentum with the EvolveArt competition awards ceremony and the launch of the associated roadshow, with more structured communication activities on social media, the website, and in the media, as well as targeted events, participation in trade fairs and conferences, and the promotion of activities of various kinds.

# OBJECTIVES AND RESULTS 2024 AND OBJECTIVES 2025

 <b>OBJECTIVES 2024</b>	 <b>RESULTS 2024</b>	<b>RATIONALE</b>	 <b>OBJECTIVES 2025</b>
<p>Expand the structure with the addition of a staff member dedicated to studies and research, bringing the total number of full-time staff members assigned to these two units to two. Consolidate the external stakeholder engagement process aimed at gathering a view on the potential impact of the Foundation's activities and the contribution made through its initiatives.</p>	<p>Staff resources increased to three, with the addition of an intern for the studies and research area. The stakeholder engagement process was developed in 2024 as a result of the Foundation's greater openness in its relations with the outside world, but has not yet been formally structured.</p>	<p>Strengthening of the structure.</p>	<p>Expand the structure to include a new unit, with the possibility of bringing in an intern. The stakeholder engagement process will be formally structured with targeted interviews with representatives of the various categories.</p>
<p>Maintain the number of initiatives, increasing their magnitude, depth, reach, and intensity of effort.</p>	<p>The main initiatives (in all three areas of action) have been maintained, strengthened and expanded.</p>	<p>Strengthening of activities.</p>	<p>We will continue to follow the three established guidelines, while continuing to strengthen the initiatives already launched in order to further consolidate them.</p>
<p>Define an impact measurement methodology and apply it to the 2024 results. Increase the impact of activities aimed at preserving and enhancing the archives, including through the effective launch of restoration initiatives and the promotion of the digital vault. Increase the beneficiaries and impact of social, educational, and cultural activities, both by expanding the magnitude of activities and by striving to make our initiatives true drivers of change for the people who benefit from them.</p>	<p>The impact measurement methodology was developed for the area of training, in particular for the MAIREmpower project, with the definition of a KPI in terms of training man-hours. The impact of archive-related activities has increased considerably.</p>	<p>Measurement, impact analysis.</p>	<p>This methodology will be further developed by adding qualitative elements, in the wake of the MAIREmpower project activities that will be implemented in 2025. The impact analysis for archive-related activities will be better articulated, also making use of new methodologies currently being studied in the cultural field.</p>

 <b>OBJECTIVES 2024</b>	 <b>RESULTS 2024</b>	<b>RATIONALE</b>	 <b>OBJECTIVES 2025</b>
<p>Continue with the aim of expanding the network of collaborations and mapping them in the 2024 financial statements.</p>	<p>Collaborations have been expanded and are mapped in this financial statement.</p>	<p>Network expansion.</p>	<p>Work will continue in the same direction in 2025.</p>
<p>Continue with the aim of raising visibility and positioning, including by strengthening communication on social media channels.</p>	<p>Visibility has increased considerably, and the data is reported in this financial statement. The positioning has become clearer and more defined.</p>	<p>Positioning.</p>	<p>Communication activities will continue with increased intensity and scope in 2025.</p>
<p>Further develop fundraising through the Rete del Dono platform, including through dedicated campaigns.</p>	<p>The year 2024 was dedicated to strategic reflection on fundraising and to defining better methods.</p>	<p>Fundraising.</p>	<p>In 2025, a fundraising campaign and the 5xMille campaign will be launched.</p>
<p>Consolidate the perception of the Foundation as an entity operating on a global scale, including through the continuation of international research activities.</p>	<p>The visibility gained through the presentation of the “Climate Goals” research at COP29 in Baku was of great help in further positioning the Foundation on the international stage. One of the training initiatives was conducted outside of Italy.</p>	<p>Internationalization.</p>	<p>The Foundation will continue to pursue this goal in 2025, seeking to extend the geographical reach of its activities as much as possible in all three areas.</p>

# THE ACTIVITIES OF THE ORGANIZATION

## HERITAGE AREA

### HISTORICAL ARCHIVE

#### MANAGEMENT OF THE HISTORICAL ARCHIVE

*10 linear kilometers  
of documentary  
heritage in Turin*

The Fondazione MAIRE - ETS has received the MAIRE historical archive on free loan from the MAIRE Group in order to promote its protection and enhancement.

The archive is a valuable documentary heritage, unique among the archives of the world's leading engineering companies, derived from the acquisition in 2003 of the "Building Division" of FIAT S.p.A., formerly "Servizi Costruzioni e Impianti Fiat" ("Fiat Construction and Plant Services") (1939-1972), then "Fiat Engineering" (1972-2004), declared of historical interest by the Soprintendenza Archivistica e Bibliografica del Piemonte e della Valle d'Aosta (Archival and Bibliographic Superintendency of Piedmont and Valle d'Aosta).





**BENEFICIARIES**

6 in-person consultations in the archives



**OBJECTIVES**

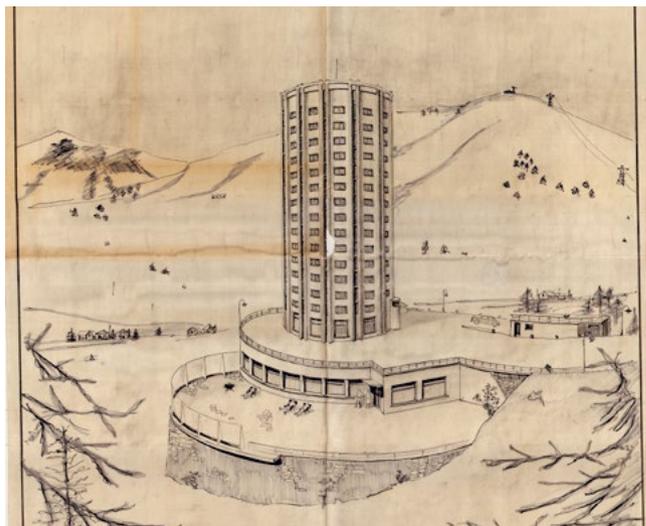
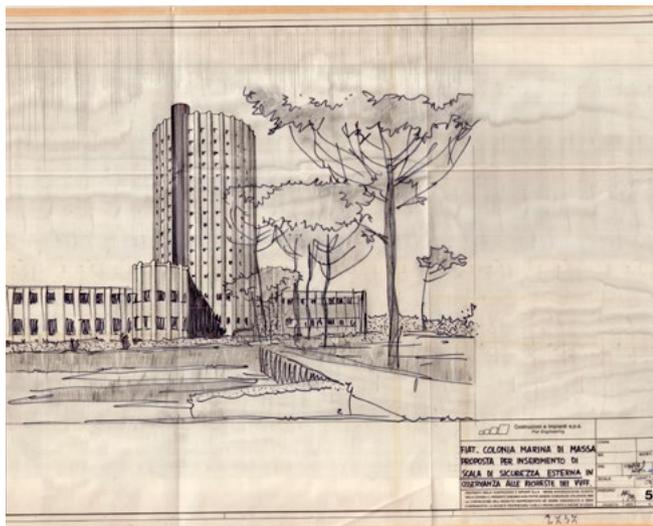
Strengthening of activities, network expansion, positioning, internationalization

This documentary heritage, which covers approximately 10 linear kilometers, housed in Turin, testifies to Italian industrial development and its absolute relevance and specificity with respect to the international scene, through projects and the construction of industrial plants, power stations, highways, tunnels, residential neighborhoods, exhibition buildings, and schools. The documents preserved there reveal numerous collaborations with world-renowned designers, professors, engineers, and architects, including Arturo Danusso, Giorgio Rigotti, Pier Luigi Nervi, Gino Corvi, Ludovico Quaroni, Lucio Passarelli, Gabetti and Isola, Riccardo Morandi, Gino Valle, Gae Aulenti, Mattè Trucco, Renzo Piano, Silvano Zorzi, Giuseppe Valtolina, Lawrence Halprin, Leon Krier, Annibale Vitellozzi, Adolfo Natalini, Amedeo Albertini, and Franco Levi.

The Archive, also thanks to a long-standing collaboration with the Politecnico di Torino (Polytechnic University of Turin), has been carefully and rigorously catalogued, resulting in the compilation of an index of every single item in the archive and a scientific publication edited by Silvana Editoriale.

Over the course of 2024 the Fondazione MAIRE – ETS handled several requests for consultation of the original materials from scholars, teachers, researchers, and university students - mainly in the fields of engineering, architecture, and history: direct access to the original sources has contributed significantly to supporting, with unique documents, scientific studies, publications, and historical research in the economic, engineering, and architectural fields.

<p><b>START YEAR / DURATION</b></p> <hr/> <p>2021, ongoing</p>
<p><b>LOCATION</b></p> <hr/> <p>Turin, Italy</p>
<p><b>PARTNER</b></p> <hr/> <p>Donor / MAIRE S.p.A.</p>



MAIRE HISTORICAL ARCHIVE

8.908

ARCHIVED BOXES

479

PALLETS

71

LARGE METAL CONTAINERS

41.769

DOSSIERS

## PRESERVATION OF ARCHIVAL ASSETS

The Fondazione MAIRE - ETS is responsible for preserving the archival heritage in order to safeguard the historical and cultural memory held in the MAIRE Group's Historical Archives.

During 2024, a series of preventive and curative measures were adopted to ensure the quality and durability of the documents themselves:

- the documentation is stored in a building located in Turin, Strada di Settimo, equipped with anti-fire and anti-theft systems;
- a special insurance policy covers the preserved assets against material damage and theft;
- in order to monitor the temperature and humidity of the environment, two thermo-hygrometers have been purchased and installed, which allow for accurate control of the readings and guarantee the overall tracking of trends, with monthly reports;
- our archive has also carried out an analysis of the items requiring restoration, based on the degree of urgency and the type of damage, with the aim of restoring the integrity and legibility of the damaged documents.

## RESTORATION OF ARCHIVE DRAWINGS

In January 2024, the Soprintendenza Archivistica e Bibliografica del Piemonte e della Valle d'Aosta, the Archival and Bibliographic Superintendence of Piedmont and Valle d'Aosta, approved a vast restoration project involving 111 drawings on tracing paper belonging to the MAIRE Historical Archive.

The restoration project has been entrusted to Bottega Fagnola of Turin, will last several years, and consists of five lots.

The first lot of restoration, which should be completed by July 2025, involves the restoration of 21 drawings from the archive.

The documents involved in this project are of particular importance: the long period of time covered by this group of graphic sources, dated between 1916 (estimated) and 1987, corresponds to an equally wide variety of subjects, including industrial, residential, service, and infrastructure complexes, which can tell us a great deal about the history and architectural and stylistic principles of the past century. These include the lucid *“Albergo Torre B Sestriere”* and *“Albergo Principe di Napoli Sestriere,”* part of engineer Vittorio Bonadè Bottino's project dating back to 1933 for the construction of the tourist center in Sestriere (*“the most modern tourist and hotel resort in the Italian Alps”*), an example of the futurist architectural style in vogue in the 1930s; some of the industrial building projects for the *“FIAT Mirafiori”* lot, dated



### OBJECTIVES

Strengthening of activities,  
network expansion,  
internationalization



### OUTPUT

Presentation of the  
restoration project at  
the conference  
*“Lo Stato dell'Arte 22”*;  
IGIIC, photographic reportage

1954-1955 and relating to the construction of the factory for the processing and assembly of mechanical parts and car bodies of Fiat cars; the design of the new headquarters of the Polytechnic University of Turin; experimental low-cost construction in residential buildings, particularly in southern Italy, as evidenced in the lucid *“Progetti. Case sud”* (Southern Houses); the single-story structure of the building fully embodies the criteria of distributive simplicity and organic succession of the processing phases promoted by the engineer Bottino himself, which made it a model of technical and architectural innovation and an icon of modernity; international projects such as those contained in the three slides entitled *“Libyan and people's socialist Jamahereya”* dated 1979 and relating to the layout of the Fiat Engineering workshops in Libya.

Given the overall importance and the particular nature of the technical challenges involved, the project was presented by restorer Paola Fagnola as a case study at the conference *“Lo Stato dell'Arte 22”* (The State of the Art 22) promoted by the IGIC, the Italian Group of the *“International Institute for Conservation”* (International Institute for Conservation), in Ascoli Piceno in October 2024.

The valuable restoration work is also the subject of a photographic report by Claudia Mencarelli, a young amateur photographer who won the *“Premio mecenati di giovani talenti”* (Young Talent Patronage Award) presented by the Fondazione MAIRE – ETS as part of the wider AIPAI Photo Contest – 2023 edition, promoted by AIPAI (the activities related to the AIPAI Photo Contest are described in the following pages of this report).



## START YEAR / DURATION

2023, ongoing – multi-year project

## LOCATION

Turin, Italy

## PARTNER

Restorer / Bottega Fagnola of Turin

### HISTORICAL INSTRUMENTS OF THE GROUP

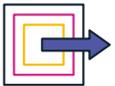
In 2023, the Fondazione MAIRE – ETS coordinated the recovery of approximately 300 pieces of equipment and vintage instruments (probes, pressure gauges, micrometers, explosimeters, rulers, anemometers, microscopes, measuring rods, etc.) and project models from the Tecnimont and Fiat Engineering archives stored in the MAIRE warehouse in Milan. During 2024, the inventory and cataloguing of the historical instrumentation found was completed.

In 2024, this valuable heritage inspired the imagination of colleagues in the first edition of the “*Barbara Picutti Creative Contest*,” the literary competition held among MAIRE Group employees and named in memory of our colleague Barbara Picutti (the activities related to the competition are described in the following pages of this report).



