

THE MAGAZINE OF THE SWISS CHAMBER OF COMMERCE IN ITALY

LASVIZZERA

ENGLISH
VERSION

2026



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LASVIZZERA

LA SVIZZERA - THE MAGAZINE OF THE SWISS CHAMBER OF COMMERCE IN ITALY

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EDITORIAL

HOW DESIGN COULD SAVE THE WORLD

La voiture a tué la ville.

La voiture doit sauver la ville.

(The automobile killed the city. The automobile must save the city).

These are the words of architect Le Corbusier that struck me while I was on a train between Milan and Zurich.

The automobile is one of the most widespread design products globally, and it has radically transformed our cities and the way we live.

It is therefore a particularly clear example of how design is not merely about form and technique, but a force that shapes societies.

Rethinking the car introduces a powerful idea: if design has created a problem, transforming design can become the solution: la voiture doit sauver la ville.

To continue with the example of the automobile, imagining cities with non-polluting cars, shared mobility, and urban environments designed on a human scale—indeed, better suited to the elderly and children—while expanding public spaces, offers the car the opportunity to play a positive role in enhancing urban well-being.

This extended premise helps us understand how design can become an important tool for fostering critical awareness in the face of populism.

Design is not merely about aesthetics or the creation of objects and services; it is a way of making complexity understandable, reducing polarization, and deepening our perception of reality.

This is the exact opposite of what populism feeds on: complex problems reduced to slogans, “us versus them” divisions, immediate emotions—all conveyed through rapid communication, striking images, and short messages, resulting in a fragmented and easily manipulated perception of reality. Design, as a kind of remedy, is therefore not neutral; it can build awareness, critical thinking, and civic maturity.

La voiture doit sauver la ville.

Fabio Bocchiola



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LA CHAUX-DE-FONDS



READING GUIDE

Dear Readers,

this guide invites you to approach the magazine content thematically rather than sequentially. Sustainability, innovation, and human relationships are presented as conscious antidotes to the climate, economic, geopolitical, technological, and demographic tensions that are challenging our development model. We have conceived this issue as a tool for deeper insight and reflection—a positive lens on mindful change. Through the contributions of leading Swiss and Italian voices, a call for constructive dialogue emerges: to transform challenges into opportunities for sustainable, innovative, and inclusive progress, with particular attention to the bilateral relationship between Italy and Switzerland. Our aim is to offer you a perspective that is both positive and informed. Challenges become opportunities for shared change, driven by innovation and collective responsibility.

Tensions are not obstacles, but drivers of a regenerative economy. Here are the key themes:

Economic Sustainability

We explore best practices that combine environmental impact with economic success, such as awards recognizing regenerative business solutions. Predictive environmental indicators, strategic alliances in the ESG/CSR sphere, and green finance policies are transforming regulatory pressures—from the CSRD to the EU Taxonomy—into levers for long-term corporate leadership.

Global Diplomacy

Focus on international cooperation. The Paris Agreement, climate action, financial frameworks, and equitable access to green technologies help balance historical responsibilities with energy security. Bilateral projects on Alpine transport, EU funds for social cohesion, and strategies to counter currency-related trade barriers promote stable growth and foster North-South dialogue. A scientific and ethical diplomacy, together with a renewed youth identity as a counterforce to individualism, points to a paradigm shift toward more positive global balances.

Digital Innovation and Social Resilience

We outline collective action frameworks on AI and robotics, identifying pathways to foster inclusive skills among younger generations. We examine the impact of AI on language and translation, alongside ethical global platforms and collaborative models for responsible technological progress—turning social and healthcare challenges into resilience and innovation.

Companies Taking the Lead

Our large Swiss companies in Italy demonstrate how to transform the *status quo*—through awards for innovative startups, cultural levers that foster internal sustainability, and tailored protections for evolving lifestyles, with a strong emphasis on human capital.

Future Visions

Research institutions outline new horizons in cultural urban planning—illustrated by Art Basel as a form of civic anchoring—alongside reflections on authorship in generative AI, digital art, and spaces that foster a sense of belonging.

Roots and Perspectives

From the migration of the “poschiavini” to Italo-Swiss cinema and the Milan Cortina 2026 Winter Olympics, these themes intertwine with the Chamber’s wide-ranging activities—from legal and tax support to opportunities to host sustainable events at the Centro Svizzero, as well as the inauguration of the new Swiss Corner *Dehors* as a design meeting point between Switzerland and Italy.

I would like to thank IULM University for its essential support, as well as the entire Swiss Chamber team! Enjoy your reading.

Alessandra Modenese Kauffmann



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THE ECONOMY IS PART OF THE SOLUTION

By **Doris Leuthard**, former President of the Swiss Confederation and Chair of the Jury of the Green Business Award



Doris Leuthard

long-term stability, innovative capacity and the attractiveness of an economic system.

In my role as Chair of the Jury for the Green Business Award, I witness this transformation very concretely: the most compelling companies do not see environmental responsibility as a constraint, but as a lever for developing new business models, improving efficiency and strengthening their competitive positioning. Today, the economy is not merely part of the problem: it must also be part of the solution.

One of the main challenges facing many Swiss companies is turning

For a long time, environmental responsibility was seen as being at odds with economic competitiveness, a view heavily shaped by short-term cost considerations.

Today it is clear that this paradigm has been overtaken. Climate change, resource scarcity and geopolitical dependencies show that economic success cannot be sustained without environmental stability.

Sustainability is no longer a secondary or ideological issue, but a decisive factor in

sustainability from a collection of isolated initiatives into a strategic, integrated process. As long as environmental measures remain confined to individual projects, they tend to result in additional operating costs and generate only limited impact. Systemic and regenerative business models require a clear commitment to governance, measurable targets and a long-term vision. Investments in these solutions do not deliver immediate results, but they are essential to ensuring competitiveness over time.

The finalists of this year's Green Business Award illustrate different approaches to this transformation: Everllence develops climate-neutral heat pumps for the sustainable supply of thermal energy to entire cities; Oxyle works on the permanent elimination of PFAS chemicals from water; Voltiris combines greenhouse production with renewable energy through innovative solar modules. These examples demonstrate how environmental challenges can translate directly into robust and competitive business models.

In Switzerland, it is clear that sustainable innovation is particularly effective when businesses, the scientific community and the public sector work closely together within a stable and predictable regulatory framework. Clear targets and reliable conditions encourage investment and make it easier to scale up new solutions.

For countries with a strong SME presence, such as Italy, it is also essential that sustainable innovation should not depend on company size. Indeed, it is precisely small and medium-sized enterprises that, through specialisation, strong ties to their local area and entrepreneurial agility, can make a significant contribution - provided that long-term investment and the courage to innovate are properly supported.

MOVING FORWARD TO BRING SWITZERLAND AND ITALY CLOSER TOGETHER

By **Roberto Balzaretti**, Swiss Ambassador to Italy

At the beginning of the year, we were all deeply affected by the tragedy in Crans-Montana. I would like to renew our deepest condolences and express our closeness to the families of those who lost their lives, as well as to all those who were injured. Solidarity must also guide us in addressing the current tensions, from climate change and the growing focus on security to the challenges posed by the rapid development of emerging technologies such as artificial intelligence and quantum technologies. In this context, relations between Switzerland and Italy take on a strategic role, not only in economic terms. Strengthening and expanding cooperation in the fields of innovation and sustainability is essential if we are to address these challenges effectively.

The life sciences represent one of the most dynamic areas of collaboration between



Roberto Balzaretti

Switzerland and Italy. Linking Basel, Ticino, Lombardy, Lazio and Campania, a biomedical axis of excellence has taken shape: Switzerland offers leading expertise in pharmaceuticals and biotechnology, while Italy boasts a particularly active network of clinical research centres and SMEs. Complementarity is equally evident in the field of energy and the green transition: Switzerland excels in hydropower and hydrogen technologies, while Italy is accelerating its efforts in renewables and Mediterranean energy networks. Together, we can create an Alpine clean energy corridor, integrating infrastructure and expertise.

Sustainable mobility and intelligent logistics are another area of intense cooperation, from transalpine rail links, such as the Rhine-Alpes axis, to solutions to reduce the environmental impact of freight transport. Italy and Switzerland



Ambassador Balzaretti with Stefania Proietti, President of the Umbria Region. © FDFA



The first leg of "In Cammino con la Svizzera" ends on the parvis of the Basilica of St Francis in Assisi with Fra Marco Moroni, Custos of the Sacred Convent. © FDFA



Ambassador Roberto Balzaretti with female and male students from the University for Foreigners of Perugia after a *lectio magistralis* on: "The value of law and balance in a world in transition". © FDFFA

are thus working hand in hand to make traffic across the continent more efficient and sustainable. In all these areas, research and innovation play a key and complex role that is difficult to understand without direct contact with local realities. Knowledge of the economic data is certainly important, but what proves decisive is the human element: it is through dialogue that the most effective partnerships are built. This is why I chose to embark on "In Cammino con la Svizzera" (Walking with Switzerland), a journey through Italy's 20 regions to gain first-hand insight into Swiss-Italian collaborative projects, both the better known and the less familiar ones. Among the nine regions I will be visiting in 2026 are Tuscany, Campania, Liguria and Veneto, each with its own unique history and socio-economic fabric. In November 2025, Umbria hosted the first part of the project, marking a key moment in the initiative. I was struck by the existing collaborations between our two countries in business, culture and research, as well as by the considerable potential that still remains to be unlocked.

In Umbria too, Swiss and Italian expertise in the fields of precision machinery and electronics come together, revealing both affinities and

complementarities: Italian engineering excellence combines with Swiss research, creating synergies capable of driving advanced innovation. Following this leg of the journey, we launched a partnership between universities and organised a trade mission for Swiss companies to Umbria. These first 400 kilometres or so travelled across Rome, Perugia and Assisi confirmed that the project works and can lead to tangible action across different regions and areas of collaboration.

During this first stop, I met around a hundred people, including the President of the Region, a plant manager, start-up founders, an olive oil producer, and female and male students. Each meeting was an opportunity to build bridges between Switzerland and Italy, step by step. I am convinced that today, more than ever, personal interactions what truly make the difference. This true closeness can only be built by leaving our embassies to meet local realities.

Media impact and visibility on social media are certainly important to reach a wide audience and are a valuable complement. However, human impact remains crucial, both in the field of diplomacy and in trade, industrial and economic relations.



A memory combining innovation and tradition: the Ambassador together with the Deputy Mayor of Perugia and Councillor for Culture, Marco Pierini, at the Museo Civico di Perugia, on the innovative bench, manufactured in Switzerland by FORM AG, kreative Macher. © FDFFA

IN CAMMINO CON LA SVIZZERA

Collaboration between Switzerland and Italy is close and ongoing, fostered by geographical proximity, more than 700 kilometres of shared border, and common European values. Exchange and cooperation flourish across a wide range of fields: from energy and transport to culture, education and research, as well as security and projects funded through Switzerland's second contribution under a bilateral migration programme.

One Ambassador, twenty regions, a thousand meetings. These are the three key elements of "In Cammino con la Svizzera", a project of the Swiss Embassy in Italy with the collaboration of the Consulate General of Switzerland in Milan. Between November 2025 and the end of 2027, Swiss Ambassador to Italy Roberto Balzaretti will visit all Italian regions. As a lasting reminder of this journey, the project's iconic bench - produced in Switzerland by FORM AG, kreative Macher, using recycled materials - will be donated to a local institution and will remain with the community as a place for exchange, dialogue and information.

Twenty multi-day itineraries, undertaken on foot and by sustainable means of transport, will be organised with a clear objective: to meet local communities in Italy and the key figures - from institutions, business, academia and research, as well as associations and cultural bodies - who, through their daily work, help to build and strengthen relations between Switzerland and Italy.

EVOLUTIONARY SYNERGIES. INNOVATION, FINANCE AND INDUSTRY

Interview with Sen. **Claudio Barbaro**, Undersecretary of State to the Ministry for the Environment and Energy Security of the Italian Government

In the context of the Paris Agreement, which operational levers - such as investments in clean technologies, public-private partnerships and sustainable finance instruments - do you believe should be prioritised by businesses so that the climate transition can become a driver of competitiveness and stability?

In the context of the Paris Agreement, climate transition can only become a competitiveness factor if companies are put in a position to turn environmental goals into industrial opportunities. In my opinion, there are three priority levers: technological innovation, modern energy infrastructure and finance geared towards industrial investments.

The first lever is technological innovation. Renewables, storage systems, energy efficiency, renewable hydrogen and the digitalisation of grids are technologies that not only reduce emissions, but also enhance the productivity and resilience of businesses. Those who invest in clean solutions today position themselves in the global supply chains that will grow the most in the coming decades. Our task is to foster this innovation by simplifying authorisation processes and supporting industrial research.

The second lever concerns the development of modern energy infrastructure. The transition requires more resilient electricity grids, widespread storage capacity, biomethane and hydrogen facilities, energy communities, and more efficient energy logistics. These are investments that no single actor can sustain alone. That is why public-private partnerships are crucial: they make it possible to share risks, mobilise capital and ensure that businesses can invest without losing competitiveness. This is where sustainability and economic growth

reinforce one another. The third lever is sustainable finance geared towards industry. Businesses that incorporate credible environmental targets into their industrial plans secure better conditions and attract investors. The government must ensure a stable and transparent regulatory framework that rewards those who truly invest in the transition and discourages greenwashing. In this process, the stability of public policy is crucial. The Italian government - now the longest-serving in the history of the Republic - is working in precisely this direction.

In short, the climate transition becomes a competitive advantage when innovation, infrastructure and finance move together within a stable political framework. This is how Italy can contribute to the goals of the Paris Agreement and, at the same time, strengthen its economy.

Let me conclude, however, by making a clarification that I feel is necessary in terms of terminology. I am not particularly fond of the expression “ecological transition”, and by the same token I do not especially like speaking of an “energy transition” or a “climate transition” either. Why do I stress this point?

While fully respecting the role of each institution, and the different views on how best to address these issues, it is important to underline that the Government has brought about a real change of approach to environmental matters - particularly in the relationship that must be built between these issues and the public. Terms such as “climate transition” and “ecological transition” may be compelling, but they are not always immediately clear. Environmental issues, after all - and I say this from experience - are not simple. It is a complex field that spans a wide range of equally complex sectors,



Claudio Barbaro

and addressing it requires clarity and the ability to communicate simply the good practices needed to meet the needs of modern society while respecting the environment in all its dimensions.

In line with the commitments discussed at COP30, Climate Finance emerges as a hub of international climate action. What criteria should guide the allocation of resources in the future to ensure real impacts and strengthen developing countries' confidence in global negotiations?

In light of the commitments discussed at COP30, it is clear that Climate Finance represents a decisive junction in international climate action. To strengthen mutual trust between developed and developing countries, the allocation of resources will have to be guided by very clear criteria. Certainly, it is important to ensure that projects are effective. Resources must go to initiatives that generate measurable impacts: reducing emissions, improving energy efficiency, developing local supply chains, creating skilled employment. We cannot afford merely symbolic measures; we need projects that can genuinely transform energy and production systems. The Mattei Plan is a case in point.

The second criterion is transparency in the use of funds. The credibility of climate finance depends on the ability to track how resources are used, what results they produce and what benefits they bring to local communities. Transparency is an essential element in rebuilding the trust of the most vulnerable countries, which have often perceived a gap between the commitments announced and those actually delivered.

The third criterion concerns the ability to mobilise private capital. In this context, Italy is promoting a highly pragmatic approach, based on energy and climate cooperation. Through instruments such as the Mattei Plan, development cooperation programmes and multilateral initiatives, we are seeking to support concrete projects capable of generating immediate and lasting benefits. The aim is for investment in sustainable activities across all sectors to become not only a response to the climate crisis, but also a driver of economic development and geopolitical stability,



particularly in the wider Mediterranean and in Africa. Only through clear criteria, transparency and international cooperation grounded in trust will we be able to build climate finance that rises to the scale of global challenges. I am pleased to say that, whenever I represent Italy abroad on institutional missions, I consistently receive very positive feedback, along with a clear interest from other countries' representatives in drawing first and foremost on Italian expertise.

Looking to the future of global climate governance, what role could countries such as Switzerland - outside the EU, yet central from both a financial and diplomatic perspective - play in fostering dialogue between the Global North and South, and in contributing to a cooperative approach to managing environmental challenges?

Looking to the future of global climate governance, countries like Switzerland can play a particularly valuable role. Although outside the European Union, they remain central from both a financial and diplomatic perspective, which makes them ideally placed to foster dialogue between the Global North and South.

First and foremost, Switzerland can act as a genuine “bridge country”. Its position of neutrality, combined with a long-standing tradition of multilateral diplomacy, enables it to engage with a wide range of international actors and to facilitate compromise in climate negotiations. In an increasingly fragmented geopolitical context, the ability to create spaces for constructive dialogue is a strategic asset.

Secondly, Switzerland has one of the most advanced financial and technological ecosystems in the world. Its banking institutions and innovation centres can make a significant contribution to climate finance by mobilising private capital and developing sophisticated financial instruments to support mitigation and adaptation projects in developing countries. This is an essential contribution to bridging the gap between announced commitments and the resources actually available.



COHESION AND COMPETITIVENESS FOR THE EUROPE OF THE FUTURE

Interview with **Tommaso Foti**, Minister for European Affairs, the PNRR and Cohesion Policies of the Italian Government

You have stressed the importance not only of the scale of national spending through the PNRR and cohesion funds, but also of how those resources are allocated in order to deliver tangible benefits for businesses and citizens. In light of today's economic tensions and social disparities, which evaluation and monitoring tools do you propose in order to measure the social impact of these investments?

