

# people



# designing value



Step into the human side of sustainability. In this “People” issue, Lamberti’s values come to life through real voices and everyday actions, from leadership development and generational change in Brazil, to mental health and wellbeing programmes in Spain, to community empowerment initiatives in India. Alongside a strong focus on safety, inclusion and global alignment, these stories tell us how sustainability is enacted through people: in the way we listen, collaborate, grow and care. A journey shaped by connection, responsibility and shared purpose. Read on and be inspired.

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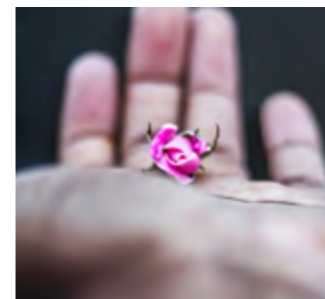
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# Contents



*“We explore mental health and balanced local diets by stepping into our colleagues perspective.”*

# editorial



It is with great pleasure that I introduce the PEOPLE issue of Lamberti’s monograph series, now in its second year. Together with the PRODUCT and PLANET issues, it builds on our Sustainability Report to explore how the principles and the figures that summarise **our position are actually lived, expressed and experienced in the everyday activities of our organisation across the world.**

Some words, today, risk sounding empty, worn down by the noise of corporate green communication. Yet through the inspiring stories gathered from across the Lamberti Group, **we have been able to restore meaning to concepts such as people centricity, wellbeing and empowerment**, and to give substance to words like connection and care, which remain central to our vision of Sustainability.

We travel to India to see how small actions can generate meaningful progress on a human scale. We speak with HR and risk assessment

specialists who are shifting their focus towards the more human dimension of operations to advance wellbeing and safety. We explore mental health and balanced local diets by stepping into our colleagues’ perspective. We reflect on the difference between working side by side and truly working together, and we come to understand that empowering people is not about assigning power, but about revealing it.

**We are proud of the stories featured in this issue and grateful to the colleagues who chose to act with conviction.** They are the true ambassadors of our culture and our values. This is the essence of Lamberti. I hope you will enjoy reading this issue of PEOPLE as much as we enjoyed, and were inspired by, bringing it together.

**Lamberto Lamberti**  
Head of Group Sustainability



## PEOPLE IN THE EQUATION

### **Empowering People: Lamberti's Commitment to Its Workforce**

"Nurturing a culture of safety, responsibility and growth, empowering people to drive sustainability and innovation."

Lamberti is proud to confirm its scientific approach to sustainability and its commitment to responsible practices. This commitment reflects not only our values but also our recognition of the interdependence between economic growth, social equity, and environmental stewardship.

As we navigate the complexities of the period, sustainability remains a key driver of the company's development. In an international context that is very challenging, sustainability could appear as a pillar with less priority, but this is absolutely not the case for companies that have truly integrated sustainability within their corporate strategy.

Empowering our people is a central element of this approach. Lamberti fosters a culture of responsibility, growth, and safety. We prioritise local talent, comprehensive training, work-life balance, and equal opportunities for all employees.

Our purpose, "Designing new values in chemistry", is supported by two main pillars for our employees: health and safety, and the development of talent, wellbeing and equal opportunities. This approach ensures that our people are genuinely empowered.

We are also firmly committed to supporting local communities, both in Italy and across our global footprint.

## **Equal opportunities, wellbeing and skills development to support our growth**

Equal opportunities and diversity are fundamental values within our Group and form the basis of our HR policy. Our recruitment process is designed to prioritise equal opportunities, focusing exclusively on the potential and skills aligned with each role. We are committed to ensuring fair access to employment and professional growth for all employees.

Our remuneration policy, and the process by which employee compensation is determined, is based on each individual's skills, capabilities and experience. Wellbeing and work-life balance are equally essential to us. As such, we offer an extensive range of benefits, including flexible work arrangements for most employees, to create a supportive and inclusive working environment.

Continual skills development is vital to maintaining our leadership position in the markets where we operate, as well as to nurturing the potential of our people. We are constantly improving our training opportunities, which cover both soft skills and technical expertise. Through digitalisation, we are also expanding access to training and enhancing the tools available for individual development.



## Engaging with communities: Local impact and global reach

The nature of our business requires us to maintain strong, trusted relationships with the communities surrounding our main manufacturing sites. At the same time, we believe it is important to engage these communities and raise awareness of our positive impact and best practices. To this end, we run several initiatives at our Italian plants, such as “A Chemist for a Day”, which involves students from local primary and secondary schools.