#### OBJECTIVES

Strengthening of activities



#### OUTPUT

Accessibility of historical instruments; publication of the book “*Tool Tales*” from the “*Barbara Picutti Creative Contest*” – 2024 edition

## START YEAR / DURATION

2023, 2024

## LOCATION

Milan, MAIRE S.p.A. headquarters



## HISTORICAL GROUP INSTRUMENTS

309

INSTRUMENTS

23

MANUALS

10

MODELS

22

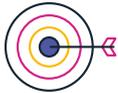
UNIVERSITY BOOKS ON INDUSTRIAL CHEMISTRY  
FROM THE 1900s

**DIGITAL VAULT**



**BENEFICIARIES**

49 new requests for access



**OBJECTIVES**

Strengthening of activities, network expansion, positioning, internationalization



**DIGITAL VAULT URL**

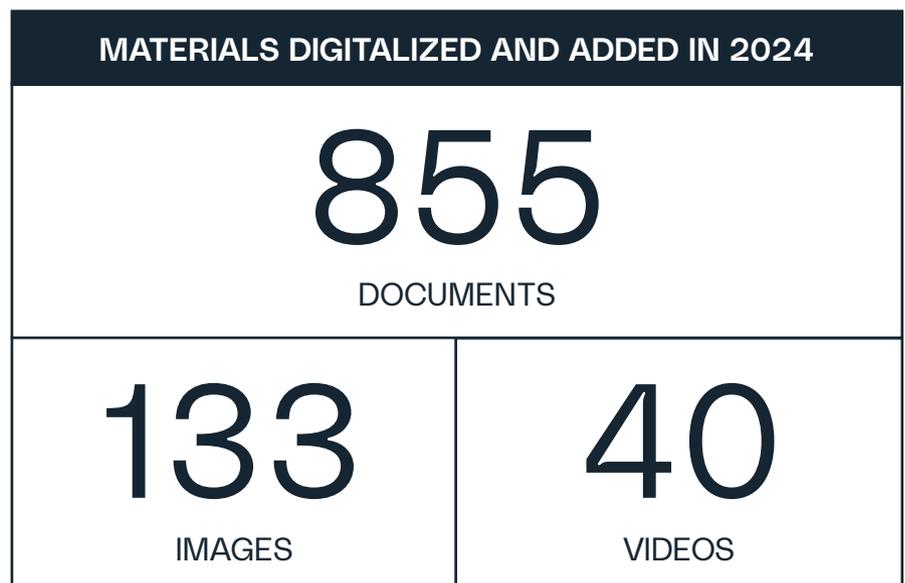
<https://mairetechnimont.caveaudigitale.com/console/login>

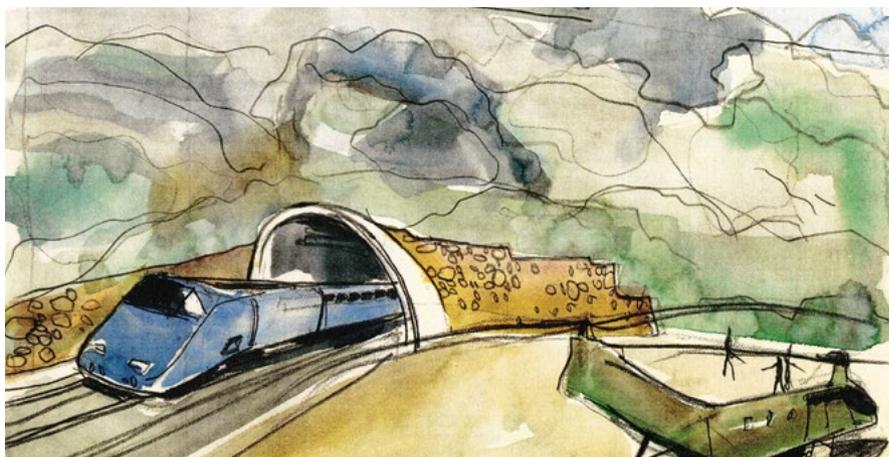
The Fondazione MAIRE - ETS manages the [Digital Vault](#), an IT platform containing approximately 20,000 digitalized items belonging to the MAIRE Group's historical archives. The Vault can be accessed free of charge, subject to registration upon first access. The registration process, which takes just a few minutes, is necessary for the purposes of monitoring access and ensuring the proper preservation of the heritage contained therein.

The online browsing of the Archive's contents is intended to facilitate accessibility and encourage the sharing of knowledge of those materials which, due to their relevance and historical value, are subject to special restrictions in terms of preservation, handling, and consultation.

This platform allows for quick and effective consultation of materials, cross-referencing descriptive categories, metadata, vocabulary terms, chronological references, and tags. The material has been organized using the "Memories" method, a mapping of the archive based on its contents, focusing on corporate DNA and the elements that define the identity of a subject.

During 2024, more than 1,000 digitalizations were imported, including 133 images, 40 videos, and 855 documents resulting from the 2023 campaign of the MAIRE Historical Archive, and 94 new files were created with 823 photographs from the Project. A total of 49 new users registered to the Vault, including MAIRE Group employees, Foundations, Universities, students, and consultants in legal and marketing.





## START YEAR / DURATION

2019, ongoing

## LOCATION

digital platform <https://mairetecnimont.caveaudigitale.com/console/login>

## PARTNER

Platform curator /Promemoria srl

DIGITAL VAULT

2023

2024

18.633

IMAGES

18.766

IMAGES

63

VIDEOS

103

VIDEOS

1.280

DOCUMENTS

2.135

DOCUMENTS

63

NEW REQUESTS  
FOR ACCESS

49

NEW REQUESTS  
FOR ACCESS

## HERITAGE ENHANCEMENT ACTIVITIES

### “BARBARA PICUTTI CREATIVE CONTEST” – 2024 EDITION TOOL TALES



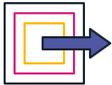
#### BENEFICIARIES

50 participants connected online worldwide at the award ceremony; over 200 participants at the literary reception



#### OBJECTIVES

Strengthening of activities, network expansion, positioning, internationalization



#### OUTPUT

Publication and distribution of the 2024 edition of the short story collection “Tool Tales”

To download the volume, [click here](#)



In 2024, the Fondazione MAIRE - ETS launched the first edition of the “*Barbara Picutti Creative Contest*,” a creative format dedicated exclusively to current and retired employees of the MAIRE Group and named in memory of our colleague, engineer Barbara Picutti.

The **artistic challenge** launched in this first edition, entitled “Tool Tales,” was to describe a true or fictional story inspired by the ancient work tools found at the MAIRE headquarters in Milan and kept in the Archive.

The initiative showcases the company's history and heritage, putting the creativity and courage of colleagues to the test, with the aim of stimulating a dialogue between scientific knowledge and creative writing, technical expertise and humanistic culture.

The results were extraordinary: **29 tales were received** from 31 colleagues who put themselves to the test, combining imagination, ingenuity, and historical facts, from all the MAIRE offices around the world. Among them, one winner and six special mentions were announced during a ceremony held on Teams worldwide last June and celebrated with a literary aperitif in the main hall of MAIRE's offices in Milan in the presence of the Chairman, the jury, and many colleagues.

All the stories that were submitted make up the book “Tool Tales,” published in 2024 and available in digital format on the Foundation's website and social media channels.

“BARBARA PICUTTI CREATIVE CONTEST” – 2024 EDITION TOOL TALES	
29 TALES	31 COLLEAGUES
1 WINNER	6 SPECIAL MENTIONS

## START YEAR / DURATION

2024

## EDITIONS

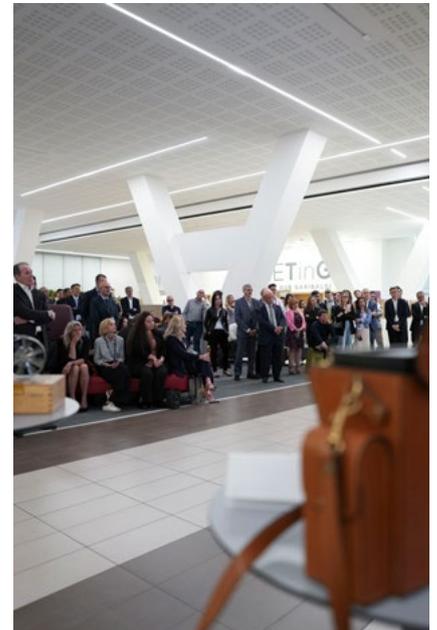
n.1 (2024)

## LOCATION

worldwide, MAIRE group offices  
Milan, MAIRE S.p.A. headquarters

The initiative, with its award ceremony, won first place at the 2024 “Corporate Heritage Awards” in the events category (activities related to this initiative are described in the following pages of this report).

One of the stories submitted to the competition was also recognized through participation in the 2024 Archivissima Festival (activities related to this initiative are described in the following pages of this report).

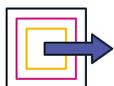


## CORPORATE HERITAGE AWARDS 2024



### OBJECTIVES

Strengthening of activities,  
network expansion,  
positioning



### OUTPUT

First place victory  
at the 2024 CHA

The Fondazione MAIRE – ETS – with its initiative “*Barbara Picutti Creative Contest*” – 2024 edition entitled “*Tool Tales*” – **won** first prize in the category «*Narrazione attraverso eventi 2024*» (Storytelling through events 2024) at the “*Corporate Heritage Awards*”, the first Italian event dedicated to heritage marketing, which celebrates companies committed to promoting their historical and cultural heritage as a strategic asset.

The 2024 edition of the CHAs was attended by 61 companies, with 111 projects entered into the competition and 13 sponsoring associations, receiving extensive coverage in the press and on social media. The awards ceremony was held in Rome, in the Pinifarina Hall of Confindustria, during the month of October.



## START YEAR / DURATION

2024, annual

## EDITIONS

n .2 (editions in which we participated: 2023, 2024)

## LOCATION

award ceremony /Rome - Confindustria headquarters

## ARCHIVISSIMA 2024



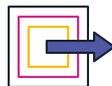
### BENEFICIARIES

More than 10,000 monthly visits to the exhibition website  
674,000 people reached by Archivissima's social media accounts objectives



### OBJECTIVES

Strengthening of activities, network expansion, positioning



### OUTPUT

Publication of the story on the Archivissima website 2024:  
<https://www.archivissima.it/2024/oggetti/3554-tre-rose-rosse>

For the second consecutive year, the Fondazione MAIRE - ETS took part in “*La notte degli Archivi*” (The Night of the Archives), an event promoted as part of the Archivissima Festival, a great celebration of all archives and a journey of cultural appreciation and promotion of the Archives, a unique collection in Italy and Europe.

The theme chosen for the 2024 edition of “*La notte degli Archivi*” was “passion,” so the Foundation decided to participate by submitting the story “Tre rose rosse” (Three Red Roses) written by MAIRE colleague Carlo Boniardi for the “*Barbara Picutti Creative Contest*” – 2024 edition “Tool Tales”, winner of the special mention for “passion” awarded in the amateur competition organized by the Foundation.

The story can be found on a dedicated page on the Archivissima 2024 website, as well as on the Foundation's website and social media channels, allowing a very wide audience to take a journey of discovery through our archives and the Foundation's cultural activities.

## START YEAR / DURATION

2024, annual

## EDITIONS

n. 2 (editions in which we participated: 2023, 2024)

## LOCATION

participation with digital content uploaded to the Archivissima 2024 platform

## PROMOTORE

Promemoria srl



### EXHIBITION “125 VOLTE FIAT” AT MAUTO



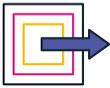
#### BENEFICIARIES

57.250 visitors  
in 2024 alone



#### OBJECTIVES

Network expansion,  
positioning



#### OUTPUT

Exhibition of material  
from the historical archive

The Fondazione MAIRE - ETS supported the exhibition “125 volte FIAT – la modernità attraverso l’immaginario FIAT” (125 times FIAT – modernity through FIAT imagery) with materials from its historical archive. The exhibition was held at MAUTO, the Museo Nazionale dell’Automobile di Torino (National Automobile Museum in Turin), from November 2024 to May 2025.

In the section “Visions of the future: architecture, urban planning, energy” of the exhibition, visitors were able to **admire some original pieces** from the MAIRE Historical Archive: the extraordinary architectural designs for the “Palazzo Grassi” in Venice by Gae Aulenti [FIAT Engineering, 1985] and the “Palazzo del Lavoro” in Turin by Pier Luigi Nervi and Antonio Nervi [FIAT Engineering, 1961].



Also on display was the Tecnimont model reproducing the Syrian turbogas power plant in Al Nasserieh [Tecnimont, 1990s], which is also depicted on the Syrian £200 banknote due to its importance in the country’s industrial development.

On the occasion of the 125<sup>th</sup> anniversary of the founding of FIAT, the exhibition offered a journey through the modernization of Italy in the 20<sup>th</sup> century, an immersive experience among historic FIAT car models on the one hand and architectural, design, advertising, cinema, and literature inserts on the other, to reinterpret a piece of Italian entrepreneurial history through a new magnifying glass.

## SUBJECT

Mostra "125 Volte Fiat - *la modernità attraverso l'immaginario FIAT*"  
(125 Times Fiat - modernity through FIAT imagery) exhibition

## VISITORS

57.250 visitors\* in 2024 alone

## START YEAR / DURATION

2024, 2025 (six-month duration)

## EDITIONS

n.1

## LOCATION

MAUTO, Museo Nazionale dell'Automobile di Torino  
(National Automobile Museum of Turin) /Turin, Italy

## PROMOTORE

MAUTO, Museo Nazionale dell'Automobile di Torino  
(National Automobile Museum of Turin)



## AIPAI PHOTO CONTEST 2024



### OBJECTIVES

Strengthening of activities,  
network expansion,  
positioning



### OUTPUT

Awarding of a work  
contract to a young  
non-professional photographer  
for the creation of a  
photographic reportage

For the second consecutive year, the Fondazione MAIRE - ETS has supported the “Premio mecenati di giovani talenti” (Young Talent Patronage Award) as part of the wider “AIPAI Photo Contest,” a photography competition organized by AIPAI, the Italian Association for Industrial Archaeological Heritage ETS, designed to raise awareness and promote industrial culture, the memory of work, and the architectural, technological, and landscape heritage of industrial archaeology.

Also in its 2024 edition, the “AIPAI Photo Contest” featured two more prizes (AIPAI Photo Contest first prize, Appia Moderna e Industriale special prize) and the “AIPAI Photo Exhibition,” a traveling exhibition to showcase the photographs of the winners and selected entries in four exhibition venues throughout 2025. During 2024, the exhibition showcased the winning photographs of the 2023 edition, with exhibits in 4 different venues and a *finissage* event, held at the AEM Foundation in Milan, where the Foundation gave a speech on the MAIRE Historical Archive and the social and cultural role of the company.



The “Premio mecenati di giovani talenti” (Young Talent Patronage Award) of the 2024 “AIPAI Photo Contest” was awarded to Giovanni Peyrone, author of the project “Il ritorno della luce” (The Return of Light). The Fondazione MAIRE - ETS will offer the young winner of the award a work contract worth €1,000.00 for the realization of a photographic project in 2025. supports and promotes young artistic talents who are able to interpret the human and technological challenges of the present and the future in a new way and with a broad-based sensitivity, using a multidisciplinary approach that brings together art, photography, industry, people, and the environment.

