

EVOLVE

ACT WITH SIMPLICITY



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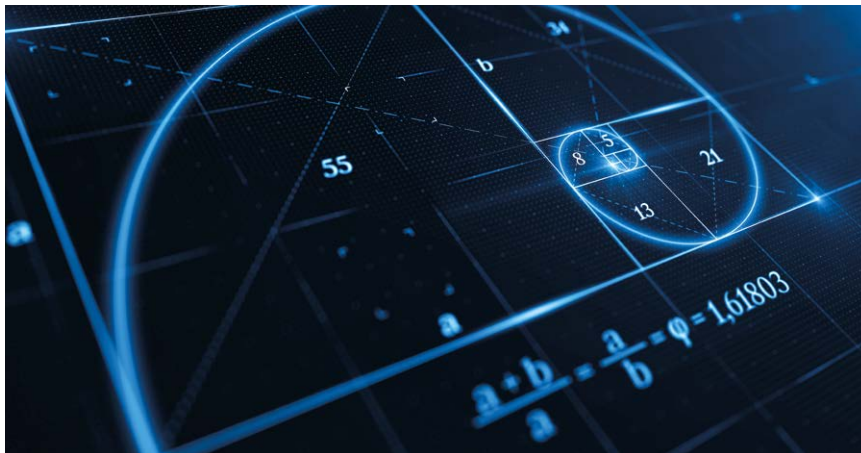
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BREAKING DOWN COMPLEXITY TO BUILD THE FUTURE

It may seem like an oxymoron to talk about simplicity in relation to an issue as complex as humanity grappling with the challenge of climate change. The image on this cover, which is the work of one of the young artists who won the EvolveArt contest on the theme of energy transition, sponsored by MAIRE and the Fondazione MAIRE - ETS, expresses this very contradiction.

The climate challenge is one of the most complex problems facing humanity since its evolution began. The goal of improving the quality of people's lives, making food, consumer goods, buildings and infrastructure more readily available and increasing connectivity, all without depleting resources, releasing climate-changing gases into the atmosphere and undermining the balance of the planet in order to protect future generations and the survival of the human species for centuries to come is a truly gigantic undertaking.

The international scientific effort to measure the magnitude of the climate change phenomenon, project its evolution and estimate its various scenarios is enormous. So too is the multilateral effort required of governments around



the world to make sure that the solutions found to ensure the sustainability of development will be achieved and shared in an equitable way. These are the efforts being made at the climate conferences, called COPs, where countries so different in size, bearing, culture, and economic circumstance work together to find shared solutions. In this issue of Evolve we will also talk about the contribution that we, in our own small way, brought to the last COP29 held in Azerbaijan.

Simplicity is the only thing that can lay the groundwork for some of the fundamental premises that will guide this wager humanity has made.

First and foremost, simplicity is solving a problem by breaking it down, tackling it one piece at a time, as we have explained in detail in one of the articles in this issue. The ability to break down problems is an attribute of engineers and one of the essential qualities of professionals who will work in the energy transition, able to deal with situations that have a high degree of complexity with discipline, critical spirit, and vision. Our “humanist engineers”.

Think of the complexities of transforming a linear economy into a circular one, of creating a hydrogen economy, of changing the transportation sector by changing the way fuels are produced, the means of transportation, and the infrastructure (ports, airports, and roads). Challenges that contain conflicting variables.

In the challenge of the circular economy, there are so many variables to govern: composition and origin of waste, technical difficulties of treatment and recycling, regulatory constraints and targets, the opposition of communities to the construction of plants that manage waste on their local territory (the so-called NIMBY syndrome, Not In My Back Yard), the confidence of governments with respect to new technologies, their financing, the containment of the costs of the recycling process in order to obtain a product that is economically viable in the market and the competition between products derived from linear versus circular economies.

Among the variables in the hydrogen challenge are issues related to the costs of different ways of producing a low-emission hydrogen, the technical and safety aspects of storing and transporting hydrogen produced on a large scale and the development of demand that must go hand in hand with the development of production and distribution infrastructure.

There are many variables in the transportation challenge, from the availability - limited and with competitive overlaps - of raw materials with which to produce biofuels, to the costs, including the social costs,

of converting entire sectors (e.g., the automotive sector to electric), from the safety aspects of new power modes to the affordability of innovative means of transportation and the availability of alternative fuels in adequate and stable volumes in different geographies, a key element when it comes to intercontinental shipping or air transport.

Developing technologies such as those proposed by NEXTCHEM - as you will see in the article written by our CEO Alessandro Bernini - and developing industrial projects in an ever-changing environment requires a great deal of analytical skill in breaking down problems and translating complexity into simplicity.

Simplicity as a result becomes positive thinking, seeing challenges as opportunities, mistakes as learning moments. This aspect has a strong organizational value, as colleague Max Panaro's article tells us. Positive thinking makes people and organizations much more resilient. At MAIRE, for example, sustainability is neither a problem nor a burden, but rather a competitive challenge, an opportunity to open up new areas of business and find new solutions to propose to its clients and develop alongside its suppliers. A road strewn with potential errors simply because it is charted in an uncertain environment that is changing daily, one in which error is an almost crucial part of gaining experience and where it is necessary to learn to make mistakes.

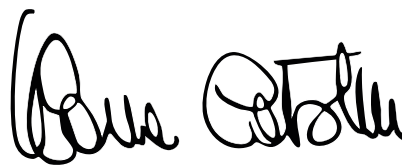
Simplicity sets an example. Companies change and in doing so create a cascading effect both upstream and downstream along their value chain. Our Group is shifting its focus, investing in change toward the energy transition, and in doing so we are propelling our supply chain and the marketplace towards change while enabling concrete and measurable change with our technologies and with an increasingly attentive and discerning approach to issues of sustainability.

Simplicity is equity, the concept that inspires MAIRE's social responsibility initiatives, aimed at local communities in need of support in education, for example on the topic of circular economy and proper waste management. It also inspires, among others, the Fondazione MAIRE's initiatives on the topic of educational poverty, such as the MAIREmpower project described in this issue of the magazine, where we go to suburban areas to talk about energy transition with the aim of supporting girls and boys from fragile backgrounds in their post-secondary education.

Act with simplicity is a MAIRE motto that we need to make our own and which must inspire us every day to ensure the resilience and success of our company.

Ilaria Catastini

General Director of Fondazione MAIRE - ETS and Head of Group Sustainability MAIRE



SIMPLICITY, PRECISION, SOLUTIONS: THREE PATHS TO SUCCESS

We live in a time when quick decisions and complexity seem to dominate every sphere, from personal life to business management. However, there are three enlightening books that offer us tools and strategies for dealing with modern challenges: **"Insanely Simple"** by Ken Segall, **"Noise"** by Daniel Kahneman and **"Cracked it!"** by Bernard Garrette. Each work explores a fundamental theme - simplicity, noise reduction, and problem solving - that can revolutionize the way we think and act.

Simplicity: a radical choice

As the creative director of Apple, **Ken Segall** played a key role in the resurrection of the Cupertino company, helping to create revolutionary campaigns such as "Think Different" and giving the iMac its name. **"Insanely Simple" is his insider's view of Jobs' world.** It reveals the ten elements of simplicity that have driven Apple's success, which you can use to move your organization forward.

With his book "Insanely Simple", Segall invites us to **consider simplicity as a value that is not just an aesthetic but also a strategic one:** for this he describes how Steve Jobs made simplicity the cornerstone principle of success. It is not a matter of reducing things to a trivial level, but of **eliminating what is not essential** to leave room for what really matters.

Simplicity is, paradoxically, complex to achieve. It requires a systematic and bold approach, which often runs up against the tendency toward proliferation and complication. Segall stresses **the importance of small, smart, focused teams**, capable of operating in an agile manner and with a clear vision. «Simple can be harder than complex, »



«There is no "almost" when it comes to making things simpler. » To explore the theme of "Act with simplicity", we have drawn some lessons for the future from the thinking of Ken Segall, Daniel Kahneman and Bernard Garrette.

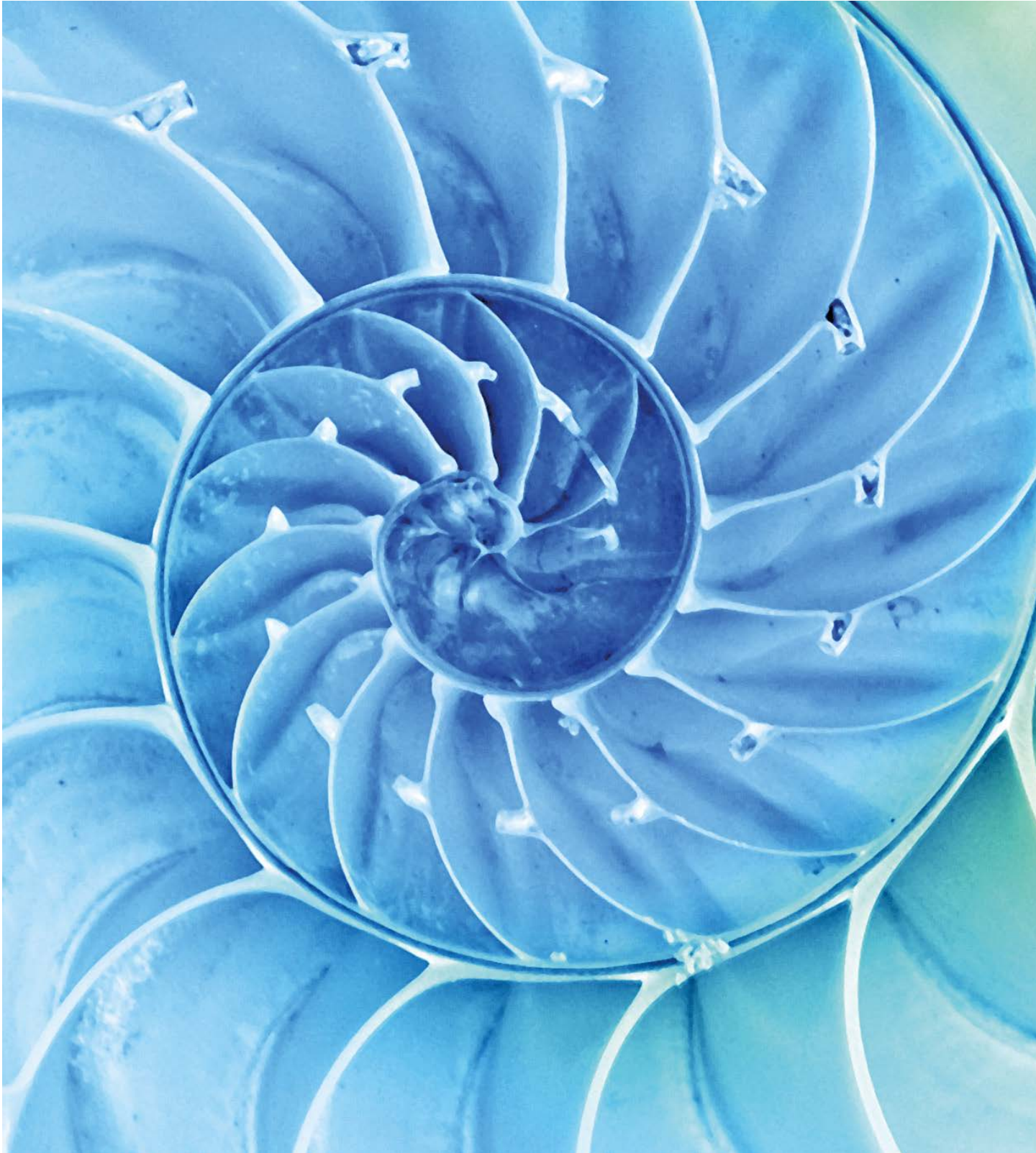
Jobs was known to say, but it is the only way to create products and processes that not only work but resonate deeply with people.

In a world where "more is better" seems to be the rule, **Segall reminds us that less is often more powerful**. Apple, with its limited but excellent range of products, is the perfect example of how simplicity can translate into a unique competitive advantage.

Quieting the noise for better decisions

Nobel laureate **Daniel Kahneman**, along with Olivier Sibony and Cass R. Sunstein, takes us into the realm of human decision-making with **"Noise"**. Noise, Kahneman explains, is the unwanted variability in human judgments. Unlike bias, which steers errors in a specific direction, noise **generates unpredictable dispersion**, making inconsistent decisions.

Imagine **two doctors giving opposite diagnoses** to a patient with the same symptoms, or **judges making drastically different rulings** for similar cases. Noise is everywhere: in courts, in hospitals, in businesses. Kahneman explains how to recognize it and, more importantly, how to reduce it through what he calls **"decision**



hygiene." Structuring decision-making, seeking independent judgments and adopting a statistical view are some of the strategies suggested.

Reading "Noise", one realizes how often our decisions are influenced by irrational factors. Kahneman does not promise a definitive solution - noise, like bias, is partly unavoidable - but he offers us **practical tools to limit its effects**, making our decisions more reliable and correct.

Solving complex problems

Bernard Garrette, Corey Phelps and Olivier Sibony, with **"Cracked it!"**, propose a practical method for tackling and solving complex problems. Their methodology, inspired by the best practices of strategy consulting, consists of four steps: **define the problem, structure it, find solutions and sell them effectively**.

A key element of the book is the importance of **avoiding hasty solutions**. We are often tempted to accept the first plausible answer, but "Cracked it!" teaches us to think critically, test hypotheses, and consider different perspectives. Through concrete examples and case studies, the authors demonstrate how **a rigorous approach can make a difference**, not only in business but also in everyday life.

Problem solving is not just a technical skill; it is a skill that requires **empathy, imagination and the ability to communicate ideas clearly**. With "Cracked it!", Garrette and colleagues offer us an indispensable guide for anyone who wants to excel in an increasingly complex world.

Connecting the dots: simplicity, noise and solutions

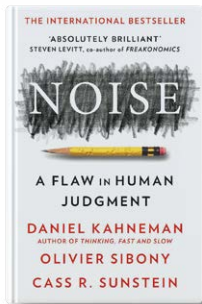
What unites these three books is an approach to life and work that emphasizes **awareness, precision, and the courage to change**. Segall teaches us to simplify, Kahneman to recognize and reduce biases in our judgments, and Garrette to solve problems systematically.

Each of these authors offers us a lens to see the world more clearly and act more effectively. In an age when complexity seems inevitable, **their message is a call to take control**: reduce the superfluous, improve the quality of decisions, and approach problems methodically and creatively.