One of the critical issues of cohesion policy lies in the difficulty of demonstrating the extent to which the funds genuinely contribute to the achievement of national, regional and European objectives. Too often, the focus is placed on spending and regulatory compliance rather than on the concrete impact of policies on citizens, businesses and local communities.

The experience of the PNRR has highlighted the advantages of a performance-based approach, which directs investment towards tangible outcomes such as job creation, access to services and the improvement of skills. In this regard, Italy is already testing some of these principles in the current cohesion policy programming cycle, also with a view to the European debate on the future of funding beyond 2027.

With the 2024 reform of cohesion policy, an enhanced monitoring system for strategic projects was introduced, making it possible to track the progress of interventions more consistently, identify critical issues and strengthen coordination among the administrations involved. This system does not merely verify spending; it also focuses on strategic coherence and on the achievement of specific procedural milestones through to the completion of the projects. In 2025, 239 strategic projects were identified, with a total value of €3.7 billion.



Tommaso Foti

In order to strengthen the capacity to assess the impact of public investments, work is under way along three main lines: improving monitoring and data collection systems by introducing outcome indicators alongside financial ones; enhancing transparency and public accountability, including through open-data tools such as the OpenCoesione portal; and linking programming and evaluation more closely, so that the results achieved can help guide future investment choices. Over the years, cohesion policy has also demonstrated a strong capacity to adapt to crises. Its resources supported the response to the Covid-19 pandemic and to the energy crisis that followed Russia's war against Ukraine.

Through strategic reprogramming, €4.6 billion was allocated to the STEP platform for digital technologies, biotechnologies and clean technologies, while around €2.6 billion - as part of the mid-term review of the programmes - was directed towards priorities such as housing, water resilience, the energy transition and civil preparedness.

Cohesion is not merely a question of resources, but above all of responsibility towards society. In your view, how can the 2021-2027 EU funds translate this essential principle into policies capable of addressing territorial inequalities?

Over recent decades, cohesion policy has contributed to growth, employment and the strengthening of administrative capacity, while also demonstrating an ability to respond to crises. Yet significant territorial disparities persist, and new challenges - such as the climate and digital transitions, global competition and demographic change - risk widening them further.

This is why the 2021-2027 programming focuses on a number of strategic priorities: supporting innovation and business competitiveness, investing in the digital and green transitions, strengthening skills and employment, particularly for young people and women, and improving infrastructure and public services. With the mid-term review of the programmes, a number of emerging priorities have also been further reinforced, including critical technologies, decarbonisation, housing, water resilience, the energy transition and security, alongside the strengthening of administrative capacity.

A key element remains the place-based approach, which makes it possible to tailor measures to the specific characteristics of each territory and highlights the role of local authorities. Within this framework-aimed at addressing challenges such as urban regeneration, sustainable mobility and climate change - and policies for inner areas have been strengthened, in order to tackle depopulation, population ageing and inequalities in access to services.

As the 2021-2027 EU funding cycle draws to a close, what lessons should be learned from the experience of cohesion funds in shaping the next phase of European policies, so that they can respond even

more effectively to the new challenges we are facing?

The experience of the 2021-2027 programming period offers important guidance for the future of cohesion policy. Its role as a structural policy of the European Union must be preserved, based on multiannual programming, dedicated resources and a strong territorial grounding, with the aim of reducing disparities between regions.

One of the key lessons is the need to place a stronger focus on results, by improving the evaluation of the impact of public investment and promoting greater simplification, so as to make procedures and controls more efficient and to facilitate the implementation of programmes.

Another key element is flexibility, which has made it possible to redirect programmes towards new strategic priorities. In Italy, €3.6 billion was reallocated as part of the mid-term review. Lastly, experience shows that cohesion and competitiveness can go hand in hand: investment in innovation and strategic technologies, as in the case of the STEP platform, can reduce territorial disparities and strengthen Europe's competitiveness, while promoting balanced territorial development.



“

COHESION POLICY HAS SHOWN STRONG CAPACITY TO ADAPT TO CRISES

”

THE ITALIAN WAY TO SUSTAINABILITY: A BRIDGE LINKING EUROPE AND SWITZERLAND

Interview with **Maria Siclari**, Director General of The Italian Institute for Environmental Protection and Research (ISPRA)

Environmental pressures are a decisive factor for Swiss sustainable finance: how can innovation in environmental indicators, as promoted by ISPRA, help companies turn regulatory uncertainty into an opportunity for leadership and alignment with European and international goals?

Environmental pressures are now recognised as material financial risks. Innovation in environmental indicators, as promoted by ISPRA, represents not merely technical progress, but a strategic response to regulatory uncertainty.

This commitment has its legal basis in the Decree of the Ministry of the Environment and Energy Security (No. 67/2024), which explicitly entrusts the Institute with the task of providing technical support to the Ministry in implementing European provisions on sustainable finance, thereby acting as a bridge between regulation and operations. With the technical paper presented in 2024, The Environmental Challenge for Sustainable Finance, ISPRA has made available to businesses, SMEs and financial operators a set of key environmental indicators covering the main thematic areas: from greenhouse gas emissions to biodiversity, and from water resource management to natural risk management. The strength of this approach lies in its

rigorous verifiability: while legislation sets out the requirements, ISPRA shows how they should be calculated, bringing the scientific consistency needed to ensure their reliability. This approach is crucial for companies seeking to attract international capital, as it significantly reduces the risk of information asymmetries or greenwashing. The digital evolution of this process takes shape in the Digital Platform for Sustainable Finance, a tool that transforms the ISPRA guidelines into an interactive ecosystem. A central and distinctive feature is the calculation section, designed as a genuine



Maria Siclari

operational laboratory for sustainability. Here, companies can independently assess their impacts, calculating direct and indirect emissions as well as a range of environmental risks through guided pathways.

Finally, the integration of specialist modules dedicated to the analysis of physical risks is planned for 2026. This development, financially supported by MIMIT (the Ministry of Enterprises and Made in Italy), responds to one of the most pressing needs in contemporary sustainable finance: the need to quantify the physical risks that threaten business continuity and the value of corporate assets. At a time when acute climate events are becoming ever more frequent, a company's ability to map its vulnerability through ISPRA's data and models (IdroGeo platform) is not merely an exercise in transparency, but a genuine strategy for financial resilience.

How is climate change redefining the criteria for measuring and evaluating environmental policies in Europe?

Over the past decade, climate and energy policies have undergone a profound revision worldwide, both following the signing of the Paris Agreement and in response to events of recent years, such as the Covid-19 pandemic and the war between Russia and Ukraine. Against this backdrop, the 2021



European Climate Law, adopted through Regulation (EU) 2021/1119, together with the so-called “Fit for 55” package and “REPowerEU”, constitutes the fundamental pillars guiding policy choices towards 2030 and 2050. In particular, Regulation (EU) 2021/1119 established the political ambition of achieving climate neutrality by 2050, making it a legal obligation for the EU.

Through its adoption, the EU and its Member States committed to reducing net greenhouse gas emissions in the EU by at least 55% by 2030, compared to 1990 levels. Although the recent agreement reached at the Environment Council indicated the target to be achieved by 2040 - a 90 per cent reduction in greenhouse gas emissions compared with 1990 levels, of which 5 per cent may be achieved through projects carried out in third countries - the pathway needed to reach that target has not yet been defined, and some of the instruments introduced to meet the 2030 target have not yet become fully operational. The first is the ETS1 system (the ETS Directive), which governs large industrial installations

and air and maritime operators, and requires a 62 per cent reduction by 2030 compared with 2005 levels. The second is the Effort Sharing Regulation (ESR), which covers the transport, residential, tertiary, non-ETS industry, waste and agriculture sectors. For Italy, it requires a 43.7 per cent reduction by 2030 compared with 2005 levels, with binding annual limits.

Unlike the ETS, the responsibility here lies with the Member States. The ESR imposes a particularly demanding reduction effort: in order to remain on track with the 2021-2030 emissions trajectory, a significant cut in emissions must be initiated immediately, to be achieved primarily in the transport and civil sectors. The third is the LULUCF Regulation, which concerns land use and forestry, with an EU-wide target of net removals of 310 million tonnes of CO₂ by 2030. Italy's share amounts to around 50 million tonnes.

ISPRA and Switzerland are scientific and institutional partners that share environmental challenges and collaborate

through specific projects and agreements. How has this relationship evolved over time in response to modern challenges?

Together with Europe's leading research institutions, ISPRA has signed the Agreement on Reforming Research Assessment, a document to which a number of Swiss universities have also subscribed. It is an international agreement involving more than 350 organisations from over 40 countries, including universities, research bodies, evaluation agencies, funders and scientific associations. The Agreement represents an international commitment to making assessment systems fairer, more transparent and more conducive both to the progress of science and to researchers' careers. Lastly, a further point in common with Swiss scientific partners is Switzerland's geoinformation centre, the Federal Office of Topography Swisstopo, which is a member of GSEU (Geological Service for Europe), just like ISPRA's Department for the Geological Survey of Italy.

Today, this relationship is less focused on individual local issues and more on the systemic and preventive management of environmental risks, with growing attention to sustainability, social impact and support for evidence-based decision-making.



THE PILLARS OF SWISS COMPETITIVENESS

Interview with **Rudolf Minsch**, Head of General Economic Policy & Foreign Policy, Chief Economist and Member of the Executive Board at *economiesuisse*



Rudolf Minsch

According to a recent survey by UBS, customs duties could have an impact on employment and investment in Switzerland. If these challenges were addressed effectively, what economic and political levers could help sustain GDP growth and the long-term soundness of the federal finances?

If Switzerland is to address these challenges effectively, it must first and foremost act where it has room for manoeuvre of its own. Regulation is a key lever: according to calculations by the BSS and IFO research

institutes, Switzerland could save up to CHF 30 billion a year if regulation were made more efficient. At present, the number of regulations is constantly increasing and is limiting the room for manoeuvre of businesses: the so-called “Swiss finish” has become a genuine competitive disadvantage. At the same time, access to global markets must be preserved and expanded as far as possible.

Switzerland has recently secured a number of successes, notably with the conclusion of free trade agreements with India, Mercosur and Malaysia. It is also essential to reach a binding trade agreement with the United States swiftly. Equally important is a strong innovation base: research and science need freedom, international networks and reliable framework conditions. Lastly, in view of demographic trends, Switzerland must ensure a sufficient workforce, and a rigid demographic cap would inevitably lead to chaos. The business community is committed to effective and targeted measures aimed at mitigating the negative effects of immigration, for example in the areas of infrastructure and housing. On asylum, we expect the Confederation and the cantons to apply the existing laws rigorously.

According to *economiesuisse*, what overall approach should Switzerland adopt to manage the strength of the franc and maintain its international competitiveness, particularly in financial and fiscal terms?

The approach essentially consists in safeguarding the structural advantages of Switzerland as a business location while mitigating its structural disadvantages. This means, first of all, reducing the costs associated with regulation, which remain too high and place a heavy burden on businesses. Secondly, access to international markets is crucial. Trade openness gives the export-oriented economy room for manoeuvre to offset the effects of a strong franc. Thirdly, Switzerland must maintain a high level of innovative capacity, since the strong franc in any case compels companies to focus on high value-added activities. Lastly, the electricity agreement concluded as part of the Bilaterals III will help to lower electricity prices and strengthen security of supply, an important factor in international competition.

What strategies can Swiss companies adopt to continue to grow and what opportunities - in terms of investments, financial instruments or tax policies - could open up for exporting companies in the coming months?

Many companies are already responding by adjusting their sourcing and production strategies. Some are relocating or diversifying their investments, while others are rethinking their innovation strategy. Production is increasingly geared towards meeting local demand: in the United States for the American market, in Europe for

Europe, and in China for China.

This regionalisation provides stability and reduces risk, even if it generally entails higher costs. It is precisely within Europe's highly integrated value chains that the indirect effects of national regulatory and fiscal conditions also become apparent: investment incentives in individual markets can influence decisions along the entire value chain, all the way to suppliers and end customers. At the same time, opportunities arise through new free trade agreements and through an easing of customs relations with the United States, which reduces competitive disadvantages. Overall, diversification - geographical, technological and organisational - is becoming one of the most important drivers of growth.



Exports play a key role in the Swiss economy. In a context shaped by strong European interconnections, global trade policies and geopolitical tensions, how can Switzerland leverage the stability and safe-haven status of the Swiss franc to strengthen its resilience and reinforce its role in international trade?

Switzerland continues to prosper because it remains open while also offering stable and reliable framework conditions. That is precisely where it must focus its efforts.

The world is moving towards a system in which the "law of the strongest" is increasingly asserting itself. This is precisely why it is important for Switzerland to stabilise its bilateral relations with the EU, as Europe is its most important trading partner.

The Bilaterals III increase planning certainty for businesses. At the same time, an active free trade policy is essential, as shown by the agreements recently renegotiated with India, Malaysia and the Mercosur countries. The fact that Swiss companies are increasingly developing their production in their destination markets does not weaken Switzerland as a business location; on the contrary, Switzerland benefits from this, as global companies continue to keep their research and development activities, as well as their holding functions, in our country. Moreover, the Swiss franc remains a symbol of stability.

If political framework conditions are favourable and regulation is not excessive, Switzerland can capitalise on this stability in order to remain a reliable, innovative and prosperous trading partner, even in a fragmented world.

What are the main strategies Swiss companies should adopt in order to thrive, and what specific investment or tax optimisation opportunities may emerge in the short term for exporters?

Companies that succeed are those that remain flexible and organise both their production and their supply chains in a resilient way. The pandemic and current geopolitical tensions have shown that security, redundancy and room for manoeuvre must now be weighed far more carefully than in the past. Given Switzerland's high cost base, companies are focusing on high value-added activities.

In the short term, opportunities arise through shifting production closer to end markets, through efficiency gains, and through targeted investment in research and development at Swiss sites, where the high level of employee skills and strong holding functions offer distinct advantages. From a fiscal and organisational perspective, companies stand to benefit in particular when they strengthen their R&D functions and align their global structures so that value is created where it can be generated most efficiently.



“ SWITZERLAND CONTINUES TO THRIVE THANKS TO ITS STABLE AND RELIABLE FRAMEWORK CONDITIONS ”

PRESERVING RESOURCES, PROTECTING TOMORROW

Interview with **Katrin Schneeberger**, Director of the Federal Office for the Environment (FOEN)



Katrin Schneeberger

Let's start with current events. At the beginning of March, 70.7 per cent of voters rejected the "Climate Fund Initiative", which called for the federal government to allocate more resources to the fight against climate change. The same fate had befallen the initiative "For a responsible economy within the limits of the planet" in February 2025, which sought to make economic activity greener. So, in Switzerland, does the economy ultimately take precedence over the environment?

On the contrary, I would say that in Switzerland

the prevailing approach is to pursue solutions that support both the economy and the environment. The Confederation is fully aware that climate protection requires targeted measures and financial support. However, the initiatives mentioned proposed solutions that would have imposed further constraints and restrictions, with negative repercussions for the economy as well. That is not the path to follow. Experience shows, rather, that developing climate policies that are effective, sustainable over time and, above all, supported by a broad majority requires pragmatism, gradualism and the involvement of all the stakeholders concerned. Only in this way is it possible to strike a balanced approach to the various objectives, whether environmental or economic.

In this sense, the Confederation and the cantons are already implementing a sound and balanced climate and energy policy. It is a policy that combines subsidies, incentives and targeted regulatory measures, with the aim of reducing emissions where they are actually produced - both in households and in businesses. In this context, the revision of the CO₂ law introduced the Adapt+ promotion programme.

This programme supports measures and projects aimed at reducing climate-related risks, working alongside cantons, municipalities, regions, associations and

businesses that adopt forward-looking solutions. This is the path Switzerland has chosen to follow: an approach that combines climate protection with economic strength.

Why is it so important to invest in adaptation strategies and policies today?

Climate change is not a future prospect: it is already here. I am thinking, for example, of the growing frequency and intensity of extreme events such as heatwaves, periods of drought, heavy rainfall, landslides and flooding, all of which affect territories, infrastructure and communities. This is not about alarmism or catastrophism. It is about recognising how - in Switzerland as in Italy - climate change is already causing damage, making the land more fragile and having consequences at the economic level as well. Investing today in concrete adaptation strategies and measures means acting responsibly and with foresight. It means reducing risks before they turn into high costs, protecting people and infrastructure, strengthening the resilience of territories and ensuring greater security for future generations. Every franc invested in prevention and adaptation helps to avert far greater damage tomorrow.

Concretely?

As an Alpine country, Switzerland is

SWITZERLAND AND ITALY: INNOVATING TOGETHER TO MEET GLOBAL CHALLENGES

By **Alessia Ferrucci**, Science Counselor, Swiss Embassy in Italy

In nature, tension is an integral part of evolutionary processes: it is through adaptation to difficult conditions that organisms transform themselves, grow stronger and find new balances. In much the same way, in the history of societies, it is often moments of crisis that generate innovation and progress. Pressure becomes stimulus, complexity translates into creativity and necessity accelerates change.

Science, by its very nature, embodies this mechanism. It is a continuous process of observation, verification, correction and



Alessia Ferrucci

adaptation. It evolves, recalibrates and opens itself to new hypotheses when previous ones are no longer sufficient. In this sense, transformation is not an exception, but the rule of the scientific method. Science also speaks a universal language that goes beyond political and cultural tensions. Formulas, data and experimental evidence can be shared and verified everywhere. In international laboratories and major research projects, what matters is expertise and ideas, not affiliation. That is why science diplomacy is such a powerful force for cohesion: it creates spaces in which cooperation prevails over tension, and in which knowledge becomes common ground, capable of building bridges even in the most fragmented contexts.