## START YEAR / DURATION

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2023, ongoing - multi-year project

## EDITIONS

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n. 2 (editions in which we contributed, receiving an award, at the "AIPAI Photo Contest": 2023, 2024)

## LOCATION

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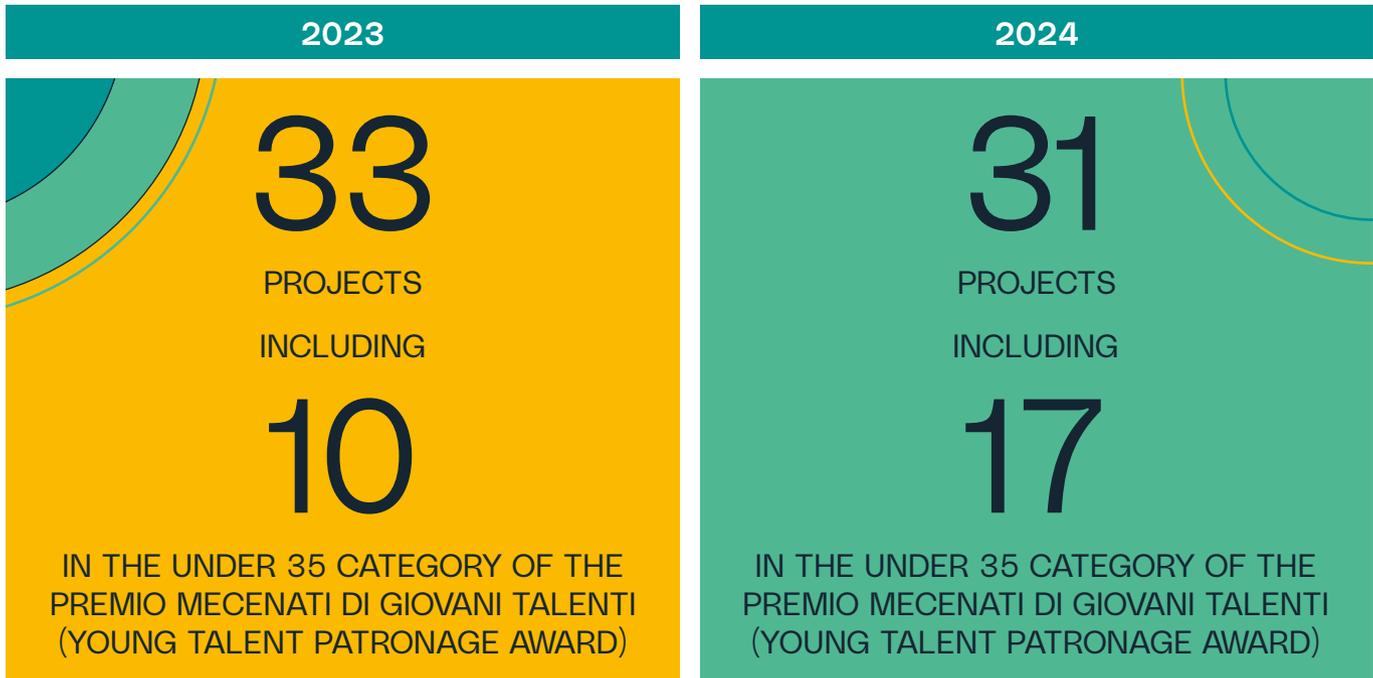
"AIPAI Photo Contest" 2024 award ceremony / Fondazione AEM di Milano (AEM Foundation in Milan); "AIPAI Photo Exhibition" 2023 / 4 venues, Italy

## PROMOTORI

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"AIPAI Photo Contest" 2024: AIPAI, Associazione Italiana per il Patrimonio Archeologico Industriale ETS (Italian Association for Industrial Archaeological Heritage ETS)  
 "Premio mecenati giovani talenti" (Young Talent Patronage Award):  
 Fondazione MAIRE - ETS

## AIPAI PHOTO CONTEST



**LECTURES /CA' FOSCARI VENICE**



**BENEFICIARIES**

15 first- and second-year students enrolled in the course “*Storia dell’impresa e della sostenibilità*” (History of Business and Sustainability)



**OBJECTIVES**

Strengthening of activities, network expansion, positioning

The Fondazione MAIRE – ETS was invited to **give a lecture** at the “Venice School of Management - Università Ca' Foscari Venezia” to students of the course “*Storia dell’impresa e della sostenibilità*” (History of Business and Sustainability) nell’ambito della convenzione tra l’Ateneo e la Fondazione. The title of the talk was “**Viaggio nel mondo dell’ingegneria di ieri e di domani**” (Journey into the world of engineering yesterday and tomorrow) which explored the theme of the importance of business archives as direct historical sources for reconstructing economic, entrepreneurial, and social history, with a focus on the MAIRE Group, the 20th century, and the evolution of sustainability to the present day.

The lecture and the agreement consolidate and add depth to the connection established with the University over the previous year, which arose from the joint participation of the Foundation and the Politecnico di Torino - Dipartimento di Architettura e Design (Polytechnic University of Turin - Department of Architecture and Design), in the workshop “*Tra credito e geopolitica*” organizzato (Between credit and geopolitics) organized by the Fondazione ISEC and the Department of Management/ Venice School of Management - Università Ca' Foscari Venezia.

**START YEAR / DURATION**

2024, single initiative

**LOCATION**

Venice, Italy

**PARTNER**

Venice School of Management - Università Ca' Foscari Venezia (Ca' Foscari University of Venice)

**COLLABORATION WITH UNIVERSITIES AND RESEARCH CENTERS**



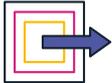
**OBJECTIVES**

Strengthening of activities, network expansion, positioning

The Fondazione MAIRE – ETS continued to collaborate with universities and research centers in 2024, making its archive materials available for undergraduate and doctoral theses and publications. It also signed specific research agreements.

Specifically:

- 1 thesis;
- 1 research agreement;
- 1 doctoral thesis in progress;



**OUTPUT**

Publication of archive materials; informing the public about the possibility of contacting us to access archive materials

- 2 requests for historical research on specific topics;
- 2 requests for publications.

The primary objective of this more widespread activity is to make archive materials, tools, and documents belonging to historical business archives, which are more difficult to consult or find, easily accessible to a specific audience such as students and researchers. a further objective is to contribute to research that can deepen our understanding of the documents preserved there and to spread awareness of the value of the collective heritage constituted by the archives themselves.

**START YEAR / DURATION**

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2024

**PARTNER**

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Università degli Studi G. D'Annunzio Chieti-Pescara (G. D'Annunzio University of Chieti-Pescara);  
 Università Ca' Foscari Venezia; (Ca' Foscari University of Venice);  
 Progetto europeo TUPACH (TUPACH European project);  
 Politecnico di Torino (Polytechnic University of Turin);  
 Fondazione 1563 (1563 Foundation);  
 Politecnico di Milano; (Polytechnic University of Milan);  
 Università Sapienza di Roma (Sapienza University of Rome)



## MUSEIMPRESA



### OBJECTIVES

Network expansion,  
positioning

The Fondazione MAIRE – ETS is a member of MUSEIMPRESA, l'Associazione Italiana Archivi e Musei d'Impresa (the Italian Association of Business Archives and Museums), with which it shares the following mission: to safeguard the memory of Italian industry and promote the legacy of an extraordinary capacity for entrepreneurship as a driver of sustainable development and a cornerstone of a widespread economic, social, and civic culture.

During the year, the Foundation took part in various networking and training activities promoted by Museimpresa, including the annual seminar “*La cultura d'Impresa è POP*” (Corporate Culture is POP), which brought 147 corporate museums and archives from all over Italy together in Turin, confirming its position as an organization committed to making the most of its historical and cultural heritage, which it sees as a strategic asset.

## START YEAR / DURATION

2022, ongoing

## PARTNER

MUSEIMPRESA Associazione Italiana Archivi e Musei d'Impresa  
(Italian Association of Business Archives and Museums) -  
over 150 business archives and museums



## EDUCATION AREA

*Skills for the future  
and education for all*

In 2024, the Fondazione MAIRE - ETS continued its activities aimed at guiding, training, and supporting young people and children toward university studies, the world of work, and self-enterprise. The goal was to train the young “*humanist engineers*” of tomorrow, individuals equipped with technical and soft skills who embody the new skills required for the continuation and implementation of the energy transition.

The Foundation's initiatives are aimed at combating educational poverty by supporting projects that promote the social and professional independence of young people from disadvantaged backgrounds, providing equitable access to educational opportunities, and promoting the inclusion of women and minorities in the energy sector and the world of engineering, with a particular focus on socially and economically fragile communities.



## THE MAIREmpower PROJECT



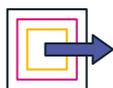
### BENEFICIARIES

**855** fourth-year high school students from **21** high schools on the outskirts of Rome; Students 16-17 years old



### OBJECTIVES

Measurement and analysis of impact, network expansion, strengthening of activities, positioning



### OUTPUT

**2.565** man-hours of training provided

In 2024, the Fondazione MAIRE - ETS launched the first edition of the [MAIREmpower](#) call for applications, a project dedicated to combating educational poverty and fostering equitable opportunities for access to STEM subjects for young people from marginalized backgrounds, talented youth who would not otherwise have the opportunity to continue their studies after graduating from high school.

The project will last five years and is divided into three phases: the first involves the provision of training and guidance courses (3 hours each) for students in the fourth year of high school at participating institutions; the second involves the realization of a summer school, a 10-day immersive educational experience (July 2025) dedicated to 20 students selected from among the courses participants of the first phase; the third involves the awarding of scholarships to 10 of the 20 students participating in the summer school, which will be awarded starting from the 2026/2027 academic year for the pursuit of a bachelor's degree in STEM subjects.

The first edition of the call for applications was aimed at high schools in Rome and its province; 21 institutes joined the initiative.





**MAIREmpower – numbers 2024**

**14**

HIGH SCHOOLS AND  
TECHNICAL INSTITUTES

**855**

STUDENTS

**15**

MEETINGS

**45h**

OF COURSES

**2.565**

MAN-HOURS OF TRAINING

In the last quarter of 2024, the first training and orientation meetings were held in 14 of the participating institutes, for a total of 45 hours of courses given to 855 students, where they talked about energy transition, the circular economy, technological solutions for decarbonization, the value of training and guidance in making an informed choice about the path to take after their studies, with a focus on the new job opportunities offered by the energy transition.

The students were tested with a preliminary survey on sustainability issues, aimed at investigating their basic knowledge of the subject in order to tailor the content of the following course to the specific needs of the young audience, and with a mock job interview to stimulate and highlight the crucial importance of soft skills today.

The courses will continue in early 2025 until training is completed in all participating institutes and phase one of the project is completed.

In July 2025, the summer school will also take place, which will constitute phase two of the project. Students participating in the summer school will receive coaching and mentoring from the Foundation during the 2025/2026 school year.

## START YEAR / DURATION

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2024 – five-year duration – ongoing

## EDITIONS

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n .1 (launched in June 2024)

## LOCATION

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Rome and Province of Rome

## PROMOTORE

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Fondazione MAIRE – ETS

## PARTNER

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(for phases I and II) Consorzio Consel-Elis (Consel-Elis Consortium)



**“TRED” HIGH SCHOOL IN ELIS**



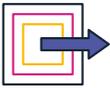
**BENEFICIARIES**

**466 students**  
+ 1 (job shadower)



**OBJECTIVES**

Measurement and analysis of impact, network expansion, strengthening of activities, positioning



**OUTPUT**

**699 man-hours** of training provided  
+ **40h** of job shadowing

The Fondazione MAIRE - ETS participated in the TRED project once again in 2024, continuing the work begun in 2023, the “*Liceo diffuso per la Transizione Ecologica e Digitale*” (Widespread High School for Ecological and Digital Transition), promoted and managed by the Consel-ELIS Consortium of Rome, which has the goal of training young people over a period of four years by combining the humanistic-scientific tradition of Italian high schools with the technical knowledge of the energy and digital transition. The initiative is aimed at a network of 24 schools in 11 Italian regions.

The varied format includes face-to-face lessons, in-depth study sessions, summer schools, and job shadowing activities. All activities are related to the themes of energy and digital transition, and the course is completed with guidance on job opportunities in the sector for the young students. The course is recognized by the Ministry of Education.

The Foundation contributed to the initiative in 2024, as it did in 2023, by providing a 90-minute lecture that involved 466 students from 24 different schools connected remotely from all over Italy. The topics covered in 2024 were the circular economy, CO2, and fuels obtainable from recycled carbon. The lecture was followed by another workshop session of the same duration held in class by the students with their teachers to explore and investigate the content learned in the lecture.

**LICEO “TRED” DI ELIS (ELIS “TRED” HIGH SCHOOL)**

**2023**

**800**  
STUDENTS

**2024**

**466**  
STUDENTS  
+  
**1**  
JOB SHADOWER

In 2024, the Foundation also hosted a student from the TRED high school for a week at the MAIRE offices in Milan for a job shadowing experience during the summer, for a total of over 40 hours of training. The PCTO allowed the young student to closely observe and investigate the daily activities carried out by those involved in Sustainability and Corporate Social Responsibility.

## START YEAR / DURATION

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2023 – four-year duration – ongoing

## EDITIONS

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n. 2 (editions: academic year 2023/2024, academic year 2024/2025)

## LOCATION

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remote, in person/Milan

## PROMOTORE

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Consorzio Consel-ELIS (Consel-ELIS Consortium)



**“5 STEPS TO... ENGINEER!” (5 PASSI DA... INGEGNERA!)**



**BENEFICIARIES**

**110 students** from the Liceo Scientifico Galileo Galilei di Pescara (Galileo Galilei Scientific High School of Pescara)



**OBJECTIVES**

Measurement and analysis of impact, network expansion, strengthening of activities, positioning

In 2022, Fondazione MAIRE – ETS began a collaboration with ENEA, the Agenzia Nazionale Efficienza Energetica (National Agency for Energy Efficiency), to launch, as part of the Programma Nazionale di informazione e formazione sull' Efficienza Energetica (National Energy Efficiency Information and Training Program) “*Italia in Classe A*” (Italy in Class A) promoted by the Ministero dell'Ambiente e della Sicurezza Energetica (Ministry of the Environment and Energy Security), the project “*5 steps to... engineer!*” with the aim of raising awareness and bringing young female high school students closer to the world of engineering and encouraging them to pursue STEM studies and careers.



The project, developed in partnership between the Foundation and ENEA, continued in 2022 and 2023, with a total of 160 hours of training delivered over 20 days in person, benefiting 27 female students in their fourth year of high school from five high schools in Rome. In 2024, the Foundation participated in the “*5 steps to...engineer! Camp*”, sponsored by ENEA and held in Chieti and Pescara, which was attended by more than 100 male and female students from the Liceo Scientifico Galileo Galilei high school in Pescara, and a concluding day full of speeches by academics, corporate and institutional representatives aimed at providing the young participants with valuable advice to address future study and work choices.

## START YEAR / DURATION

2022 – three-year duration – ongoing

## EDITIONS

n. 2 (editions: academic years 2023/2024, 2024/2025) + Camp 2025

## LOCATION

Roma, Chieti, Pescara

## PROMOTORE/PARTNER

ENEA [Agenzia Nazionale Efficienza Energetica (National Agency for Energy Efficiency)]

### “5 STEPS TO... ENGINEER!”

2022 + 2023

27

FEMALE STUDENTS

FROM

5

HIGH SCHOOLS IN ROME

2024

110

STUDENTS FROM THE LICEO  
SCIENTIFICO GALILEO GALILEI  
DI PESCARA (GALILEO GALILEI  
SCIENTIFIC HIGH SCHOOL  
OF PESCARA)

### TRAINING / LYCÉE STENDHAL IN MILAN



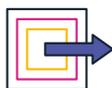
#### BENEFICIARIES

**80 students**  
4 fourth-year high school classes,  
average age 16-17 years old



#### OBJECTIVES

Network expansion,  
strengthening of activities,  
positioning



#### OUTPUT

**320 man-hours**  
of training provided

The Fondazione MAIRE – ETS promoted high-tech training sessions at the “Lycée Stendhal” in Milan in 2024 , continuing the activity that was carried out in 2023.