The real challenge, as Segall reminds us, is to **make these principles part of our DNA**, both individually and as an organization. Because, after all, simplicity, precision, and problem-solving skills are not just tools; they are **acts of leadership and vision** that can transform the way we live and work.



EXCERPTS OF THE FUTURE



Personal judgment and professional judgment

Take the matter of taste or preference. If ten film critics watch the same movie, if ten tasters evaluate the same wine, if ten people read the same novel, we do not expect them all to have the same opinion. Diversity of taste is welcome and entirely expected. But this same diversity can help explain the errors that arise when personal taste is confused with professional judgment.

[Daniel Kahneman]

Our colleagues don't see the world the way we do

The problem of system noise is often ignored in organizations. Most of us most of the time live with unquestioned belief that the world looks as does because that's the way it is. There's one small step from this belief to another: other people view the world much the way I do. We can live peacefully with our colleagues without ever realizing that in fact they do not see the world as we do.

[Daniel Kahneman]

A way of seeing is also a way of not seeing.

[Bernard Garrette]

A problem well posed is half solved.

[Bernard Garrette]

Spectators were not welcome

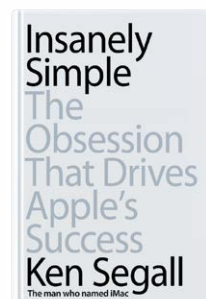
When Steve Jobs called a meeting or reported to a meeting, his expectation was that everyone in the room would be an essential participant. Spectators were not welcome. Start with small groups of smart people—and keep them small. Every time the body count goes higher, you're simply inviting complexity to take a seat at the table.

[Ken Segall]

1,000 songs in your pocket

Apple didn't describe the original iPod as a 6.5-ounce music player with a five-gigabyte drive. It simply said, '1,000 Songs in Your Pocket.' This is the way human beings communicate, so this is the way Apple communicates.

[Ken Segall]



There is no such thing as "almost"

Good enough is not enough. Simplicity has a merciless side. That is, there's no "almost" when it comes to making things simpler. To settle for second-best is a violation of the rules of simplicity, as it plants the seeds for disappointment, extra work, and more meetings.

[Ken Segall]

Consensus is preferred over dissent

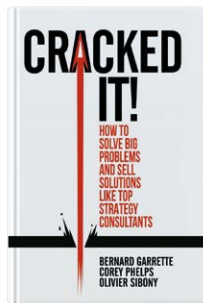
Disagreement creates embarrassment. Most organizations prefer consensus and harmony over dissent and conflict.

[Daniel Kahneman]

Mistakes that add up

If one insurance policy is overpriced and another is underpriced, pricing may on average look right, but the insurance company has made two costly errors. If two felons who both should be sentenced to five years in prison receive sentences of three years and seven years, justice has not, on average, been done. In noisy systems, errors do not cancel out. They add up.

[Daniel Kahneman]



Empathy is the foundation of design thinking.

[Bernard Garrette]

Fail often to succeed sooner.

[Bernard Garrette]

Imagine alternatives

We hold a single interpretation of the world around us at any one time, and we normally invest little effort in generating plausible alternatives to it. One interpretation is enough, and we experience it as true. We do not go through life imagining alternative ways of seeing what we see.

[Daniel Kahneman]

Simplicity is the key

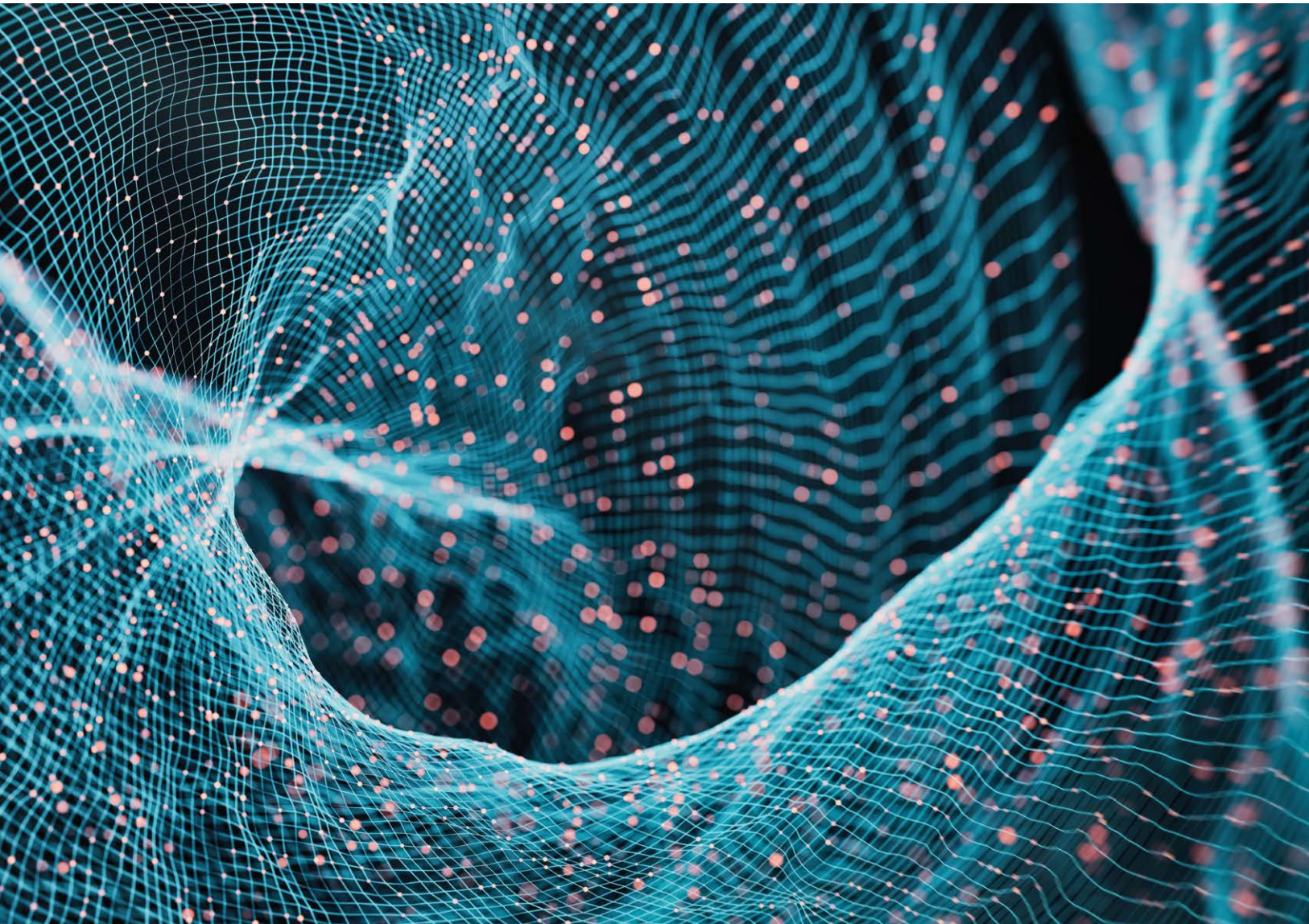
Human beings are a funny bunch. Give them one idea and they nod their heads. Give them five and they simply scratch their heads. Minimizing is the key to making a point stick. People will always respond better to a single idea expressed clearly.

[Ken Segall]

Excerpts from:

- Ken Segall, *"Insanely Simple"*, Penguin
- Daniel Kahneman, *"Noise"*, HarperCollins Publisher
- Bernard Garrette, *"Cracked It! - How to solve big problems and sell solutions like top strategy consultants"*, Springer

LAURENT LEDOUX: SIMPLICITY AS THE KEY TO NAVIGATING COMPLEXITY



Associate Partner at Peoplerise, Ledoux talks to us about how organizations can thrive by adopting collaborative models and simplified structures to meet the challenges of our time.

Dr. Ledoux, in your biography you describe yourself as a "transformational catalyst and growth accelerator for start-ups." In addition, you have held or are holding various positions as president, director, and manager. How do you manage to untangle the relationship between complexity and the need to simplify?

Complexity characterizes a system consisting of a large number of elements interacting without one central point of coordination, without an architect's thought-out plan, which leads to the spontaneous emergence of complex structures. In common language, the notion of complexity is often contrasted with that of simplicity and frequently confused with the notion of complication. And this is a serious mistake.

Let me explain: the cockpit of an airplane is an example of a structure that is complicated but not complex, because although it is composed of many interacting parts, these are arranged according to a preconceived plan, a plan that can be predicted based on the properties of the parts. On the other hand, for example, a company or an administration are complex social systems in the sense that they bring together different values, systems of thought, goals, frames of reference, etc., in which interpersonal relationships, techniques, and managerial practices are interwoven to achieve a business goal, economic or otherwise. Therefore, order is necessary in any human organization, in whatever form, if individual systems of thought are to coexist in a coherent organization over time. Without order (collective or individual goals, evaluations, human resources, atmosphere, hierarchy, intrapreneurship, etc.), the social system would not hold up and would become chaotic.

Nowadays, most human organizations are organized according to an often-complicated system based on a hierarchical pyramid in which the most important decisions for the organization are made by management. In general, this complicated system limits the vitality and dynamism of complex systems. However, there are other simple systems, based on a few clear rules, that better ensure order without hindering the complexity and vitality of an organization. This applies not only to human organization, but also to the animal kingdom, as demonstrated by ants. Ants do not have a leader. The key to their performance lies in the richness of their communication, particularly through the use of pheromones. Through this mechanism of communication, which is both simple and complex, ants work together to find solutions that are impossible for one acting alone.

Untangling complexity and the need to simplify to make information accessible and usable is therefore a process that requires balance, method, and awareness. Here are three principles that can help find this balance:

1. Understanding the root complexity. This involves identifying the essential components of a system and recognizing the major relationships among them. Once this understanding has been acquired, it is possible to identify what can be simplified without compromising the integrity of the whole.



Laurent Ledoux

Associate Partner of Peoplerise

2. Tailoring "communication", for instance, by directing the strategy or organizational structure - and thus the simplification of the message or structure - to the target audience. This involves adapting the level of detail, the use of analogies and metaphors, the hierarchy of information (in a form that allows the audience to choose how far to go), without ever losing sight of accuracy.

3. Regularly verifying the clarity of the message through repetition and feedback in order to achieve or maintain the balance between simplicity and accuracy.

You are an associate partner of Peoplerise, a Benefit Corporation and B Corp founded with the vision of putting people at the center of organizations. For the large companies you work with, what are the benefits of adopting a collaborative governance model and a "simplified" structure? How does simplification not only facilitate action, but make it faster and more effective?

For all organizations, small or large, public or private, adopting a collaborative governance model and simplified structure can be a strategic choice with many advantages in terms of efficiency, speed and innovation. These advantages are particularly relevant in today's context of rapidly changing markets and increasing demand for agility and adaptability. Here are some specific advantages:

1. Faster, more informed decisions focused on strategic goals

A more streamlined structure eliminates unnecessary hierarchical layers, reducing the number of approvals needed and speeding up decision-making processes. When governance is collaborative, information flows more freely and managers can make more informed decisions, with a comprehensive and accessible view of the context. This also leads to better decisions because they are based on hard data and better knowledge sharing. Clear communication strengthens trust among teams and enables everyone to quickly understand goals, priorities and changes. Simplification avoids the dispersion of energy and resources, allowing employees to focus on key objectives.

2. Increased responsibility and autonomy for teams

In collaborative governance models, teams have more responsibility and autonomy, which makes them more proactive and flexible. This encourages a culture of initiative and problem-solving, where employees can act quickly without waiting for lengthy approval processes. It also fosters a sense of ownership, as members feel actively involved in company decisions.

3. Cost reduction and resource optimization

Simplifying the organizational structure also reduces operational costs associated with internal bureaucracy and duplication of roles and responsibilities. Collaborative governance enables more effective resource management, as it allows managers to assess needs in real time and allocate resources flexibly according to emerging priorities.

4. Greater innovation and adaptability

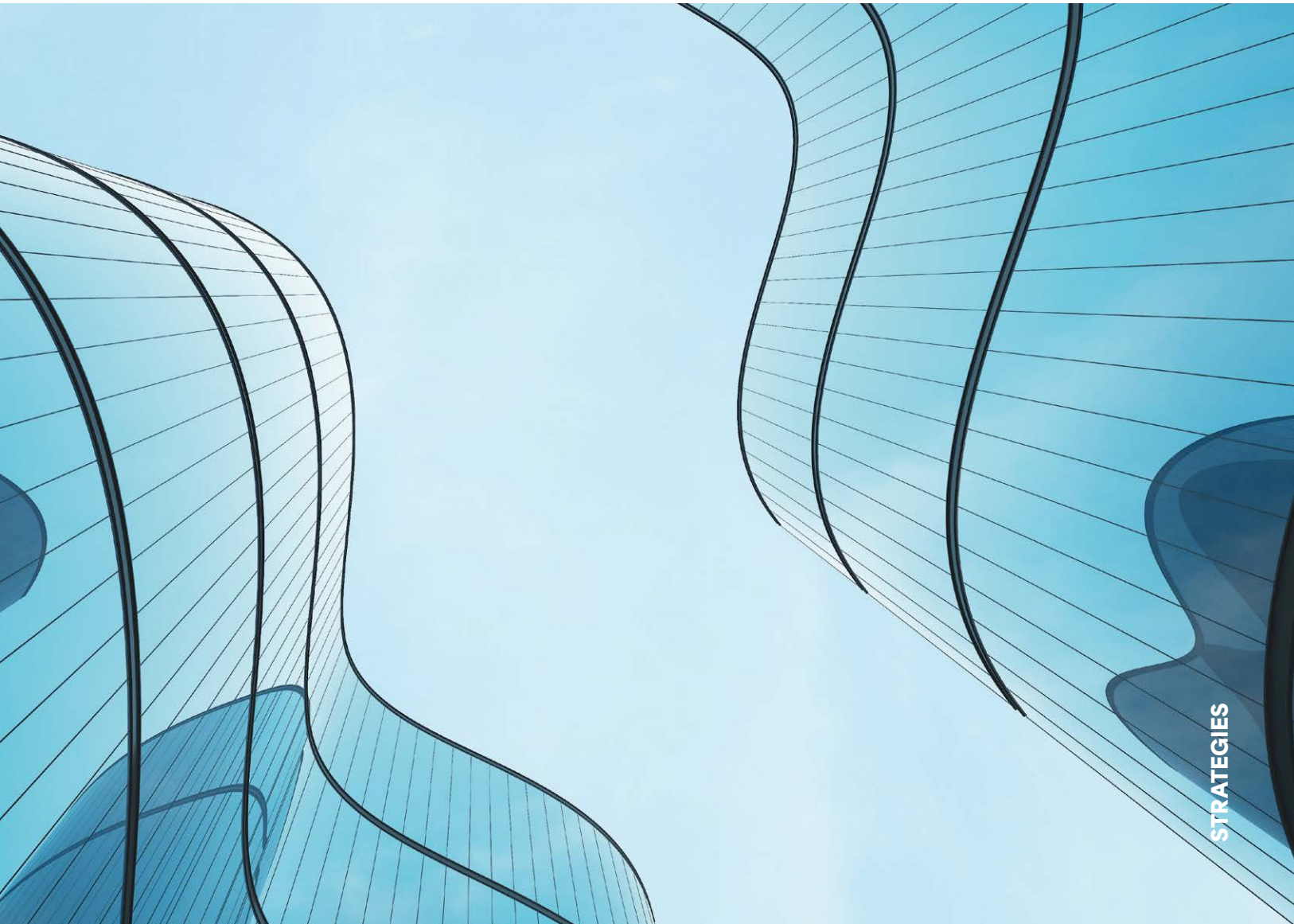
Collaborative governance models facilitate the exchange of ideas and innovation. Employees are encouraged to contribute their ideas and perspectives, promoting a culture of experimentation and continuous improvement. A simplified structure also enables the company to adapt more quickly to market needs, integrating new processes and technologies with fewer internal obstacles.