Switzerland has turned this vision into a structured model. Examples of this model include CERN, founded in Geneva in 1954 as a symbol of international scientific cooperation (with Switzerland contributing around 4 per cent of the annual budget); the Swissnex network, launched in 2003 to connect research and innovation with the world's leading global hubs; GESDA (the Geneva Science and Diplomacy Anticipator), a foundation that fosters dialogue between science and diplomacy in order to anticipate emerging global challenges; and, finally, the formal integration of science diplomacy into foreign policy strategy since 2019. Science



thus becomes both a language of foreign policy and an economic lever. This approach is rooted in a coherent ecosystem. For fifteen consecutive years, Switzerland has ranked first in the Global Innovation Index and invests 3.4 per cent of its GDP in research and development. ETH Zurich and EPFL are among Europe's leading universities for the creation of deep-tech spin-offs: more than 1,500 start-ups have emerged over the years, generating over 100 billion dollars in value. Around this talent pipeline, giants such as Google, Microsoft, Meta and Nvidia have chosen to establish themselves.

But what does it mean, in concrete terms,

to say that research helps businesses overcome global challenges? It means, for example, that the Paul Scherrer Institute is developing hydrogen technologies and next-generation batteries that are powering the energy transition. It means that IDSIA (the Dalle Molle Institute for Artificial Intelligence Research), a pioneer in deep learning, is working on optimisation algorithms applied to robotics and industrial logistics. It means that Switzerland's leading pharmaceutical companies invest more than CHF 22 billion a year in R&D, making the country a global hub for personalised medicine and advanced cancer therapies.

And, in the year of the 2026 Winter Olympics, it also means that sports research is anticipating industrial solutions: self-repairing materials for skis, AI-designed smart helmets developed at EPFL, integrated safety sensors and advanced video-capture systems presented at Sport Tech Day for the Milan Olympic Games. Technologies developed to improve performance and safety that find applications in far broader fields, from the materials industry to sensor technology.

The driving force behind Switzerland's innovative spirit is technology transfer. The Swiss National Science Foundation funds basic research; the BRIDGE programme, run jointly with Innosuisse, supports projects as they move towards prototypes and industrial validation; and Innosuisse helps them enter the market. Universities work in steady partnership with businesses, both large and small. Research does not end with a scientific publication: it marks the beginning of a journey towards practical applications.

In this context, Switzerland's full reintegration into Horizon Europe in 2025 reopened crucial opportunities for cooperation. For Italy, the Confederation's second-largest partner in the programme, with more than 500 joint projects, this represents a significant acceleration. One need only think of fields



such as artificial intelligence and quantum technologies, in which both Switzerland and Italy have developed targeted strategies, laying the foundations for autonomous and competitive technological development, with the possibility of deepening strategic bilateral cooperation. In recent years, Switzerland has established the Swiss

National AI Institute, brought the Alps supercomputer into operation, and developed its own language model, known as Apertus. In addition, 64 per cent of Swiss companies plan to strengthen their digital autonomy, thereby consolidating the country's capacity to exercise technological sovereignty, including for the purposes of international cooperation.

In 2025, the event promoted by the Embassy on Italian-Swiss research projects under Horizon Europe showed how this cooperation is being translated into concrete projects: "Fluently", dedicated to human-robot interaction, and "SWITCH", focused on clean hydrogen, are just some examples of how bilateral cooperation helps to strengthen European competitiveness.

Creating spaces for dialogue is an essential part of this strategy. For the Embassy, every institutional meeting, every academic mission, every joint project forms part of a relational infrastructure that places people at its centre. The Embassy works closely with the global Swissnex network - whose aim is to connect Swiss research and innovation with the world's leading scientific and technological centres - in order to create links between researchers, start-ups, universities and businesses. A joint Italian-Swiss scientific commission meets periodically to address the main scientific issues. Another relevant platform is represented by the public diplomacy project

"In Cammino con la Svizzera", an initiative of the Swiss Embassy in Italy implemented in cooperation with the Consulate General of Switzerland in Milan. Each leg of the journey, led by Ambassador Balzaretto, becomes an opportunity to showcase existing partnerships, meet universities, start-ups and technology clusters, identify new synergies between Italian and Swiss regional ecosystems, and highlight the importance of both professional and human exchange.

Lastly, there remains the question of responsibility. In an age of accelerated digitalisation, how can innovation be ensured to be ethical and inclusive?

Switzerland addresses this issue on several levels: strategic foresight through GESDA on the implications of emerging technologies; guidelines on responsible AI developed by the Federal Institutes of Technology; and strong integration between research, regulation and the private sector in sensitive fields such as biomedicine. In a world marked by tension, science diplomacy is not an accessory element, but a strategy of resilience. It transforms pressure into opportunity, competition into qualified cooperation, and fragmentation into structured dialogue. Just as in nature adaptation generates evolution, in society shared knowledge generates evolution. And it is precisely in this space - between tension and transformation - that Switzerland and Italy can continue to build the future of European innovation together.



CIVIC "PROSELYTISM" AS A WAY OF HONOURING OUR 'DEBT'

By **Adriano Conte**, Law Student and Co-President of the Swiss Federation of Youth Parliaments (FSPG)



Adriano Conte

"Why should I care about politics?" This is a question I have often been asked during my involvement in youth parliaments. Indeed, while for some the answer is self-evident, for others an interest in political and institutional processes is anything but. Over these years of civic proselytism, I have often had the opportunity to reflect on the reasons why some - if not, unfortunately, many - young people take little or no interest in politics. If I speak of proselytism, it is not because I wish to liken political engagement to a religious practice, thereby risking

trivialising both, but because my experience has taught me that, in order to instil an interest in politics, young people must first be brought closer to a real experience of politics itself (indeed, proselytism derives from the Greek *proselytos*, meaning "one who comes closer").

And yet, why is it so difficult to persuade young people of the value of democratic participation? After all, for centuries generations fought - and were prepared to die - in order to hand down to us this extraordinary opportunity. Should it not, then, be - to borrow the words of the United States Declaration of Independence - a self-evident truth?

The answer seems to lie in the identity-related and social difficulties that, today even more than in the past, trouble young people. As human beings, in fact, we are not only *zoon politikon* (in the sense of social animals), but animals "within" society. Our nature therefore leads us not only to live in an organised social context; our identity, activity and personality are also, to varying degrees, inextricably bound up with the society in which we live. In this context, youth is a particularly important phase, since the transition to adult life requires young people to build solid personal foundations in order to stand firmly in the adult world and complete their personal development. Young people

not only develop their identity, but also come to understand their role in society. We might define it as a period of choices. And it is from those choices that political interest arises. For if politics is a *res publica*, it is also a *res societatis* and any difficulty in finding one's place in society leads to disengagement from - or a perceived distance from - the political sphere. Before taking an interest in political and institutional mechanisms, which are fundamentally social in nature, young people must first understand their role within society. Yet this is becoming increasingly difficult. Indeed, if understanding one's role in society is a prerequisite for taking an interest in how





“ TO LOVE POLITICS, YOUNG PEOPLE MUST FIRST UNDERSTAND THEIR SOCIAL ROLE ”

society acts politically, then one must first understand society itself and social identity in order to define that role. Growing up in Cambodia, France or Argentina exposes an individual to different societies, and one's personal sensibility is inevitably shaped by them.



In European countries, social identity is growing ever weaker. We are living through a civilisational crisis in which the fundamental values of our societies and their cultural traits are increasingly being sacrificed in favour of an unrealistic universalism. To borrow from Samuel Huntington, Professor and Director of Harvard University's Centre for International and Strategic Studies, it is essential to preserve - and, if necessary, defend - the defining elements of Western civilisation. Indeed, once ethnic theory is set aside, the only factor that allows for the creation and preservation of a nation is

the existence of shared cultural, linguistic, religious, historical and ethical elements. The attentive reader may point out that Switzerland is an example of a (federal) nation founded on strong cultural and linguistic diversity - to use the traditional German expression, a *Willensnation*. However, that

would be to forget that Switzerland has existed, in some form, since 1291, and that its process of formation was so long and complex that linguistic and cultural diversity became an element of national unity only relatively recently, in the nineteenth century. In this context, the individual is shaped not only by society, but also by the family. Our personal identity is built upon both our family identity



- as the tradition of the surname reminds us - and our national identity, carried by the society to which we belong.

To destroy a society or undermine family cohesion is to hinder personal development, for it is no easy thing to stand upright in a void - or rather, in chaos.

To borrow the words of James Madison in an exchange of letters with Thomas Jefferson in 1790, "the improvements made by the dead form a debt against the living, who take the benefit of them." By keeping our civilisation alive, we give young people the chance to build a future in the serenity they deserve and to foster an interest in politics, thereby honouring the debt that all of us owe to the generations who sacrificed what they were and what they had *pro domo nostra*.

USA-SWITZERLAND: THE PROSPECTS OF A MEANINGFUL RELATIONSHIP

By **Simone Crolla**, Managing Director of the American Chamber of Commerce in Italy

In an international context marked by a tougher trade climate, as also illustrated by the recent tensions between the United States and Switzerland, the most effective response lies not in defensive or confrontational strategies, but rather in a constructive, multi-level approach developed between the two administrations.

In this scenario, the US trade framework has also been affected by legal developments: from 24 February 2026, Washington suspended the collection of certain tariffs declared unlawful by the Supreme Court, while at the same time introducing new 15 per cent tariffs on the basis of a different legal instrument. This reflects the current phase of adjustment in US trade policy tools. For Switzerland, the direct impact appears limited. The negotiating path initiated with the bilateral framework agreement of November 2025 had already redefined tariff levels and the terms of access to each other's markets, placing economic relations between the two countries within a distinct framework compared with measures of a more general nature.

In this new context, where tariffs have become the new normal, the first key priority is to establish a permanent institutional dialogue through stable bilateral platforms and prior consultation mechanisms capable of anticipating friction, clarifying policy objectives and addressing points of friction before they turn into restrictive measures. It seems to me that, at this stage, the United States and Switzerland are moving in precisely this direction, and that this is the result of the framework agreement signed on 14 November 2025, whose main effects entered into force between the end of 2025 and the beginning of 2026, and whose remaining technical details must necessarily be finalised by the end of the

first quarter of this year. That agreement has already produced results which I regard as significant: the United States agreed to lower tariffs on Swiss imports from the peak of 39 per cent imposed in the summer of 2025 to a maximum ceiling of 15 per cent, in line with the treatment applied to other European partners; Bern removed tariffs on a range of US industrial and agricultural products, including fish, seafood and chemical products, and granted duty-free import quotas for beef, bison and poultry; the agreement also provides stability for strategic sectors such as pharmaceuticals, medical devices, watchmaking and precision engineering, all of which risked facing heavier duties in the event of confrontation or a failure to reach an agreement.

We can therefore say with confidence that Switzerland and the United States are moving in the right direction towards a new trade and investment framework - one that is regarded in Washington as fairer and aimed at rebalancing the trade surplus in goods and services accumulated over previous years.



Simone Crolla

At the same time, regulatory cooperation is assuming a crucial role, since many trade tensions arise less from tariff barriers than from differences in regulation: tools such as mutual recognition of standards, technical alignment and *ex ante* consultations on new rules can significantly reduce costs for businesses without compromising the protection of fundamental public interests. At a time when traditional multilateralism is under strain and being redefined, it is becoming essential to relaunch a new, pragmatic multilateral platform, built on plurilateral agreements in strategic areas such as digital trade, services and sustainability, as well as on targeted reforms of the WTO system



aimed at strengthening its transparency and effectiveness.

Within this framework, the direct involvement of the private sector represents a further stabilising factor: through public-private dialogue and bilateral business forums, the practical needs of companies and global value chains can help turn tensions into workable solutions.

At the same time, integrating trade with shared objectives - such as sustainability, security and the governance of digital trade - makes it possible to shift the debate from a logic of confrontation to one of cooperation on common challenges. Lastly, transparency, policy predictability and responsible institutional communication are essential if mutual trust is to be strengthened and the stability and cohesion of global trade preserved, turning even protectionist pressures into

opportunities for dialogue and cooperation. It is along these lines that I see a decidedly positive scenario emerging for Swiss-American relations - one that is more productive and more stable. It is reassuring that we are already starting from a very strong position: compared with other trading partners, Swiss exports compete less directly with US exports in third-country markets; Swiss multinationals employ nearly 400,000 people in the United States.

The majority of Swiss investment projects in the United States (60 per cent) are concentrated in manufacturing, while most US investment projects in Switzerland (65 per cent) are in the services sector, particularly financial services. This is an excellent relationship of complementarity, one that could well allow the current partnership to level up further towards values and prospects not yet fully realised.



EDUCATING TO BUILD CONNECTIONS: YOUNG PEOPLE AND AI

By **Alfonso Molina**, Personal Chair in Technology Strategy, University of Edinburgh, and Co-Founder and Scientific Director of Fondazione Mondo Digitale

We are living through a historical phase marked by deep tensions and growing disorientation. We are finding it increasingly difficult to imagine progress as a shared horizon. Young people in particular are faced with social fragility and uncertainty in their life paths, together with an insufficient level of skills to keep pace with the speed of technological transformation.

Artificial intelligence and robotics are not simply technical drivers of change, but strategic technologies that are reshaping both the nature of work and the organisation of society. According to the World Economic Forum¹, by 2030, the transformation of work is expected to create around 170 million new jobs, while 92 million roles will disappear or be reshaped, yielding a net gain of 78 million.

The most repetitive cognitive tasks are at risk of severe contraction, while the demand for upskilling and reskilling is growing, especially for young people.

In this context, the “Manifesto for Collective Action on Artificial Intelligence and Robotics”², presented at RomeCup 2024, proposes a shift in paradigm: from the passive adoption of technologies to their construction as relational and social goods, to be designed and governed through alliances between education, research, business and institutions. From the same perspective, the “Most Promising Researcher in Robotics and Artificial Intelligence Award”³, which from its very first editions has recognised



Alfonso Molina

frontier projects developed by young researchers - ranging from bio-cooperative robotics to advanced rehabilitation and robot-assisted surgery. It is a form of generational relay that shows how the convergence of artificial intelligence, robotics and research can generate innovation geared towards social impact.

Schools and universities represent a crucial cultural infrastructure for guiding change. The model of “Education for Life” belongs within this space: it integrates codified knowledge with cognitive, relational, ethical and design capabilities, preparing people to act within complexity rather than simply undergo it. Development tools such as the “Personal Ecosystem Canvas (PEC)”⁴ help young people to operate within complexity.

When embedded within “socio-technical constituencies”⁵, between education, institutions, businesses and communities, artificial intelligence can strengthen these ecosystems and amplify collective intelligence. Without an educational and social vision, however, it risks deepening loneliness and inequality.



The social tensions we are witnessing today, particularly among young people, are a sign of profound transformation. Recognising them means embracing a collective responsibility: to educate, to design and to govern the convergence of artificial intelligence and robotics so that it may become a force for cohesion and human development.

¹ https://reports.weforum.org/docs/WEF_Future_of_Jobs_Report_2025.pdf | ² <https://www.mondodigitale.org/formazione/risorse-educative/manifesto-unazione-collettiva-su-intelligenza-artificiale-e-robotica> | ³ <https://www.mondodigitale.org/notizie/research-award-online-il-bando-della-4a-edizione> | ⁴ <https://www.mondodigitale.org/formazione/risorse-educative/personal-ecosystem-canvas> | ⁵ Molina, A. (1995), Sociotechnical constituencies as processes of alignment: The rise of a large-scale European information technology initiative, *Technology in Society*, Vol. 17, Issue 4, 385-412 <https://www.research.ed.ac.uk/en/publications/sociotechnical-constituencies-as-processes-of-alignment-the-rise>

GENERATIVE AI MAKES THE PROPOSAL. WHO DECIDES?

By **Adele Nardulli**, President of Federlingue - Confcommercio and Founder of Landoor - A Translate.one Company

What will the role of human beings be in the workplace of tomorrow?

This is the question that accompanies the spread of generative artificial intelligence. Not AI in the abstract, which has been present in industrial and IT processes for decades, but the large language models now accessible to everyone, capable of producing texts, analyses and calculations in a matter of seconds. It is precisely this “democratisation” that has had a profound impact on operational efficiency and on the world of work in recent years.

As President of Federlingue - Confcommercio and Founder of Landoor - A Translate.one Company, I am observing this transformation with particular care, as it originates in language. The earliest experiments in artificial intelligence in the 1950s and 1960s focused, in fact, on communication between human beings and machines. Not by chance: language is the capacity that, more than any other, expresses the cognitive faculties of the human being.

It is on this dialogue between human and machine that we must continue to focus our attention, because it is here that our ability to govern the outcomes of the profound organisational and social transformation we are experiencing will be determined.

Generative tools now support writing, translation and content localisation, as well as analysis, advanced calculations and the drafting of complex documents. These are functions that, until quite recently, required time and specialist expertise. The temptation to replace structured processes with a fast, individual use of these tools is strong. This is where the first critical issues begin to emerge. In many organisations, the use of generative AI remains fragmented and ungoverned. Without

clear guidelines and advanced skills, AI risks producing outputs that are formally correct yet imprecise, along with interpretative errors, bias, and legal or reputational risks. An often overlooked aspect is the use of sensitive data without adequate safeguards, which can expose organisations to loss of control and increased vulnerability.

The central question goes beyond efficiency: if machines can produce, calculate and make proposals - and do so ever more effectively - why does the European AI Act still place the human being at the centre? The answer lies in ultimate responsibility: only human beings can interpret results, assess their context and exercise judgement, especially when decisions with significant impacts are at stake.

Language and communication thus become strategic infrastructures: every AI-generated output is useful only when it is properly understood, contextualised and applied.