As our operations have grown globally, so too has our social footprint. **In 2023, we continued our long-standing commitment in India and Brazil through the We Dare and Lamberti Acelera programmes**, which aim to transform and empower local communities to unlock their full potential.

This year, Lamberti further expanded its commitments through the **FairWays Foundation**, whose projects are aligned with one of three key pillars: **Water Conservation and Stewardship, Water Education, and Habitat Conservation and Stewardship.**

The Foundation funds grant requests ranging from \$1,000 to \$25,000. Applications are assessed quantitatively, and funding is awarded on the basis of merit rather than financial need.

**Since 2020, a total of \$816,656 has been awarded to fund 59 projects across countries including Belgium, Cameroon, Canada, England, the United States and Zambia.** These projects are remarkably diverse and include converting irrigated turfgrass into unirrigated, diverse native habitats, organising student field trips to water-stressed areas, and constructing bioswales, vegetated systems that naturally filter water, to treat rinse water used in equipment washing.



## Memberships and accountability

Since 1980, Lamberti S.p.A. has been a proud member of Federchimica, Italy's Chemical Industry Federation, affiliated with Confindustria and CEFIC. We are also members of AISPEC, the association of speciality chemicals producers.

In 2000, Lamberti S.p.A. joined the **Responsible Care** initiative, committing to enhancing environmental, health, safety and security standards across our operations, using resources efficiently and reducing waste, reporting transparently on performance and fostering open dialogue, collaborating with governments and organisations to develop and implement strong regulations, and supporting responsible chemical management throughout the entire product lifecycle.

Since 2017, we have assessed **our Corporate Social Responsibility performance** through EcoVadis, and in 2024 we achieved a prestigious Gold rating for the second time.



# inspiring stories #1

Interview with  
**Fabiana Gasparini Costa**



## THE ART OF PEOPLE CHEMISTRY

**In Brazil, a team building project is helping leaders grow together while connecting experience, new generations and the human heart of the company**

We spoke with **Fabiana Gasparini Costa, HR Manager at Lamberti Brasil**, about People Sustainability in the Brazilian context, the growing importance of inclusion and wellbeing, and a team building project designed to strengthen leadership, connection and development across the company.

Mexico  
TN (USA)

People

Colombia

Brazil

Argentina

**“Women are present across a range of roles, with a strong representation in leadership positions within administrative functions. In a manufacturing environment, this is particularly meaningful.”**

## People at the heart

**Fabiana Gasparini Costa joined Lamberti two years ago, bringing with her more than twenty-five years experience in Human Resources.** At Lamberti Brasil, she is responsible for hiring and retaining talent, developing people and helping maintain company culture and roles. Supported by an HR analyst and a junior associate, she works across the full employee experience, from recruitment to development. For her, the strongest connection to people comes from two core HR activities. *“Recruiting and selection is an important process, and people development too. When I do this, I feel a strong connection with people.”*

That connection has a very concrete meaning. **Recruitment, selection and development are not simply processes. They are the moments in which talent enters the company, grows, and begins to find its place.**

## Brazil, inclusion and leadership

Asked how topics such as inclusion, wellbeing, safety and development are perceived in Brazil, Fabiana’s answer is direct. *“These topics are very important in Brazil. Companies here must address them. They help maintain the culture and respect the law.”* More broadly, she sees people as the central force within any organisation. *“People are the heart of the company. For me, they are the most important part of an organisation.”*

Inclusion, in particular, is something she describes as natural in her context. *“I believe that this process is natural here.”* This perspective also emerges in the composition of the Brazilian site itself. *“Women are present across a range of roles, with a strong representation in leadership positions within administrative functions. In a manufacturing environment, this is particularly meaningful.”*



**In the photo, from left to right:**

Giovana Nunes Viralvas – HR Assistant // Fabiana Gasparini Costa – HR Manager // Gisele Resende Sebrian – HR Analyst



## Getting younger but retaining the elders' wisdom

Lamberti Brasil is also going through a phase of renewal. Several younger employees have recently joined the company, bringing new energy into a traditionally stable organisation. Fabiana works at the meeting point between these different generations. On one side are long-serving employees, deeply connected to the company and its values. **On the other are newer colleagues, who bring different expectations and attitudes.** Her role allows her to observe this transformation closely and to help shape it.