After the pandemic, how has the relationship between people's well-being within an organization and motivation in the workplace changed?



The pandemic has highlighted the close link between personal well-being and productivity, motivation and resilience at work.





In my view, the pandemic has highlighted the close link between personal well-being and productivity, motivation and resilience at work. Here are some of the main changes I have observed:

1. A culture of trust and autonomy

Remote work has clearly demonstrated that an approach based on direct control is less effective than one based on trust and autonomy. When employees feel that the company trusts them and holds them accountable, they feel more valued and motivated. This paradigm shift has improved engagement and reduced the tendency to micromanage, leading to a more positive and productive environment. This has enabled the spread of flexible and hybrid work and the recognition of the importance of work-life balance.

2. Increased engagement through inclusion and diversity initiatives

Since the pandemic, many companies have accelerated inclusion and diversity initiatives, recognizing that a sense of belonging is an essential element in employee well-being and motivation. Inclusive policies and respectful and welcoming work environments have a positive effect on motivation by creating an environment in which everyone feels accepted and valued.

3. Support physical well-being and mental health and recognize the value of employee experiences, personal development opportunities, and corporate social responsibility (CSR).

The pandemic has also highlighted the importance of physical well-being and mental health as essential elements of productivity. More and more companies have introduced initiatives to promote physical activity (such as company gyms or agreements with fitness centers), restorative breaks and opportunities for personal fulfillment through work. Finally, feeling that

one's company is engaged in worthwhile projects increases one's sense of belonging and motivation as one works toward a larger and more meaningful goal.

Interestingly, these three changes correspond to the three psychological needs that Deci and Ryan identified in their self-determination theory as essential to increasing the pleasure and meaning of work, and thus the productivity, agility, and resilience of an organization. In my view, all models of collaborative governance are based, explicitly or not, on Deci and Ryan's self-determination theory.

Creativity and innovation: what do you think is the right approach to help talent maintain their autonomy and simplify their contribution for the benefit of the enterprise?

My answer to this question is already contained in the previous answer. Let me expand it a bit by



presenting some guidelines and practices that can help companies harness the creative potential of talent by channeling their ideas into a streamlined and useful flow for the organization:

- 1. Set clear goals but leave room to maneuver** by eliminating or streamlining approval procedures.
- 2. Promote autonomy** by using mentors or coaches to help talented people turn their ideas into reality.
- 3. Adopt an "innovation pipeline" model**, creating multidisciplinary teams, valuing diversity of thought and cross-functional collaboration, adopting a "fail fast" approach, and encouraging feedback and continuous learning.

You contributed to Frederic Laloux's book "Reinventing Organizations." How can strategic visions be articulated in a practical way? How do you "experiment with the new" and generate innovative ideas?

I did not collaborate on Frédéric Laloux's book; I only had the opportunity to read the preliminary version and make a few observations. First, Frédéric is a friend whom I hold in high regard.

His book proposes an approach to corporate structures that is both revolutionary and outdated, aimed at creating organizations that better meet the psychological needs - inclusion, autonomy and personal development - that we all have. The biggest challenge, of course, is to translate these visionary ideas into real, concrete practices. Here are some strategies that can help "anchor" innovative ideas and experiment with new organizational arrangements:

1. Pilot projects and rapid prototyping

These projects allow experimentation with limited teams, reduce risk, and gather initial feedback without compromising the entire organization.

2. Leadership transformation

The transition to "teal" organizations, as described by Laloux, requires a change of mindset, particularly at the leadership level. Leaders must assume the role of facilitators, creating the conditions for autonomous, self-organizing management. In practical terms, this may mean reducing micro-management, promoting delegation of responsibilities, and investing in training and mentoring to develop horizontal leadership skills. In my view, any "teal" project should start with a pilot project at the level of the executive committee.

3. Redesign the organization into more autonomous units aligned to a shared mission

One practical step is to organize the company into small, autonomous teams responsible for specific projects or functions. This approach, successfully adopted by companies such as Buurtzorg and Morning Star, enables teams to respond more quickly to customer and market needs. Each team can manage itself independently and coordinate its activities, fostering creativity and agility. The organizations described by Laloux are also driven by a strong "evolutionary purpose," a goal that goes beyond profit and inspires employee engagement. To put this vision into practice, companies can promote meetings and activities that stimulate dialogue about the mission and how each team can contribute to its achievement. Alignment with meaningful goals fosters a sense of belonging and self-determination. This often leads to the simplification of bureaucratic structures and processes.



4. Iterative approach and continuous improvement, based on radical transparency and circular feedback tools, which promote continuous learning.

One of the key principles for "testing the new" is adopting an iterative approach, similar to agile methodology. Instead of changing everything at once, teams test new practices in short cycles, with progressive improvements based on concrete feedback. This allows solutions to be constantly adapted to the specific needs of the business. Transparency is a key principle for an advanced organizational culture. Making company information accessible to all employees builds trust and actively engages people. In practice, this means using digital platforms to share data and results in real time, enabling employees to make informed, autonomous decisions. Another useful practice is to put a 360-degree continuous feedback system in place, where feedback is sought and given horizontally among colleagues and not just vertically. This not only reinforces the culture of continuous improvement, but also allows people to grow and learn through the direct experience of others, reducing the need for hierarchical controls.

In the MAIRE group, the motto "ACT WITH SIMPLICITY" corresponds to «Let simplicity be our strategy. Let us embrace it, maximize the effectiveness of simplified decisions, and work together to achieve goals. » In an organization as large as MAIRE, it becomes crucial to encourage

simplicity as the main strategy to reduce complexity and make decisions, with faster, more efficient and effective procedures and actions. What are your thoughts on this Motto?

The motto "ACT WITH SIMPLICITY" is powerful and visionary, especially for a company of MAIRE's size and complexity. As I mentioned earlier, adopting simplicity as a strategic approach means, among other things, minimizing obstacles to decision-making and streamlining processes, promoting alignment of goals, and fostering a culture of collaboration, innovation, and adaptability.

However, I would like to emphasize the use of the verb "act," as opposed to "react."

When we speak of "acting," we are referring to action that arises from awareness and intentionality. Acting implies a choice, a conscious evaluation process that starts from the authentic self, the deepest and most reflective core of our personality. Action has a thoughtful motivation, a definite goal and often an ethical orientation. "Action" is characterized by reflection, authenticity and responsibility.

"Reacting," on the other hand, is a more immediate and often unconscious behavior. Reaction is triggered without true reflection and tends to start with the ego, the part of us most focused on defending, comparing or protecting our habits and certainties. The reaction is therefore associated with automaticity, rigidity and passivity toward the environment.

Integrating the concept of "Acting with Simplicity" therefore means inviting people to respond to external stimuli in a conscious and thoughtful way, choosing the simplest and most effective way to achieve goals. It is not about making quick or simplified decisions, but about acting with clarity, focusing on the essentials of what is really needed to make progress and leaving aside unnecessary automatisms and complication.

Adherence to this motto should not only improve employee well-being and organizational effectiveness, but also create a work climate in which people are encouraged to give their best, to act with intentionality, and to contribute to a more conscious corporate culture.

“

The motto "ACT WITH SIMPLICITY" is powerful and visionary, especially for a company of MAIRE's size and complexity.

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«Steve Jobs said that 'focus and simplicity' are fundamental. Simple can be harder than complex, but once you get there, you can move mountains. »



In a world where complexity seems to grow by the day, simplifying is not a necessity but a lever for success. The company motto «**Act with Simplicity**» perfectly embodies this philosophy. In an age filled with fascinating technological innovations and global challenges, effectiveness comes not from managing complication, but from the ability to transform what is complex into something clear and understandable. **This motto is a *simple* summary of the approach that guides action within the organization.**

According to **Max Panaro - Vice President Group Organization, ICT, System Quality at MAIRE** - «The focus of this Motto is the word "Act", and simplicity is a means for an organization to succeed in accomplishing incredibly complex feats. Our job is to make things happen that few in the world know how to do, and to ensure that this

ACT WITH SIMPLICITY: THE KEY TO IMPLEMENTING COMPLEX ENTERPRISES

ACT WITH SIMPLICITY



Let simplicity be our strategy.
Let's embrace it, make the most
of simplifying decisions and
collaborate to accomplish goals.



ACT WITH SIMPLICITY

Let simplicity be our strategy. Let's embrace it, make the most of simplifying decisions and collaborate accomplish goals.

In an entity as large as MAIRE, it is essential to encourage simplicity as the main strategy with the purpose of reducing complexity and making faster, more efficient and effective decisions, procedures and actions. This is precisely why it is necessary to operate through collaboration and teamwork, in order to deliver better solutions and successfully achieve goals.

remains our strength, we must continue to make even the most complicated things simple and accessible. This is one of the main responsibilities of all levels of our management: to make things happen, things must be managed with simple rules that are transparent to all. **We must avoid using complexity as an alibi for "inaction".** » The message is clear: **simplification facilitates action and makes it quick and effective.** In a large company where thousands of people work together on projects that can be worth billions, the best way to make sure everyone knows what to do is to make everything as simple as possible.

Panaro cites several examples, including one from **Steve Jobs** (*Simple can be harder than complex*) to explain how crucial this approach is: «Indeed, this ability to simplify has enabled our organization to take on enormous challenges and to implement mega-projects on a global scale. **Simplicity is an investment** in ensuring that each team member can act in an efficient and coordinated manner toward common goals. »

Is it that simple to simplify? Panaro finds a parallel in the logical-metaphysical thinking at the basis of scientific thought in science, explaining that **«To simplify is not to trivialize, but to transform knowledge into tools for others so that they can use them to act.** In 1905 Einstein summarized a particularly complex principle with the formula $E=mc^2$, making it possible for those who understand it to use it as a reference in their work. The relationship between mass and energy enabled Fermi to build the first nuclear fission reactor in 1942. » Similarly, the organization must adopt processes and procedures for managing complexity that are understandable and accessible to all those who need them to do their work. « If we did not always keep Occam's razor handy to make things understandable (*Entia non sunt multiplicanda praeter necessitatem*), we would not be able to make sure that the nine thousand people who work on our projects know what they need to do each morning and that each year they are able to carry out more complex projects. »

Simplicity is a lever for transparency that counteracts isolation and individualism. For Panaro, collaboration is an integral part of this approach. «Act with Simplicity means working together to achieve common goals. Simplicity allows everyone to act together,

in the same direction. » The overall result is **a glue that unites individual action with collective action**, enabling everyone to work in unison.

A key element in ensuring simplicity are corporate procedures and responsibilities. Panaro stresses that these must be robust and user-friendly: «Just as the universal law of gravitation tells us what happens when we drop an object, in business it must be the same. **Procedures allow everyone to act.** Along these same lines, though there are those who think it is the Sun that orbits the Earth, or argue that $F=MxA$ does not fully explain the perihelion precession of the planets' orbits, **we have defined responsibilities and processes that work well in our "system of reference"...** we can tolerate 43 arcseconds per century of error on Mercury's orbit and move forward toward our goals. » This is the operational clarity that enables the coordination of the different actors in the organization to achieve goals and meet deadlines.

Ultimately, for Panaro, «Act with Simplicity» is a true management practice. It is what makes it possible to tackle complex challenges without giving in to complication that brings action to a halt. «**Managers who simplify, write, comply and enforce procedures are the ones who make a difference in the company. Applied simplicity is what enables us to accomplish particularly complicated things,** » concludes Panaro, highlighting how crucial the managerial frontline is in interpreting and applying simplification. In a world where complexity can be the alibi for holding back innovation and action, it is through simplicity and transparency that we can continue to make difficult things happen, and make them happen well.