Adele Nardulli

In this scenario, collaboration between businesses, universities and institutions becomes essential. Universities can examine the economic, legal and cultural implications of this transformation, while training new professional profiles; institutions can promote the spread of skills and support lifelong learning. Businesses, for their part, must equip themselves with informed AI governance, integrating it into decision-making processes and valuing qualified services capable of ensuring its responsible and reliable use.

Generative artificial intelligence is a powerful tool. But without the skills, culture and ability to give meaning to its outputs, it is not enough. The real difference, today as tomorrow, remains profoundly human.

SOCIETY AND LANGUAGE: SEVEN TENSIONS (OR TRENDS)

By **Alessandro Lucchini**, Linguist, Researcher and Communication Techniques Coach
and **Silvia Sacchelli**, Copywriter and Social Media Manager

Tension suggests a stretching towards something: a pull, an extension, a reaching out. It does not necessarily imply a tear, nor an imminent rupture; it can also describe a dynamic condition, an equilibrium that adapts. The same root gives us tendency: an inclination, a propensity, a political, cultural or social orientation. And if it is true that words are the consequence of things, as Justinian observed, the reverse is equally true: words also shape things.



Alessandro Lucchini



Silvia Sacchelli

Everything is hybrid. Technological momentum is driving hybridisation: cars, cinema (theatres and streaming series), education (in person and remote), commerce (shops and platforms). Smart working is one of the clearest effects of this transformation. It is not simply remote work: it calls for new codes, capable of sustaining distance, autonomy, trust and responsibility, within a pact between people and companies that makes flexibility an advantage for all those involved.

This two-way dynamic offers a fitting representation of the relationship between language and social change. Society, of course, evolves more quickly than language, which requires time to settle, always poised between what is established and what is emerging. Words are stretched, extended, readjusted. One need only think of the language of inclusion: asterisks, the schwa, pronouns such as he/him, she/her and they/them, all proposed as ways of addressing the patriarchal overextension of the masculine form. All this seems to us to unfold along seven main directions.

AI, of course, is one of them. It is trained on

vast quantities of data to understand, process and generate language in ways that resemble those of human beings. But AI has not lived the experience from which meaning is formed: it performs efficiently and produces correct sentences, yet without any real intention. This is why we must return to the etymological root of, *intus legere* - to read within situations, to dig beyond the first obvious answers, with a curiosity that machines cannot replace, though they may well amplify it. As Mo Gawdat, AI expert, said at a conference: "AI will not replace us at work, but those who use it well will replace those who do not".

Intergenerational dialogue. Four generations are now working side by side. A single language may be shared by all, yet it is held in tension in many different ways. This is not a conflict between right and wrong: it is a continual fragmentation of meanings in search of a shared balance. But if we go on defining generations by what they are supposed to be - foreigners, better or worse, on one side the sticklers, on the other the cynical, unfaithful, disenchanted and anxious; on one side, "You are unwilling to work hard", on the other, "You do not understand change"



“ WORDS SHAPE REALITY: LANGUAGE IS THE ENGINE OF CHANGE ”

- those differences become rigid. What is needed, more than labels, is a shared vocabulary. Words such as inclusion, care, sustainability, beauty, career, flexibility and free time are interpreted differently by every age group: the challenge is to arrive at a common meaning.

Everyone is now a communication manager. Who governed corporate communication until a few years ago? Senior leadership. Then, externally, the sales function; internally, HR. Yet in a fluid context such as the present one, this is no longer a skill that can be delegated to a single role: it is required of everyone. When the boundary between public and private has blurred, and personal branding merges with corporate branding, the public narrative must be in harmony with the people who embody it.

Videos and podcasts. The trend towards short-form visual content, designed to capture attention within seconds, is unmistakable. But we are also witnessing a renewed

prominence of the spoken word: just think of podcasts - slow, in-depth, and easy to engage with freely - but also of voice notes, which make online dialogue warmer and more personal (used sparingly, of course).

Writing: a training ground for change. *Scripta manent*, but less and less so. Writing is becoming less individual and more collective (this article, for instance, was written by four hands); reshaped or contaminated by AI, acronyms, sector-specific styles and anglicisms; increasingly

conversational, closer to speech; and more and more negotiable, fluid and open-ended. Writing will serve not only to record a line of reasoning developed elsewhere: it will also need to manage tensions, formulate requests, and set boundaries around demands without weakening relationships. It will be not merely a form of narration, but a continuous exercise in adaptation between intention, context and stakeholders.

A culture of feedback and error. There is no going back. Mistakes cannot be erased; but if they are named, examined and unpacked, they can become opportunities for learning. Here too, language is central. Giving feedback without passing judgement, describing without causing hurt, requires words to be chosen with great care.

It is here that language reveals its true tensile strength. And it is here, too, that it can do what is most properly its own: give shape to experience, make it intelligible and, where possible, make it shared.



CONSISTENT LEADERSHIP AND GENUINE WELFARE

Interview with **Laura Iacovone**, Professor of Consumer Behaviour and Neuromarketing Research
Department of Economics, Management and Quantitative Methods - DEMM University of Milan

What role can companies play - in terms of internal culture, training and leadership models - in fostering more equal relationships and ensuring that this process remains truly effective over time?

The first concrete step an organisation can take is to establish clear rules in the way it manages its people. When defining a managerial role, what should matter is competence: remuneration should be inherent to the position, not to gender. If a company genuinely wishes to be consistent with its values of social responsibility, it must first reflect that ethic in its human management policies, starting by addressing the distorted mechanism that still sees women paid less - in Italy, by as much as 25 per cent less - for the same role. There is often, in fact, a profound discrepancy between the values declared by leadership and actual conduct, a gap that stems from the fact that the daily actions of any individual are shaped by cultural models that have become entrenched at an unconscious level. Whenever an organisation - that is, the people who represent it at every level - fails to sanction inconsistency between principles and actions, it helps to perpetuate flawed patterns of behaviour, undermining motivation and losing the trust of those who no longer feel represented in value terms.

Another crucial issue is the assessment of people, which is decisive for their development, as it reflects the culture of each corporate environment: the criteria by which employees are evaluated, how feedback is given to them and, above all, how management itself is in turn assessed. If these processes are influenced by factors other than merit, if people do not feel heard or free to express themselves, the result is a low sense of fairness, latent conflict, demotivation, turnover



Laura Iacovone

and a loss of productivity.

Achieving real change therefore requires a deep commitment from top management and from the HR function, which cannot be reduced to a merely executive role, chasing the latest hype, because such trends may not be the right choices for its people. Smart working, and the criteria by which it is granted, is a clear example: a younger employee has different needs for social contact from a senior one; failing to offer it, or offering it indiscriminately to everyone, are both mistakes.

The value an organisation holds in the eyes of its employees also depends on its welfare policies and on the investments made in its people, whether in the form of health insurance, family bonuses or workplace nurseries on the one hand, or training pathways on the other. These are not merely benefits, but customisable choices that

offer concrete evidence of how well leadership understands its people, their real needs and the difficulties they may face - such as young children, elderly dependent parents or disability.

The falling birth rate is a reality, yet too little attention is paid to the policies that would enable women to achieve a better work-life balance in parenthood. In your view, what urgent measures should be introduced to encourage motherhood and promote a more balanced vision of parenting? What role do companies play in this?

A modern company - if it is to remain attractive to its people - must act as an engaged stakeholder, capable of understanding social, intergenerational and family dynamics. It is not only the specific nature of the measures that matters, but also how they are selected and

presented. Consider, for example, an on-site nursery and its impact on the company’s image, both internally and externally: it is a structural, demanding and costly initiative that becomes a clear and unequivocal sign of genuine attention to people. Conversely, equal parental leave, if handled reluctantly by HR as a mere regulatory obligation, becomes an indicator of an inauthentic corporate culture.

In short, it is organisational behaviours - and those of the individuals who enact them - that reveal the true level of inclusivity across all forms of diversity, shaping the workplace climate and employee satisfaction. Without a clear assumption of responsibility on the part of management, a gap inevitably emerges between declared policies and their practical implementation, undermining the very identity and internal perception of the organisation.

What are the most common mistakes companies make when it comes to inclusivity? When does the risk of slipping into pinkwashing arise? And how to avoid it?

Perhaps the most common mistake made by top management is to treat inclusivity as an abstract, fashionable concept to which some form of response must be given, rather than as the direct outcome of leadership and day-to-day conduct. Gender disparities, by contrast, are embedded precisely in everyday behaviour: in sexist remarks, in those automatic habits that are too often deliberately downplayed and left unchallenged for the sake of convenience, by men and women alike - thereby perpetuating, through indifference, the very cultural models at the root of inequality.

Beyond declarations of principle, anyone in a position of responsibility within an organisation who chooses to ignore this reality inevitably ends up fuelling what is commonly described as pinkwashing. Although gender quotas are a necessary instrument for ensuring greater formal equity, they are not, in themselves, enough unless they are accompanied by a genuine culture of mutual respect - because that is what is truly at stake. Managing teams means making room for everyone’s ideas and



creating opportunities for growth on the basis of merit and individual strengths - regardless of age, gender, disability or any other form of diversity - because a company’s development can only depend on the growth of its people. It is therefore essential to reframe the issue, shifting the focus away from individuals and onto those who set the rules and lead the organisation.

Addressing these behavioural patterns in the workplace through traditional training methods - from classroom sessions to role play - often proves ineffective: despite general agreement on the principles involved, knowledge remains confined to the cognitive level and is soon forgotten once people return to everyday reality, where instinctive behaviours and cultural conditioning reassert themselves. To generate real change, training itself must be rethought, through methodologies capable of operating at an unconscious level. Among these are certain forms of immersive simulation integrated with AI and neuroscience, in which participants are confronted with unfamiliar situations and interact with humanoid avatars. In these protected yet emotionally engaging environments, individuals are stimulated in ways that activate instinctive responses, allowing participants - through measurement algorithms - to become aware of the gap between what they think they do and what they actually do. This can produce beneficial “micro-emotional shocks”, as individuals are confronted with their own inconsistency and gradually orient themselves towards more socially desirable behaviours in order to reduce that discomfort. These methodologies therefore make it possible to measure objectively phenomena that are often difficult to capture, turning them into organisational know-how.

NATURAL HAZARDS AND CLIMATE IN BORDER REGIONS

By **Andrea Pedrazzini**, Geologist, Head of the Cantonal Forestry Section

Can you explain what permafrost is and why it is crucial for the stability of the Swiss Alps? What concrete signs of its thawing have been observed in recent years in Canton Ticino and in neighbouring Alpine regions? Are there currently any areas considered to be particularly at risk?

Climate change is increasingly altering the natural balance of the Alps, posing new challenges for the management of mountain regions. In our role as those responsible for forest management and protection against natural hazards, we observe on a daily basis how rising temperatures affect not only ecosystems, but also the stability of our mountains. Among the most significant phenomena is the progressive degradation of permafrost, an invisible yet fundamental element for the stability of high-altitude Alpine areas. Permafrost - ground that remains at or below 0°C for at least two consecutive years - covers around 3 to 5 per cent of Swiss territory and is typical of high mountain regions.

As temperatures rise due to climate change, the interstitial ice gradually melts, making slopes more sensitive to temperature fluctuations and intense precipitation. The result is an increase in rockfalls, landslides and slope failures.

At the same time, the rapid retreat of glaciers is further exacerbating instability at higher altitudes. Ice that has shaped the Alpine landscape for centuries is disappearing, leaving slopes without structural support. In several cases, new glacial lakes and unstable moraines are being observed, with potential consequences for the valleys below.

In Ticino, the effects of climate change are most evident in the form of short yet highly intense

rainfall events, capable of triggering flash floods, debris flows in small mountain catchments, and flooding in urbanised areas as drainage systems become overloaded, as well as episodes of surface run-off from the steep slopes above built-up areas.

Looking ahead, it is not expected that the overall cantonal surface exposed to natural hazards will change substantially; however, at local level, an increase in areas classified as medium and high risk is likely, particularly in mountainous and hilly zones along streams and torrents, as well as at high altitude. The main concern is the growing frequency of combined events, such as avalanches developing into debris flows or landslides temporarily obstructing the course of mountain streams.

How is Canton Ticino - and Switzerland more broadly - preparing to face these new geological conditions?



Andrea Pedrazzini

The natural disasters that have struck the Alps in recent years show clearly that climate change is no longer a future prospect, but a reality already under way. The task of the Forestry Section is to accompany this change with responsibility, technical expertise and a long-term vision, so that territorial safety and Alpine cooperation may continue to be ensured for future generations.

Experience gained from past natural events has shown that the management of natural hazards must be framed within a comprehensive and integrated approach, aimed at reducing their impact on the population and limiting damage to homes and critical infrastructure. Prevention remains the most effective tool: careful spatial planning, the sustainable management of protective forests and, where necessary, the construction and maintenance of protective



works can significantly reduce risks. Not all risk situations, however, can be addressed through planning or technical measures alone. In the case of major landslides or flood events, safety must also be ensured through emergency and evacuation plans. To this end, Canton Ticino has developed monitoring and forecasting systems that make it possible to take preventive action and provide timely information to the public, while recognising the spatial and temporal unpredictability of natural phenomena.

In Canton Ticino, annual public investment in studies, monitoring and preventive measures amounts to over CHF 30 million, with a further CHF 16 million allocated to the management and maintenance of protective forests.

More generally, there have already been concrete cases around the world in which disputed territories or boundaries have had to be reconsidered as a result of climate change. As for Switzerland, what strategy has it adopted in response to the first border issues linked to climate-related change - one need only think of economically and logistically strategic locations such as Plateau Rosa - and how is it preparing for an increasingly rapid transformation of the Alpine landscape caused by glacier retreat?

Historically, many national borders have followed natural features such as ridgelines, glaciers or watershed divides. As climate change transforms the landscape, these geographical reference points may

shift or lose their original definition. The retreat of glaciers or the collapse of sections of ridge can locally alter water flow or the morphology of the terrain, giving rise to administrative and technical questions in the management of borders and of the resources found in border areas. At present, these are not territorial conflicts in the strict sense, but rather issues concerning cross-border cooperation, infrastructure safety and the shared management of natural hazards. The Alps constitute an interconnected space, where natural events do not stop at territorial boundaries. For this reason, it is essential to strengthen dialogue between regional and national authorities, through the sharing of scientific data, warning systems and strategies for adapting to ongoing climate change.

In conclusion, because of its geographical position within the Alpine arc and the morphological characteristics of its territory, Ticino is exposed to all the main types of gravity-driven natural hazards. It is therefore unrealistic to expect a territory entirely free from natural hazards.

In the face of ongoing climate change, it is essential to remain highly vigilant: to monitor the evolution of the territory continuously and to intervene promptly where necessary. Given the large number of protective works built in the past, many of which are now approaching the end of their life cycle, future attention will need to focus on maintaining the level of safety already achieved, while ensuring that existing structures are adapted to new climatic conditions and to the growing need to protect the population.

THE PRESENT, THE GREAT UNKNOWN: OPPORTUNITIES FOR BUSINESSES

By **Francesco Longo**, Associate Professor, Department of Social and Political Sciences of Bocconi University



Francesco Longo

The most profound transformations of European society have already taken place, but remain largely outside the public debate. Demographics, loneliness and growing inequality are reshaping societies in structural ways, along with their associated welfare systems and, consequently, the environment in which businesses operate.

The challenge is not so much technical as cultural: recognising problems that cannot be solved, only mitigated. Demographics are the first major fault line. In Italy, pensioners now far outnumber children, with a ratio of

1.6 workers for every pensioner - a figure expected to fall to one to one by 2050, meaning a single worker for each retiree. Such an imbalance makes the pension system structurally unsustainable and compels the State each year to supplement pension spending with substantial resources from general taxation. The result is growing competition, within the confines of public resources, between pensions, healthcare, education and transport, as the welfare blanket becomes ever shorter.

In this context, declared universalism comes into conflict with reality. Services are no longer guaranteed to everyone in the same way, but are instead implicitly rationed. And when rationing is not governed by explicit criteria of priority, it is the stronger social groups that prevail. This can be seen in education, where grammar schools attract the best resources while vocational institutes face dropout and vulnerability; in transport, where investment favours high-speed rail more than commuters; and in healthcare, where a growing share of services is paid for and access depends on one's ability to navigate between public and private provision.

Added to this dynamic is a second structural transformation: loneliness. More than a third of Italian households consist of a single person, a proportion that rises to over half in the major cities. Yet our welfare system

remains grounded in a family-based model that presupposes support networks which have now been significantly weakened. The management of dependency still falls almost entirely on the family unit, in a country where there are 4 million non-self-sufficient elderly people, involving 8 million family caregivers and more than 1 million care workers.

This scenario is redefining the boundaries of economic opportunity. Significant markets are opening up for businesses: in the years ahead, the key to success will lie not in mass production, but in companies' ability to interpret needs that the State is no longer

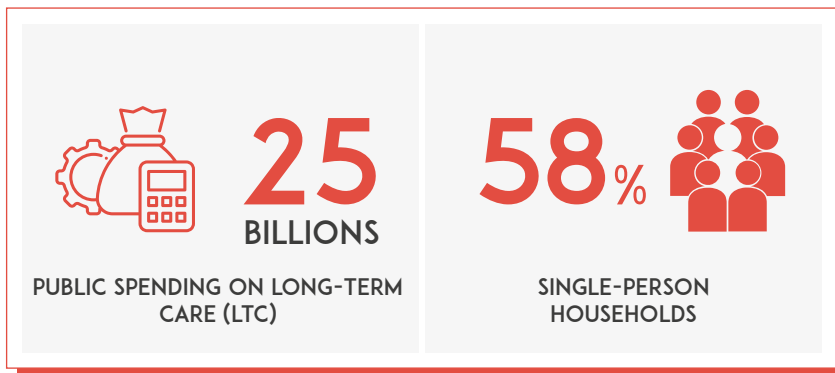


able to fully intercept. The first major market is the silver economy: people aged 65 and over now account for 25 per cent of the population, forming the wealthiest segment, with substantial property ownership and, above all, a growing appetite for new forms of consumption that offer a sense of meaning. There is a creative urgency to design products and services that go beyond being mere household necessities, and instead become instruments of leisure and social connection for a stage of life that increasingly demands quality and participation. And yet the Italian market still appears hesitant, almost uneasy about speaking to them. Where advertising in Germany or Switzerland portrays older people as active consumers, in Italy we persist with a form of storytelling that overlooks them, as though messages linked to the silver economy were commercially ineffective - if not positively damaging.