This generational shift is not described as a disruption, but as an opportunity. The arrival of younger employees can help create new connections, as long as the organisation finds the right tools to support the exchange between experience and new energy.



## Team building as a leadership tool

**One of the main initiatives is a team building project launched last year with leaders from the industrial area, led by the site's industrial director.** The project is still ongoing and is expected to continue with other groups. Its goal is clear: *"We really need to value people and help leaders do this with their teams."*

In practical terms, the project takes the form of a structured training process lasting six months, with many meetings spread across that period. Around ten people took part in the first phase. According to Fabiana, the training focused on developing the team leaders and equipping them with new tools to work with and support their own teams.

The project centred on meetings, topics, group dynamics and development tools, all taking place



during working hours. *"The training was 40 hours in total."* **The emphasis was therefore not on generic team bonding, but on a more focused effort to strengthen leadership capabilities, especially in relation to people management and behavioural dynamics.**

## Soft skills in a hard technical world

One particularly interesting aspect of the project is where it began. The first group came from the industrial area, a part of the business where technical competence is essential, but where soft skills are just as important if teams are to work well together. This choice matters. It suggests a recognition that operational leadership cannot rely on technical skills alone. Communication, behaviour, listening and team management are equally important.

For this reason, the project did not stop with the industrial leaders. **Fabiana explains that the next step will be to extend the same type of work to administrative and financial teams. The process is therefore widening from one part of the organisation to another, with the same objective of reinforcing leadership and collaboration.**



TX (USA) People

## Taking on a broader dimension

Another important element that emerged from the discussion is that the teams **involved are multidisciplinary**. They bring together different backgrounds and competencies, which makes alignment even more important. The objective is to bring these different skills and perspectives together and align the understanding of how to manage teams. In this sense, the project is not only about individual development. It is also about building a shared approach among leaders who may come from very different areas of work.

This is where the project takes on a broader People Sustainability dimension. It becomes a way to create common ground inside the company, especially at a moment when the organisation is experiencing generational change and internal transformation.

## The meaning of PEOPLE

Asked what the word People meant to her. Fabiana didn't hesitate *"People for me are energy. Nothing is possible without people."* For her, *"People Sustainability is not only about policies or formal programmes. It is about creating the conditions for that energy to grow, connect and move the company forward."*

**"People Sustainability is not only about policies or formal programmes. It is about creating the conditions for that energy to grow, connect and move the company forward."**

Mexico

TN (USA)

Colombia

Brazil

Argentina

# inspiring stories

## #2

Interview with  
**Sandra Pascual**



## WEARING YOUR COLLEAGUES' SOMBRERO IN ONDA

Understanding how others think, work and feel. At Lamberti Iberia in Onda, a programme on mental health, wellbeing and healthier lifestyle habits brings employees together in mixed-function groups, helping them better understand one another's perspectives.

**What does People Sustainability mean in everyday organisational life?** In Spain, the answer increasingly involves wellbeing, inclusion and the quality of relationships within the workplace. To explore how these ideas are translated into practice, we spoke with **Sandra Pascual, Head of Administration,**

**Finance and Human Resources at Lamberti Iberia,** about the initiatives developed within the Spanish affiliate and the reflections that emerged from them.

**“In the end, we all have human needs. We want to feel listened to, valued and part of a team.”**

Sandra has been part of Lamberti since May 2007. Over the years she has witnessed how attention to people has remained central to the company culture while new initiatives have expanded the way wellbeing and personal development are addressed inside the organisation. For her, the starting point is simple.

**Workplaces function well when people feel recognised as individuals and when they experience a sense of belonging.**

## A Changing Landscape in Spain

In recent years, the conversation around sustainability in Spain has increasingly included the human dimension of work. Topics such as inclusion, professional development, mental health and wellbeing are gaining visibility both in society and within organisations. Sandra sees this broader cultural shift reflected inside Lamberti Iberia. The Spanish team has progressively focused

its attention on initiatives aimed at improving the wellbeing of employees.

*“In my country everything related to sustainability, especially the part dedicated to people, is in a moment of growth,” she notes. “Great importance is being given to inclusion, wellbeing, professional development and mental health.”*

This growing awareness has encouraged Lamberti Iberia to develop concrete initiatives that address these issues directly.