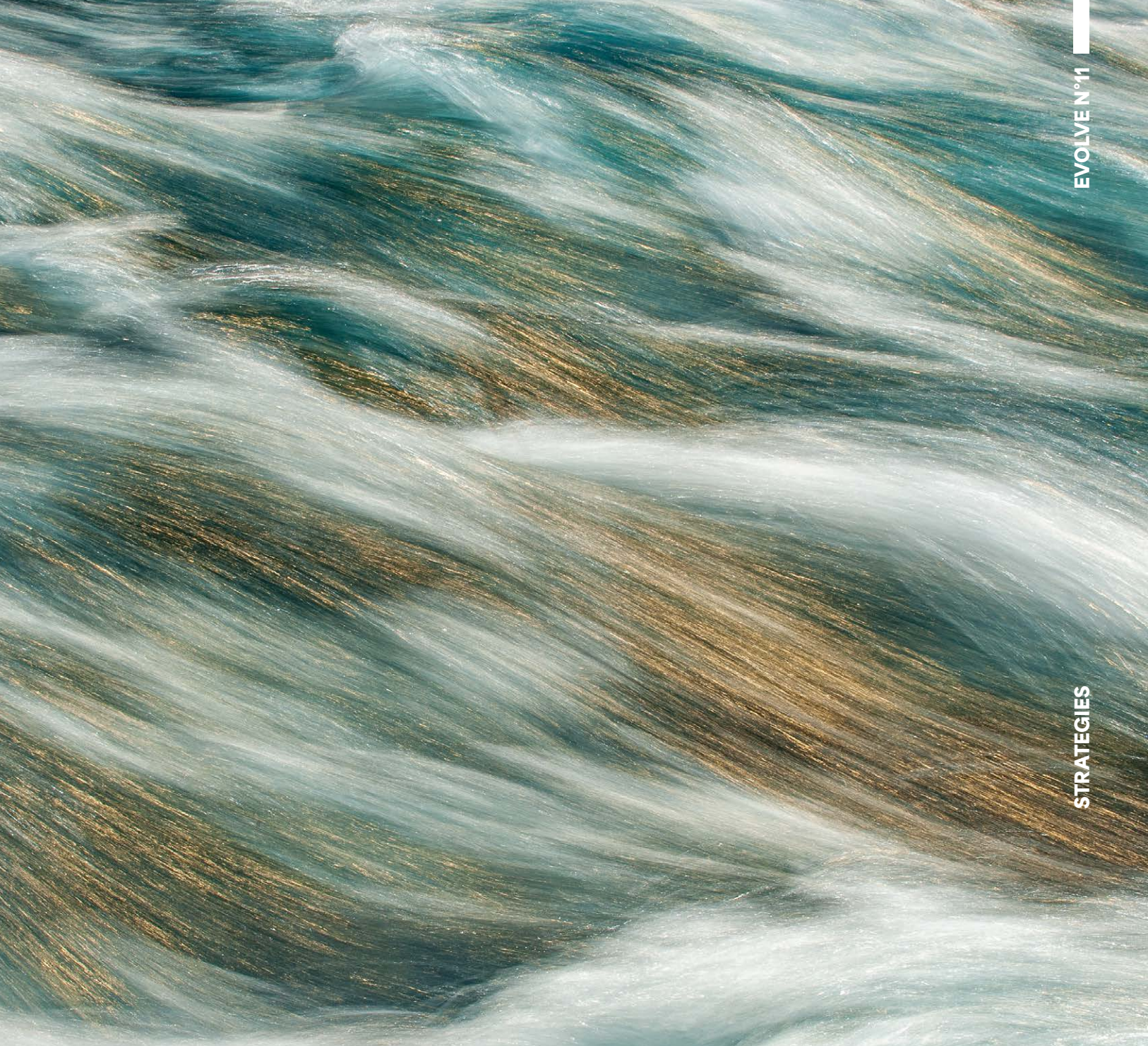
NEXTCHEM, A SUSTAINABLE MODEL FOR THE ENERGY TRANSITION AND THE GREEN INDUSTRY

The recent entry of Yousef Al Nowais, leader of Arab Development Company, into the capital of NEXTCHEM marks a new chapter in MAIRE's expansion strategy. A partner of the group since 2013, Al Nowais brings his support in one of the most strategic and dynamic areas of the global energy landscape: the Middle East. This operation is part of the **group's 10-year reorganization aimed at enhancing NEXTCHEM and its sustainable solutions** through an innovative and flexible organizational model.

Indeed, with its strategy to 2033, MAIRE aims to consolidate its position in a rapidly changing energy scenario, characterized by significant investments and a growing need for **solutions to decarbonize existing and new plants**. By offering flexible technological answers targeted to customers' needs.

The operating plan is based on two key pillars. The **Integrated E&C Solutions** business unit (TECNIMONT) is focused on the management and execution of large energy projects, while the **Sustainable Technology Solutions** business unit, led by NEXTCHEM, uses its expertise in process engineering and proprietary technologies to provide end-to-end solutions in key areas: fertilizer, hydrogen, chemicals, circular fuels and polymers. These elements represent essential building blocks for the decarbonization of industry.





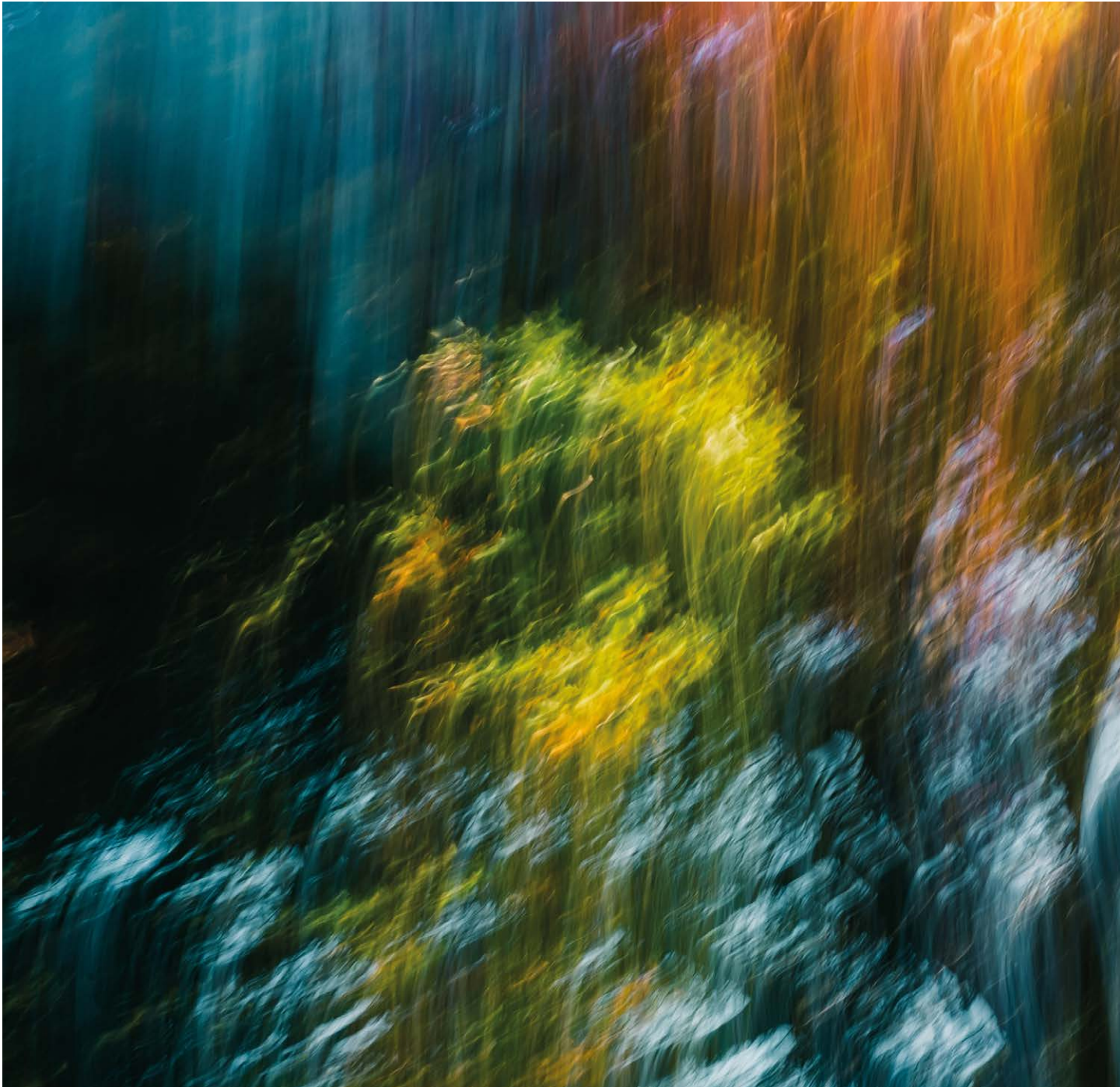
MAIRE relies on a new organization to meet the challenges of the energy transition. Innovation, decarbonization and circular solutions drive a 10-year strategy that integrates technology and sustainability.

A 10-year plan

With a new organizational structure designed to make the most of the opportunities associated with the energy transition, **MAIRE's 10-year plan aims for revenues in excess of 10 billion euros by 2033**, with a projected EBITDA of one billion and more than one billion euros in investments.

«The results for the first nine months of 2024 – explains **Alessandro Bernini**, CEO of MAIRE – show steady double-digit growth in key metrics and an increase in profitability. With the new Sustainable Technology Solutions business unit organization, **led by NEXTCHEM**, we are at the forefront of offering innovative and scalable solutions to meet the growing global demand for sustainable energy and industrial processes. »

Bernini also highlights the role of the Integrated E&C Solutions business unit, which continues to strengthen its engineering capabilities as a result of the expanding investment cycle in the energy





With the new Sustainable Technology Solutions business unit organization, led by NEXTCHEM, we are at the forefront of offering innovative and scalable solutions.



sector. «**Our workforce has surpassed 9,300 people**, and the recent acquisition of APS Group has further strengthened our multidisciplinary teams. With an order backlog of €14.8 billion and high visibility on future growth, our successes confirm the soundness of our strategic initiatives. »

The new structure

MAIRE has chosen a divisional model to meet the challenges of the energy transition, clearly distinguishing the activities of its two main business units, TECNIMONT and NEXTCHEM. «We focused on **a model with two distinct brands to separate two worlds that differ in processes and competencies, but work together in projects**, as the technology business unit complements the other, » Bernini explains. The reorganization has enabled the Group to focus more closely on the projects themselves, making it possible to implement innovative initiatives and attract new talent. A significant aspect has been **the interest shown by young people**, being particularly sensitive to sustainability issues, and who found the Group's activities to be highly appealing.

Part of the Group's growth is driven by the Sustainable Technology Solutions offered by NEXTCHEM, which has established itself as a benchmark in the industry. «**NEXTCHEM is the fruit of a century of innovation in chemistry**, focused in 2018 on accelerating the green transition. Since 2023, the Sustainable Technology Solutions business unit, led by NEXTCHEM, has further

strengthened its role by acquiring four technology companies and integrating core competencies from three other Group companies. » This approach has accelerated efforts toward sustainability, positioning MAIRE as a leader in providing innovative and scalable solutions for an increasingly green industry.

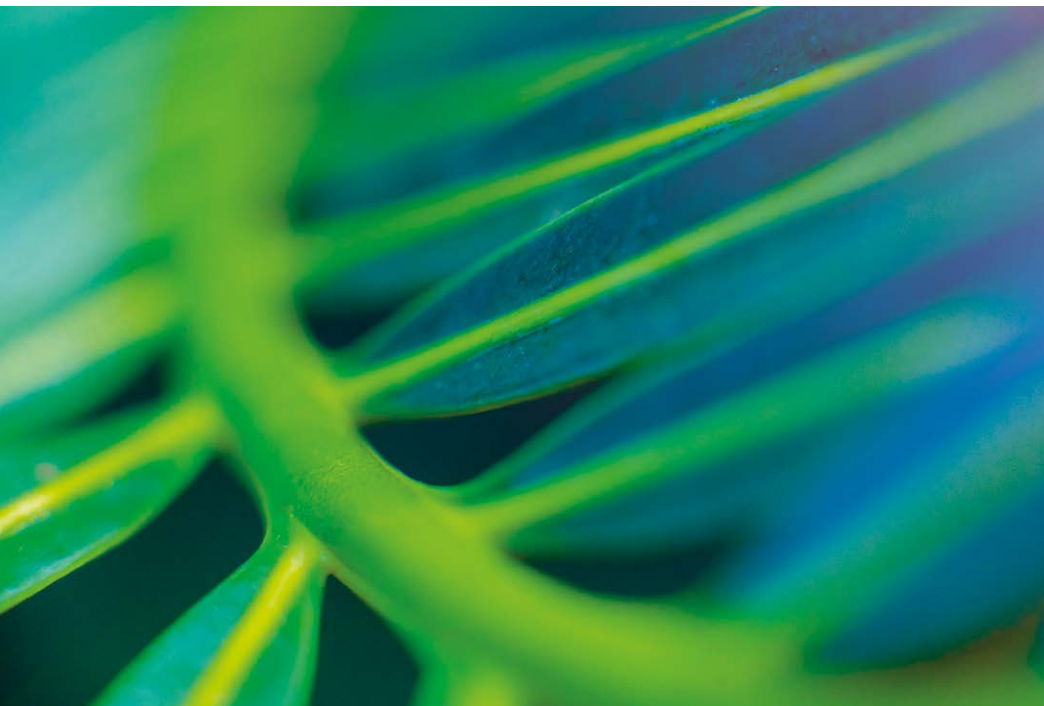
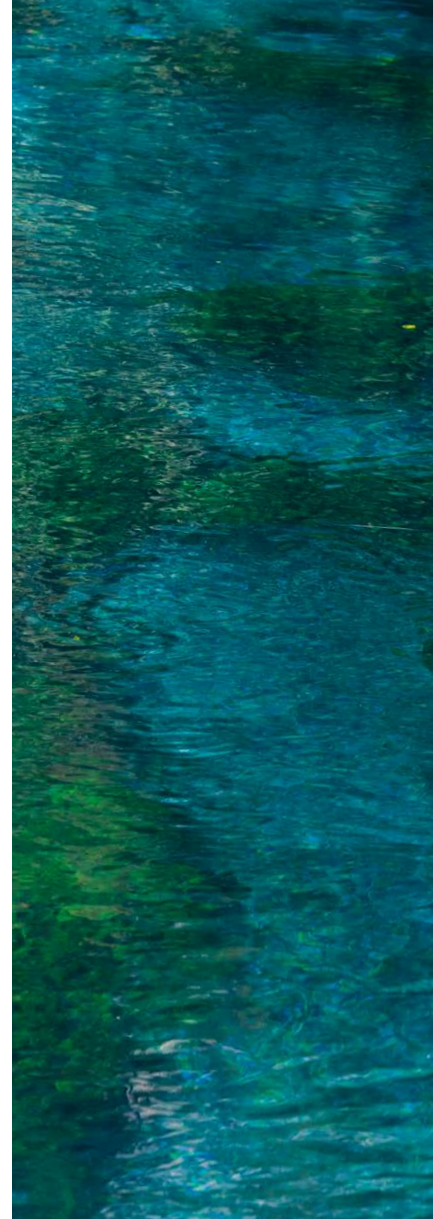
Three lines of business for NEXTCHEM

NEXTCHEM's new organization is divided into three distinct business lines designed to address the major challenges of energy and industrial transformation. This streamlined approach - which aims to capitalize on the Group's strengths - responds effectively to customer and market needs.