Then there is the rise of the single person. In cities such as Milan, where 58 per cent of households consist of one person alone, the traditional housing model is collapsing under the combined pressure of the economic inefficiency of living alone and of land consumption.

The property market is already pointing the way: the highest margins in the real estate industry are shifting towards co-living and co-working. For businesses, the opportunity lies in moving beyond the isolation of solo living by offering new housing models, in which the private sphere is integrated with high-quality shared services - from in-house restaurants and communal cinemas to party rooms that can be hired when friends come over.

This shift is also affecting the travel sector, with tailor-made holiday packages for singles, and the food sector, where high-quality ready-to-eat options are becoming a structural response to lifestyles no longer built around the traditional family kitchen. The third major market to consider concerns the new gaps emerging in welfare provision.



Italy today has 4 million non-self-sufficient people without adequate public services - a market worth €25 billion, sustained by 1 million informal workers and 8 million caregivers, for whom we have so far failed to build a proper industry.

Lastly, we cannot ignore the strain surrounding human capital. Businesses are hungry for young labour, yet our education system - still anchored to the model designed by Gentile in 1923 - no longer works and, remarkably, generates school drop-out rates of 20 per cent rather than attracting and retaining students. When schools fail to be contemporary, businesses must become academies. The positive experience of the ITS system (Istituti Tecnici

Superiori), where 50 per cent of training takes place within companies, shows that integration between business and education does work: executives stepping into the classroom, and young people learning first-hand about digital marketing or advanced manufacturing.

In conclusion, restoring balance between needs, resources and priorities appears to be the most urgent challenge facing businesses, which are now being called upon to assume a profound social responsibility. Understanding the needs of those who live alone, of older people and of the young means not only safeguarding the resilience of the system, but also identifying the drivers of a new and sustainable prosperity.



MANAGING RISKS: PROTECTION AND EXPERTISE FOR SMES

By **Robert Gauci**, CEO of Helvetia Group Italy

helvetia 
La tua Assicurazione svizzera



Robert Gauci

The world we live in is marked by profound changes that are reshaping the way individuals and businesses look to the future. Economic, social, geopolitical and climate transformations are expanding the scope of uncertainty, making the need for long-term stability increasingly central - not only for individuals, but also for the entrepreneurial fabric.

The concept of protection is therefore taking on a new meaning. No longer an occasional response to an unforeseen event, it has become a factor of continuity that accompanies people throughout their lives, making the unpredictable more manageable, and safeguarding not only income but also plans and future prospects for families, entrepreneurs and professionals against risks that have shifted from episodic to structural.

Rising complexity and greater exposure to systemic vulnerabilities call for a more informed and structured approach to protection, one that can support planning decisions over the medium to long term. It is from this perspective that our Value Creation Plan, presented in December 2025 and designed to define our strategic path for the next five years, sets out a strategic repositioning focused on profitable and sustainable growth, grounded in protection.

Among the key pillars of our strategy, the repositioning towards Life and Non-Life protection is of primary importance. Together with the simplification of operational processes and the strengthening of our Company's distinctive capabilities, it will enable us to respond more effectively to the concrete needs of clients and businesses, while

enhancing the strategic role of intermediaries. We believe that the protection gap that characterises our country should not be viewed as a structural weakness, but rather as the distance between emerging needs and solutions perceived as genuinely relevant by the population - and therefore as a significant opportunity to improve and make a real difference. Reducing this gap means strengthening the culture of protection and restoring the role of the insurer as a trusted partner, capable of supporting clients, families and businesses in the decisions that truly matter, through solutions that are closely aligned with the real needs of the market.

Small and medium-sized enterprises are key stakeholders in our journey and deserve dedicated attention: they operate in complex environments and are increasingly exposed to risks that directly affect business continuity. We therefore aim to support them by analysing ever more complex risk profiles and drawing on specialist expertise, underpinned by a vision that combines local understanding with an international perspective.



By **Carlo Tacconi**, Head of Commercial & Specialty Lines, Helvetia Italia Group



Carlo Tacconi

If we analyse the scenario just outlined, it becomes clear that the transformations under way are translating, for businesses, into growing complexity in the risks they must manage. The geographical concentration of productive activities, the evolution of industrial models, and the increasing frequency and severity of natural events are all concretely reshaping companies' risk profiles, particularly those of SMEs. In

order to support businesses as effectively as possible at this delicate moment, our Company has made it one of its ambitions to strengthen its offering for both domestic and international clients, with dedicated and tailored insurance solutions across Property & Casualty, Engineering, Bonding, Art, Marine, Financial Lines (Professional Indemnity and Directors' & Officers') and Cyber Risk.

More specifically, we have created a new Group-level structure dedicated to achieving this objective, which in Italy, under my leadership, takes the name of Commercial & Specialty Lines.

Our aim is not simply to broaden the offering, but to build a coherent response to the increase in risk, by providing a specialist underwriting framework, drawing on our local technical expertise and developing timely monitoring of exposures. In this way, we support businesses in managing complex situations, turning protection into a concrete instrument of resilience. Our value proposition is based on the ability to respond to needs with tailor-made solutions, complemented by standard



products when the context allows. This approach is particularly relevant in the construction, infrastructure and energy transition sectors, where investment is becoming increasingly significant and exposure to risk ever more substantial.

A distinctive element of our model is our risk engineering structure: essential for proper risk assessment and for the loss-prevention measures made available to clients in order to reduce the impact and frequency of damage to insured assets. In particular, in the area of natural catastrophe risks, insurance protection cannot be limited to risk transfer alone, but must also include assessment, prevention and mitigation activities.

I would stress that, when we look at today's landscape, it is people - and their expertise - that make the difference. The ability to interpret risk, build bespoke solutions and work in a coordinated way across functions makes it possible to turn complexity into value for businesses. It is this combination of specialist expertise, teamwork and the Group's international reach that makes Helvetia a distinctive partner in managing the risks of today and tomorrow.

THE ENERGY SECTOR BETWEEN ELECTRIC MOBILITY AND OPEN INNOVATION

Interview with **Davide Damiani**, PR & Sales Promotion Manager at Repower



Repower has recently published the tenth edition of its White Paper on sustainable mobility and electric vehicles. How have you seen the sector evolve over this period, and what are the main findings to emerge from this tenth edition?

Ten years amount to a geological era for electric mobility. Repower's White Paper on sustainable mobility is now the most widely read report in Italy for non-specialist audiences. This tenth edition is particularly significant because, in addition to capturing a snapshot of a sector that is changing very rapidly, it introduces an analysis conducted with YouGov to measure Italians' sentiment



towards electric mobility - above all with regard to four-wheeled vehicles - exploring not only perceptual barriers, but also the influence of geopolitics on purchasing decisions. The document has also been developed in a digital format, integrating an episode of Repower's podcast, Rumors d'Ambiente, into each chapter.

One of the key messages of this tenth white paper is "Electricity, from symbol to concrete option". What emerges is a very pragmatic approach: electric mobility is no longer simply an ideological banner or an environmental commitment, aligned with the ambitious objectives of the European Commission, but a concrete option to be assessed according to the same criteria used for other technologies.

We are speaking of a market that is mature. Although the Italian automotive sector is going through a period of contraction, registrations of electric vehicles have risen by 48 per cent. Although volumes remain modest compared with Northern Europe, the direction of travel is now clear: electric mobility will not be the only path, but it will become a fundamental and structural

component of an increasingly diversified range of mobility options.

The report is not limited to four-wheeled vehicles. The title is in fact "Sustainable Mobility and Electric Vehicles", precisely with the idea of embracing all-round sustainability. The company, which also operates as a shipowner, explores the potential of electric boating and cycle tourism, a sector that experienced exponential growth, particularly during the Covid period, thanks to the perception of pedal-assisted cycling as a safe and inclusive activity.



Davide Damiani

Alongside its market analysis, the White Paper also performs a crucial educational function through the debunking of false myths: each year, five "urban legends" about electric mobility are selected and dismantled, offering robust arguments

against misinformation.

At international level, this year marks the historic overtaking of Tesla by China's BYD in European sales, highlighting a level of manufacturing maturity that now goes beyond state subsidies and economic dumping.



Another central theme is the evolution of the car into a “battery on wheels”. Thanks to Vehicle-to-Grid (V2G) technology, electric vehicles can interact with the national electricity system and with domestic photovoltaic installations. While an average home storage battery holds 5 kWh, a car can exceed 100 kWh, becoming a strategic asset for grid stabilisation. In this scenario, software becomes more important than hardware, managing communication between vehicles and infrastructure.

he Repower Innovation Award has now reached its eighth edition: what prompted you to create this recognition, and how has it evolved over time?

Launched eight years ago, the Repower Award has undergone significant evolution, also thanks to its collaboration with Premio 2-0-3-1, Europe’s leading innovation platform, within which Repower identifies the most promising start-ups in which to invest - not through capital, but through a valuable transfer of expertise. This approach allows new entrepreneurs to engage directly with Repower’s senior figures, from the CFO to legal and communications advisers, creating a healthy and stimulating cross-fertilisation for the company itself.

Whereas the first six editions were open to

every sector, over the past two years the Award has chosen to focus on tourism, both from a commercial perspective and out of a desire to support a sector whose enormous potential remains only partially realised. At the same time, the Award has strengthened its connection with the local area: after its Apulian stop in Ostuni, the latest edition was held in Naples and concluded with an evening event and a multidisciplinary jury assessing the projects put forward by the five finalist start-ups. The winner of this edition, the South Tyrolean start-up TouristInfo.ai, has developed a WhatsApp bot capable of personalising the traveller’s experience in real time, providing useful information such as the location of electric vehicle charging points.

Repower is currently supporting the development of this venture, combining mentoring with moments of strategic reflection, such as the working groups organised at the Santa Chiara complex in Naples, where experts and stakeholders discussed crucial issues including the impact of AI, the cultural enhancement of local areas, and the creation



of shared infrastructure. The results of this exchange will be brought together in the new White Paper Innovation and Tourism, due for publication in May - a tool designed to strengthen the company’s positioning and open up new opportunities in a constantly evolving market.

Which sectors, in your view, are likely to drive the next major leap forward?

One well-established trend is hyper-personalisation in tourism, which is ultimately the true hallmark of quality. We are moving towards a system in which data will be so fully integrated that the very idea of a reception desk will disappear. Imagine arriving at a hotel and going straight to your room, where your favourite coffee is already waiting for you and a space for your electric car has already been reserved. It is all based on a continuous analysis of what we like. Italy, moreover, remains well positioned in the international market, and in 2025 it recorded an increase in overnight stays. That said, we are focusing more and more on foreign tourists rather than domestic ones, partly because of inflation and rising costs. Having access to innovative technological solutions will certainly make it possible to reach new segments of consumers and reduce waste. The trend is towards “surgical” holidays - perhaps shorter, but carefully designed in every detail - where each moment is planned in depth thanks to the intelligent management of information.

In this scenario, the electricity provider must also be able to rethink its role, offering services tailored to the sector’s new needs, such as a range of options for sustainable and soft mobility, or solutions dedicated to collecting and analysing data on energy performance in order to maximise efficiency and thereby reduce consumption in hospitality facilities.

INNOVATION IS SECURITY: ITALY AND THE GLOBAL CHALLENGE

By **Stefanos Tsamousis**, General Manager of Roche Pharma Italy



We live in an age defined by complexity. The tensions of the present compel us to look at the challenges of tomorrow through new lenses. Yet within this fluid landscape, there remains one constant that serves as a compass for the future of nations: people's health. For this reason, one of the most important investments lies in our capacity to innovate.



Stefanos Tsamousis

It is no coincidence that the economic history of recent decades has taught us a fundamental lesson: countries that stop investing in research do not merely stand still - they fall behind.

In a context marked by geopolitical tensions and demographic challenges, scientific research is the only domain that still holds out the promise of a better future. In Italy, however, we must ensure that these resources remain within the country and not allow other nations to derive greater benefit from them at the expense of Italian citizens. At Roche, we benefit from a privileged vantage point. With global R&D investment reaching a record CHF 10.4 billion in 2025, we remain the world's third-largest investor, ahead of giants in both technology and automotive. It is tangible proof that we believe in scientific progress as the primary driver of a healthy

society. And in Italy we have translated this conviction into concrete action: more than €130 million invested over the past three years. We believe in the country and its excellence, but belief alone is no longer enough.

We must have the courage to face reality: we are at a critical juncture. Whereas in the 1990s one in every

two medicines was developed in Europe, today that figure has fallen to one in five, with investment shifting towards the United States and China. In 2023, the number of clinical

trials approved in Italy fell by 7.8 per cent. Less research means fewer treatment opportunities for patients and a loss of competitiveness that risks becoming structural.

It is precisely to reverse this trend that we launched "Ricerca Circolare", a participatory project and discussion platform designed to ensure that stakeholders' voices have both the space and the opportunity to help shape the future. The ultimate goal? To ensure that Italy once again becomes a scientific hub of excellence and innovation, rather than merely a consumer market.

Why is investing in innovation so important?

Because attracting and retaining R&D



activities - as well as production, exports and skilled jobs in the pharmaceutical sector - helps to drive economic growth.

Our recent impact study demonstrated, with clear supporting data, a remarkable multiplier effect: for every euro of added value generated by Roche, the return for the local economy amounts to €2.60, activating supply chains and related industries. The healthcare figure is even more striking: every euro invested in clinical studies delivers a direct saving of almost €3 for the National Health Service, covering the costs of medicines and tests that would otherwise weigh on public expenditure. Research, then, pays for itself and generates wealth. It is a virtuous circle which, today, risks being disrupted by systemic frictions. If we are to regain our central role and achieve the ambitious goal of making Italy the second research hub in Europe within the next five years, we must act urgently on four key pillars - the very pillars at the heart of our dialogue with institutions.

Bureaucratic simplification

We cannot afford for clinical trial approval times to be twice as long as in other European countries. Speed is a competitive factor just as much as scientific quality.

Digitalisation and Real-World Evidence (RWE)

Modern research is no longer conducted in the laboratory alone, but also through the analysis of the wealth of information generated by clinical practice. We must create an interoperable digital infrastructure that enables the secondary use of health data, while respecting privacy, in order to accelerate discoveries and personalise treatment.

Human Capital

Global competition is a competition for talent. We must train and retain a new generation of professionals by investing in STEM programmes and public-private partnerships that make Italy an attractive

hub for talent, rather than simply a place people leave.

An attractive environment

Clear rules and stable incentives are needed for those who choose to bring high-risk capital to Italy. Pharmaceutical research requires long-term planning; regulatory uncertainty and delays are the worst enemies of investment. A system that does not reward innovation, but penalises it through price cuts, payback mechanisms and regional barriers, risks limiting the benefits that innovation can bring. We cannot accept that an Italian patient should have to wait months

or even years longer than a German or French patient to gain access to a life-saving treatment. We must act now.

“Ricerca Circolare” was created to foster a platform in which industry, institutions, academia and patients can act as allies with a shared objective: the health of the patient. Scientific excellence, of which Italy abounds, must be translated into concrete impact.

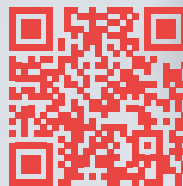
The challenge is complex, but the potential is enormous. In a fragmented world, research has the power to unite, generating value that circulates and multiplies. Roche is ready to play its part. For EVERY patient.

Step into the circle of ideas that matter

A forward-looking vision driven by a deep passion for science and innovation

An Economy Group project, initiated by Roche Italy

Scan the QR code to claim your free subscription to Ricerca Circolare, the new biannual magazine exploring scientific research and its economic, social, and health impacts



THE VALUE OF TIME: BETWEEN SERVICE AND PEOPLE

By Arianna Squizzato, HR Director, Schindler Italia



Schindler is a company with Swiss roots and a strong international presence. How do the values typically associated with Swiss culture influence the way you manage time and turn the natural tension between service and wellbeing into a distinctive element of your corporate identity?

Schindler was founded in Switzerland over 150 years ago, and this origin is not merely a historical fact, but a cultural trait that continues to shape the way we do business. At Schindler Italia, values traditionally associated with Swiss culture - such as reliability, precision, a sense of responsibility and respect for commitments - translate into a very concrete focus on time. For a service company like ours, time is first and foremost the customer's time; punctuality and planning therefore become essential levers in ensuring quality and trust. If a system breaks down in a hospital, a railway station or a residential building inhabited by vulnerable people, every minute matters.

But there is a second dimension of time that is just as central for us: that of the people who work in the company. The same culture of responsibility requires us not to treat employees' time as an inexhaustible resource, but to manage the tension between service and wellbeing through rigorous work organisation and on-call scheduling.

This tension cannot be denied; it must be recognised as a structural part of our business, because our identity is built precisely on our ability to balance two priorities: ensuring a reliable service while safeguarding people's wellbeing.



Arianna Squizzato

You have described time as a new language of wellbeing. Could you share a concrete example in which a tension - between productivity and human sustainability, between availability and quality of life - has become an opportunity for organisational growth?

Today, workplace wellbeing is no longer defined solely by pay or financial incentives. People are asking for balance; they want to work with a sense of responsibility without sacrificing their quality of life - they are asking for time.