The program was divided into two 2-hour sessions, immersing the participating class in the world of hydrogen, alternating between lectures and teamwork to build a hydrogen-powered city of the future. Students were able to not only learn more about the potential of hydrogen as an energy carrier, and sustainability issues, but also test themselves in the roles of public decision-makers, industrial players, financial institutions, and technology providers in building their city.

The program format was repeated for each of the four senior high school classes participating in the initiative, for a total of 80 students trained and 16 hours of training provided.

TRAINING / LYCÉE STENDHAL IN MILAN		
<b>4</b>	<b>80</b>	<b>16</b>
CLASSES OF FOURTH YEAR HIGH SCHOOL STUDENTS	STUDENTS TRAINED	HOURS OF TRAINING

<h3>START YEAR / DURATION</h3> <hr/> <p>2023, single sessions</p>
<h3>EDITIONS</h3> <hr/> <p>n. 2 (editions: academic year 2022-2023; academic year 2023-2024)</p>
<h3>LOCATION</h3> <hr/> <p>Lycée Stendhal (Stendhal High School), Milan, Italy</p>



**TRAINING / LYCÉE STHENDAL IN MILAN**

**2023**

**60**  
STUDENTS

**2024**

**80**  
STUDENTS

## TRAINING/ CITY OF LONDON SCHOOL



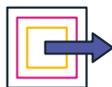
### BENEFICIARIES

33 students, 2 classes,  
average age 14 years old



### OBJECTIVES

Network expansion,  
strengthening of activities,  
positioning,  
internationalization



### OUTPUT

330 man-hours  
of training provided

In October 2024, the Fondazione MAIRE – ETS promoted two highly technical training sessions at the “City of London School” in London, with the aim of extending the reach of its training activities beyond national borders.

A full immersion program for young students in year 10 and year 12, consisting of two 5-hour days to discover the world of hydrogen, alternating between lectures and teamwork to build a hydrogen-powered city of the future. The students were able to not only learn more about the potential of hydrogen as an energy carrier, and sustainability issues, but also test themselves in the roles of public decision-makers, industrial players, financial institutions, and technology providers in building their city. On this occasion, the same technical content as the training provided at the Liceo Stendhal in Milan was offered, albeit to younger students.



## START YEAR / DURATION

2024, single sessions

## EDITIONS

n. 1 (academic year 2024/2025)

## LOCATION

City of London School, London, UK

TRAINING/ CITY OF LONDON SCHOOL		
<p><b>2</b></p> <p>CLASSES</p>	<p><b>33</b></p> <p>STUDENTS TRAINED</p>	<p><b>10</b></p> <p>HOURS OF TRAINING</p>

One of the students participating in the course, aged 14, was invited to participate in MAIRE's *Sustainability Day 2024*, where she gave a speech offering the youthful but knowledgeable perspective of young people her age on climate change and the hopes for what the future may hold.

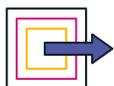


**PROJECT / “A SCUOLA D'IMPRESA 2024/2025”**



**OBJECTIVES**

Network expansion,  
strengthening of activities,  
positioning



**OUTPUT**

Realization  
of project work

Fondazione MAIRE - ETS has joined the second edition of the project “A scuola d'impresa. L'Italia nei nostri musei e archivi d'impresa” (At business school. Italy in our museums and business archives), created through a collaboration between Museimpresa, LIUC Carlo Cattaneo University, and the Industrial *Cinema and Business Communication Archive*.

“A scuola d'impresa” is an initiative aimed at students in their final three years of high school, designed and certified as a PCTO (Pathway for Transversal Skills and Orientation), to share some general knowledge about the history of Italian business and its values, and to introduce students to museums and business archives through objects, documents, inventions, and stories that show the country's entrepreneurial spirit, the evolution of the country and the scale of its business culture.

Each Museimpresa partner participating in the initiative offers one of the participating classes a visit to its archive or business museum and a PCTO, at the end of which the students must carry out “project work.” The training activities for the academic year 2024/2025 will be carried out by the Fondazione MAIRE – ETS for students in class 4A of the Liceo Malpighi di Bologna, (Malpighi High School in Bologna) during the first semester of 2025.





## START YEAR / DURATION

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2024, ongoing

## EDITIONS

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n. 1 (academic year 2024/2025)

## LOCATION

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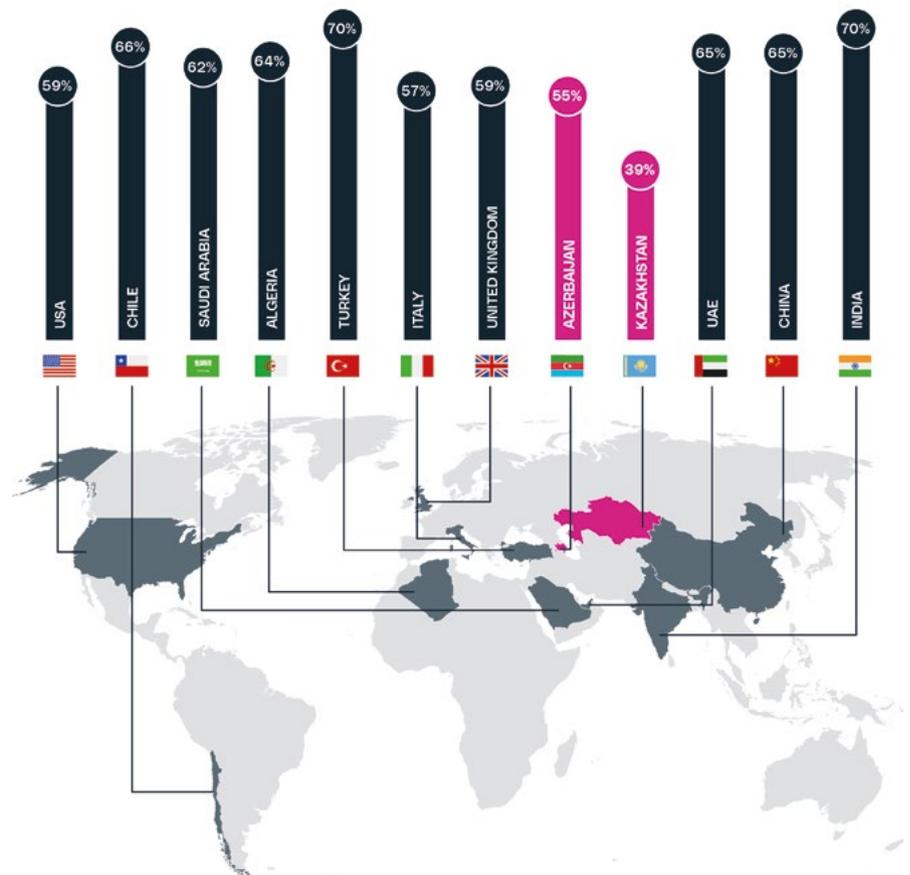
Milan, MAIRE S.p.A. headquarters

# STUDIES AND RESEARCH AREA

## “CLIMATE GOALS” RESEARCH

To understand the role of skills and training in defining an effective and inclusive process, the Fondazione MAIRE - ETS, in collaboration with IPSOS, is conducting an international study covering a total of **12 countries**, ten of which (Italy, UK, USA, India, China, Saudi Arabia, UAE, Chile, Turkey, and Algeria) were included in the first edition in 2023, and two (Azerbaijan and Kazakhstan) that were the subject of a specific focus in 2024, on the occasion of the Conferenza delle Parti (Climate Conference of the Parties) in Baku. A total of **2,000 interviews** and in-depth discussions were conducted with **17 experts** in sustainability and energy transition.

The results of the 2024 focus of the study entitled: “Vincere la sfida globale attraverso la creazione di abilità e competenze a livello mondiale e attraverso la cooperazione industriale” (Overcoming the Global Challenge through Global Skills and Competence Building and through Industrial Cooperation) were presented during **COP29** at an event at the Conference venue in Baku, Azerbaijan.

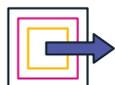


## ADDENDUM 1: FOCUS ON AZERBAIGIAN E KAZAKHSTAN RESEARCH RESULTS



### OBJECTIVES

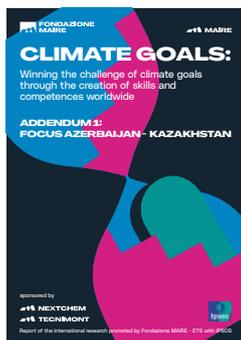
Strengthening of activities, network expansion, positioning, internationalization



### OUTPUT

Participation in COP29 and research results mentioned in 250 articles and 208 international publications

diffusion of [“Climate Goals” - Addendum 1](#)



The skills required of **future energy transition professionals** vary from country to country, but a combination of hard and soft skills, technical and humanistic disciplines, technological, economic and sustainability knowledge, critical thinking and creative soft skills are all fundamental. All of these are essential for developing new low-carbon solutions in a challenging and increasingly complex environment.

According to the report, the energy transition will see the **creation of new businesses and jobs** in the renewable energy, technology, and industrial sectors, as well as in government and civil society, which will require new skills and **specific competencies**, leading to processes of **upskilling and reskilling** of workers. Strong government leadership and commitment will also be needed, accompanied by effective policies and regulations and collaboration between countries.

This process of **investment, retraining, and collaboration** will also offer significant economic opportunities, particularly for those countries that are at the forefront and understand the need to develop a workforce for the **decarbonized future**.

## START YEAR / DURATION

2023, ongoing

## EDITIONS

n. 2 (2023, 2024)

## LOCATION

COP29, UN Climate Change Conference in Baku (Azerbaijan)

## PARTNER

IPSOS Italia

## SPONSOR

MAIRE S.p.A.  
NEXTCHEM Tech S.p.A.  
TECNIMONT S.p.A.

## CALL FOR APPLICATIONS FOR RESEARCH GRANTS

### CALL FOR APPLICATIONS FOR RESEARCH GRANTS ON MIGRANTS AND ENERGY TRANSITION



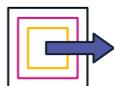
#### BENEFICIARIES

8 scholarship recipients for Associations and individual researchers



#### OBJECTIVES

Strengthening of activities, network expansion, positioning, internationalization



#### OUTPUT

Publication of study results

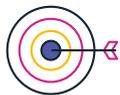
During 2024, the Fondazione MAIRE – ETS published its first call for applications for research grants, aimed at collecting socio-economic studies investigating the relationship between migration flows and energy transition.

As part of its broader social action for the integration of vulnerable groups, the Foundation intends to analyze, through multiple sources, the possibilities and scenarios in Europe in order to outline a training project aimed at the inclusion of migrants in the energy transition sector. The initiative embraces a vision of the transition itself as an opportunity for the 21st century to generate inclusion for minorities while responding to the shortage of expertise in the sector. The call for applications closed in December 2024, with the participation of three associations and five researchers. The research activities will be carried out and published in 2025.

RESEARCH GRANTS AWARDED	
<p><b>3</b></p> <p>ASSOCIATIONS</p>	<p><b>5</b></p> <p>RESEARCHERS</p>

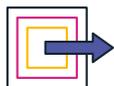
<p><b>START YEAR / DURATION</b></p> <hr/> <p>2024, ongoing - multi-year program</p>
<p><b>EDITIONS</b></p> <hr/> <p>n. 1</p>
<p><b>LOCATION</b></p> <hr/> <p>Italy, Europe</p>

## UNIFI RESEARCH HUMANIST ENGINEER



### OBJECTIVES

Strengthening of activities,  
network expansion,  
positioning



### OUTPUT

Research, profiling  
of the “*humanist engineer*”

The Fondazione MAIRE – ETS has contributed a generous donation to support a research grant to conduct a qualitative analysis of the academic curricula of engineers and the gaps between these and the needs of businesses.

The survey will be carried out between 2024 and 2025 by the Dipartimento di Ingegneria dell'Informazione dell'Università di Firenze (Interdepartmental Research Unit promoted by the Department of Information Engineering at the University of Florence). It will last six months and will be divided into two strands: companies with their HR [Human Resources] policies on the one hand, and engineers with a good level of seniority and experience on the other, with the aim of analyzing the path of integration between knowledge, know-how, and interpersonal skills.

The objective is to investigate how the needs of companies are changing with regard to the professional figure of the engineer, especially what “new skills” are required of them.

This profiling of the new figure of the engineer, who, by combining hard and soft skills, is increasingly becoming a “*humanist engineer*,” is in line with the paradigm that the Foundation promotes in its training activities for the younger generation.

## START YEAR / DURATION

2024, six-month duration (activities to be completed in 2025)

## EDITIONS

n. 1 (2024/2025)

## LOCATION

Florence, Italy

## PARTNER

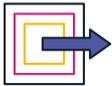
UniFi, Università di Firenze (University of Florence), Unità di Ricerca interdipartimentale promossa dal Dipartimento di Ingegneria dell'Informazione (Interdepartmental Research Unit promoted by the Department of Information Data IT Software Engineering)

# COMMUNICATION ACTIVITIES

During 2024, the Fondazione MAIRE – ETS increased the scope of its communication activities with the aim of strengthening its **strategic positioning**, making itself known to an increasingly wider audience of stakeholders and interested parties, and thus increasing the magnitude of its activities in order to involve an ever-growing number of beneficiaries and recipients of its social action.

This growth in terms of communication has been achieved, on the one hand, through intense web and media activities and, on the other, through the organization of events, participation in trade fairs and conferences, and the implementation of other activities of a varied nature, as well as the dissemination of content through the company magazine “EVOLVE” (co-designed together with and thanks to the support of colleagues from the MAIRE Group's Communications Department).

## WEB PRESENCE AND MEDIA PARTNERSHIPS



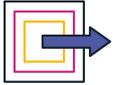
### OUTPUT

Network expansion,  
positioning

During the year, the Foundation's online presence was enhanced thanks to the development and implementation of communication activities, conveyed through both its website and social media channels (LinkedIn and Instagram), with a growing focus on standardizing content and establishing its visual identity. Between the first and second half of the year, the website saw more than double the amount of content posted, while social media channels saw exponential growth in their user base.

During the year, its media presence was also strengthened, both through the dissemination of press releases and through targeted media partnerships.