## Training as a Tool for Awareness

Among the initiatives introduced recently, training programmes dedicated to mental health and personal wellbeing have played a central role. These sessions address topics such as stress management, positive habits, healthy nutrition, time management and teamwork.

**“We discovered things about ourselves that we would never have known if we had not stopped to think.”**

The programmes are typically organised in sessions of around two and a half hours, often once a week, so that employees can participate without interrupting the company’s daily activities. Some programmes last several weeks. Others are shorter.

With a team of around twenty people, Lamberti Iberia can experiment with different formats. In some cases the entire team participates together. In others, employees are divided into smaller groups, depending on the nature of the topic and the recommendations of the psychologist who leads the sessions.

An important element of the training design is the deliberate mixing of employees from different departments. Rather than separating administration, laboratory and logistics staff, each group includes people from several areas of the organisation.

This approach has allowed participants to gain a better understanding of the challenges and responsibilities faced by colleagues in other roles. Sitting in one’s own position within the organisation does not always make it easy to understand the situations faced by others.

The exercises proposed during the sessions also encouraged participants to reflect on their own behaviour and reactions. In many cases this process revealed aspects of their own personalities that had previously gone unnoticed, transformed into shared practices that support people and improve the system as a whole.

**“Sometimes we are more interested in what we are going to say than in listening to what the other person is saying.”**

## The Challenge of Changing Habits

Some employees initially showed hesitation when asked to participate in sessions that addressed personal attitudes or stress management. For this reason the programmes were designed so that everyone in the organisation, including management, took part. The idea was that if the initiative was intended to benefit the whole organisation, participation should be shared by all.

Over time, reactions varied. Some employees embraced the experience enthusiastically and reported noticeable changes in their attitudes. Others remained more cautious. For Sandra, this diversity of responses is natural. Each individual approaches change differently.

## Signs of a Changing Climate

While the long-term impact of these initiatives will be evaluated through employee surveys, Sandra already perceives changes in everyday interactions within the team. The tone of conversations has evolved. People communicate differently, and relationships appear more open and collaborative. *“From how people talk and how they interact with the team, you can already perceive an improvement.”*

## Health Beyond the Office

The project also promotes initiatives that encourage healthier lifestyles beyond the workplace. One example is the sponsorship of a local run in which employees can participate together. The event is designed to be accessible to everyone. Participants can run or simply walk, and the focus



In the photo: Lamberti Iberia Team

is not on competition but on spending time together outside the usual work environment.

Nutrition is another area of attention. Seasonal fruit is made available to employees as part of a broader effort to encourage healthier daily habits.

## Diversity and Connection

When reflecting on the concept of People Sustainability, Sandra highlights diversity as a defining element. Recognising these differences, she believes, is essential to building a strong and respectful working environment.

At the same time, diversity requires another skill that is often overlooked in daily interactions: listening.

For Sandra, this simple observation captures the essence of People Sustainability. Respecting diversity and

learning to listen to colleagues allows teams to grow stronger and more cohesive over time.

## The meaning of PEOPLE

Finally, we asked Sandra what the word People means to her.

**“I would say diversity. We are all different. Each person has lived different experiences and has different ways of thinking and feeling.”**

# inspiring stories #3

Interview with  
**Camilla Dolcicori**  
**Cristina Piotto**



## HOME AND SAFE AT LAMBERTI

Wellbeing, responsibility and a sense of belonging across a global organisation.

We had a conversation with **Camilla Dolcicori, HR Business Partner, and Cristina Piotto, Group Insurance Manager**, about how Lamberti is evolving its approach to People Sustainability.

Camilla, part of Lamberti's HR Team for the past three years, works across R&D, Global Manufacturing and Engineering, Sustainability, and some Italian sites, covering recruitment, development and day by day employee support.

Cristina has been with Lamberti for nearly 26 years, and manages insurance risks and global programs, with a focus both on employee benefits and property risks and liability.

## Listening First

At Lamberti, the concept of People is not just a statement. It comes to life in daily interactions, in the way individuals are supported, and in how their needs are understood across functions and geographies.

For Camilla, this starts with proximity. *“What makes me feel closest to people is daily contact: listening to their needs, supporting them through moments of change, and being there for them in their professional development.”*

Working across recruitment, development and employee support, she observes how expectations around work are evolving, particularly among younger generations.