In our sector, the management of on-call duties and 24-hour service provides a clear example of how the natural tension between productivity and sustainability can be addressed positively. For years, as in many service companies, availability was compensated mainly through financial instruments - allowances, overtime, premium pay - a response aligned with a more traditional model.

Growing attention to work-life balance has led us to rethink work organisation in a more structural way, starting with more sustainable shift patterns, designed to distribute on-call duties more evenly, and more accurate planning of interventions, also supported by new digital scheduling tools.

In this way, the tension between productivity and human sustainability has become an opportunity for organisational innovation, delivering a dual outcome: on the one hand, greater protection of personal time; on the other, a more effective service, because people who





are less exposed to chronic stress are more focused, more attentive to safety, and more oriented towards quality.

Switzerland is internationally recognised for its ability to combine economic competitiveness with quality of life. How is this balance reflected in your organisational model, and how can it serve as a positive example of how tensions between performance and wellbeing can generate lasting value?

Switzerland is often cited as an example of balance between competitiveness and quality of life, but this does not stem from the absence of tension; rather, it derives from the ability to address it with method and a long-term vision. It is an approach we feel very close to. In our organisational model, we start from the awareness that there is a structural paradox: as employees, we seek flexibility and balance; as customers, we expect speed and constant availability.

Ignoring this contradiction would be short-sighted. Acknowledging it, on the other hand, allows us to design more mature solutions. In our case, time has a dual value: it is the customer's time, which must be respected and prioritised, and it is the employees' time, which must be protected. I believe the true balance lies not in choosing between performance and wellbeing, but in building models in which each reinforces the other, through organisation, social dialogue, planning, technological innovation and a managerial culture grounded in shared responsibility.





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PROTECTING THE PRESENT AND NAVIGATING THE FUTURE

By **Massimiliano Roveda**, Head of Commercial Insurance at Zurich Italia



In a global context marked by mounting economic, geopolitical and climate tensions, uncertainty has become a structural condition with which businesses are now required to contend: risks are increasingly interconnected, placing the present under strain and making a far-sighted outlook essential if the future is to be faced with awareness.

This picture is also shaped by the latest World Economic Forum survey, of which Zurich is a strategic partner, which, through the Global Risks Report, offers a nuanced reading of the principal risks facing the world. At global level, the experts involved in the study identify climate change as the greatest risk in the short and medium term, while in Italy the most pressing concerns over the next two years relate to a deterioration in wellbeing, together with reduced economic and employment opportunities and weaker social protection.

Zurich responds to these challenges with a comprehensive protection strategy and an integrated model for risk assessment and impact management, designed to meet businesses' current needs while anticipating future ones. This is the mission of Zurich Resilience Solutions, the Group's risk advisory division dedicated to strengthening corporate resilience and mitigating risk.

Businesses, in particular, are now exposed to

a wide range of risks: alongside traditional ones, new and constantly evolving scenarios are emerging, including the effects of climate change and cyber threats driven by increasingly pervasive technology. Through Zurich Resilience Solutions, the Group works alongside companies and communities in evaluating risk, helping to protect their most critical assets and strengthening their ability to anticipate risks, manage them and absorb their impact.

This approach is articulated across three fundamental areas.

Core risk engineering, which covers all traditional risks, namely asset protection, liability defence and business continuity.

Climate resilience, in which climate change is analysed through sophisticated modelling systems in order to identify physical and transition risks, while supporting compliance with regulatory requirements such as the CSRD.

Cyber resilience, where, in addition to advanced risk assessments, a dedicated

SOC system protects companies' cyber perimeter, helping to build an information security governance framework aligned with strategic business priorities and current regulations such as NIS2.

Drawing on an extensive body of proprietary data, sophisticated algorithms and more than 60,000 interventions each year through a network of over 1,000 professionals and risk engineers, Zurich Resilience Solutions adopts an integrated approach to risk, combining expertise in data, risk and industrial sectors. It is a unique combination of expertise that enables the transition from identifying hazards to assessing risks, because only a deep understanding

of industrial sectors allows their financial implications to be properly evaluated.

An ambitious advisory model that brings together global data, advanced modelling and sector-specific expertise, enabling companies to make informed, data-driven decisions. Only in this way can risk management become an enabler - also in terms of insurability and bankability - and a strategic lever over the medium to long term.



Massimiliano Roveda

TECHNOLOGICAL LEADERSHIP AND SUSTAINABILITY

By **Loredana Tullio**, ABB's Country Communications Manager in



What does it mean, for you, to be a sustainable company?

It means taking concrete responsibility towards society and the planet at a historical moment marked by geopolitical tensions, major economic transitions, new inequalities and unprecedented technological acceleration. In this context, sustainability becomes a factor of resilience, competitiveness and credibility. Businesses and institutions are now called upon to reconcile growth, energy security, resource protection, inclusion and transparency. To achieve this, sustainability must be an integral part of governance and decision-making processes, not an ancillary initiative. For ABB, this vision lies at the heart of the company's strategy. Thanks to its technological leadership in electrification and automation, the company contributes every day to building a future that is more efficient, safer and less resource-intensive.

Our commitment takes shape through four pillars.

1. Enabling a low-carbon society: our targets, validated by the Science Based Targets initiative (SBTi), are to reduce emissions from our own operations by 80 per cent by 2030 and by 100 per cent by 2050.
2. Preserving resources by implementing a circular approach throughout the entire product life cycle.

3. Promoting social progress by creating working environments that are safe, fair and inclusive.

4. Fostering a culture of integrity and transparency by embedding sustainability into corporate governance.

These objectives constitute a clear and measurable roadmap, capable of guiding the company's actions over the long term.

What internal, cultural or operational levers have helped to accelerate your sustainability strategy?

The current geopolitical landscape calls for companies capable of acting as responsible players and institutional partners. The most responsible businesses do not stand still in times of uncertainty; they continue to invest and innovate, aware that sustainability represents a source of long-term stability. At ABB, this approach is reflected in the full integration of sustainability into processes and strategic decision-making, engaging clients, suppliers, partners and the entire corporate community. A decisive factor is the active involvement of employees: sustainable initiatives and projects are co-created by our people. Younger generations, who are particularly motivated on these issues, act as a natural driver of acceleration, and ABB harnesses this



Loredana Tullio

momentum by embedding it into its corporate culture. In a context where global systems are under strain, sustainability thus becomes a key lever for creating lasting value, attracting talent, meeting the expectations of communities, and guiding the transition towards a safer, more equitable and more resilient future.

How do you help businesses translate their sustainability objectives into concrete action across the entire value chain?

In a competitive and rapidly evolving market, we support organisations in improving energy efficiency, reducing emissions and optimising resource management throughout the product life cycle, thanks to our electrification technologies, automation systems and digital solutions. We also support the decarbonisation of the value chain through three key priorities: more resilient and cleaner energy networks, innovations for more efficient processes, and circular models that reduce waste and maximise the reuse of materials, including life-extension strategies and end-of-cycle take-back solutions. Collaboration with partners, suppliers and customers is essential: only a cohesive ecosystem can turn long-term visions into concrete and measurable results.

PREPARING BUSINESSES FOR THE CHALLENGES OF TOMORROW

By **Alessandro Faccendetti**, CEO of SPS Italy



We are living through a time marked by deep and often conflicting tensions. Geopolitical, economic and social pressures are directly affecting the world of business, where companies are now required to operate in an unstable, accelerated and constantly evolving environment. For those of us who, like SPS Italy, work in document outsourcing, printing and digitalisation, these tensions take on a very practical meaning: they form the daily context in which clients, partners and colleagues make critical decisions, and they require us to stay one step ahead so as to shorten reaction times.

The present is marked by growing pressure on efficiency - at times ethically questionable - by the need to reduce costs and, at the same time, to improve service quality. Added to this is the challenge of information security, which has become central in an age when data is one of the most valuable and vulnerable assets.

Companies thus find themselves caught between the urgency to innovate and the fear of losing control, between the drive towards digitalisation and the complexity of managing change. This is compounded by the need for specialised skills that are not always available in-house. In this context, technology is no longer merely an operational enabler, but a genuine strategic factor. Managing mail, digitising documents, automating processes and integrating physical and digital workflows means rethinking the way organisations work, collaborate and create

value. It would, however, be a mistake to regard digital transformation as simply an IT project: above all, it is a cultural transformation, one that requires vision, expertise and, above all, trust. The challenges of tomorrow will be shaped along several fundamental lines. The first is the ability to manage complexity, with serious and specialised operators offering solutions that are simple, secure and scalable. The second is sustainability, not only environmental but also organisational, particularly when it comes to leaner processes.

The third is human capital. In an increasingly automated world, people remain the true differentiating factor: their ability to interpret needs, to govern technology and to build relationships of trust remains indispensable.

As managers and entrepreneurs, I believe our task is not to eliminate tensions - which is, in essence, impossible - but to learn how to read them and turn them into opportunities. That means investing and managing with courage and pragmatism. It means supporting clients through change, not by imposing solutions, but by building them together.

And, lastly, it means maintaining a long-term perspective, one capable of looking beyond the urgency of the present in order to prepare organisations for the challenges of tomorrow: in uncertain times, true solidity lies in the ability to evolve.



Alessandro Faccendetti



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THE NEW VALUE OF REAL ESTATE LIES IN DATA

By **Ugo Giordano**, Managing Director of RINA Prime



Real estate is undergoing a period of profound transformation: after years of uncertainty, the sector is becoming more mature, with greater financial discipline, more selective investment and increasing attention to asset quality. The market is showing signs of consolidation and resilience, while the very way in which property assets are conceived and managed is also changing in structural terms.

In this context, digitalisation is no longer an ancillary factor, nor simply an opportunity for greater efficiency. It has become a genuine strategic lever, one destined to have a decisive impact on operators' competitiveness and on their ability to preserve asset value over time.

For years, the property sector adopted technologies slowly, owing to data fragmentation, asset heterogeneity and the difficulty of standardising processes. Today, however, the availability of integrated, real-time information is rapidly changing the picture, enabling more effective decisions, better management of risk and costs, and a stronger capacity to create long-term value.



Ugo Giordano

Above all, this is a cultural and organisational evolution: real estate is gradually moving from a model centred almost exclusively on the physical asset to a complex system in which technical expertise, structured finance, energy management and data analysis must coexist and be integrated coherently.

The real quantum leap does not depend on the adoption of individual solutions, but on the ability to build integrated digital ecosystems. The benefits are concrete and measurable: greater operational efficiency, stronger process control, greater transparency and more accurate assessment of asset performance. All of these are now essential requirements in engaging

with investors, financial institutions and industrial partners.

One increasingly evident aspect is the growing weight of digital infrastructure in determining property value. Connectivity, energy resilience, network quality and monitoring capability are becoming decisive factors in investment choices and project development. The value of a property no longer depends solely on

its location or construction features, but also on its integration within an advanced technological and infrastructural system.

If the macroeconomic context now appears more balanced than in the recent past, the market has at the same time become more demanding. Investors and operators require ever higher levels of traceability, data reliability and analytical capability. In this context, the quality of information - and the ability to interpret it - represents a decisive competitive advantage.

The challenge before us is not simply to grow more, but to grow better. That means preserving and increasing asset value over time, reducing risks, improving efficiency and developing management models capable of adapting to an economic and urban context in constant evolution.



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EDUCATION AND RESEARCH: THE DRIVING FORCE BEHIND INNOVATION AND START-UPS

By **Stefano Colombo**, CEO of Stan2services Sagl and Board Member of Swiss Chamber



Stefano Colombo

In a constantly evolving world, the ability to innovate is the key to competitiveness. But where does innovation truly originate? We often associate it with revolutionary technologies, successful start-ups or major investments.

Yet at its core lies something deeper: education and research. These are the pillars that nurture ideas and turn them into tangible solutions, capable of giving rise to businesses that change the world. Thanks to the contribution of polytechnic institutes and higher education institutions, an ecosystem is created that fosters collaboration between universities, businesses and society. An environment that creates opportunities for young talent and supports the country's economic development. In Switzerland, this connection is clearly visible. For years, the country has ranked at the top of the Global Innovation Index, confirming its position as a global leader.

In 2024, Switzerland invested over CHF 2.4 billion in high-tech start-ups, supporting an ecosystem of around 26,000 active start-ups, underpinned by world-class scientific infrastructure such as CERN and the Switzerland Innovation Parks. A decisive role is also played by the private sector, whose expenditure on research and development reached CHF 25.9 billion in 2023, equal to 3 per cent of GDP, with 70 per cent coming from businesses.

Swiss universities play a key role in this dynamic. ETH Zurich and EPFL - the École polytechnique fédérale de Lausanne - to mention the two most prestigious, are not merely universities but genuine laboratories of innovation, where research is translated into start-ups and spin-offs that go on to compete successfully in the market. TETH, for example, recorded 43 new spin-offs in 2023, a historic record, with a particular focus on artificial intelligence, robotics and biotechnology. This success is fuelled by an education system that combines academic

excellence with technology transfer pathways, encouraging the creation of innovative businesses. Italy, too, has made significant progress in recent years. The number of innovative start-ups has more than doubled, surpassing 12,000, with a total turnover of €7.6 billion. Between 2012 and 2023, they created more than 60,000 jobs, while venture capital investment reached €1.5 billion in 2024.

The National Recovery and Resilience Plan (PNRR) has provided a decisive boost, allocating €8.5 billion to the mission of taking research into business. The challenge remains that of developing a more integrated ecosystem, capable of linking universities, businesses and institutions in a stable and continuous way, while supporting technology transfer through actors able to foster connections between research and the market.

The gap with the United States, however, remains significant: Stanford and MIT generate hundreds of start-ups every year. And yet, signs of growth are not lacking. The path forward is clear: to invest in high-quality education, advanced research and technology transfer, so as to turn ideas into businesses and talent into innovation. In the following pages, we explore education and research as the driving force behind innovation and start-ups, together with some of the most authoritative voices in Switzerland and Italy.



FROM PF TO ENTERPRISE: THIS IS HOW WE CREATE INNOVATION

Interview with **Michael O. Hengartner**, President of the ETH Board, the strategic governing body of the Swiss Federal Institutes of Technology



Michael O. Hengartner

What role does university education play in creating an ecosystem that supports innovation and start-ups?

It plays a key role, as it trains specialists. In our case, within the domain of the Federal Institutes of Technology (ETH Domain), these are engineers and experts across a wide range of technological fields. They transfer the knowledge acquired at these

institutions into the economy, thereby generating innovation. They also often go on to found start-ups. Within the ETH Domain, we actively promote this entrepreneurial spirit. Each year, more than 50 start-ups emerge from this environment. In this context, networks such as the Swiss Chamber of Commerce in Italy are also important. This requires a strong regional cluster. In the field of data science in particular, with the CSCS - the Swiss National Supercomputing Centre in Lugano - we benefit from a highly interconnected player in the Italian-speaking part of Switzerland.

What are the key ingredients for turning research into practical, market-ready solutions and scalable start-ups? Where do you see the main bottlenecks today?

As researchers are often far removed from market analysis, this must be brought to the forefront, alongside a strong entrepreneurial idea. Research within the ETH Domain is often highly application-oriented, thanks to close collaboration with industry. It is also essential to equip it with entrepreneurial know-how. To this end, we offer our spin-offs training programmes and advisory support, for example at ETH Zurich. This includes guidance on intellectual property and patent protection. In my view, the greatest challenge remains funding. In the early stages, Switzerland is relatively well positioned, but when it comes to larger, later-stage funding rounds, there is often a shortage of capital. This is where strong ideas are needed. How can we encourage, for example, our pension funds to invest more actively in start-ups? And what framework

conditions would be necessary to make Switzerland more attractive for venture capital firms to establish or expand their activities?

In start-ups and entrepreneurial ventures, failure is part of the journey. How can this idea be integrated into university pathways, where historically only faultless excellence has been rewarded?

In Switzerland, we are admittedly not especially good at seeing the positive side of failure, and we often act with too much caution. Yet university research is, in reality, an ideal environment in which to learn how to deal with failure. Most of our experiments fail: this teaches us very quickly that not everything works at the first attempt, but that we can learn from our mistakes and that, with perseverance and creativity, despite numerous setbacks, it is ultimately possible to reach the goal. I also believe that attitudes towards entrepreneurship have developed very positively in recent years. The many start-ups that emerge from ETH each year are visible and encouraging examples of the fact that success is never guaranteed, but that backing a new idea is often well worth the risk.

Which innovative trends are likely to emerge in the coming years and offer the greatest opportunities for growth for start-ups and businesses?

Artificial intelligence will continue to permeate every sector, from personalised medicine and smart manufacturing to autonomous systems. Solutions that use AI responsibly, transparently and efficiently remain in particularly high demand. At the same time, climate-friendly innovation - such as renewable energy, energy storage and sustainable materials - will remain a major area of focus. In an ageing society, the healthcare sector will also play a crucial role. The space sector holds considerable potential in Switzerland, while innovative solutions in mobility and infrastructure continue to be in strong demand. Finally, and unfortunately, given current geopolitical developments, the security sector is set to grow substantially. As you can see, there is still a great deal to be done!

RESEARCH AND START-UPS: THE INGREDIENTS OF INNOVATION

Interview with **Andrea Lenzi**, President of the National Research Council (CNR)



Andrea Lenzi

What role does university education play in creating an ecosystem that supports innovation and start-ups?

University education is the first building block of the innovation ecosystem. It must not be limited to transmitting knowledge, but should teach how to ask questions, work across disciplines and engage with real-world problems. Universities are

where scientific expertise is developed, but also where mindsets open to risk, collaboration and social impact are shaped. When structurally connected to research and the productive sector, they can become true incubators of start-ups and innovation.