## OUTPUT

Network expansion,  
positioning,  
internationalization

The first media partnership was signed with Avvenire for the production of a mini-series of three podcasts entitled “*Generazioni al verde*” (Green Generations), focusing on the new skills required by the energy transition and with the dual objective of describing and promoting the various aspects and activities of the Foundation.

**The first episode, “*il fattore skills*”** (The Skills Factor), addressed the issues of climate change from the perspective of the new skills needed to implement the energy transition and, in anticipation of COP29 in Baku, also served as a teaser for the **release of addendum 1 of the “*Climate Goals*” research**, which focuses on Azerbaijan and Kazakhstan. The activity was launched in 2024 and will conclude in 2025.

The second media partnership was established with ANSA, Azertac, and Actuel to facilitate the widespread dissemination of addendum 1 of the “*Climate Goals*” research, presented at COP29 in Baku. This media partnership led to the publication of 250 articles in over 200 magazines worldwide.

Overall, press and media activities in 2024 led to the publication of over 431 articles in 292 publications mentioning the Fondazione MAIRE – ETS.



### ATTRAVERSO IL CAMBIAMENTO

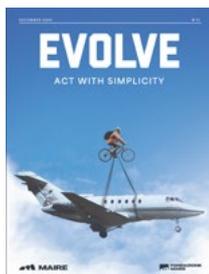
Giorgia Consonni,  
Liceo artistico statale  
Fausto Melotti (Cantù)  
(Fausto Melotti  
State Art School in Cantù)

## “EVOLVE” MAGAZINE

A beacon for the activities of the MAIRE Group and the Fondazione MAIRE – ETS, as well as an opportunity to **disseminate technical, engineering, humanistic, philosophical, and general content is the company magazine EVOLVE.**

Created through the commitment of MAIRE Communications, the magazine has also become an instrument for the promotion and positioning of the Foundation.

Issue 10 of the magazine, “*Make an impact,*” published in July 2024, takes an in-depth look at the humanistic engineering required to achieve the energy transition, with an interview with Nando Pagnoncelli and a presentation of the results of the “*Climate Goals*” research conducted during COP28 in Dubai, on the one hand, and the energy transition as seen through the eyes of the young artists who won the *EvolveArt* competition, on the other. The insert analyzes the Group's strategies, identifies innovation and sustainability as the pillars of success, and provides guidance on “how to leave a mark to change the future.”



### A BORDO DI UNA BICI

Dario Fella,  
Liceo artistico statale  
Vincenzo Calò (Grottaglie)  
(Vincenzo Calò  
State Art School in Grottaglie)

Issue 11, “*Act with simplicity,*” published in December 2024, opens with an editorial by the Foundation's General Manager on the theme of complexity in building the future. The energy transition is redefining global priorities, involving not only industrialized countries but also economies traditionally dependent on fossil fuels, such as Azerbaijan and Kazakhstan, as revealed by the results of addendum 1 to the “*Climate Goals*” research. This view highlights the need for the younger generations to feel the urgency of today's transformation and change and to invest in their education so that they can contribute to it: the *MAIREmpower* project aims to provide young people from fragile and marginalized backgrounds with the means to make this courageous choice.

All the issues of the magazine are available on the MAIRE website, on the [<https://www.groupmaire.com/it/newsroom/magazine/>].

**CROSSOVER ACTIVITIES**

During 2024, the Fondazione MAIRE – ETS also carried out a multitude of cross-over activities between project areas, such as proposing events, participating in trade fairs, conferences, lectures, and other activities, in order to increase its visibility and consolidate its positioning in strategic areas of interest.

**“EVOLVEART”**

*Art as a tool for dialogue  
on the energy transition  
with younger generations*

Together with the MAIRE group and with the support of ABiLiArt (Associazione Amici della Biennale dei Licei Artistici or Association of Friends of the biennial exhibition of art high schools) and RenAliArt (Rete Nazionale dei Licei Artistici or National Network of Artistic High Schools), **“EvolveArt”**, a **creative competition dedicated to young artists**, students of Artistic High Schools throughout Italy, which focused on the conception, design, and creation of original works of art on the theme of “Tecnologia e innovazione nella transizione energetica” (Technology and Innovation in the Energy Transition).

“EVOLVEART”		
280 ORIGINAL WORKS	50 HIGH SCHOOLS	18 ITALIAN REGIONS
8 WINNING WORKS		20 SPECIAL MENTIONS



A total of 280 original works were submitted to the competition, from 50 high schools in 18 regions of Italy. The award ceremony was held in May at the Parco Archeologico del Colosseo (Colosseum Archaeological Park) in Rome, with 8 winners and 20 special mentions. The eight winning works will be featured on the covers of the company magazine EVOLVE (two of which have already been mentioned in this report, published in 2024; the others will be published in the coming years).

The 28 award-winning works have also become a traveling exhibition, the “EvolveArt roadshow” with the aim of showcasing the talent of young artists but also to create an opportunity and platform for the Foundation’s activities to reach an ever-wider audience. In 2024, the first three stages of the roadshow took place in Rome.

In September, the “sala degli elefanti” (Elephant Room) at Rome’s Bioparco Zoo hosted the exhibition for 10 days; in October, the “Salone delle Fontane” (Hall of the Fountains) in Rome was the setting for a one-day exhibition. In December, the exhibition was hosted for a week at ISPRA in Rome.

<b>“EVOLVEART” ROADSHOW</b>	
<b>3</b> STOPS	SALA DEGLI ELEFANTI, BIOPARCO OF ROME, SEPTEMBER 2024
	SALONE DELLE FONTANE, ROME, OCTOBER 2024
	ISPRA, ROME, DECEMBER 2024



### EVENT WITH EMBASSY OF THE S.M. ORDER OF MALTA TO THE HOLY SEE

*Opportunity to meet  
and share ideas  
with stakeholders*

An important opportunity for the Fondazione MAIRE – ETS to meet with stakeholders was the event held on September 16, hosted at Casa Litta-Palazzo Orsini, headquarters of the Embassy of the Sovereign Order of Malta to the Holy See. The conference, entitled “*Nello Spirito di Laudato Si. Verso COP29: transizione energetica come opportunità di inclusione sociale e lavorativa*” (In the Spirit of Laudato Si'. Towards COP29: energy transition as an opportunity for social and labour inclusion), highlighted the **synergy between Pope Francis' “Enciclical Laudato Si” and the energy transition**, understood as a cultural, social, economic and environmental evolution that represents the most current and complex challenge facing humanity. It also provided an opportunity to present the results of the “*Climate Goals*” on the one hand, and to launch the Foundation's first call for applications for research grants on the other, to collect socio-economic studies on the relationship between migration flows and the energy transition, with the ultimate goal of implementing a training project aimed at the inclusion of migrants in the energy transition sector.



### COP29 EVENT IN BAKU

In November, the Fondazione MAIRE – ETS participated in the **29th** Conference of the Parties **held in Baku, COP29**, which presented a fertile opportunity to share the results of addendum 1 of the “*Climate Goals*” research, containing a focus of the same survey conducted on Azerbaijan and Kazakhstan in 2024 in collaboration with IPSOS. The Foundation was hosted by the Agenzia ICE (ICE Agency), which, in collaboration with OICE and ANCE, organized the “*Sustainab-Italy*” seminar, during which institutional and industrial players presented Italian considerations, perspectives, and solutions in the infrastructure sector aimed at reducing the impact on climate change.

## IN-GENIUM

In December, the MAIRE Group, together with the Fondazione MAIRE – ETS presented the book **“In-Genium. Gazes into technology past and future”**, at an event held at the Curia Iulia in the Parco Archeologico del Colosseo (Colosseum Archaeological Park) in Rome.

The book is a research project on the roots of ancient technology and its links with today's engineering capabilities, explored from a philosophical and semiotic perspective as well as an archaeological and architectural one, but above all through the language of contemporary photography. Published by Silvana Editoriale, the book traces the *history of t chne - l'arte del fare e del saper fare* (the art of making and knowing how to do so) – thanks to the involvement of students and masters from the Accademie di Belle Arti italiane (Academies of Fine Arts) in Brera, Catania, and Rome, coordinated by Carmelo Nicosia. The book opens with a sequence of powerful shots by Luca Campigotto, interspersed with industrial landscapes from the archive of plants built by MAIRE, an unprecedented combination presented by Nunzio Giustozzi.



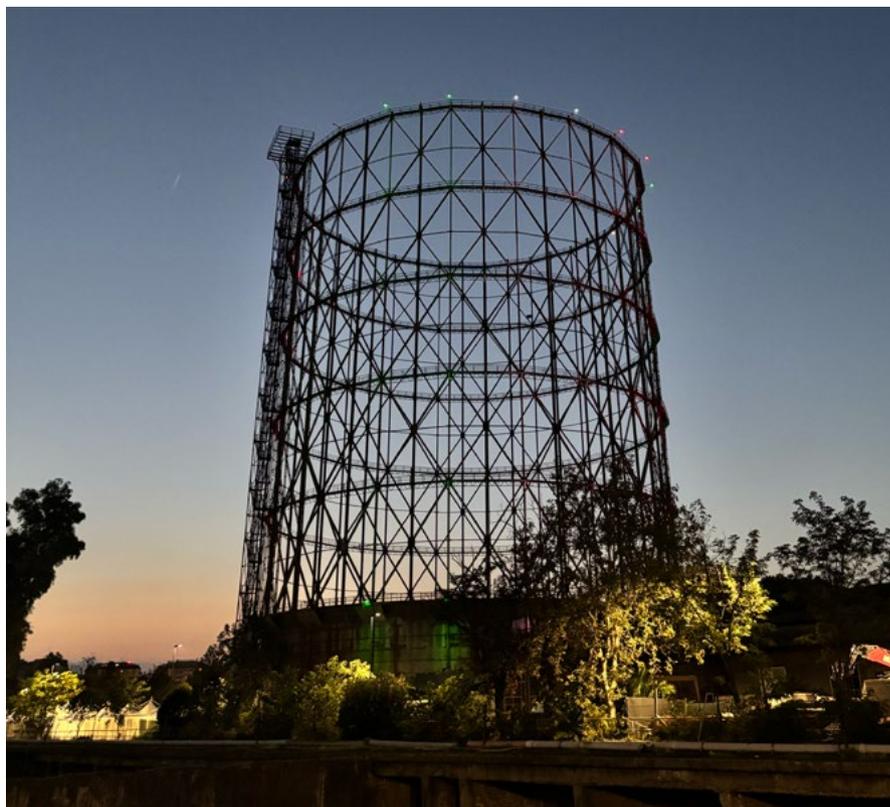
## OTHER ACTIVITIES

*Opportunities to meet and engage with younger generations*

A second strand of interdisciplinary activities during 2024 was the participation in conferences, trade fairs, and opportunities to meet with audiences of mostly young students.

The Fondazione MAIRE – ETS continued its activities from 2023 by participating in the “**Didacta**” fair in March as guests of ENEA, with whom the Foundation carried out the project “5 steps to... engineer!”. Didacta Italia takes place in Florence and is a meeting point for educational institutions, companies, organizations, associations, teachers, managers, and school operators to synergistically promote innovation in the world of education.

The Fondazione MAIRE – ETS also participated in the “Maker Faire” the annual Roman fair dedicated to innovation, technology, and creativity, which brings together a diverse audience of students, startups, companies and government agencies, families, entrepreneurs, and investors, promoting the exchange of ideas and the evolution of technologies. For the Fondazione MAIRE – ETS, hosted at the MAIRE Group stand, the fair was an important opportunity to meet the younger generation.



The Fondazione MAIRE - ETS has supported as a **partner, for the third consecutive year, “Second Life”** the competition animated by Alia Servizi Ambientali (Alia Environmental Services), dedicated to the works of young artists who choose to explore their creative vein on the relationship with sustainability, one of the most important concerns of our time. “*Second Life*” is an example of how the creativity of the younger generation and an interdisciplinary approach can envision and create a sustainable future. A future that our Foundation wants to interpret by contributing to the growth of a “humanistic” engineering culture, capable of taking a multidisciplinary and inclusive approach to sustainability issues.

During 2024, the Fondazione MAIRE – ETS also promoted, participated in, or contributed to the implementation of additional activities by other Enti del Terzo Settore (Third Sector entities), Universities, Associations, and organizations.

The Fondazione MAIRE – ETS promoted and supported, through a generous donation, the **summer school organized by the Associazione Sibillini Europa ETS (“SESS24”)**, held at the end of summer 2024 in Amandola in the Marche region with the aim of analyzing and understanding the European challenges related to sustainability and energy transition, discussing European democracy, geopolitics, and digitalization. Forty young social science undergraduates with a particular interest in European integration benefited from the training experience. The panel of speakers was enriched by the expertise of two colleagues from the MAIRE Group. This initiative is part of the Foundation's broader mission to contribute to the training of the young “*humanist engineers*” of tomorrow.

*Relationships with other ETSs and support for social initiatives of various origins*

And it is precisely these “*humanist engineers*” who are the focus of the **collaboration with the Università di Firenze** (University of Florence) to trace their identikit: during the year, the Foundation contributed through a grant to support a research fellowship to conduct a qualitative analysis of the academic curricula of engineers and the gaps between these and the needs of businesses. The survey will be carried out by the interdepartmental research unit set up by the Unità di Ricerca interdipartimentale (interdepartmental research unit) sponsored by the Dipartimento di Ingegneria dell'Informazione dell'Università di Firenze (Department of Information Engineering at the University of Florence) between 2024 and 2025.

During 2024, the Fondazione MAIRE – ETS has also chosen to support **the project G.I.O.I.A. (Giovani Impegno Occupazione Inclusione Accoglienza, or Young People Commitment Employment Inclusion and Hospitality)** with a generous donation, which was created through a collaboration between the Sovereign Order of Malta and the Cooperativa Sociale Integrata DiversArte (DiversArte Integrated Social Cooperative). The aim is to create a tourism training hub to foster the inclusion of vulnerable young people and those with disabilities in the workforce, helping them become progressively more independent from their families. This initiative is in line with the Foundation's educational mission to spread awareness of sustainability-related is-

sues, on the one hand, and goes hand in hand with the social mission of fostering inclusion opportunities for young people from fragile backgrounds while promoting autonomy and self-enterprise.

With the aim of promoting the conservation of material of great cultural and scientific value, as it is already doing through its activities to protect, preserve, and enhance its own heritage, the Fondazione MAIRE – ETS made a generous donation to **the Biblioteca Apostolica Vaticana** (Vatican Apostolic Library) in the course of 2024.

In order to increase its visibility and promote the archival, artistic, and cultural heritage of the MAIRE Historical Archive, the Foundation sponsored **the Centro di Ricerca sul Made in Italy** (MADEINT) (Made in Italy Research Center) during the year to support activities related to the publication of the *IV Rapporto del Centro di Ricerca sul Made in Italy* "Viaggio in Italia. Bellezza, creatività e competitività del turismo e della cultura made in Italy nell'era della ripresa" (4th Report of the Made in Italy Research Center, "Viaggio in Italia. Beauty, Creativity and Competitiveness of Made in Italy Tourism and Culture in the Era of Recovery), scheduled for release in spring 2025.