*“Work expectations are evolving across generations.”*

## Different generations, evolving expectations.

The shift becomes clear in the way younger generations approach work. *“Today, people are looking for a broader and more balanced experience. Wellbeing, flexibility and smart working are often among the topics discussed during interviews.”*

This perspective goes beyond compensation alone. *“It’s not just about the economic aspect, but about the overall experience a company can offer.”*

For organisations, this calls for a change in mindset, including how they present themselves externally.

*“It means rethinking the way employer branding is approached, making it more authentic and aligned with what people are really looking for.”*

At the same time, it requires new ways of engaging and retaining people. Career paths are becoming more dynamic, and experiences more diverse.

**“People today tend to explore different opportunities over time, building their skills across contexts.”**

*“People today tend to explore different opportunities over time, building their skills across contexts.”*

In this scenario, the focus is not only on attracting people, but on creating an environment where they can truly recognise themselves and feel part of something meaningful – a place that fosters a genuine sense of belonging.



**In the photo, from left to right, colleagues:**  
Augusto Fiaschini – HR Business Partner // Camilla Dolcicori – HR Business Partner // Eva Caccia – HR Lead Italia



## Safety as a First Principle

Alongside these evolving expectations, some priorities remain of paramount importance. *“In our company safety is a central aspect,”* Camilla says. From the very beginning of an employee’s journey, safety is actively managed, as it is a core pillar of the organisation.

This attention is deeply embedded in the company’s culture and remains a non-negotiable foundation, alongside the growing focus on broader wellbeing.

## The Handbook: a Global Framework for Belonging

To respond to these challenges, Lambert has developed a Global Employee Handbook, designed to provide clarity, accessibility and

alignment across all subsidiaries. *“It brings together the key principles governing the employment relationship, along with practical information to support everyday working life,”* Camilla explains.

The goal is twofold: making essential information easily accessible and strengthening internal alignment across countries.

The project required close collaboration across different legal frameworks and cultural contexts. *“The main challenge was managing the complexity and diversity across countries, both from a legal and a cultural perspective.”*

The approach was deliberately inclusive.

*“Involving everyone from the very beginning was key. Sharing the goals and making people feel part of the process allowed us to achieve a strong, shared result.”*

**“We are increasingly placing people at the centre – not only managing risks, but also paying attention to the human side.”**

# Carol

The outcome is a common framework, locally adapted and translated into different languages – a tool that balances global consistency with local relevance.

It is designed for everyday use, offering clear and practical guidance without relying on complex or lengthy documentation.

More than a set of rules, it helps create a shared organizational space where people can feel aligned and connected, wherever they are.

*“We are increasingly placing people at the centre.”*

## Carol Health: Extending Care to Everyday Life

A similar evolution is also taking place in the area of employee insurance benefits, led by Cristina. *“Insurance policies may seem technical, but they actually provide meaningful support*

*for employees and their families.”* In recent years, this value has continued to grow. *“We are increasingly placing people at the centre—not only managing risks, but also paying attention to the human side.”*

Among the most recent initiatives is Carol Health, an additional service integrated into existing insurance coverage for the Italian operations. *“It is a telemedicine service designed to support families, for example through prescriptions or quick access to a doctor via video consultation.”*

The service enables employees and their families to access medical advice quickly, helping with everyday needs. This reflects a broader direction.

*“Within the Italian companies of the Group, we are progressively expanding these tools from employees to their families as well.”*

Looking ahead, similar approaches may also inspire future initiatives in other Group locations, in line with a shared focus on people and care.

## Making Value Visible

*“An important part of the work is clearly communicating the value of insurance coverage and how it can support colleagues,” Cristina explains.*

Delivering support is only part of the process; ensuring its value is clearly communicated and understood is equally key.

## Bridging Cultures

Working across countries inevitably means engaging with different expectations and ways of working.

*“One of the main challenges is navigating cultural differences,” Camilla notes. “Imposing solutions or forcing alignment is never effective.”*

The approach is based on an ongoing dialogue and mutual understanding, finding a balance between local contexts and shared principles.

*“Listening to real needs allows us to provide solutions that are truly useful,” Cristina adds.*

These projects also create valuable learning opportunities.

*“It’s always interesting to see how things are approached in different countries,” Camilla says. “It helps put our own way of working into perspective.”*

Exposure to diverse contexts broadens perspectives and strengthens awareness, encouraging a more open and inclusive mindset.