What are the key ingredients for turning research into practical, market-ready solutions and scalable start-ups? Where do you see the main bottlenecks today?

There are three key ingredients: scientific quality, adequate infrastructure and simple rules. Without strong research there can be no innovation, but without the right tools and swift processes, the path to market comes to a halt. Today, the main bottlenecks are fragmentation, excessive bureaucracy and a culture that still draws too sharp a divide between research and business. What is needed are shared platforms, clear contractual frameworks, managerial skills alongside scientific expertise, and a system capable of supporting ideas throughout the entire journey, not only in the initial phase.

In start-ups and entrepreneurial ventures, failure is part of the journey. How can this idea be integrated into university pathways, where historically only faultless excellence has been rewarded?

We need to move beyond the idea that error is a personal failure. In science, as in business, error is often a stage in the learning process.



Within university education, this means giving value to the process, not only to the final result: teaching students how to design, test and refine. It means rewarding critical thinking, the ability to re-engage and the willingness to improve. This is how more resilient and more self-aware researchers and innovators are formed.

Which innovative trends are likely to emerge in the coming years and offer the greatest opportunities for growth for start-ups and businesses?

The greatest opportunities will arise from the intersection of digital technologies and the life sciences, from artificial intelligence applied to healthcare, manufacturing and energy, and from biotechnology and all those areas of research that are strategic for human development and the preservation of the planet. One major cross-cutting trend will be interdisciplinarity. The most successful start-ups will emerge where different forms of expertise meet. The task of research institutions is to create the conditions that allow these encounters to happen.

EDUCATING FOR THE FUTURE: UNIVERSITIES AND THE RIGHT TO FAIL

Interview with **Luciana Vaccaro**, President of Swissuniversi-



Luciana Vaccaro

What role does university education play in creating an ecosystem that supports innovation and start-ups?

I believe that, in general, universities are privileged spaces for encounter, development and exchange - places where knowledge is created, nurtured and transferred. At HES-SO (the University of Applied Sciences and Arts of Western

Switzerland), we maintain strong ties with our regions - businesses, public services, socio-health actors and SMEs. Within this ecosystem, we act both as a driver and as a catalyst for innovation, at the intersection of students' needs, society's expectations and the demands of the labour market. Through these tangible connections - embodied in projects, placements and partnerships - HES-SO seeks to integrate the key themes of the future systematically into its curricula: sustainability, digitalisation, artificial intelligence and transversal skills, so that our students are equipped not only to imagine tomorrow, but to build it.

What are the key ingredients for turning research into practical, market-ready solutions and scalable start-ups? Where do you see the main bottlenecks today?

I firmly believe that a thorough understanding of the context in which we operate is the key to guiding change. That is why it is essential to cultivate an ongoing dialogue with economic, cultural and social partners, so as to understand needs and challenges realistically and translate them into high-impact solutions. From this observation of the system, two consequences emerge for us and for start-ups. First, innovation - and therefore practical, market-ready solutions - is transdisciplinary and cannot be confined to a single thematic perspective. At HES-SO, for example, we launched the Innokick training programme ten years ago to foster innovation, transdisciplinary thinking and an entrepreneurial culture among our students. Second, it is crucial to equip young people with the skills needed

to overcome the obstacles inherent in innovation processes: the ability to secure funding, the ability to combine technological expertise with business vision and - perhaps most importantly - the ability to face risk.

In start-ups and entrepreneurial ventures, failure is part of the journey. How can this idea be integrated into university pathways, where historically only faultless excellence has been rewarded?

It is true that the academic world has historically shown an aversion to error, while many success stories demonstrate that failure is an essential stage in the process of scientific knowledge and, consequently, of innovation. It is crucial to introduce into our educational programmes the right to make mistakes: this means creating a context in which people dare to experiment and take risks. It is in this way that the boldest ideas can emerge: every failure carries valuable lessons that feed experience and strengthen skills. Mistakes are a stage in a process; they are not something that defines us. We must not simply accept error, but learn to value it as a driver of creativity, progress and innovation.

Which innovative trends are likely to emerge in the coming years and offer the greatest opportunities for growth for start-ups and businesses?

I cannot fail to mention artificial intelligence. Its tools have, of course, become indispensable and are transforming the way we learn, work and innovate. Yet it would be reductive to limit the future to technology alone. I believe that, in the end, the human factor is what truly makes the difference: the ability to cooperate, to use technology ethically and sustainably, to understand problems and to develop high-impact projects. The aim is to respond to the evolution of our society and to the complex challenges it must face. That is why I see human connection as the true catalyst for change - and its importance is only growing. In conclusion, however, I would also like to recall that the greatest achievement of the past hundred years in the Western world has been democracy and the civic values that underpin it.

BUILDING THE EUROPEAN INNOVATION ECOSYSTEM

Interview with **Donatella Sciuto**, Rector of the Polytechnic University of Milan



Donatella Sciuto

What role does university education play in creating an ecosystem that supports innovation and start-ups?

Universities are key players in the innovation ecosystem: they provide strong foundational skills for technological contexts and create environments where students, researchers and businesses collaborate to generate new ideas.

Through multidisciplinary courses, laboratory work and an international outlook, our students develop a cross-cutting approach that is crucial to deep-tech entrepreneurship. The decisive step is to create genuine innovation districts with businesses - such as the one we are developing at the Bovisa campus - to attract both capital and ideas. This is the virtuous cycle we aim to foster through TEF - Tech Europe Foundation.

What are the key ingredients for turning research into practical, market-ready solutions and scalable start-ups?

Research in Italy and across Europe is excellent. Europe accounts for a share of scientific publications comparable to that of the United States (18% EU vs 13% US), yet only one third of patents are commercially exploited, and just 8% of unicorns are based in the Union (compared with 66% in the US and 26% in China). For research to translate into practical solutions and scalable start-ups, appropriate structures are needed. Targeted entrepreneurial education is also essential to foster a risk-oriented culture - such as the one we are developing at the Polytechnic University through TEF Ignition, aimed at both our students and those of Bocconi. Finally, strong networks of mentors and investors are required, along with robust public-private synergy between two worlds that often operate in parallel but share significant interests here.

Where do you see the main bottlenecks today?

The main obstacles are well known: fragmented initiatives, excessive

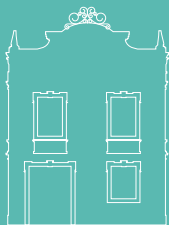
bureaucracy, difficulty securing funding, especially at the scale-up stage, and a lack of incentives and tax relief. Banks that cut off credit to those who fail do not help. Nor does our tendency to save rather than invest. That said, the principal disincentive remains an Italian culture that is still too risk-averse and cautious. We need to promote a mindset that values experimentation and sees managing failure as integral to the growth of younger generations.

In start-ups and entrepreneurial ventures, failure is part of the journey. How can this idea be integrated into university pathways, where historically only faultless excellence has been rewarded?

Faultless excellence does not exist. I am a woman of science and I cannot subscribe to the idea that results are achieved at the first attempt. Progress is always made through error. Failure is an integral part of every discovery, and even more so within entrepreneurial pathways, where multiple interests are at stake. We are working extensively on this aspect, both in the classroom and through supporting communication tools such as the podcast "Sull'errore" (On Error), but it is not easy to uproot what has become so deeply ingrained over time.

Which innovative trends are likely to emerge in the coming years and offer the greatest opportunities for growth for start-ups and businesses?

In the coming years, the most promising trends will be linked to artificial intelligence, increasingly integrated into production processes and services, as well as to environmental sustainability and green technologies. This is already reflected in a labour market moving clearly in this direction. However, the pace of change is exponential, making long-term forecasts difficult. From a university perspective, what matters is to educate not only professionals, but workers and entrepreneurs capable of navigating uncertainty and leading change. Only by fostering creativity, collaboration and risk management can we lay the foundations for a system truly conducive to innovation and economic growth. Above all, we should remember that technology is, and remains, a means rather than an end.



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ART AND CULTURE AS FOUNDATIONS

By **Nicola Felder**, Deputy Consul General, Consulate General of Switzerland in Milan

From the Consulate General of Switzerland in Milan, we observe a reality that is becoming clearer by the day: art, culture, research and innovation are not an adjunct to our diplomatic activities, nor an embellishment to be displayed on formal occasions. They are an essential part of our daily work. They constitute the very fabric through which we build authentic and lasting relationships.

The world we inhabit is marked by deep tensions, by divisions that seem only to multiply. In this context, often dominated by mistrust and polarisation, culture and the arts perform a role that complements and enriches traditional diplomatic action. They open up spaces in which trust can be renewed, where people from different backgrounds - institutions, civil society, academia and business - can meet, speak to one another and, above all, imagine together.

Instability as an opportunity

The tensions of our time must not paralyse us. On the contrary, they make it all the more urgent to create spaces for dialogue in which instability can be transformed into constructive exchange, and uncertainty into an opportunity for encounter and experimentation. When we speak of innovation, we mean a broader rethinking that embraces environmental



Nicola Felder

sustainability, social cohesion and responsibility towards those who will come after us.

Art, culture and innovation are spaces of freedom where differences do not divide but enrich, where bridges can be built that are not merely symbolic gestures, but concrete relationships that endure over time and produce tangible effects in the lives of people and communities.

Experience in practice

The cultural projects we have promoted,

the scientific collaborations we have facilitated and the artistic initiatives we have supported have opened the way to relationships grounded in mutual trust and shared knowledge. Investing in this direction also means thinking of future generations: giving those who come after us the tools to think critically, engage with others and enter into dialogue across differences.

Three concrete examples illustrate this approach. On the occasion of the International Day for the Elimination of Violence against Women, together with the City of Milan and Teatro Parenti, we gave prominence to “Prima Facie”, a production staged by the Finzi Pasca Company of Lugano: theatre became a public space in which art, institutions and citizens could engage with one another on an issue of crucial importance to our society.

With MEET Digital Culture Center, we presented Other Intelligences, an exhibition produced by HEK in Basel: art became a laboratory for exploring different forms of intelligence and questioning the future we are building.

With the Giannino Bassetti Foundation, we have launched a dialogue that will lead the Consulate to take part in the Schola:



speaking, in connection before promotion. A diplomacy that recognises culture as a privileged instrument for understanding the change under way and guiding it towards more human directions. This way of thinking is rooted in the very history of the Confederation. Switzerland's identity has been forged through the daily coexistence of different languages, cultures and faiths.

Dialogue, mutual listening and mediation are not tactical choices: they are our way of being in the world, the distinctive mark of our contribution to the international community.

**Palazzo Trevisan:
a space for the future**

It is within this historical and value-based continuity that PALAZZO TREVISAN comes into being, a new platform of the Federal Department of Foreign Affairs dedicated to promoting dialogue on art, culture, research and innovation for sustainability. A space for listening and creation, bringing together institutions, civil society, academia and Swiss businesses in dialogue with the Venetian context and in imagining the future. A concrete expression of a diplomacy that places culture at the centre, recognising it as a foundation, not an embellishment.

a platform for discussion and planning promoted by the Foundation, bringing together universities, intermediary bodies, cultural organisations and entrepreneurs to address, together, the challenges of responsible innovation. In all these cases, culture and innovation have created a context for authentic dialogue and shared visions. Not entertainment, then, but the building of common ground.

A diplomacy of listening

This is the cultural diplomacy we practise. A diplomacy grounded in listening before



ART AND AI: TOWARDS A NEW SYMBIOSIS

Interview with **Maria Grazia Mattei**, Founder and President of the MEET Digital Culture Centre

In our engagement with artificial intelligence, ethical and political conflicts are coming to the fore, from the power of data to sustainability and inclusion. How can art make these tensions visible and turn them into collective awareness?

Artificial intelligence did not create these tensions: it has brought them to a point of visible saturation. The power of data, energy sustainability and inclusion are issues that run through the whole of digitalisation, but with AI they have become impossible to ignore. Data constitutes our identity, and yet we continue to surrender it without even realising it. Algorithmic bias perpetuates forms of systemic exclusion that most users never actually see.

This is precisely where art intervenes: it translates the invisible into direct



perceptual experience. An installation that materialises the energy consumption of a language model, or makes visible the hidden prejudices within a dataset, can generate a form of awareness that no scientific paper is able to produce with the same intensity. Not because art is superior to science, but because it operates on an emotional and immediate plane - it enters into these fault lines and gives them communicative forms that stir curiosity even before they prompt critical reflection.

There is also a dimension that I find fundamental: when the public experiences something first-hand, a form of literacy emerges. Not passive, not didactic, but an understanding that comes from being inside the work, from becoming part of it. If we want to build a conscious digital citizenship, art is one of the most powerful tools we have.

The concept of “other intelligences” opens up a vision that goes beyond artificial intelligence, encompassing biological, collective and non-human systems. How can digital art help us rethink our



Maria Grazia Mattei

relationship with AI and with the very idea of authorship?

AI should be understood as one among other non-human intelligences, and this is not a provocation but a recognition of fact. Fungi have been telling us for decades that intelligence is not an exclusively human prerogative. AI is now showing us that a new form of intelligence exists - one that learns, improves its performance and is moving towards

genuinely creative capacities. We do not yet know how the social system will reorganise itself around this. But to look only at what AI is now would be a mistake: we need to project ourselves forward, as artists already do when they engage with these frontiers.

This has happened before with computer graphics, which evolved from being a machine into an extension of human imagination, until it became a language in its own right, as John Maeda understood long before most others. With AI, however, the process is different and more radical: the human being is no longer the only intelligence in the field. And this redefines



the automated flow in order to assert a position. Cultural institutions, for their part, must be able to distinguish between meaningful experimentation and technological display for its own sake. That is not simple, especially at a moment when we still do not know whether, or how, AI will develop critical processes of its own.

The third tension - and perhaps the most overlooked - concerns concrete ethical responsibility. The fascination these technologies exert tends to obscure urgent issues: job losses, the reshaping of professions and environmental impact. There

authorship in an irreversible way.

I do not see a threat, I see hybridisation. The figure of the solitary artistic genius has already faded; creative work is increasingly collective, made up of teams, relationships and distributed processes. The alliance with AI is a further step in this direction. I would speak of co-creation, perhaps even of symbiosis. The works of the future will be relationships between contents, spaces and intelligences. We must stop treating AI as a tool: it is already becoming something else.

Digital art that engages with “other intelligences” arises within a space of tension: between control and autonomy, creativity and automation, fascination and fear. What are the most urgent tensions that artists and cultural institutions must confront today?

There are three urgent tensions, and for the time being they must be inhabited rather than resolved. The first concerns power. Generative AI tools appear democratic: anyone with an internet connection can use them. But the underlying computational infrastructure is controlled by a very small number of corporations. Artists and

institutions have a responsibility not to conceal this contradiction, but to make it explicit and turn it into critical material. The second concerns intentionality. AI can generate infinite volumes of visual, sonic and textual artefacts. The risk is a bulimic production devoid of expressive necessity. Art must reclaim the space of critical decision-making - the gesture that interrupts

is still not enough widespread analysis of these questions. The only answer I know is to raise the level of critical engagement, and to educate individuals who are capable of reading these processes not as merely technical phenomena, but as cultural and political ones. To inhabit these tensions means training ourselves to understand them, rather than simply submitting to them.



INHABITING SPACE: ART, INCLUSION AND SUSTAINABILITY

By **Maïke Cruse**, Director Art Basel in Basel

We know that Art Basel is not only the world's most prestigious fair for modern and contemporary art, but also has the clear ambition of acting as a catalyst for urban transformation, as the "Parcours" project has shown. In what ways can Art Basel foster a sense of inclusion and belonging among all citizens, including those who are not traditionally part of the art world?

Art Basel has been part of Basel's cultural life for more than fifty years. For us, it is essential that art should not take place exclusively within the exhibition halls, but should also be consciously brought into the public space. Through freely accessible formats such as "Parcours" along with public commissions in Messeplatz and Münsterplatz, we create opportunities for people to encounter contemporary art regardless of their prior knowledge or whether they hold a ticket.

In 2026, "Parcours" will be devoted to the theme of Conviviality - curated by Stefanie Hessler, Director of the Swiss Institute in New York - and will explore the dynamics of living together. The works unfold within the urban fabric and enter into direct dialogue with the city. The public commissions by Nairy Baghramian and Ibrahim Mahama likewise extend the presence of the fair into the historic centre. In this sense, we see Art Basel not as a stand-alone event, but as an integral part of the urban fabric, both culturally and economically.

Art Basel represents not only Basel, but also a part of Switzerland's cultural identity in the world. How does the fair, through its selections and public programmes, foster an active and constructive dialogue between the Swiss national art scene and the international



Maïke Cruse

perspective, thereby contributing to a more dynamic and inclusive redefinition of Swiss cultural identity?

Art Basel is deeply rooted in its local context while remaining globally oriented. We see this dual dimension as an opportunity. With 290 galleries from 43 countries and territories, the fair reflects the international diversity of artistic practices. Swiss galleries and artists are thus brought into direct dialogue with global perspectives.

Through art in the public space and programmes open to all, that dialogue extends beyond the professional community. For us, cultural identity is not something static, but a dynamic process enriched through international exchange.

Switzerland positions itself as a global hub for contemporary art. What responsibility does Art Basel, as a globally influential actor, have in recognising and giving voice - through its platform - to narratives and artists that directly address socio-political and environmental tensions, both globally and within the Swiss community?

Art Basel is both a marketplace and a space of resonance. Across sectors such as Statements, Premiere, Feature and Unlimited, numerous projects engage with themes including identity, power structures and ecological transformation. Contemporary art reflects social tensions and can open up new spaces for thought and action. We do not pursue a political agenda. Our role is to create open and pluralistic frameworks in which different voices can emerge. Initiatives such as the Art Basel Awards, whose first public commissions will be realised in Basel in 2026, further extend this responsibility: they provide a platform of long-

term support that recognises artistic excellence and ensures its lasting visibility. Our aim is to contribute to an artistic ecosystem that is reflective, inclusive and future-oriented, both in Switzerland and internationally.