## FUNDRAISING

The Fondazione MAIRE – ETS pursues its mission and implements its strategy with the essential objective of involving an ever-growing audience of actors, partners, and above all beneficiaries of its initiatives, **in order to spread the beneficial impact of its social action throughout the country.**

*Objectives include covering project costs with third-party contributions*

One of the Foundation's objectives is to eventually cover the costs of its projects through third-party contributions, such as donations, 5xMille tax allocations, sponsorships, bequests, and any other form of charitable giving, in accordance with current regulations. As of December 31, 2024, the breakdown of costs\* related to the Foundation's activities is divided into three parts: personnel costs, operating and management expenses, and costs related to project areas.

To achieve this objective, in 2023 the Foundation launched two permanent fundraising campaigns through the “Rete del Dono” platform. In addition, during 2024, the Foundation outlined its fundraising strategy, which will be implemented starting in 2025.

In 2024, the recognition of the additional status of “Ente del Terzo Settore” (Third Sector Entity) opened up the possibility for the Foundation to launch a campaign to promote and request the allocation of the 5xMille tax donation in Italy; the campaign will start in 2025.



\* Further information on the economic and financial situation of the Fondazione MAIRE – ETS is available in chapter 6 of this social report and reported in the financial statements for the year 2024; both documents are available on the Foundation's website on the "[About us/Reports and documents](#)" page.

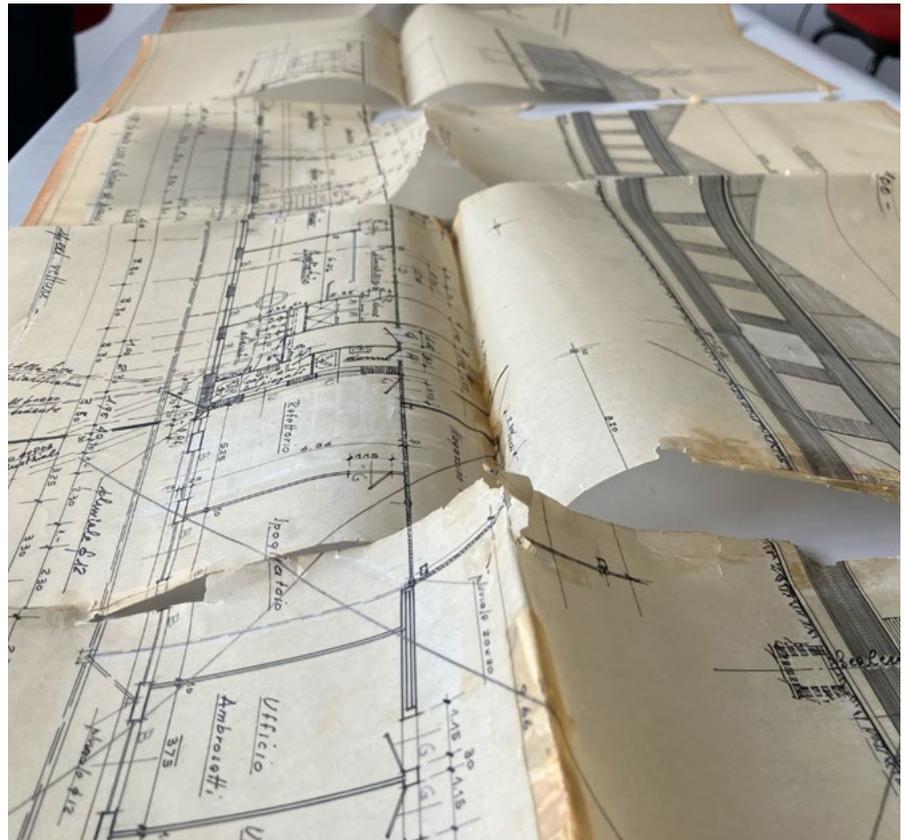
## PERMANENT FUNDRAISING

Almost since its inception, the Fondazione MAIRE – ETS has chosen to offer the public the **opportunity to contribute** to the realization of its initiatives through a donation system. To do so, the Foundation has decided to make use of the Rete del Dono platform, which specializes in the non-profit sector and is a leading player in the Italian Third Sector, acting as an incubator for innovation in non-profit organizations through donation-based crowdfunding and personal fundraising.

The platform hosts two permanent fundraising campaigns for the Foundation, which were launched in 2023 and will remain open throughout 2024.

Each campaign aims to raise funds to cover the costs of a specific project area of the Foundation.

The first, called “**Support the Historical Archive,**” promotes and aims to raise funds to support the Foundation's activities aimed at enhancing the heritage and historical archive of MAIRE, such as projects for the restoration, cataloging, conservation, and digitization of the Group's historical engineering heritage.





The second, called “*Education4Future*”, promotes and aims to raise funds dedicated to supporting the Foundation's training and guidance activities for the younger generation, such as **projects to combat educational poverty** and those that aim to provide equitable access to educational opportunities, projects promoting awareness of issues related to sustainability, circularity, and climate change, and training projects aimed at the inclusion of women and minorities in the energy transition sector.

As of December 31, 2024, no permanent campaigns have been launched to promote and raise funds for the studies and research area, which is already supported in part through sponsorships.

Each campaign was publicized on the Foundation's website and social media channels when content on specific activities carried out during 2024 was released, to emphasize the possibility of donating to contribute concretely to the realization of an ongoing project. The possibility of donating through these campaigns was also publicized through a specific mention in the email signature of the people working for the Foundation.

No individual fundraising initiatives linked to either campaign were promoted; likewise, no specific campaigns were implemented to promote the two permanent fundraising campaigns during the 2024 calendar year.

Information on the amounts raised through the two permanent fundraising campaigns and the use of the funds is provided in chapter 6 of this social report.

## OCCASIONAL FUNDRAISING

No occasional fundraising was carried out during 2024.

## REPORT ON THE USE OF FUNDS RAISED IN 2023

During 2023, when the Fondazione MAIRE did not yet hold the status of a “Ente del Terzo Settore” (Third Sector Entity), a total of €108,402 was raised for our permanent campaign on Rete del Dono called “*Education4Future*,” which aims to raise funds to support the Foundation's training and guidance initiatives for the younger generation to combat educational poverty and those aimed at providing equitable access to educational opportunities, with a focus on the inclusion of women and minorities in the energy transition sector.

These proceeds have been earmarked for training projects to be carried out in the coming years.

During 2023, funds amounting to €18,044 were used to cover the costs of guidance and training activities for young people.

During 2024, restricted funds totaling €48,800 were used to support initiatives related to combating educational poverty, as per the restrictions on their use. Specifically:

- €36,600 was used to cover the costs of the first phase of the MAIREmpower project, in particular for the coordination of courses with schools in the outskirts of Rome that participated in the initiative and for the organization of orientation meetings in schools (25 courses sessions of 3 hours each, in 21 high schools, benefiting approximately 1,300 students, for a total of 3,900 man-hours of training – carried out between October 2024 and February 2025);
- €12,200 was used to cover the costs of participating in the TRED project run in Elis, the “*Liceo Diffuso sulla Transizione Ecologica e Digitale*” (High School for Ecological and Digital Transition). (1.5 hours course with a high technical content on topics related to energy transition, benefiting approximately 466 students in 24 high schools connected remotely from all over Italy, followed by 1.5 hours of workshops on the skills acquired; for one TRED high school student, a job shadowing experience during the summer, for a total of over 40 hours of training provided).

A heartfelt thank you to all of our supporters!

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\* A total of €108,402 was raised, of which approximately €103,000 came through the Rete del Dono platform.

# 06

## ECONOMIC-FINANCIAL SITUATION

REVENUE  
EXPENSES

103

104



# ECONOMIC-FINANCIAL SITUATION

As an “Ente del Terzo Settore” (Third Sector Entity) registered with RUNTS, the Fondazione MAIRE- ETS, in addition to the preparation of this social report, is required to file its annual financial statements, consisting of a balance sheet, revenue statement, and mission report, documents to which we refer for further details on economic and financial aspects. The financial statements will be filed with the Registro Unico Nazionale del Terzo Settore (Unified National Register of the Third Sector) and published on the Foundation's website in the [“About us/Reports and documents”](#) page.

This chapter provides an overview of the Foundation's revenue and expenditure, with a view to illustrating how its resources are used.

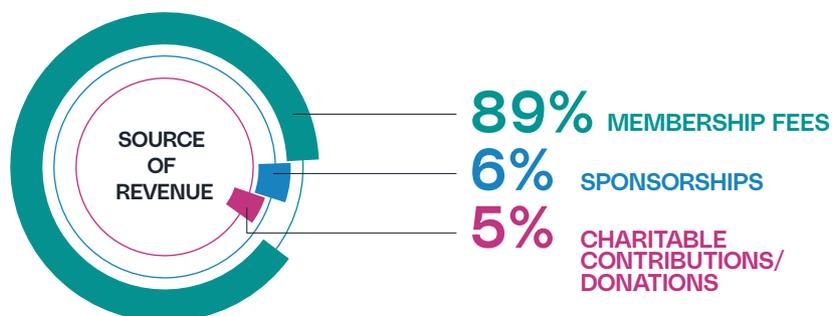
The activities of the MAIRE – ETS Foundation in the three project areas described above – training, heritage enhancement, studies and research – are mainly associated with activities of general interest and supported by contributions from members.

With a view to future development, one of the Foundation's objectives is to cover the costs relating to the project areas through contributions from third parties, such as donations, 5xMille allocations, sponsorships, bequests, and any other form of charitable donation, in accordance with current regulations.

# REVENUE

The revenue of the Fondazione MAIRE – ETS in 2024 amounted to €1,019,040, including membership fees, donations, grants and sponsorships received, and other revenues.

## SOURCE OF REVENUE



### MEMBERSHIP FEES

Membership fees for the year 2024 amounted to €910,000. Each member of the Fondazione MAIRE - ETS contributed €130,000 towards the Foundation's ordinary management.



100% of funds used  
in project areas

### SPONSORSHIPS

During 2024, the Fondazione MAIRE – ETS received sponsorships totaling €60,000 from members Nextchem Tech S.p.A., Tecnimont S.p.A., and MAIRE S.p.A. to support the finalization of Addendum 1 of the research project “*Climate Goals – focus on Azerbaijan and Kazakhstan*” promoted by the Fondazione MAIRE - ETS and carried out together with IPSOS Italia, presented at COP29.

### DONATIONS AND CHARITABLE CONTRIBUTIONS

Through the “Education4future” campaign on Rete del Dono, the Fondazione MAIRE – ETS received donations totaling €108,402 in 2023. These proceeds were used in 2023 for a total of €18,044 and in 2024 for a total of €48,800, in both years to cover the costs of educational poverty projects (the MAIREmpower project). Fund-

raising activities during 2024 were marginal, limited to the presence of the Fondazione MAIRE - ETS on the Rete del Dono platform.

The “Sostieni l’archivio storico” (Support the Historical Archive) campaign raised €183 in 2024, while the “Education4Future” campaign raised €180 in 2024. These proceeds were not used during 2024. For the report on the use of proceeds in favor of this project, please refer to chapter 5 of this financial statement in the [“About us/Reports and documents”](#) page of the Foundation's website.

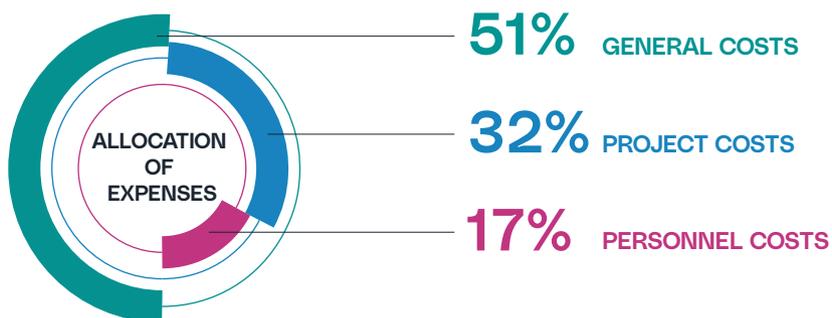
### OTHER REVENUE

Other revenue for the year 2024 includes €140 for reimbursement of expenses related to access to and consultation of the historical archive and €100 for the final phase of the “5 steps to... engineer!”, project, carried out in collaboration with ENEA.

## EXPENSES

The expenses of the Fondazione MAIRE – ETS during 2024 amounted to €999,266, divided between general costs, personnel costs, and coverage of costs related to project areas.

### ALLOCATION OF ECONOMIC EXPENSES



### GENERAL COSTS

The Foundation's general costs for 2024 amounted to €508,405 and relate to professional fees, legal services, costs for the scouting of public funding for issues of interest to the Foundation, office rent, rent for the MAIRE historical archive managed by the Fondazione MAIRE - ETS on loan for use, assignment costs for the

CEO, membership fees, and donations. These costs were covered by contributions from members.

### PROJECT COSTS

The costs relating to the Foundation's project areas in 2024 amount to €320,721 and were used to cover all the activities described in chapter 5 of this social report.

### PERSONNEL COSTS

The Foundation's personnel costs in 2024 amount to €170,140; the Foundation has three employees: a Assistant to the General Manager, a Heritage Manager, and a Communication Manager. The costs relating to the assignment of the CEO are included in General Costs, as are those relating to an internship started at the end of 2024 through an agreement with a temporary employment agency. Personnel costs were covered by contributions made by members.



*100% of funds  
used in project areas*

### CHARITABLE DONATIONS

As part of the management of charitable donations in kind or in cash to support its institutional activities, the Fondazione MAIRE – ETS has adopted an internal procedure entitled “MANAGEMENT OF DONATIONS,” which outlines the rules of conduct and operational flows, defining the related roles and responsibilities, with the aim of ensuring maximum transparency towards all stakeholders. The procedure was approved by the Board of Directors.

During 2024, the Foundation made the following donations.

- Associazione Sibillini, campus for training young people on international decision-making processes and issues of sustainability and energy transition;
- Università degli Studi Di Firenze (University of Florence), research project on the skills of the humanist engineer;
- G.I.O.I.A. project: creation of a tourism training hub to promote the inclusion of vulnerable young people and those with disabilities in the world of work;
- Biblioteca Apostolica Vaticana (Vatican Apostolic Library): conservation of materials of great cultural and scientific value.

These costs were covered by contributions from members.

# 07

## OTHER INFORMATION

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# OTHER INFORMATION

## DISPUTES

The Fondazione MAIRE – ETS has no disputes pending at the date of this financial statement.