## The meaning of PEOPLE

Ultimately, both perspectives come together around a shared understanding.

**“People means responsibility... a shared responsibility to take care of people.”**

Camilla

**“For me, it means delivering real protection—looking after individuals, promoting their wellbeing, and helping build a sense of security for them and their families over time.”**

Cristina

People, in this sense, far from being numbers, are the expression of values, needs and life experience that organisations are called to recognise and support.

## PEOPLE’ HEALTH

### Supporting People Beyond Work

- Insurance programmes designed for employees and their families
- Includes major medical events coverage
- Enables immediate access to treatment without waiting times
- Introduction of remote medical consultation service (Carol Health)
- Provides doctor consultations via phone or video call

## PEOPLE’S SAFE TRAVEL

### Global Mobility and Protection

- Travel assistance programme for employees on business trips
- Integrated into a global framework
- Coverage extended to 15 days before and after travel
- Ensures continuity of protection during personal extensions of trips
- Already active and in use since January



**In the photo, from left to right:**

Giovanna Delpini - Group Insurance Specialist // Cristina Piotto - Group Insurance Manager // Gianluca Perna - Group Insurance Trainee

# inspiring stories

## #4

Interview with  
**Mahendra Tripathi**



## THE VALUE OF SHADE, AND PEOPLE

How small, sustained actions in India are shaping wellbeing, community and a different idea of sustainability

We spoke with **Mahendra Tripathi, the Country General Manager & Executive Director of Lamberti India**, about People Sustainability in a context where community, environment and daily life are deeply interconnected.

Reflecting on this journey, he echoed a timeless thought from the Bhagavad Gita, "*Uddhared atmanatmanam natmanam avasadayet*", "*one must elevate oneself through one's own efforts.*"

For him, sustainability becomes meaningful only when people are empowered to shape their own progress. "*Empowering people makes you strong because you have strong people around you.*"



## Empowerment, not assistance

Speaking about the She Dares initiative, Mahendra emphasised that true transformation comes through knowledge and capability, much like the teaching of the Bhagavad Gita which says, **“Na hi jnanena sadrisham pavitram iha vidyate”**, “nothing is more powerful and purifying than knowledge.” **“We have been empowering rural women to start writing their success stories,”** he explained, highlighting how skills, financial support and institutional backing have enabled structural change rather than temporary relief.

The results are visible and deeply inspiring. **“They are sitting in boardrooms conducting meetings.”** The shift is not just economic, but social. **“They represented their concerns in village councils where normally only men used to sit.”** Mahendra, the distinction is fundamental, **“Helping people can make them dependent, but empowering them creates strength, not just in them, but around them.”**

## From households to communities

Mahendra sees these individual transformations as seeds of wider societal change, resonating with the idea from the Bhagavad Gita, **“Yad yad acarati shreshthas tat tad evetaro janah”**, “what one person does, others follow.” **“You don’t see small children roaming during school hours anymore, they are all in school.”** As families gain financial stability, their aspirations evolve. **“They think about their children and their future in a more ambitious way.”**

This ripple effect defines his understanding of sustainability, not as isolated projects, but as living systems of influence where change spreads organically fosters a genuine sense of belonging.



## Carriers of values

This philosophy extends within the organisation as well. Describing initiatives around waste management in “urban” areas, Mahendra referred to the spirit of the Rigveda, **“Sangacchadhvam samvadadhvam sam vo manamsi janatam”**, “move together, speak together, think together.” **“We educated employees and their families on waste segregation,”** he explained, adding that **“the idea was to make them ambassadors in their own communities.”**

Employees, in this sense, become carriers of culture. **“Wherever a Lamberti employee lives, the neighbourhood learns from those values.”** He emphasised that impact is not about scale, **“We are working with around 12 families, but the change is real and tangible.”**



**“They think about their children and their future in a more ambitious way”**



## The trees that changed the street

Among the most vivid examples he shared was a social forestry initiative. Reflecting the spirit of a traditional Sanskrit saying, "**Paropakārāya phalanti vrikshah**", "trees bear fruit for the benefit of others," he described how "**we decided to plant 100 neem saplings, and today 85 of them have become trees.**"

"It was not just about planting, we ensured regular care and irrigation," he noted. The impact is both environmental and human, "**Today, a person can walk nearly one and a half kilometres under shade.**" What stood out even more was the community's involvement, "**Local people also participated voluntarily and took care of these trees.**"

## A cooler approach

Addressing workplace wellbeing, Mahendra described how simple, thoughtful design changes can create meaningful comfort, echoing the balanced living advocated in the Bhagavad Gita, "**Yuktahara viharasya yukta cheshtasya karmasu**", "balance in living leads to wellbeing."