The reorganization, **led by NEXTCHEM's new MD Fabio Fritelli**, has given further impetus to NEXTCHEM, which now focuses on three strategic areas: Sustainable Fertilizers, Low Carbon Energy Vectors, and Circular Solutions. «This new structure - Fritelli explains - aims to improve operational efficiency, expand target markets and accelerate the development of sustainable and scalable technologies. Among the priorities, ensuring the economic sustainability of projects and fostering significant employment spillovers remains key. »

Sustainable Fertilizers leverages NEXTCHEM's global leadership in urea technologies, advancing the development of solutions for nitrogen-based products. This includes both fertilizers and the use of ammonia as an energy carrier, with the goal of improving sustainability in the agricultural sector.

Low Carbon Energy Vectors, on the other hand, builds on established expertise in hydrogen production and sulfur recovery. The goal is to develop technologies that can support the transition to low- or zero-emission fuels and chemicals, as well as convert carbon into sustainable plastics. These innovations support the decarbonization of crucial sectors such as aviation, shipping, and chemicals.



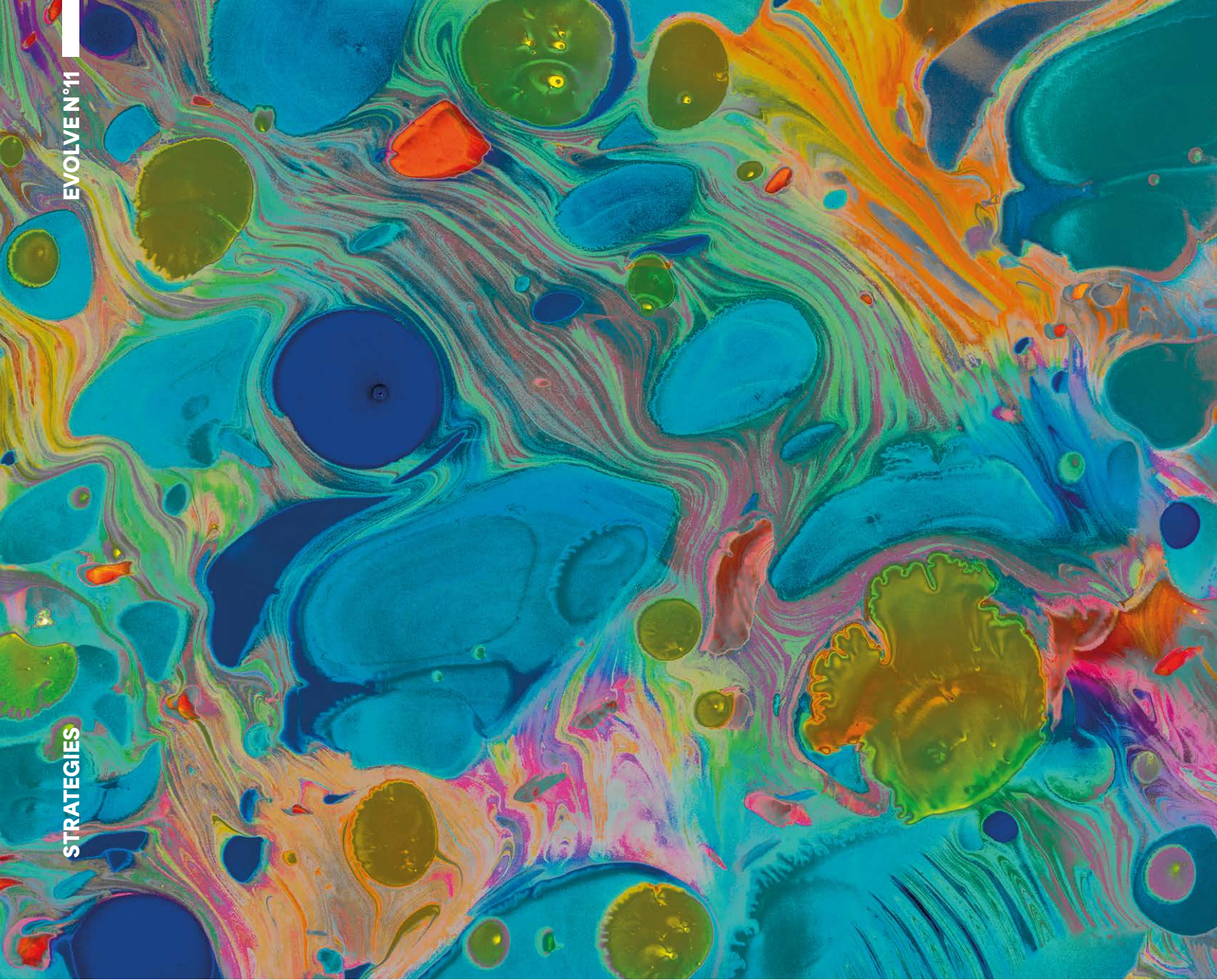


Circular Solutions, finally, is dedicated to promoting the circular economy by turning waste into valuable chemical resources. Using advanced mechanical and chemical recycling technologies, this line of business aims to create sustainable pathways for the recovery and reuse of materials.

Concrete and scalable answers

Strongly focused on sustainability, NEXTCHEM's new structure therefore represents a significant advance in the innovation journey, consolidating its position as a technology leader in the global energy transition. **MAIRE approaches this transformation with an integrated approach**, taking advantage of every technological opportunity, from renewable hydrogen production to circular hydrogen production: the latter aims to transform municipal and special waste into resources, **intercepting more than 21 million tons of waste** that today ends up in landfills or is exported. In fact, it is a technology that makes it possible to produce hydrogen at competitive costs and puts Italy among the leading European producers.

With a view to circularity, technologies such as **NX Replast**, for advanced recycling of plastic waste, and **Waste-to-X** solutions, which convert waste into chemical resources and bioenergy, are at the heart of the circular economy promoted by NEXTCHEM. This commitment is reinforced by a broad and flexible technology portfolio designed to meet customer needs with customized solutions throughout the project lifecycle. **With a vision that is attentive to international regulations and global changes**, MAIRE thus confirms itself as a leader capable of combining innovation and sustainability, offering concrete and scalable answers to environmental and industrial challenges.



HYDEP: INNOVATION AND SUSTAINABILITY IN GREEN HYDROGEN



It is a strategic step, one marking the integration of a center of excellence for electrolysis into a global family. **The acquisition of HyDep by NEXTCHEM** - completed in April 2024 - opens up new opportunities for the development of advanced technologies in green hydrogen. To delve into the details of this transformation, we gathered the testimonies of **Mario Dragoni**, *visionary* entrepreneur and founder of HyDep, and **Alberto Litta Modignani**, Vice President Hydrogen at NEXTCHEM and MD of HyDep.

«Our adventure began in 1999, at a time of great technological transformation, » recalls Mario Dragoni. Initially engaged in the production of power electronic components, such as power supplies and soldering systems, HyDep found hydrogen to be a key element in improving its production processes. «**We needed hydrogen for specific applications**, but soon realized that we could produce it ourselves and, even better, develop advanced technologies to do so. »

This change in perspective led **HyDep** to collaborate with strategic partners, initiating a phase of learning and innovation in the field. «At the time, we did not imagine that we could become a leader in this field. We started by designing electrolyzers in collaboration with other companies, but our goal has always been to go further, **creating our own solutions**, ones capable of responding to the specific needs of the market, » Dragoni explains.

Turning points

Over the years, HyDep has expanded its range of expertise, participating in **European and international projects** for innovative hydrogen applications. «One of our first significant projects was the development of a **large plant for Audi**, where we worked on synthetic methane produced by combining hydrogen and CO₂. This gave us credibility in the market and allowed us to attract customers of international caliber, » Dragoni says.

Over time, the company has gone through different stages of technological development, from traditional alkaline electrolyzers to more advanced PEM (**Proton Exchange Membrane**) and AEM (**Anion Exchange Membrane**) systems. «We have always tried to combine innovation and pragmatism, optimizing each step of the process to ensure reliability, efficiency and safety. It is an approach that has allowed us to grow and consolidate even in times of crisis, such as during the pandemic, » Dragoni notes.

With the acquisition of HyDep by NEXTCHEM, as the electrochemistry sector finds new impetus for the development of cutting-edge technologies in green hydrogen, the MAIRE group strengthens its leadership position in the energy transition.

A strategic choice for MAIRE

According to **Alberto Litta Modignani**, the integration of HyDep represents a fundamental step in NEXTCHEM's green hydrogen strategy: «Approaching HyDep - explains NEXTCHEM's Vice President Hydrogen - was the result of a strategic journey that began in 2021. **We wanted to build a technological value proposition for green hydrogen**, and after analyzing the market, HyDep proved to be the ideal starting point, thanks to its unique know-how and ability to design stacks and electrolyzers. » **Mario Dragoni** adds: «This step was a strategic choice for us. After more than 20 years of experience, we realized that to grow further we needed to collaborate with a partner capable of taking our technologies to a global scale. »

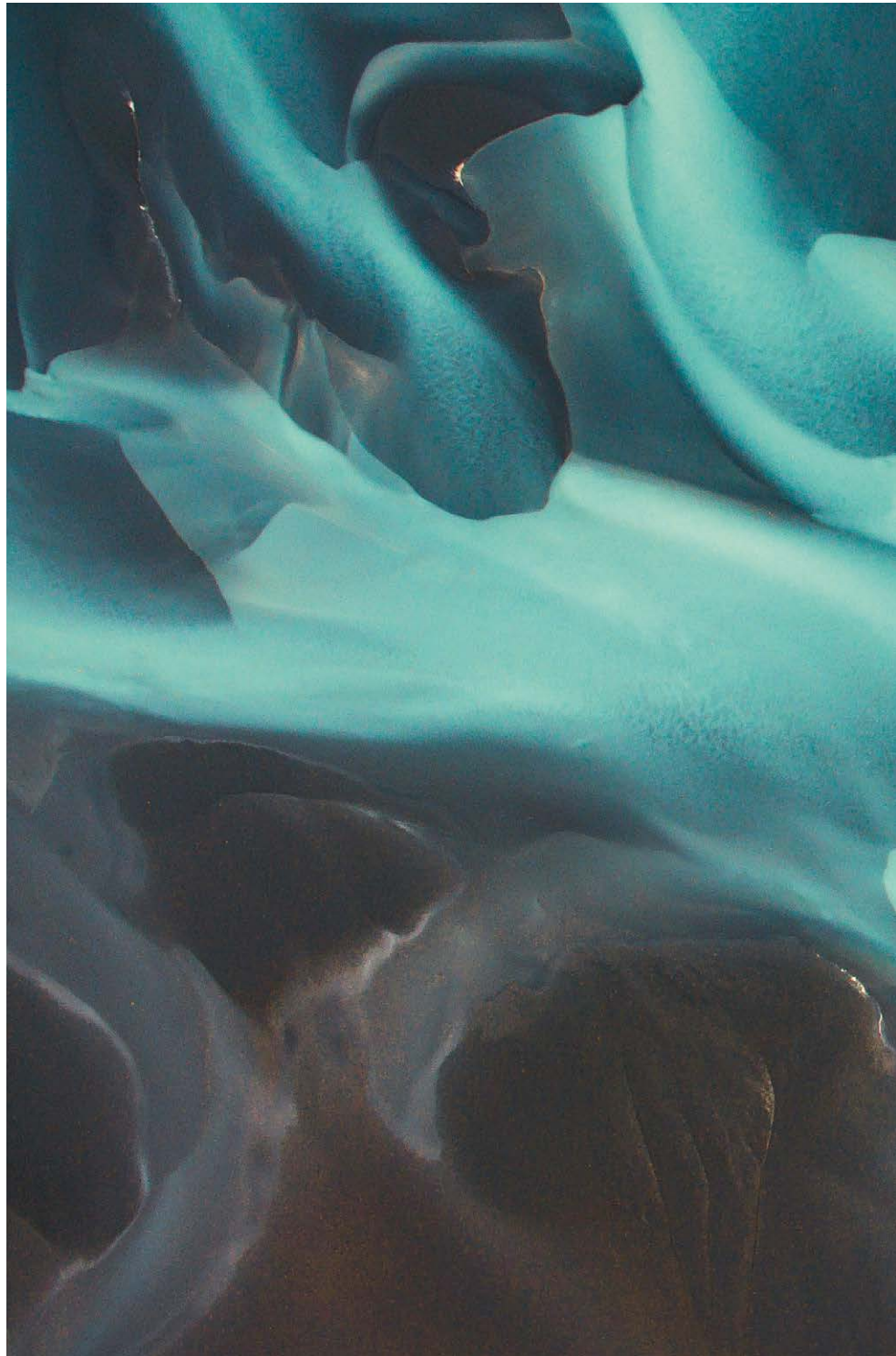
The €3.6 million acquisition includes an earn-out clause based on the achievement of technical targets and an option to acquire the remaining 20% of HyDep over the next three years. «**Joining the MAIRE family has given us access to resources, expertise and markets that were previously out of reach.** We can now design and manufacture electrolyzers with unique features, seamlessly integrating into MAIRE's value chain to offer complete solutions from design to implementation, » says Dragoni. The goal is to combine HyDep's technological know-how with NEXTCHEM's engineering capabilities, creating proprietary green hydrogen solutions on a global scale.