## ENVIRONMENTAL INFORMATION

In carrying out its activities, the Fondazione MAIRE – ETS, has an environmental impact in the following areas:

- **CLIMATE:** through GHG emissions produced by employee travel and business trips, through energy consumption in its offices, and through energy consumption at the locations where it organizes events and initiatives. To this end, it should be noted that the electricity consumed by the Foundation's offices, which are often used for external events, is covered by Guarantees of Origin (GO) and that the preferred means of transport for business travel is by train and hybrid vehicle;
- **WATER:** through the water consumed by the Foundation's employees in 2024;
- **CIRCULARITY:** through the production of waste in the Foundation's offices; to this end, it should be noted that the offices are equipped with separate waste collection systems.

The small number of people and the actions taken to mitigate impacts make their incidence negligible, which is why they are not quantified.

The Foundation also has a positive impact on the environment and society through information and education activities related to energy transition and circularity, aimed in particular at people from vulnerable backgrounds, raising awareness, es-

pecially among the younger generations, of the need to contribute to decarbonization and waste recycling and, in general, to sustainable development.

## GENDER EQUALITY

The Fondazione MAIRE – ETS has a predominantly female workforce and aims to rebalance the gender composition of its staff in the future.

## MANAGEMENT: THE BOARD OF DIRECTORS

In 2024, three meetings of the Board of Directors of the Fondazione MAIRE - ETS – were held, specifically on March 27, July 18, and July 31, 2024, with an average attendance of 92% of the Board members.

The Sole Auditor attended all meetings.

## ANTI-CORRUPTION TRAINING

People working within the Fondazione MAIRE - ETS (on assignment or full-time) have benefited from training activities dedicated to raising awareness of “business integrity” issues in order to ensure that ethical values and principles of transparency and legality are properly upheld in the conduct of the Foundation's activities.

In the case of the MAIRE group and the Foundation, the company is committed to promoting these values and principles in all geographical areas in which it operates, through the implementation of rules of conduct and effective control processes to combat corruption and other illegal practices.

The activities of the Fondazione MAIRE - ETS are part of the MAIRE Group's sustainability strategy, within the cluster on value for communities and territories (the document “[MAIRE sustainability report 2024](#)” is available on the website [www.groupmaire.com](http://www.groupmaire.com)).

# MONITORING BY THE SUPERVISORY BODY

On December 14, 2022, the Board of Directors of the Fondazione MAIRE – ETS appointed a Supervisory Body (hereinafter also referred to as the “**SB**” or “**Body**”) consisting of a single member, Ms. Iole Anna Savini, who will remain in office until the Shareholders' Meeting to approve the financial statements for the year ending December 31, 2024.

The Supervisory Body's task is to supervise the functioning and observance of the Organization, Management, and Control Model adopted by the Foundation pursuant to Legislative Decree 231/2001, as well as its updating. The Body has independent powers of initiative and control, and its functioning is governed by specific regulations adopted at the time of its appointment.

Members of the Supervisory Body are paid a fee of €5,000.00 per year, gross of any withholding taxes required by law.

In the 2024 financial year, the Foundation's Supervisory Body met six times and carried out a series of analytical and functional activities aimed at analyzing, monitoring, and updating the Model.

It carried out its activities through preliminary planning of controls carried out on an annual basis, including through the use of information flows. Every six months, it prepares a summary report of the activities carried out, which is submitted to the administrative body and the control body.

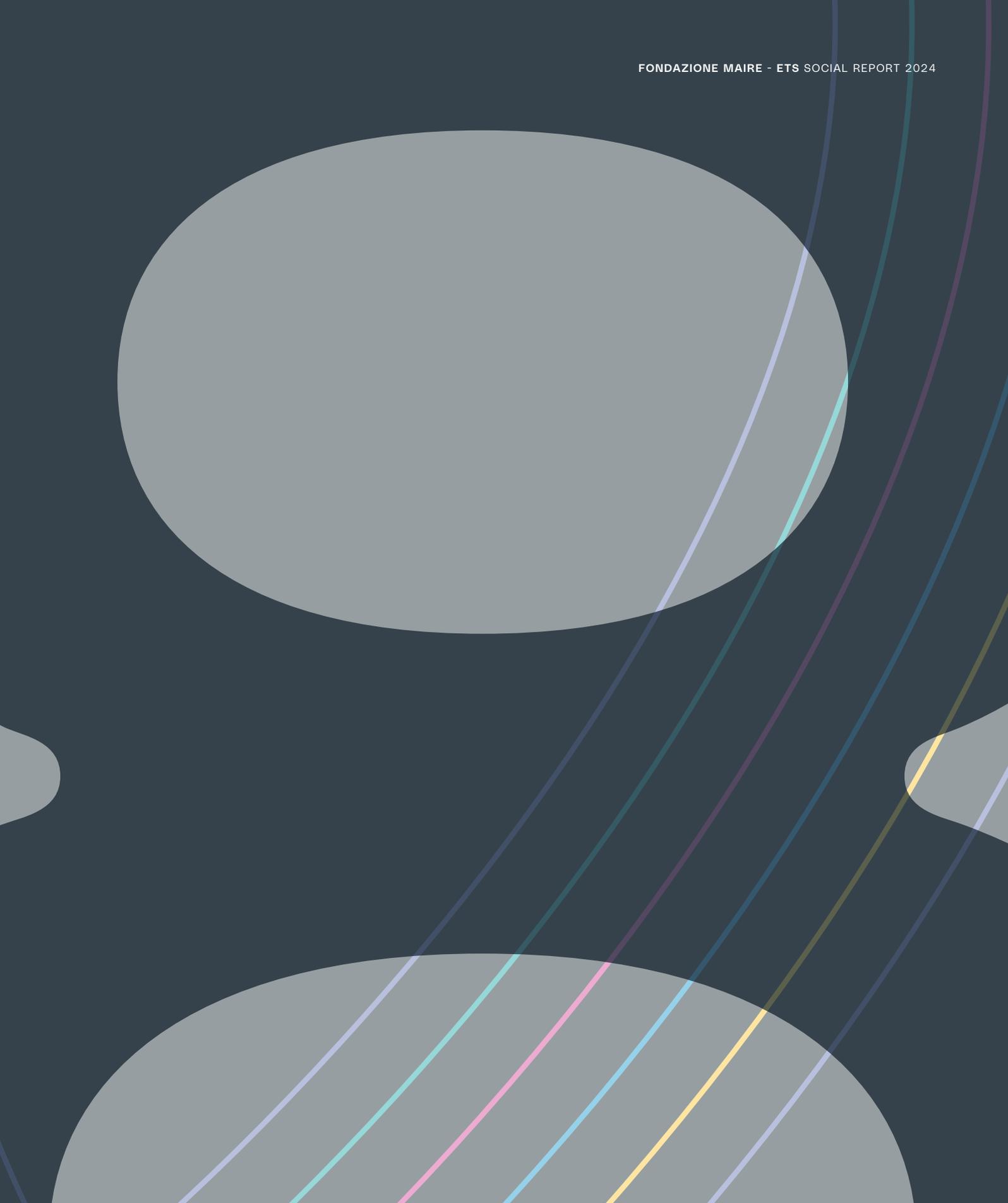
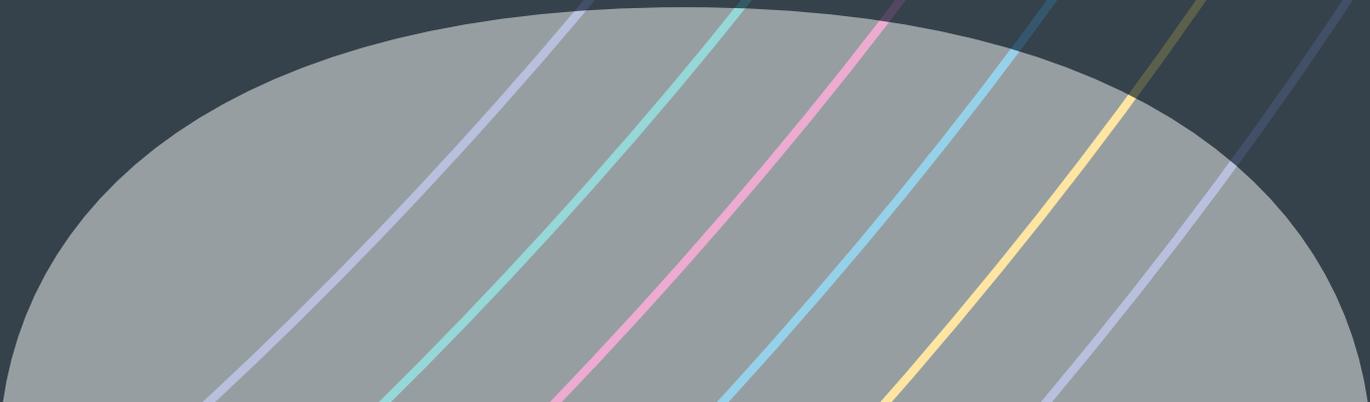
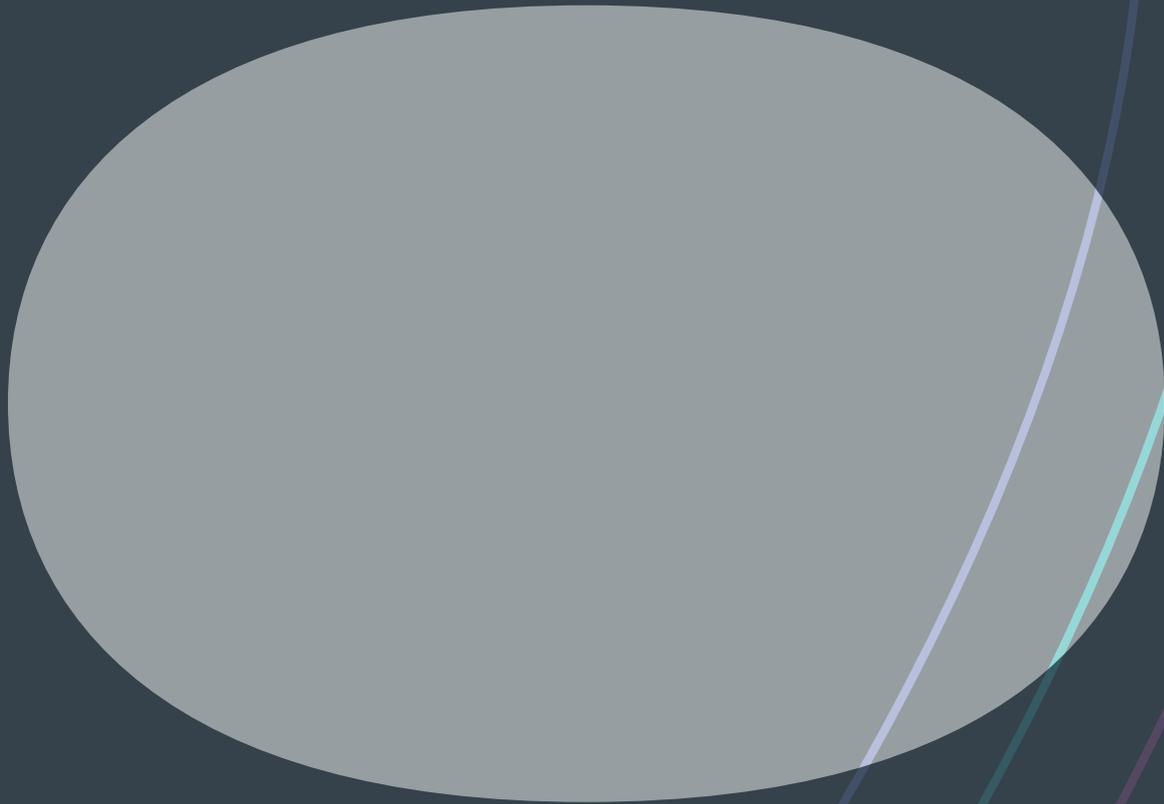


# 08

## MONITORING CARRIED OUT BY THE CONTROL BODY

REPORT OF THE SOLE AUDITOR

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# MONITORING CARRIED OUT BY THE CONTROL BODY

## REPORT BY THE SOLE AUDITOR

SOCIAL REPORT AS OF DECEMBER 31, 2024 –  
FONDAZIONE MAIRE - ETS

TO THE BOARD OF DIRECTORS OF THE FOUNDATION

### REPORT ON MONITORING ACTIVITIES AND RESULTS

Pursuant to Article 30, paragraph 7, of Legislative Decree No. 117/2017 (the “**Codice del Terzo Settore**” -Third Sector Code-), during the 2024 financial year, I monitored the compliance of the MAIRE Foundation - ETS, with particular regard to the provisions of Articles 5, 6, 7, and 8 of the Codice del Terzo Settore (Third Sector Code).

This monitoring, carried out in accordance with current regulations, focused in particular on the following:

- verification of the exclusive or principal exercise of one or more activities of general interest referred to in Article 5, paragraph 1 of the Third Sector Code, for civic, solidarity and social utility purposes, in accordance with the specific rules governing their exercise, as well as, where applicable, activities other than those indicated in Article 5, paragraph 1, of the Third Sector Code, provided that they are within the limits of the provisions of the articles of association and based on the criteria of secondary and instrumental nature established by Ministerial Decree No. 107 of May 19, 2021;

- compliance, in fundraising activities carried out during the reference period, with the principles of truth, transparency, and fairness in relations with supporters and the public, the verification of which, in line with the provisions of the fundraising guidelines established by Ministerial Decree 9.6.2022;
- the pursuit of a non-profit purpose, through the allocation of assets, including all their components (revenue, income, proceeds, receipts, however named) to the performance of the activities provided for in the articles of association; compliance with the prohibition on the distribution, even indirect, of profits, operating surpluses, funds, and reserves to founders, members, employees, collaborators, directors, and other members of corporate bodies, taking into account the criteria set out in Article 8, paragraph 3, letters a) to e), of the Third Sector Code.

**CERTIFICATION OF COMPLIANCE OF THE SOCIAL REPORT  
WITH THE GUIDELINES SET OUT IN THE DECREE OF JULY 4, 2019,  
OF THE MINISTRY OF LABOR AND SOCIAL POLICY**

Pursuant to Article 30, paragraph 7, of the Third Sector Code, I have verified the compliance of the social report prepared by the Fondazione MAIRE - ETS, with the Guidelines for the preparation of the social report of Third Sector Entities, issued by the Ministry of Labor and Social Policies with Ministerial Decree of July 4, 2019 (the “**Guidelines**”), in accordance with the provisions of Article 14 of the Third Sector Code.

The Fondazione MAIRE - ETS declares that the reporting methodology adopted for the preparation of its 2024 social report complies with the Guidelines for the preparation of social reports by Third Sector Entities.

Without prejudice to the responsibilities of the administrative body for preparing the social report in accordance with the procedures and deadlines set out in the regulations governing its preparation, the control body is responsible for certifying, within the terms of the law, that the social report complies with the Guidelines.

The control body is also responsible for determining whether the content of the social report is manifestly inconsistent with the figures reported in the financial statements and/or with the information and data in its possession.