"**We decided to make the building less hot by installing screens using wooden pallets,**" he explained. This evolved into a broader approach, "**We moved towards designs that allow natural air circulation and natural light.**" The results were striking, "**There was no need to switch on lights for the whole day during trials.**"

"It is not rocket science," he added, "**it is about culture, respect for the environment and concern for people's comfort.**"

## Sustainability needs to be sustained

For Mahendra, sustainability is not an event but a discipline, aligned with the teaching of the Bhagavad Gita, "**Karmany evadhikaras te ma phaleshu kadachana**", "focus on action, not just outcomes." "**Sustainability needs to be sustained, you cannot switch it on and off,**" he said.

He believes the true measure lies not in visibility, but in meaning, "**It is about what makes sense to us, rather than what people see.**" Even incremental progress matters, "**Maybe not 100%, even 1% change is valuable.**"

## What PEOPLE means

In closing, his reflection resonated with the timeless wisdom of the Mahopanishad, "**Vasudhaiva kutumbakam**", "the world is one family," a thought that beautifully captures the spirit of interconnectedness at the heart of sustainability. It also echoes the sentiment of "**Sarve bhavantu sukhinah, sarve santu niramayah**", "may all beings be happy, may all be free from suffering," a universal prayer from the Upanishads that places collective wellbeing above individual gain.



"People means life; people are the world in motion. Without people, everything becomes still, without purpose or meaning."



# inspiring stories #5

Interview with **Eva Caccia**  
**Francesca Gerace**



RI (USA)  
NJ (USA)  
People  
WI (USA)



## WE THE PEOPLE

### The employee journey at Lamberti and what we bring to the table

Colombia  
Brazil  
Argentina

At Lamberti, the People pillar of sustainability takes shape through concrete actions, shared responsibility and a deep awareness that organisations grow through the individuals who compose them. This perspective emerges clearly in a conversation with **Eva Caccia, HR Lead Italia**, and **Francesca Gerace, Global EHS Manager**, whose roles intersect where people, wellbeing and organisational processes meet.

Eva Caccia has been working at Lamberti for 18 years and coordinates all human resources management activities across Italy, ensuring coherence between HR policies and processes across Italian sites. Francesca Gerace, who joined the company in 2002, is responsible for the global coordination of health, safety and environmental functions, with a particular focus on prevention and protection.

**“You need a strong team and good relationships, so that everyone can perform at their best and handle the unexpected.”**

Both perspectives converge on a shared understanding of what it means to work with people. For Eva, *“working in human resources means being able to listen to the people who work for the Group and to create the conditions that allow everyone to grow within the company and express their potential and their abilities. The greatest satisfaction comes from seeing people settle in, grow, and develop professionally.”*

## Organisational climate is central

Francesca’s role introduces an additional dimension, that of relationships: *“Beyond coordination, which is one of the main activities of my function, this is certainly an aspect that makes me feel close to people,”* she explains.

The reason is clear. Effective coordination depends on trust and collaboration. *“You need a strong team and good relationships, so that everyone can perform at their best and handle the unexpected.”* In this sense, organisational climate is not secondary. It is the condition that allows processes to function.

## The soft core of risk assessment

One of the most significant shifts described in the conversation concerns the evolution of risk assessment. Traditionally centred on technical factors, it now increasingly includes human and emotional dimensions. *“Over the years, an important aspect has been to keep people at the centre of risk assessment,”* Francesca notes. This includes recognising the role of emotions. *“Fatigue, frustration, or even*



**“We consider diversity as an element that can enrich our organisation.”**

*excess of confidence, are fundamental aspects, too, and legislation is increasingly taking this into account.”*

## Inclusion as a declared value

From an HR perspective, the People sustainability pillar is anchored in clearly defined principles, articulated from the very first moment of the employee journey.

*“In the onboarding we explain our HR policy, which explicitly states that inclusion, equality and diversity are fundamental values for our organisation.”*

This approach extends to recruitment. *“Selection is based exclusively on potential, on individual skills and competencies. Elements such as gender, nationality, ethnicity and religion have absolutely no relevance.*

*We consider diversity as an element that can enrich our organisation.”*

## Work-related stress, anyone?

The project on work-related stress offers a concrete example of how these principles are translated into action.