Innovation and sustainability for the future

HyDep's contribution to the MAIRE group is not limited to engineering but extends to research and development of new technologies. «**We collaborate with universities and research centers** to continuously improve our solutions, maintaining a balance between innovation and industrial applicability. **Our philosophy has always been to innovate without complicating**, reducing development time to bring reliable and competitive products to market, » Dragoni explains. Litta Modignani confirms this vision: «HyDep has a dual mission. On the one hand, to support MAIRE in becoming a supplier



We wanted to build a technological value proposition for green hydrogen, and after analyzing the market, HyDep proved to be the ideal starting point. »



of reference for large-scale electrolysis technologies; on the other hand, to **expand its business**, focusing on small-scale electrolyzers that are ready for the market. »

One of HyDep's hallmarks is **its focus on safety**, a key issue in the hydrogen industry. «Each of our projects - Dragoni adds - starts with a risk analysis, and our machines are designed to meet the highest safety standards. This has enabled us to earn the trust of customers and **maintain an excellent reputation** in the international marketplace. »

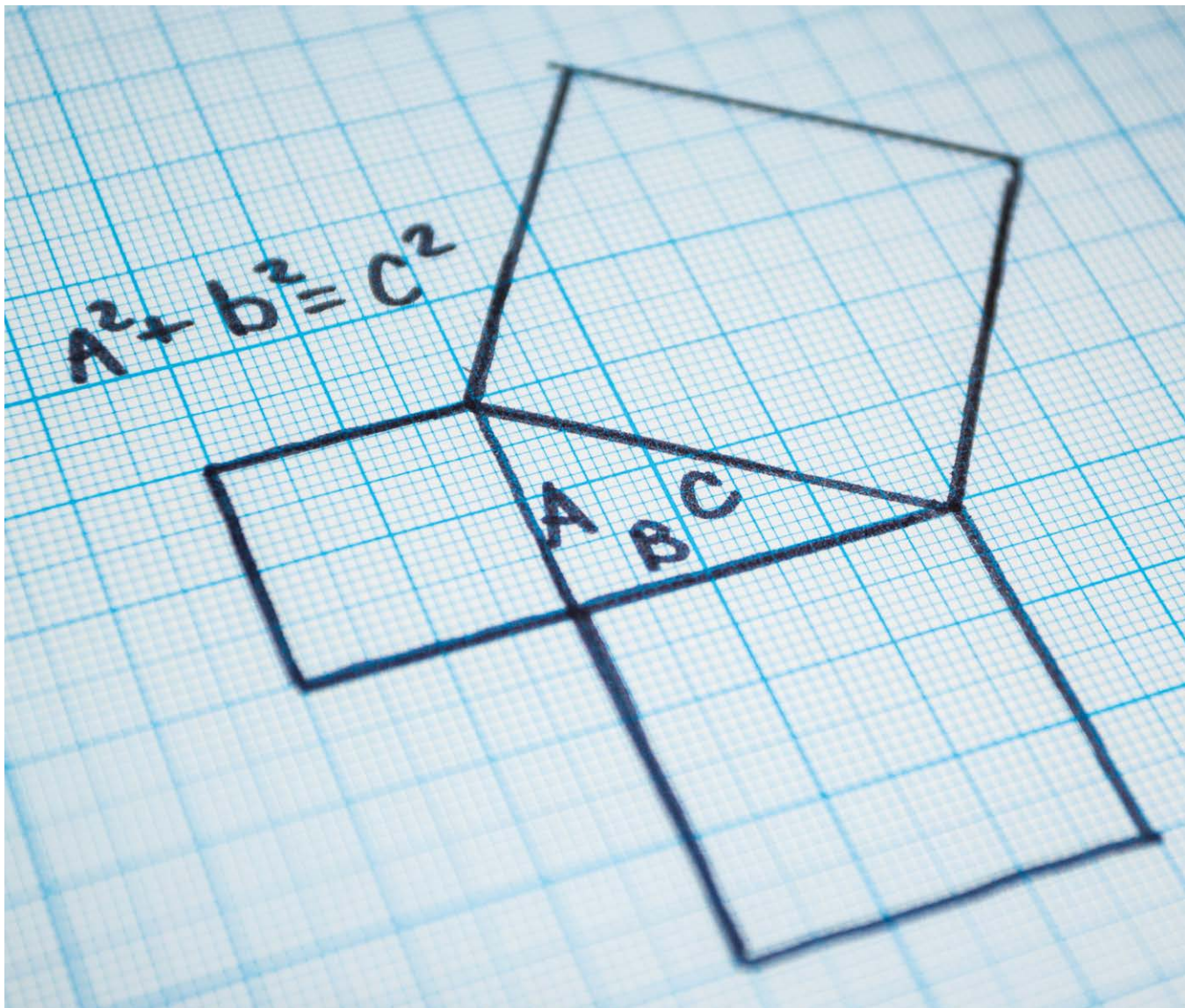
A new era for HyDep

Looking to the future, Dragoni is optimistic: «With NEXTCHEM's support, we can finally **realize gigawatt-scale projects**, which will contribute significantly to the energy transition. We are ready to do our part to **build a more sustainable future**, developing technologies that not only produce green hydrogen but also make it accessible and affordable for a wide range of applications. In the transition from a small Italian company to the MAIRE group, HyDep is now **part of a global network allowing us to face market challenges with renewed confidence**. Our goal is clear: to become a point of reference for green hydrogen, offering innovative and sustainable solutions that can make a real difference. »

The future is also clear for Litta Modignani: «Although the green hydrogen market has not yet taken off as expected, **we want to be ready and aligned with the best players in the market** when the Power-to-X projects mature. HyDep is a strategic resource for MAIRE and a benchmark for the green hydrogen industry. »



PERFECTION IN SIMPLICITY: A JOURNEY THROUGH ETERNAL FORMULAS



PYTHAGORAS' THEOREM

In the simple design of a right triangle, Pythagoras (500 b. C.) sees what is universal: from geometric abstraction to ontological reality. It is a symbol of human thought, capable of uniting mathematics and philosophy, a secret revealed to those who seek the order hidden in apparent chaos. The balance of this formula reflects the eternal link between reason and nature.

A reportage exploring the beauty and harmony hidden in history's most iconic mathematical and physical laws. From Pythagoras's triangles to Gauss's curve, each formula chronicles the balance between chaos and order, between finite and infinite, revealing how simplicity is often the language of the universe.

FORMULA OF LOGARITHMS

John Napier turns complexity into simplicity in 1610 with a formula that results in sum products. With this insight, mathematical calculations rose to a new level of precision. A mathematical elegance that reminds us how, through synthesis, true clarity is often found.

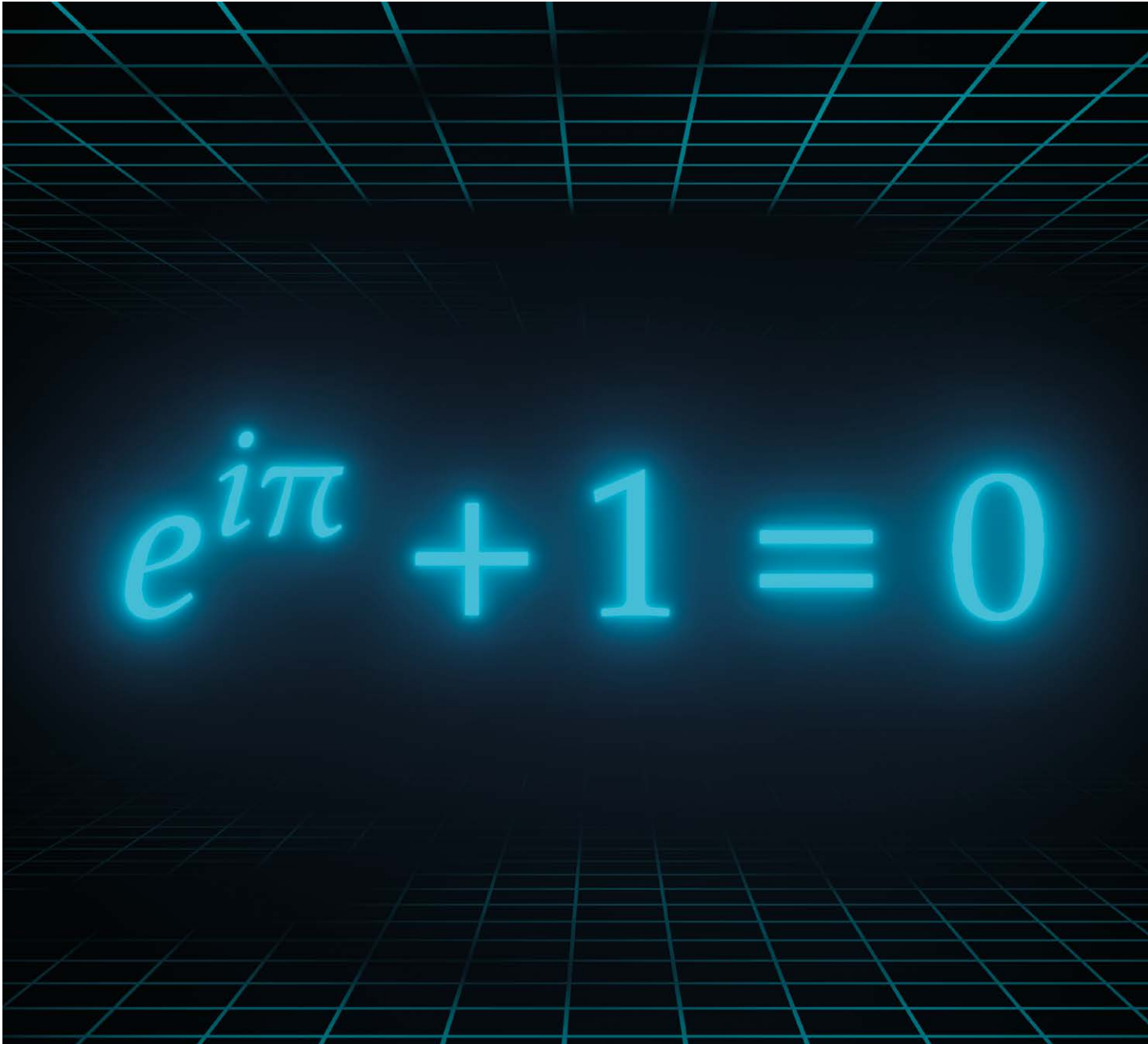

$$\log x y = \log x + \log y$$

FIBONACCI SEQUENCE

From a simple rule, Fibonacci (1202) discovers the order that governs chaos. From the petals of a flower to distant galaxies, this sequence is a golden thread that unites mathematics and nature, a universal language that tells of the beauty of the world.



0, 1, 1, 2, 3, 5, 8, 13, 21, 34, 55

**EULER'S FORMULA**

A simple, yet total formula: in one embrace it unites the pillars of mathematics, from unity to pi, from infinity to sum. It is proof that beauty comes from simplicity, encapsulated in the sign of an equation that resonates like a timeless echo.

$$1. \quad \nabla \cdot \vec{E} = 4\pi\rho$$

$$2. \quad \nabla \cdot \vec{B} = 0$$

$$3. \quad \nabla \times \vec{E} = -\frac{1}{c} \frac{\partial \vec{B}}{\partial t}$$

$$4. \quad \nabla \times \vec{B} = \frac{1}{c} \left(4\pi \vec{J} + \frac{\partial \vec{E}}{\partial t} \right)$$

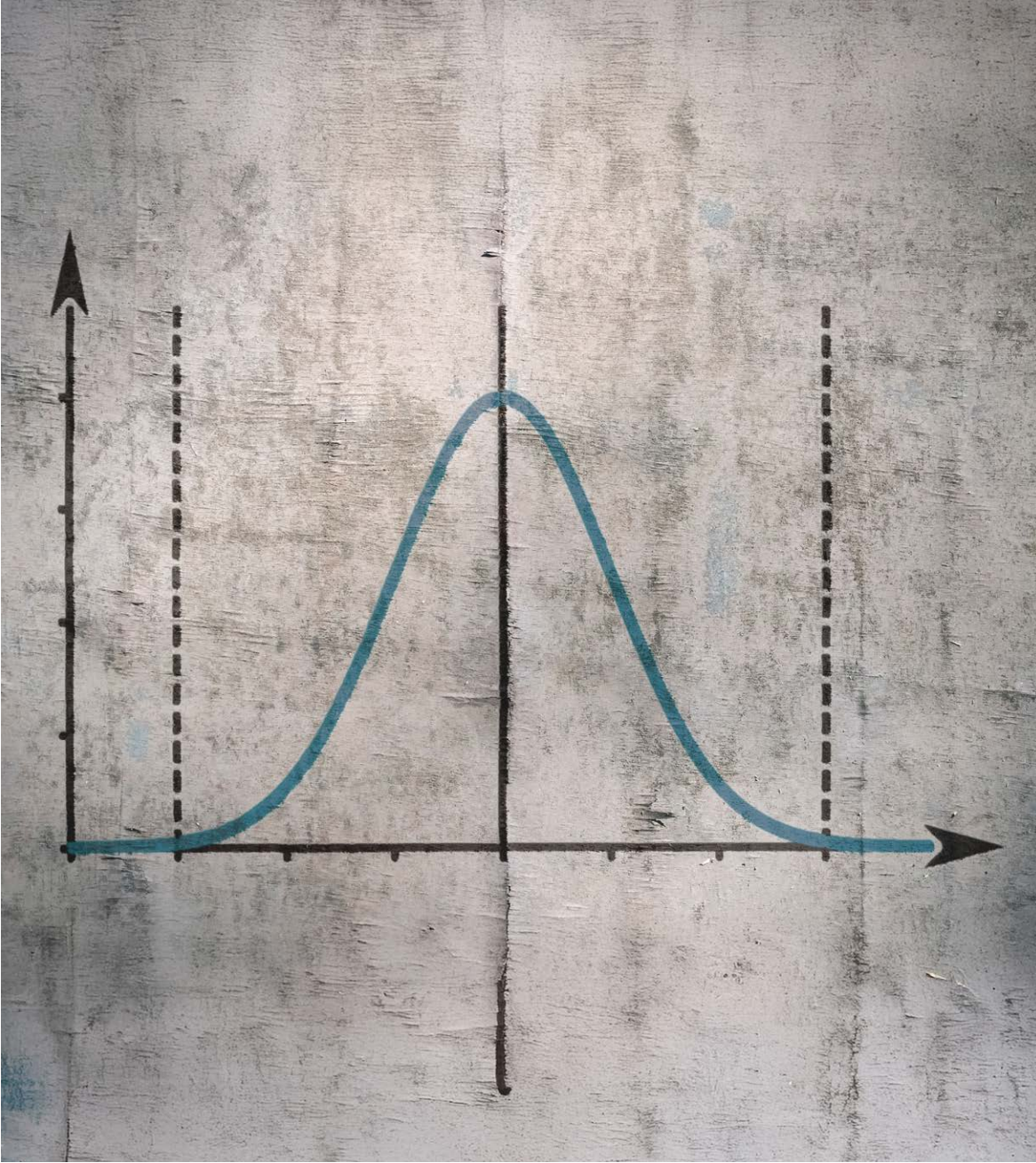
MAXWELL'S EQUATIONS

In the elegant interweaving of electricity and magnetism, Maxwell (1865) finds a harmony that resonates beyond the ages. His equations, precise and universal, show us that everything in nature is connected, two faces of one phenomenon. Science becomes poetry.