I have therefore verified that the information contained in the social report is consistent with the information requirements set out in the Guidelines. This verification was also based on compliance with the relevant provisions of the Rules of Conduct for the supervisory bodies of third sector entities, published by the CNDCEC in December 2020.

In particular, I also verified the following aspects:

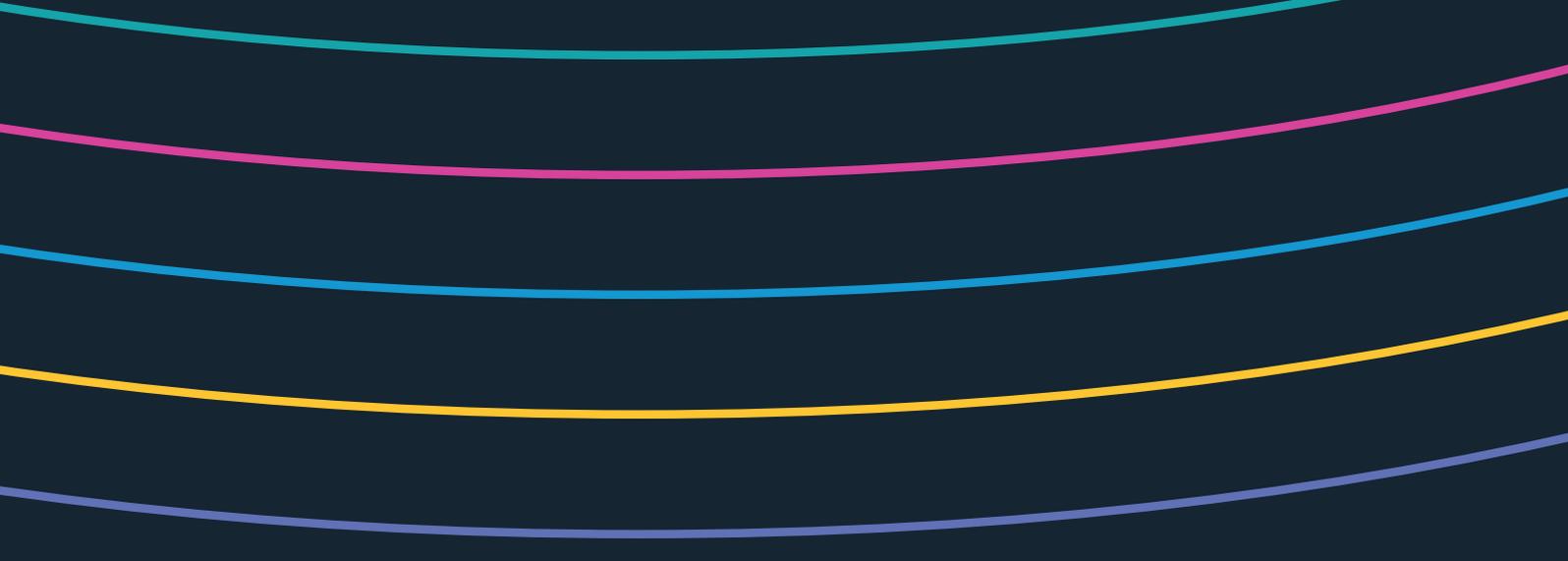
- compliance of the structure of the social report with the sections set out in paragraph 6 of the Guidelines;
- presence in the social report of the information referred to in the specific subsections explicitly provided for in paragraph 6 of the Guidelines, unless adequate reasons are given for the omission of specific information;
- compliance with the principles for preparing the social report referred to in paragraph 5 of the Guidelines, including the principles of relevance and completeness, which may require the addition of information explicitly requested by the Guidelines.

Based on the work carried out, no elements have come to my attention that would suggest that the social report of the Fondazione MAIRE - ETS has not been prepared, in all material respects, in accordance with the provisions of the Guidelines referred to in the Ministerial Decree of July 4, 2019.

Rome, 21/05/2025

The sole auditor  
*Dr. Francesco Fallacara*





# RECONCILIATION SCHEDULE



# RECONCILIATION SCHEDULE

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Eventual reporting standards used	CHAPTER 1 - METHODOLOGY USED TO PREPARE THE SOCIAL REPORT
Significant changes in scope or methods of measurement compared to the previous reporting period	CHAPTER 1 - METHODOLOGY USED TO PREPARE THE SOCIAL REPORT
Other information useful for understanding the process	CHAPTER 1 - METHODOLOGY USED TO PREPARE THE SOCIAL REPORT
GENERAL INFORMATION ABOUT THE ORGANIZATION	
Name of the entity	CHAPTER 2 - GENERAL INFORMATION ABOUT THE ORGANIZATION
Tax code	CHAPTER 2 - GENERAL INFORMATION ABOUT THE ORGANIZATION
VAT number	CHAPTER 2 - GENERAL INFORMATION ABOUT THE ORGANIZATION
Legal form and classification pursuant to the Third Sector Code	CHAPTER 2 - GENERAL INFORMATION ABOUT THE ORGANIZATION
Registered office address	CHAPTER 2 - GENERAL INFORMATION ABOUT THE ORGANIZATION
Other offices	CHAPTER 2 - GENERAL INFORMATION ABOUT THE ORGANIZATION
Geographical areas of operation	CHAPTER 2 - GENERAL INFORMATION ABOUT THE ORGANIZATION

Values and objectives pursued (mission of the organization)	CHAPTER 2 - GENERAL INFORMATION ABOUT THE ORGANIZATION; paragraph "OUR MISSION"
Statutory activities (corporate purpose)	CHAPTER 2 - GENERAL INFORMATION ABOUT THE ORGANIZATION; paragraph "STATUTORY ACTIVITIES"
Scope of statutory activities	CHAPTER 2 - GENERAL INFORMATION ABOUT THE ORGANIZATION
Links with other Third Sector organizations	CHAPTER 2 - GENERAL INFORMATION ABOUT THE ORGANIZATION

### STRUCTURE, GOVERNANCE, AND ADMINISTRATION

Consistency and composition of the membership/associative base	CHAPTER 3 - STRUCTURE, GOVERNANCE, AND ADMINISTRATION; paragraph "GOVERNANCE BODIES"
Governance and control system	CHAPTER 3 - STRUCTURE, GOVERNANCE, AND ADMINISTRATION; paragraph "GOVERNANCE BODIES"
Structure, responsibilities, and composition of the bodies:	CHAPTER 3 - STRUCTURE, GOVERNANCE, AND ADMINISTRATION; paragraph "GOVERNANCE BODIES"
Internal democracy	CHAPTER 3 - STRUCTURE, GOVERNANCE, AND ADMINISTRATION; paragraph "GOVERNANCE BODIES"
Mapping of the main stakeholders and methods of their involvement	CHAPTER 3 - STRUCTURE, GOVERNANCE AND ADMINISTRATION; paragraph "MAPPING OF THE MAIN STAKEHOLDERS"

### PEOPLE WORKING FOR THE ORGANIZATION

Types, number and composition of personnel who have actually worked for the Organization with remuneration or on a voluntary basis, including and distinguishing all the different components	CHAPTER 4 - PEOPLE WORKING FOR THE ORGANIZATION; paragraph "OUR PEOPLE"
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Training and development activities carried out	CHAPTER 4 - PEOPLE WORKING FOR THE ORGANIZATION; paragraph "TRAINING"
Employment contract applied to employees	CHAPTER 4 - PEOPLE WORKING FOR THE ORGANIZATION; paragraph "OUR PEOPLE"
Nature of activities carried out by volunteers	CHAPTER 4 - PEOPLE WORKING FOR THE ORGANIZATION; paragraph "OUR PEOPLE"
Structure of compensation, salaries, allowances for office and methods and amounts of reimbursement to volunteers	CHAPTER 4 - PEOPLE WORKING FOR THE ORGANIZATION; paragraph "OUR PEOPLE"
Salaries, remuneration or fees of any kind paid to members of the administrative and control bodies, managers and associates	CHAPTER 4 - PEOPLE WORKING FOR THE ORGANIZATION; paragraph "OUR PEOPLE"
In the event the option to reimburse volunteers upon self-certification is exercised, regulatory procedures, total annual reimbursement amounts and number of volunteers who have benefited from them	CHAPTER 4 - PEOPLE WORKING FOR THE ORGANIZATION; paragraph "OUR PEOPLE"
<b>OBJECTIVES AND ACTIVITIES</b>	
Qualitative and quantitative information on the actions carried out in the various areas of activity, on the direct and indirect beneficiaries, on the outputs resulting from the activities carried out and, as far as possible, on the resulting effects on the main stakeholders	CHAPTER 5 - STRATEGY, GOALS AND ACTIVITIES OF THE ORGANIZATION; paragraph "THE ACTIVITIES OF THE ORGANIZATION"
The level of achievement of the management objectives identified, any factors that proved significant for the achievement (or non-achievement) of the planned objectives	CHAPTER 5 - STRATEGY, GOALS AND ACTIVITIES OF THE ORGANIZATION; paragraph "OBJECTIVES AND RESULTS 2024 and OBJECTIVES 2025"
Elements/factors that may compromise the achievement of institutional purposes and procedures put in place to prevent such situations	CHAPTER 5 - STRATEGY, GOALS AND ACTIVITIES OF THE ORGANIZATION; paragraph "OBJECTIVES AND RESULTS 2024 and OBJECTIVES 2025"

## ECONOMIC-FINANCIAL SITUATION

Source of economic resources with separate indication of public and private contributions	CHAPTER 6 – ECONOMIC-FINANCIAL SITUATION
Specific information on fundraising activities; general and specific purposes of the fundraising carried out during the reference period, tools used to provide information to the public on the resources raised and their allocation	CHAPTER 6 – ECONOMIC-FINANCIAL SITUATION
Reports by directors of any critical issues that have emerged in the management and highlighting of actions taken to mitigate negative effects	CHAPTER 6 – ECONOMIC-FINANCIAL SITUATION

## OTHER INFORMATION

Information on ongoing litigation/ disputes that are relevant for the purposes of corporate reporting	CHAPTER 7 - OTHER INFORMATION; section "DISPUTES"
Environmental information, if relevant to the entity's activities	CHAPTER 7 - OTHER INFORMATION; section "ENVIRONMENTAL INFORMATION"
Information on meetings of the bodies responsible for managing and approving the financial statements, including the number of participants, the main issues discussed and the decisions taken during the meetings	CHAPTER 7 - OTHER INFORMATION; paragraph "MANAGEMENT: THE BOARD OF DIRECTORS"
Monitoring carried out by the control body	CHAPTER 8 - MONITORING CARRIED OUT BY THE CONTROL BODY

*Costruisci  
insieme a noi  
le storie del futuro!*

**5X** mille

FIRMA *Maria Rossi*

Codice Fiscale

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For further information





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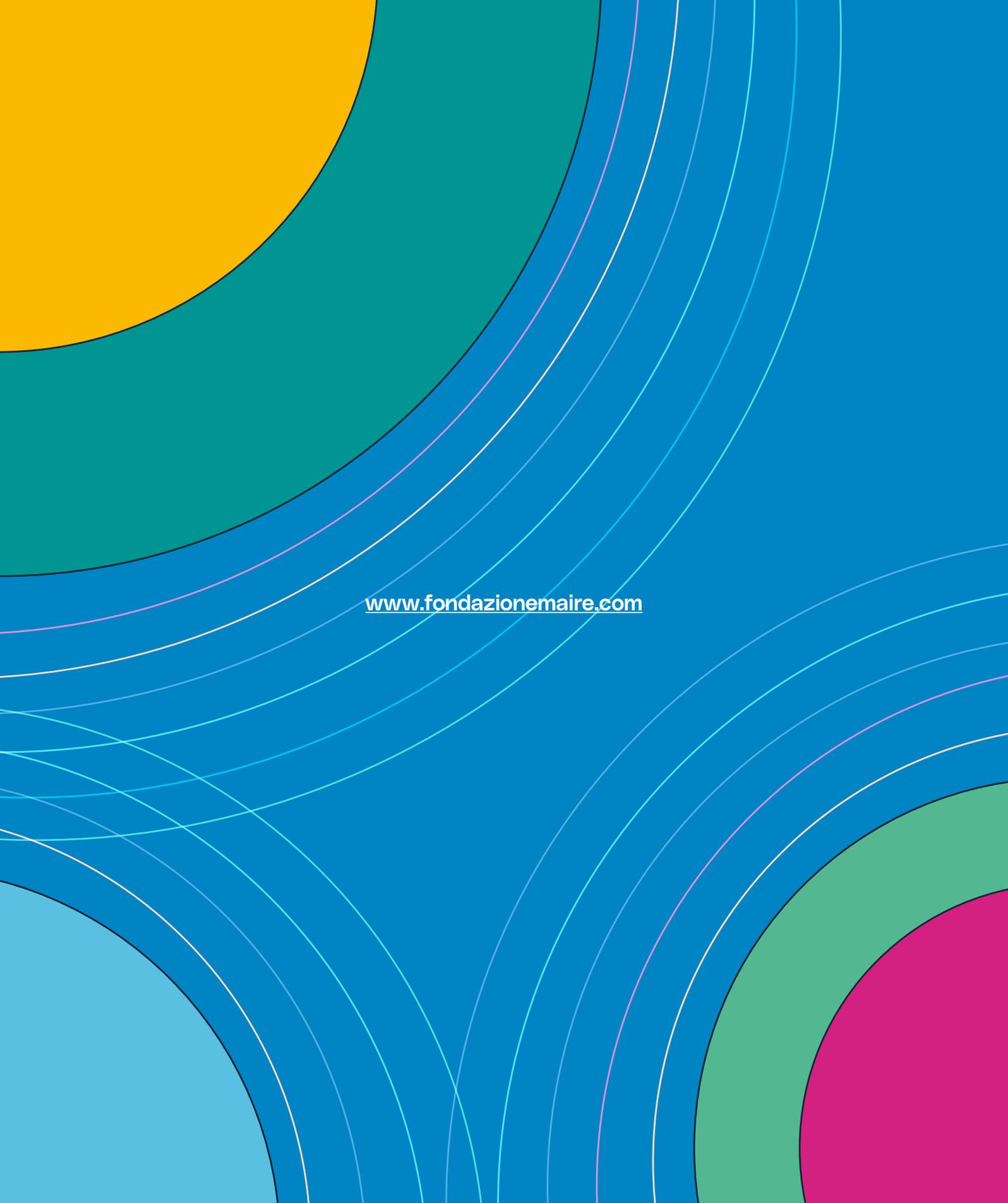
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The background is a vibrant blue field filled with numerous thin, curved lines in various shades of blue, cyan, and magenta. These lines create a sense of movement and depth. Large, overlapping curved shapes in bright yellow, teal, light blue, green, and pink are scattered across the composition, adding to the abstract and dynamic feel.

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