In 2025, Lamberti developed guidelines for updating the assessment of work-related stress risks across all Italian sites. The initiative was driven by regulatory requirements, but it was approached with a broader objective: to increase awareness, strengthen listening across the organisation and identify areas for improvement in communication and employee involvement. As Eva explains, work-related stress is *“a condition of physical, psychological and social discomfort, when the demands of the work activity exceed the worker’s*



ability to cope.” The project involved the entire Italian organisation and was built on a coordinated effort between HR, EHS, site management and external specialists. A multidisciplinary team contributed to the design of a questionnaire, which was distributed to all employees in both digital and physical formats.

Participation was voluntary, yet engagement was high. *“We had a very high percentage of participation, around 70 percent of employees.”* To ensure reliability and trust, external psychologists were involved and the process was guaranteed full anonymity. *“The questionnaires were absolutely anonymous, we received only the processed data.”*

### Learning to listen

The project introduced new forms of listening within the organisation. For the first time, focus groups were conducted to deepen the interpretation of questionnaire results. Employees were interviewed by external consultants, without company interference, to verify and expand on their responses.

An internal communication campaign accompanied the process, ensuring that employees were informed before, during and after the assessment. The use of internal platforms helped reach the entire workforce and made communication more structured and effective.

### Let’s talk, again

While no critical stress situations emerged, the project highlighted areas requiring attention, particularly in terms of communication and engagement. This led to the definition of improvement actions at both central and local level. One example was the reintroduction of departmental meetings, aimed at strengthening the dialogue between managers and employees.

At the same time, HR identified broader actions to improve communication flows, including better use of internal platforms, structured editorial plans and the sharing of information through digital noticeboards in common areas. The objective was clear: to streamline communication between the company and its employees.

### Watch out for the sentinel events

*“We’ve only just started,”* Francesca states, underlining the need to give continuity to the actions identified. Some monitoring activities have already been put in place, using indicators such as absenteeism, turnover and overtime to detect potential signals of discomfort.

At the same time, the HR department is considering new initiatives, including additional health benefits and access to mental-health support.

### The meaning of PEOPLE

For Eva, the concept of People is inseparable from experience.

**“When I think of people, I think of ‘baggage’: what each person brings, what they have become, and what they can become. Yet results can only be achieved if others accept it without judgement”**

For Francesca, the focus shifts to the collective dimension:

**“To me, People means teams, and teams mean sharing experiences and best practices, bringing your own experience to the table”**

## Connection

More than a link, it is what turns proximity into meaning. Connection is the quiet infrastructure of trust, where people begin to understand not only what others do, but who they are. Without it, organisations function. With it, they come alive.

## Empowering

Not giving power, but revealing it. Empowering means creating the conditions in which people discover they can act, decide and grow. It is the shift from assistance to autonomy, from being supported to becoming capable.

## Mental health

Not a private matter, but a shared space. Mental health in organisations is about recognising that stress, fatigue and emotion are part of work, and that caring for them is not a weakness, but a responsibility.

## Wellbeing

Not a benefit, but a condition. Wellbeing is how people experience their work, physically, mentally and socially. It is not measured only in programmes, but in whether people arrive with energy, and leave with something still left.

## Organisational climate

You cannot see it, but you can feel it. Organisational climate is the atmosphere that surrounds every interaction, shaping how people speak, collaborate and perform. It is the difference between working together and simply working side by side.

# glossary

## Sombrero

A Spanish word for hat. Here, it becomes an invitation: to put on someone else's "sombrero", to step into their perspective, and to understand that every person carries a different way of seeing, living and feeling the world.

## Sentinel events

Small signals with a larger story to tell. Absenteeism, turnover, overtime are not just numbers, but early warnings, quiet indicators of how people are feeling beneath the surface. Listening to them means listening before problems speak loudly.

## People-centric

A phrase often said, rarely lived. Here, it is lived every day, and to the fullest. To be truly people-centric is to recognise that organisations grow through people, not around them.

## Risk assessment

Traditionally about hazards, increasingly about humans. Risk assessment today includes not only machines and procedures, but emotions, behaviours and states of mind, recognising that safety begins where people are.