LAW OF UNIVERSAL GRAVITATION

With an apple and a formula, Newton (1687) demolishes centuries of belief, paving the way for our understanding of the universe. Gravity was no longer mystery or myth, but natural order. A law that lifts the eye and illuminates the stars.


$$F = G \frac{m_1 m_2}{r^2}$$

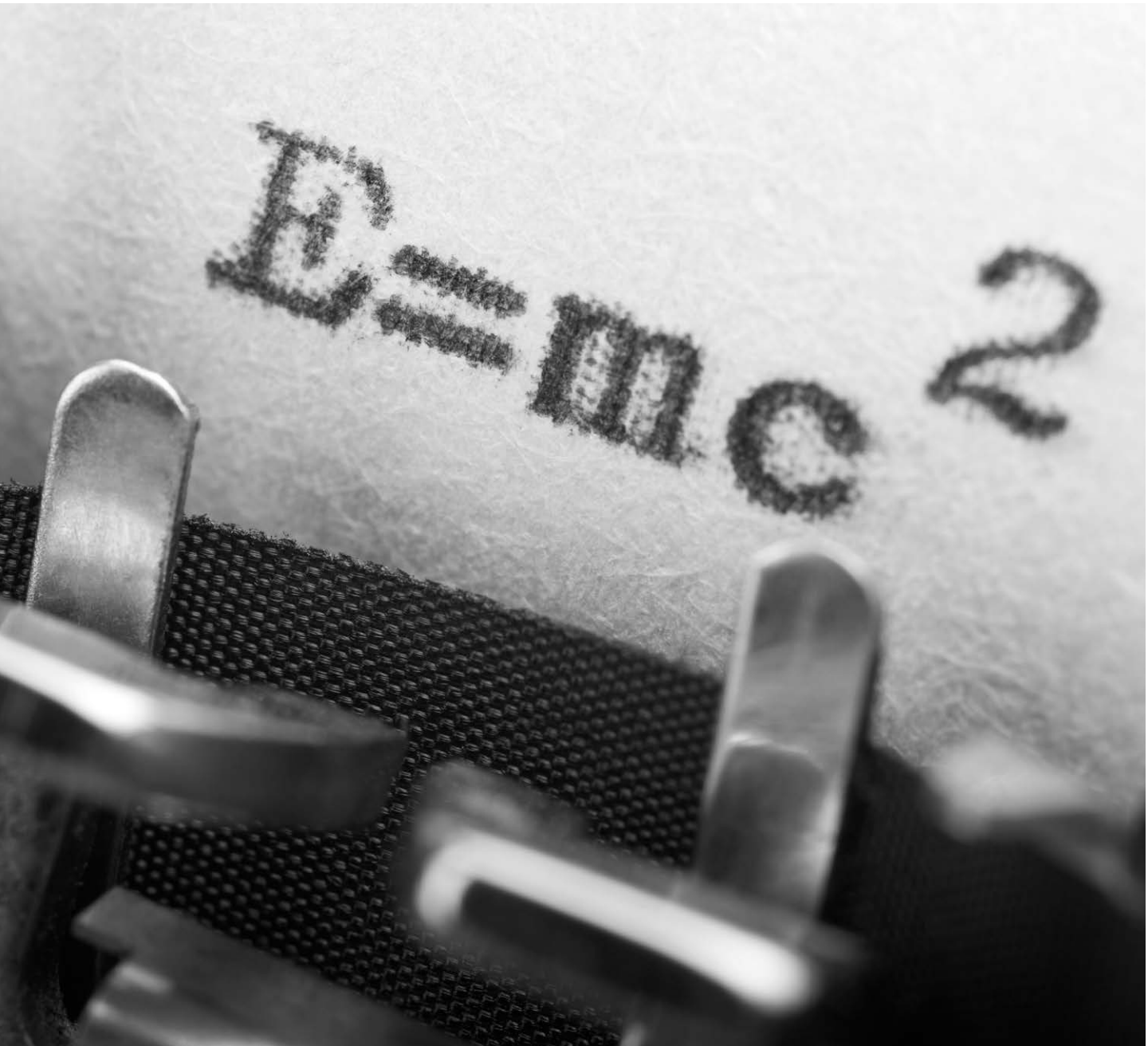


GAUSSIAN LAW OF NORMAL DISTRIBUTION

In the Gauss (1809) bell curve, the unpredictability of chance finds order and measure. Complex phenomena, from the motion of the stars to strokes of luck, bend to this universal law. It is the bridge between chaos and harmony, a model that reveals how reality always tends to converge toward an equilibrium, encapsulated in the simplicity of a perfect form.

THE EINSTEIN EQUATION

In a handful of symbols, Einstein (1905) turns mass into energy, matter into light. It is a formula that contains the essence of the universe and the promise of future discoveries, a bridge between the visible and invisible.



IMAGINARY NUMBER

Euler (1700) gives a name to the impossible: the imaginary number.

What seemed unattainable becomes essential to modern mathematics. A paradox that teaches how even the boldest abstraction has a place in what is real.

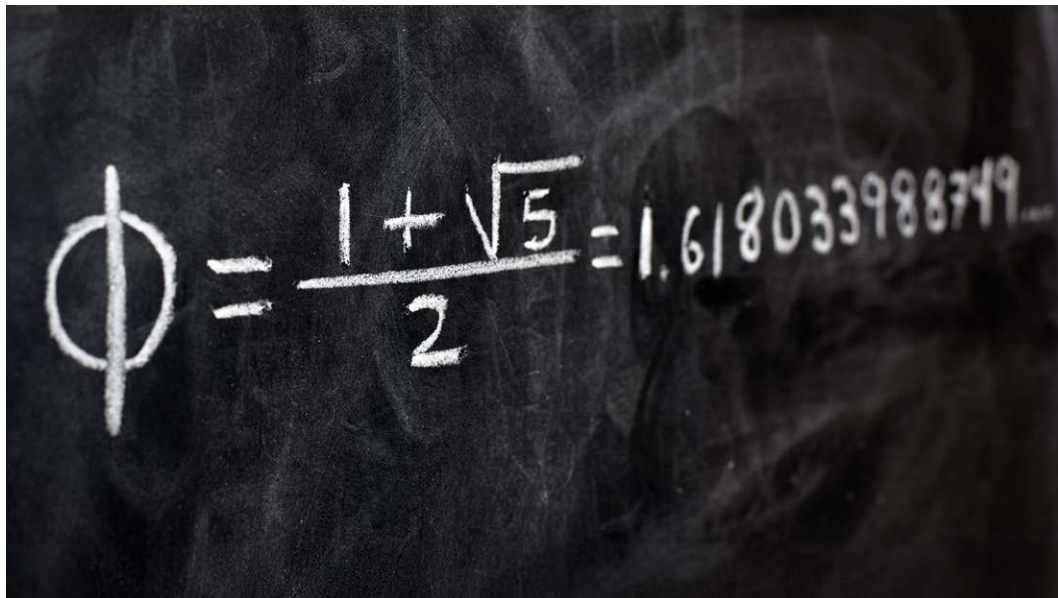
$$i^2 = -1$$

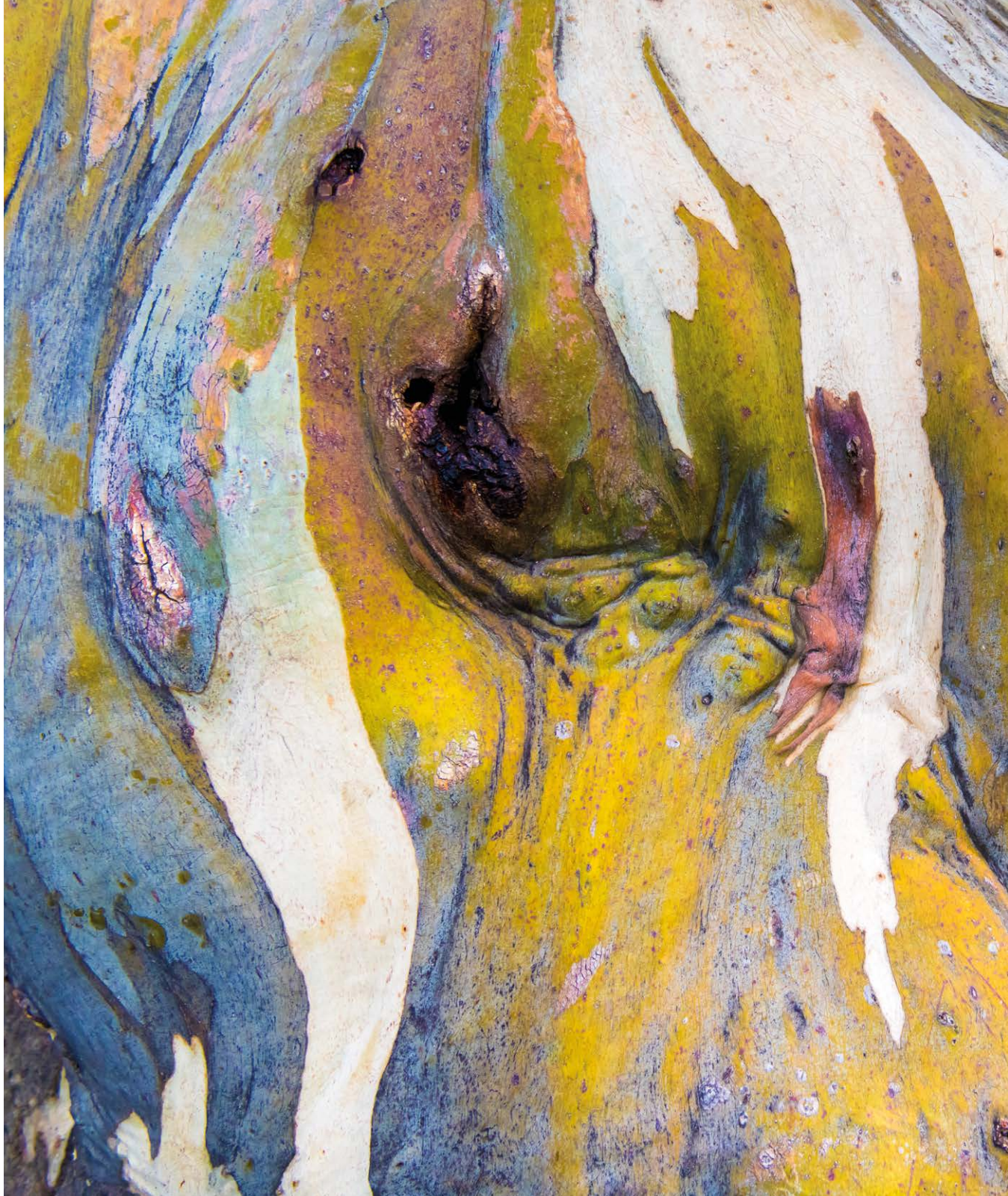




THE GOLDEN RATIO

In the golden mean lies the secret of harmony: a relationship that recurs in nature, in art, in the universe. It is the dance between the whole and the part, between what is finite and infinite. A divine sign that reflects the idea of eternal beauty.





Fondazione MAIRE - ETS presented its research in Baku highlighting the urgency of the energy transition and the central role of skills training.

COP29: AZERBAIJAN AND KAZAKHSTAN LOOK AT ENERGY TRANSITION

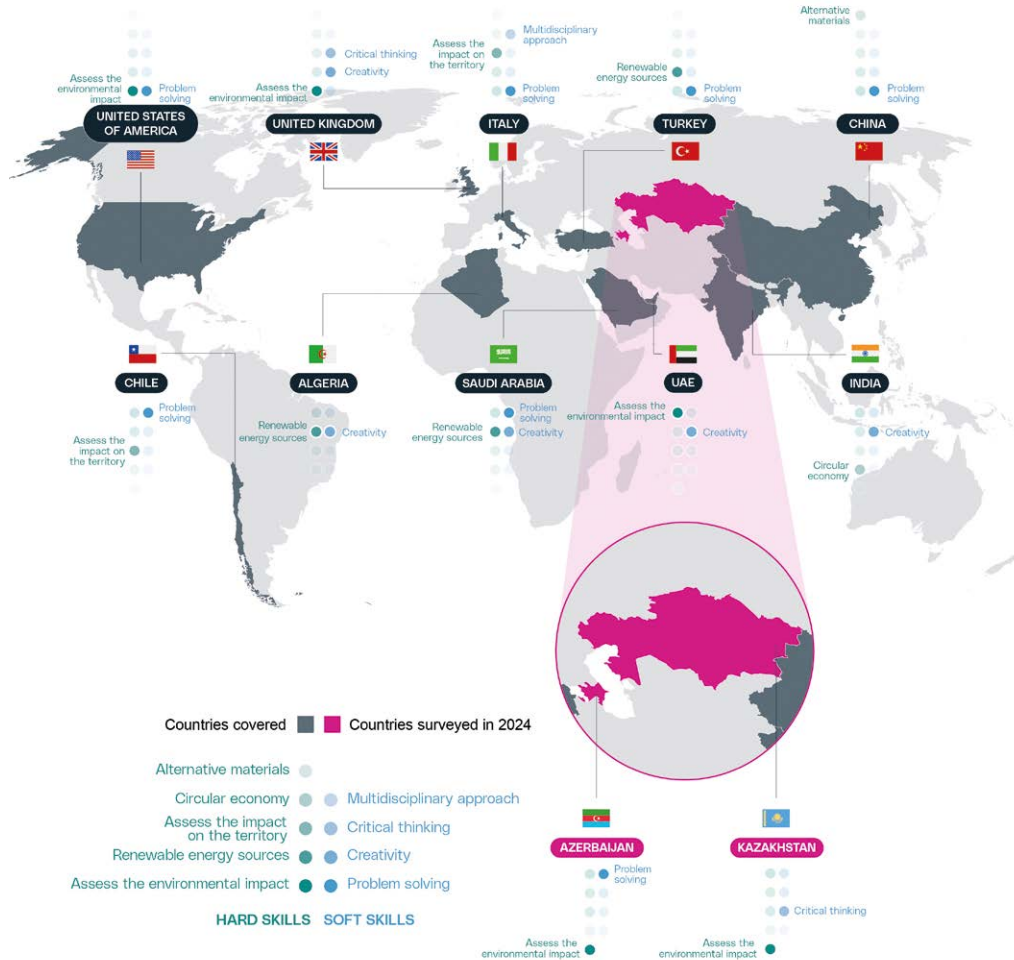
The energy transition is redefining global priorities, involving not only industrialized countries but also economies traditionally dependent on fossil fuels. This is the main message that emerged from the second edition of the research **"Climate goals. Winning the challenge of climate goals through the creation of skills and competences worldwide. Addendum 1: focus Azerbaijan - Kazakhstan"**, sponsored by Fondazione MAIRE - ETS and conducted by IPSOS. The study, presented during COP29 in Baku by Ilaria Catastini, General Director of the Foundation, is the first addendum to the research released last year and focuses on Azerbaijan and Kazakhstan, two key realities for understanding how the energy transition can bring awareness and opportunities even in settings with a fossil economy. The survey now covers 12 countries on 4 continents, with a total of more than 2,000 respondents.



Growing global awareness of energy transition

Data from the study confirm a high level of awareness of the importance of energy transition in the countries analyzed.

Among respondents in Azerbaijan, 96% said they were familiar with the concept of energy transition, with 43% reporting being "very familiar with it," surpassing even countries such as China. In Kazakhstan, the level of awareness is slightly lower, but still high (93%), signaling a growing awareness of environmental issues.

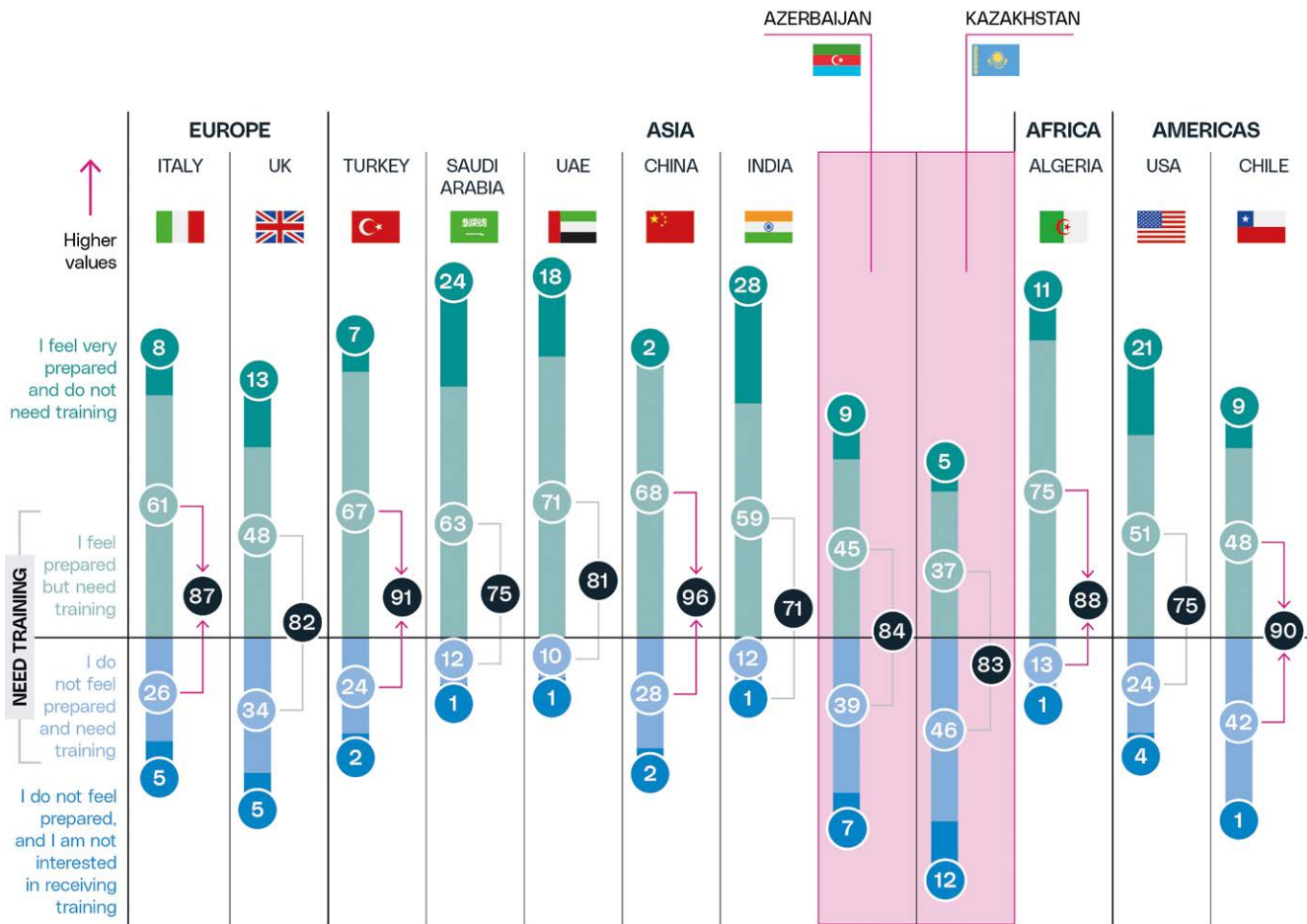


The urgency to act, a shared priority

Energy transition is considered a priority by 55% of respondents in Azerbaijan and 39% in Kazakhstan, numbers approaching those in Europe. Even more significantly, 64% of Azerbaijani respondents and 53% of Kazakh respondents consider it crucial to **combating climate change**, surpassing the percentages recorded in countries such as Italy, the United Kingdom, the United States and China. These figures highlight how even economies traditionally dependent on fossil fuels are beginning to perceive **the environmental, economic and social benefits** of transitioning to a sustainable future.

Training and skills: the keys to change

One of the most interesting aspects of the study concerns the need to invest in training and skills development. More than 80% of respondents in Azerbaijan and Kazakhstan stressed the importance of **upgrading skills to meet the challenges of the energy transition**. In particular, the focus in Azerbaijan is on developing skills related to solar, wind, and other renewable energy sources, which are critical to diversifying an economy still heavily dependent on oil and gas. In Kazakhstan, on the other hand, the focus is on environmental impact analysis and critical thinking skills, considered essential by 68% of respondents.



Economic opportunities and social challenges

The upfront costs of energy transition are recognized as a significant challenge, with 57% of respondents in Kazakhstan and 31% in Azerbaijan believing that the short-term costs will outweigh the benefits. However, the perception of long-term value remains high. The transition is seen not only as a **response to the climate crisis**, but also as an opportunity to **diversify economies and create new jobs**. Investing in human capital, as the study points out, is a crucial strategy for turning challenges into opportunities.

A model for the future

The Fondazione MAIRE - ETS study is not only an analysis of progress, but a call to intensify efforts to ensure a sustainable future. Even in fossil-based economies such as in Azerbaijan and Kazakhstan, awareness and education can turn obstacles into competitive advantages.

Through **targeted training projects and investment in skills**, these regions can strategically position themselves in the emerging sustainable economy landscape while contributing to global climate goals.

The second edition of this research, enhanced by a focus on Azerbaijan and Kazakhstan, emphasizes that **the energy transition is a global challenge, but its solutions can be applied locally**, with benefits for the entire international community.

«The results of this study of Azerbaijan and Kazakhstan show that energy transition is possible in all geographies with a stage-by-stage approach, to which all available technological solutions, including decarbonized gas, contribute,» says **Fabrizio Di Amato**, Chairman of the Fondazione MAIRE - ETS and MAIRE Group. «I hope that our Foundation's efforts will accelerate the adoption of public policies to implement the skills training essential to support this paradigm shift.»

EVOLVEART, ART AND SCIENCE SHARE A DIALOGUE FOR A SUSTAINABLE FUTURE

The ecological transition is not only a technological challenge, but a paradigm shift that also needs to be popularized at the cultural level. Art, for example, is a powerful means of speaking to people and was the main focus of the **EvolveArt** competition, promoted by the **Fondazione MAIRE - ETS** and **MAIRE** Group together with the Association of Friends of the Art High School Biennial (**ABiLiArt**), with the support of the National Network of Art High Schools (**ReNaLiArt**). The competition concluded last May with an awards ceremony for the winners held at the Colosseum Archaeological Park.

The goal is to combine art, science and awareness to address some of the most pressing issues of our time - climate change, biodiversity loss, circular economy and energy transition - by entrusting them to the creativity of young people in all Italian art high schools. The winning works, united by the theme "technology and innovation in the energy transition," were exhibited at the first stage of the "**EvolveArt roadshow**" at the Bioparco in Rome. An opportunity for discussion during which students had the chance to exchange ideas on the subject with experts including **Rudi Bressa**, environmental journalist and author of the essay "Traffickers of Nature": his experience in dealing with the issues of wildlife trafficking and biodiversity protection offered a valuable contribution to the debate, showing how art and science can work together to create collective awareness.

Biodiversity, climate and species trafficking: "negative friends"

«The issues related to biodiversity and climate change, including wildlife trafficking which I discuss in my book, are hyperconnected and interrelated, » Bressa explains. «We should not view them as cause-and-effect: I, for example, view them as 'negative friends' that impact the whole process leading to biodiversity loss, of which wildlife trafficking is only a small part. »

This phenomenon has profound effects on so-called **ecosystem services**, or the set of benefits that ecosystems provide to humanity, such as water purification, soil fertilization and climate regulation. «Every species on the Planet has a purpose because it has a specific place in which it has adapted over time and in that system, it has a specific role. When a single species goes missing, including through illegal trafficking or overexploitation of land, **that system loses a component and its ecological functionality is compromised**, » adds Bressa, who emphasizes, «The most vulnerable segments of the population, especially in developing countries, are the ones who pay the highest price for this loss, adding further inequality to the climate crisis. »

Rudi Bressa, environmental journalist and author of "Traffickers of Nature" emphasizes the crucial role of art and technology in creating collective awareness and responsibility.



Art as a tool for awareness

The first stage of the "EvolveArt roadshow", which featured **the exhibition of works in the Hall of the Elephants at the Bioparco in Rome**, expanded scientific reflection by using the language of art to engage the public. For Bressa, this choice is particularly effective: «Participating in an event like **EvolveArt roadshow** stimulated my curiosity because the issue of illegal wildlife trafficking is not unrelated to the others: it is all connected. **Initiatives like these serve to create awareness about what is happening in our country**, and in Europe. These are not distant happenings, and using art and talking to the younger generation is an effective way to reach more people. »

The works presented during the event gave shape to complex concepts, such as the idea of climate justice, the value of biodiversity and the urgency of rethinking our relationship with the environment. Through photographic installations, **art became the vehicle for a message of hope**, but also one of responsibility.

Responsibility toward the next generation

As journalist Bressa, who is an expert on the exposure of environmental issues, points out, talking to young people is crucial: «It is not necessarily the case that the next generation will automatically be better prepared for what is to come and the world that we adults have helped build, even in its negative aspects. **We have a responsibility to them.** » The very speed with which technologies are transforming society, Bressa points out, plays an important role: «Using technology is a challenge and, at the same time, an opportunity to raise awareness of crucial issues such as climate and social justice among the youth of today. »

Through projects like EvolveArt, **the Fondazione MAIRE - ETS demonstrates how it is possible to address these challenges in innovative ways**, actively involving young people and offering them tools to understand and act. «The speed with which technology is changing our lives is disruptive, so we need to keep up and use it to our benefit. In order to create awareness about both climate and social justice, » Bressa concludes.



Rudi Bressa

Environmental and Scientific Journalist

MAIREmpower, YOUNG PEOPLE DRIVE THE ENERGY TRANSITION

The energy transition is evolving through the ideas, energy and determination of the new generations: the Fondazione MAIRE - ETS supports them with concrete action through **MAIREmpower**, the landmark project to build a more sustainable tomorrow starting from the schoolhouse to the university classroom and beyond. With a long-term commitment the Foundation, through the first edition of this initiative, is providing guidance to about 1,800 young students with a total of more than 5,000 man-hours of training and offering 10 young students from fragile backgrounds the chance to **access scholarships** for the three-year university degree, giving talented young people the right opportunities to develop and claim their place.

What the project entails

Implemented with the support of the Elis Consortium, the project is structured in **three phases** designed to accompany young people from high school through college graduation. This past June the competition announcement was circulated among the targeted schools in Rome and the surrounding Province, and in October the first encounters began in 4th year high school classrooms, where the Foundation started a direct dialogue on the topic of energy transition with students.

Climate, circular economy and sustainability are the themes that tie together each meeting aimed at students: a valuable opportunity that, in addition to being a pathway for soft skills and orientation (PCTO), highlights the multidisciplinary skills needed to face the future. These are real workshops in which students explore the crucial role of training in the preparation for change. At the end of each session the competition application process is explained to the students in detail, its deadlines, and the steps to follow if they aspire to take part in the second phase: the MAIREmpower summer school.

From school desks to summer school

The summer school is the heart of **MAIREmpower**: a ten-day full immersion of learning, personal growth and teamwork. From July 19

to July 28, 2025, twenty young people selected from the participants in the training meetings will live side by side in a dedicated facility, accompanied by professionals and coaches who will guide them on a path made up of lectures, practical activities and recreational activities.

The themes explored will be those of sustainability and engineering in the service of the environment, encompassing soft skills development workshops, role-playing and team building, with the aim of igniting a passion for a career in the STEM disciplines in these young students, preparing them to be key players in the energy transition. At the end of the summer school, the third phase of the project will begin, leading to the final selection of ten young people: they will be the ones who will receive **three-year scholarships**, starting from the academic year 2026-2027, with ongoing mentoring and motivational support that will accompany them through graduation.

Each scholarship will cover not only university tuition fees but also living expenses, thus guaranteeing concrete support for their educational and professional journey. With this initiative, the Fondazione MAIRE - ETS wants to send a clear message to all students, including those who will not take part in the competition: **training is invaluable**. Seizing every learning opportunity is crucial to building the skills of tomorrow.

WE MAKE ENERGY TRANSITION HAPPEN

ON A BICYCLE



Every action, when guided by simplicity, generates a profound and lasting impact. The artwork on the cover of this issue of EVOLVE was created by young artist Dario Fella, of the Liceo Artistico Statale "Vincenzo Calò" in Grottaglie (Taranto). The title of the work is "**On a Bicycle.**" With an evocative and surreal image, the work represents the possibility of facing great challenges with simplicity and balance.

The contrast between the bicycle and the airplane underscores the importance of facing complexity with the essential tools, reminding us that lightness and ingenuity can surpass all limits. The figure of the cyclist, suspended in an unexpected context, becomes a symbol of resilience and determination. Each pedal stroke - depicting one step toward new goals - encourages us to embrace the belief that essentiality is the key to achieving great goals.