Recognising that Art Basel operates simultaneously as a cultural hub and a global marketplace with diverse interests, how do you navigate the need to balance the commercial imperatives of the art market with the social expectations and ESG values of Swiss communities and institutions? How can this balancing act evolve into an operational model that drives positive change across the entire art ecosystem?

Art Basel operates consciously at the intersection of a cultural platform and a global market. Our actions are guided by the sustainability strategy of our parent company, MCH Group, which sets the binding framework



Convention and Exhibition Centre, Basel

for our environmental, social and economic objectives.

Sustainability is not an add-on, but an integral part of our operating model. Together with MCH Group, we are committed to achieving climate neutrality (net zero) by 2050. By 2030, we aim to reduce direct emissions (Scope 1 and 2) by 50% and indirect emissions (Scope 3) by 20%. As active members of the Gallery Climate Coalition, we are also committed to making tangible progress in reducing emissions and waste across the sector.

At the same time, we strengthen our economic, social and cultural contribution through responsible processes, collaboration with local partners and continuous dialogue with a wide range of stakeholders. We do not see this as a balance between opposing forces, but as a strategic evolution of our operating model: economic success, environmental responsibility and social value must reinforce one another.



"Finestra sul cielo", Convention and Exhibition Centre, Basel



House of Rock Mural, Basel

THE ILLUSION OF AUTHORSHIP

By **Francesco D'Isa**, Philosopher, Artist, Lecturer

The mistrust that greets works generated through artificial intelligence closely echoes the anxieties stirred in the nineteenth century by the advent of photography. At the time, it was argued that mechanical intervention stripped the artist of authority and reduced the creative act to mere technical registration. Today, we are witnessing an almost identical dynamic, in which the prompt is diminished in comparison with the brush stroke or the photographic shot, as though a presumed ease of execution necessarily implied an absence of originality or vision.

We know that taking a photograph is easy, while producing a good one is very difficult - and the same holds true for artificial intelligence, even if, for the time being, only those who use it professionally fully appreciate this. Whoever defines the parameters, shapes the prompt, chooses the iterations, corrects the variants and selects the final result is exercising a fully authorial function; the author enters into dialogue with the machine and directs its statistical potential towards a specific outcome.

To believe that automation erases the author is to ignore the fact that every creative practice has always been mediated by technology; the photographer does not capture light unaided, but works through lenses, sensors and post-production tools that help determine the image. Brush and pigment, too, are an enhancement and extension of the painter's abilities - without them, the work could not be realised.

The writer also relies on a complex technology: language, a system



Francesco D'Isa

that precedes thought and shapes it as it is expressed. Recognising authorship in the age of AI requires us to accept that creativity has always been a distributed process. Nobody creates in a vacuum. Every work emerges from an ongoing collaboration between human intention and the constraints or possibilities offered by the tools employed.

Artificial intelligence simply makes this condition of interdependence between mind and medium more visible and more extreme. The notion of the author as an isolated genius creating from nothing is a romantic myth - historically situated and contradicted by the history of art, which evolves through aggregation, recombination, influence and appropriation.

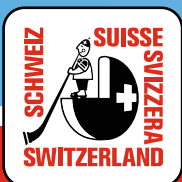
This awareness, however, clashes with the current legal framework of copyright. The rules governing intellectual property are economic conventions; they do not reflect any ontological truth about the origin of ideas, as is sometimes assumed. Present and future legal systems should therefore aim to maximise two apparently distant objectives: the economic protection of creators and the free circulation of culture. The current system fails on both counts, as it protects entrenched positions while hindering innovation and the dissemination of knowledge.

The ethical and political goal for the future should not be to preserve an imagined integrity of artistic creation, but to ensure that human beings can continue to create - and make a living from their work - within an ecosystem in which machines act as cognitive amplifiers.

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BEYOND BORDERS: ITALY AND SWITZERLAND UNITED BY DESIGN

Edited by the **Swiss Chamber** editorial team

The Centro Svizzero in Milan is a significant institutional, cultural and architectural presence in the city's urban landscape, as well as a point of reference for dialogue between Italy and Switzerland in the fields of culture and business. The creation of Swiss Corner in 2012, born of an idea by Swiss Chamber and designed by Bearth & Deplazes Architects, gave renewed momentum to the Centro Svizzero, making a substantial contribution to the urban quality of the area and to the reconfiguration of the square itself.

Today, the new Swiss Corner Dehors, created by the Chamber of Commerce itself with the institutional support of the Consulate General in Milan, takes shape as a project to redevelop the exterior space of the Centro Svizzero, with the aim of strengthening its institutional and cultural role and enhancing the design of a space open to dialogue with the city. Designed under the supervision of architect Riccardo Blumer, Director of the Accademia di Mendrisio, and with the artistic direction of interior designer Andrea Castrignano, it will host meetings, temporary installations and moments of exchange dedicated to the themes of design and public space, further reinforcing Swiss Corner's cultural and international vocation.

In this sense, the new Dehors takes on a symbolic value as a cultural bridge between Italy and Switzerland. The bioclimatic covering, created by Protezioni srl - an Italian female-led business excellence awarded in 2022 for research and innovation - becomes the expression of a shared vision of contemporary design, grounded in formal rigour, construction quality, attention to detail and environmental sustainability: values that belong as much to Swiss design culture as to Italian design culture.

The removal of the former parasols has introduced a single, unified architectural element: the ALL SEASON Nesos covering, a light, reversible and reconfigurable infrastructure serving the outdoor area of Swiss Corner, improving comfort and usability in every season - in snow, rain or wind - without compromising the architectural legibility of the building and its historic base. The bioclimatic structure, equipped

with a sliding roof and seasonal glazed perimeter panels, is not merely a service installation, but a true device for the design of external space, capable of organising the building's frontage, improving microclimatic conditions and strengthening the relationship between architecture and the urban context.

Repower's E-Lounge, a Compasso d'Oro award winner positioned alongside the pergola, is a multifunctional element of Italian design that serves as a charging point for devices or bicycles and as a Wi-Fi connection point, combining functionality with support for sustainable mobility. From an environmental perspective, the project has adopted principles of the circular economy, favouring a demountable structure made from durable, separable and renewable materials. The replacement of temporary fittings with a single stable yet reconfigurable system makes it possible to reduce the project's overall environmental impact and ensure more sustainable management of the space.

Inaugurated during Fuorisalone 2026, the new Swiss Corner *Dehors* is not merely an outdoor space, but a living manifesto of the design that brings Italy and Switzerland together, where innovation, sustainability and dialogue redefine space open to the public.



The new Dehors at Swiss Corner

THE BEST IS AROUND THE (SWISS) CORNER



Design by Andrea Castrignano for Fuorisalone 2025



Busan district meets Milan



MEET - Other Intelligences



Pellizza da Volpedo exhibition at GAM



Launch of new Men's Health issue

CATERING AS A VALUE SYSTEM

By **Manuela De Carlo**, Director Master in International Tourism and Hospitality, IULM University

Italian catering represents far more than a productive sector: it is an ecosystem capable of generating economic, cultural, social and experiential value, with direct effects on local areas and destinations.

From an economic perspective, the weight of the sector is considerable. Italy is the leading country in Europe in terms of number of businesses and the second in terms of employment, with total turnover reaching €80 billion, ranking third after France and Germany. At the same time, however, the Italian sector is marked by a high degree of fragmentation: businesses are small in scale, with an average of 4.9 employees, compared with 8.8 in Germany. This is a model that supports employment and entrepreneurial vitality, but it also reveals critical weaknesses in terms of productivity and added value per employee, both lower than those of Italy's main European counterparts, as well as the limits of national policies for the sector's development.

The economic impact is also reflected in the urban dimension. In Milan, Food & Beverage accounts for 34 per cent of commercial activities along the city's main streets, including semi-central and peripheral areas. In this way, the restaurant sector contributes to the vitality of neighbourhoods, to safety and to the quality of urban space, becoming a central actor in processes of local regeneration.

Alongside these aspects, its experiential value also emerges strongly. Studies carried out at IULM show that the gastronomic experience has a decisive



Manuela De Carlo

influence on brand perception and corporate reputation, particularly in the hospitality sector. Thanks to advanced neuromarketing tools, it is now possible to measure with precision the impact of environmental, relational and sensory factors throughout the customer journey, providing operational guidance for a more informed and strategic management of the relationship with the guest and of brand positioning.

Catering is also a vehicle of culture. Experiences that enhance local traditions, gastronomic knowledge and territorial identities show how food can become a tool for storytelling and innovation. The recognition of Italian cuisine as intangible cultural heritage further reinforces this dimension, while also highlighting the need to avoid processes of trivialisation.

No less significant is the social value. The sector fosters conviviality, inclusion and integration: the number of businesses run by foreign-

born immigrant entrepreneurs is growing, while models oriented towards social responsibility and training are becoming increasingly widespread. Eating together, as neuroscientific research conducted at IULM has shown, generates higher levels of emotional and relational engagement than other shared experiences.

It is a complex heritage that calls for targeted public policies, appropriate managerial tools and structured collaboration between businesses and universities, in order to support catering enterprises in realising this significant potential for value creation.



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SPORT: A UNIVERSAL LANGUAGE

By **Stefano Lazzarotto**, Consul General of Switzerland in Milan

The first half of 2026, whose beginning was overshadowed by the terrible tragedy of Crans-Montana, will also be remembered by all countries with a tradition of winter sports - Switzerland included - for the staging of the Milan-Cortina Winter Olympic and Paralympic Games, now in their 25th and 14th editions respectively. Milan-Cortina already stands out for the significant decentralisation of competitions and opening and closing ceremonies across multiple venues and territories. Its strong level of participation is equally striking,



Stefano Lazzarotto

as shown by the more than 3,500 athletes announced from over 90 countries.

These are figures that would have pleased Pierre de Coubertin (1863-1937), who founded the International Olympic Committee in 1894, drawing inspiration from the ancient Greeks - with warring parties agreeing to a truce during the Games - and promoting a universal ideal grounded in peace, fraternity among peoples through sport, and the sharing of values such as the spirit of participation being more important



“ THE GAMES ARE AN OPPORTUNITY TO FACE PERSONAL CHALLENGES AND OVERCOME ONE'S LIMITS ”



than victory. The first Olympic Games were held in Athens in 1896.

It is also true that the Olympic Games, even more than the World Championships, precisely because of the symbolism on which they are founded, become an occasion for moments of celebration charged with emotion, passion and national pride.

Official Switzerland chose to revive the House of Switzerland (HoS), albeit in a reduced format after Crans-Montana, in the finest Coubertinian spirit: if, on the one hand, they also serve as places of celebration, on the other they explicitly aspire to do so in an open spirit and, above all, in a way that is inclusive of all sports enthusiasts regardless of nationality. On this occasion, the Houses focused on the theme of innovation and Alpine flora: the contained space of the Alps thus takes on a strongly interactive, empathetic dimension, becoming a place of dialogue and exchange between nations. A return to nature and to its beauty as an



opportunity for resilience and the renewal of human relationships.

The Games, perhaps even more than other sporting competitions, represent a privileged opportunity for Olympic and Paralympic athletes to confront personal challenges and push beyond their limits, achieving victories but also facing inevitable disappointments.

In his “Éloge de la faiblesse”, the Valais philosopher Alexandre Jollien, who was born with cerebral palsy, transcends his disability by turning it into a resource through acceptance, embracing the fragility that comes with it rather than fleeing from it. One of the strongest memories of my professional experience in recent years was an event held in honour of the Swiss girls and boys who took part in the Special Olympics in Sestriere in March 2025. To witness at first hand their courage, strength of spirit and mutual respect was a truly special moment. Taking Coubertin’s spirit beyond the mere idea of participation, what better than Lara



Gut-Behrami’s smile at the press conference on 28 November 2025 to reaffirm just how timely and relevant the Olympic spirit remains - a spirit to which even those who are absent can still contribute? After the injury she sustained during Super-G training in Colorado, which effectively brought her season to an end and ruled her out of the Games, Lara confined herself to the facts: sport is also this.

Alongside our congratulations to the Olympic medallists and to all the athletes of Milan-Cortina, a thought should therefore also go - in this historical moment marked by strong geopolitical tensions on a global scale - to those who were not there, whether because they did not qualify, were injured or were otherwise unable to take part, but who nonetheless contribute through their values to advancing the Olympic cause. This shows that one may be defeated in the immediate sense, yet still emerge victorious in terms of individual growth, in keeping with the spirit of social progress hoped for by de Coubertin.

SWITZERLAND AT THE MILAN CORTINA 2026 OLYMPIC GAMES

Sport, culture and innovation in dialogue with Italy and the world



From 4 to 22 February, Switzerland made its presence felt at the Milan-Cortina Olympic Games.

The curtain had only just fallen on the Olympic Games - with attention already turning to the Paralympics - when we asked House of Switzerland Italia, the national hospitality and communications platform for Milan-Cortina 2026, to offer an initial assessment of the activities carried out and of the opportunities generated for the country.

“Les Jeux... ne sont pas encore faits”, but the overall picture is already positive

More than 90,000 visitors in the first 18 days of opening: during the Milan-Cortina Winter Olympics in February, House of Switzerland Italia 2026 welcomed athletes, fans and official delegations, offering them a corner of Switzerland in the heart of the Games. Across its three venues in Milan, Cortina d’Ampezzo and Bormio, the public responded enthusiastically to this meeting point, which brought together sport, culture, innovation and international dialogue within a single experience.

Sport confirmed itself as a universal language and a powerful force for cohesion, a natural starting point for creating connections and encouraging exchange. Culture became a means of narrating the country, highlighting its identity, creativity and traditions. Innovation, finally, emerged as a driver of sustainable development, particularly in the Alpine region, where challenges and opportunities alike call for vision and collaboration.

“The public response demonstrates the strength of this dual narrative, both sporting and cultural,” explains Ambassador Alexandre Edelmann, Head of Presence Switzerland at the Federal Department of Foreign Affairs (FDFA). “Beyond traditional references such as raclette or yodelling, initiatives such as the Sport-Tech Day dedicated to the Swiss technologies shaping the future of sport, as well as a series of singer-songwriter concerts, made it possible to showcase a Switzerland that is open,

modern, multicultural and boldly creative.” With more than a dozen exhibitions and around fifty events open free of charge to all, House of Switzerland’s programme was fully embraced, a fact also reflected in broad and varied media coverage.

A Legacy That Goes Beyond the Games

“The aim has always been to create a space for exchange capable of going beyond the sporting event itself and leaving a lasting legacy along the road to Milan-Cortina 2026. This commitment was further strengthened in neighbouring Italy following the tragedy that occurred in Crans-Montana at the beginning of the year,” Edelmann continues. A mission that each “House of Switzerland” - a 360-degree showcase of the country -



President of the Swiss Confederation Guy Parmelin at Sport-Tech Day with polytechnic institutes, universities and start-ups



The bilateral meeting between Federal Councillor Ignazio Cassis and the President of the Lombardy Region, Attilio Fontana on the sidelines of the Olympic Games

interpreted within its own context, bringing together the many dimensions of the Games into a unified project. The common thread, the Alpine spirit as a source of inspiration and vital force for the sustainable development of the Alps, was expressed through distinct yet complementary atmospheres, capable of engaging different audiences.

In Milan, at the heart of the Centro Svizzero, an Alpine garden took shape: an immersive space in which to (re)imagine the Alps and rediscover, within an urban context, the essential beauty and simplicity of nature. The official visits of the President of the Swiss Confederation Guy Parmelin and Federal Councillors Martin Pfister and Ignazio Cassis, together with the presence

of the President of the International Olympic Committee Kirsty Coventry, also underscored the political and institutional dimension of the Milan venue.

In Cortina d'Ampezzo, the experience took the form of a welcoming chalet, expressing Swiss hospitality and style in an authentic yet contemporary way. And in Bormio, under the guidance of the Swiss Sports Aid Foundation (Stiftung Sporthilfe) and Swiss Olympic, a Swiss hub was set up alongside one of the main competition centres for the Swiss delegation, reinforcing the link



Cortina and Bormio: the Alpine hubs for fans, athletes and medal winners

between support for sport and presence on the ground. Despite the distance between the various venues, the many medals were celebrated across all the Houses of Switzerland, with or without the presence of the athletes. In particular, the public viewing moments on large screens restored a truly collective dimension to the experience of the Games, bringing together Swiss, Italian and international audiences in a single, shared emotion. Thus, through applause, encounters and spontaneous celebrations, the Olympic spirit resonated strongly across all three "Houses", transforming each location into a vibrant and widely shared point of reference.

Proximity, Collaboration and Lasting Prospects

Switzerland's participation in Italy's celebration of the Games forms part of a spirit of closeness and cooperation that reflects the depth of the relationship between the two countries. "Through its presence and initiatives, Switzerland has not only accompanied a major international sporting event, but has also consolidated a platform for dialogue and visibility capable of generating lasting opportunities for all the actors involved," concludes Alexandre Edelmann.

These spaces played a strategic role in promoting Swiss interests in Italy - economically, by fostering contacts and partnerships; diplomatically, by strengthening institutional relations; and culturally, by highlighting identity, creativity and innovation. In this sense, the commitment linked to Milan-Cortina 2026 does not represent an end point, but rather an investment in the future of bilateral relations and in the shared development of the Alpine region.

And the journey did not end there: the work continued during the Paralympic Games in Cortina d'Ampezzo from 6 to 15 March, where the same commitment and energy continued to accompany athletes, delegations and the public, further strengthening Switzerland's presence in the name of inclusion.

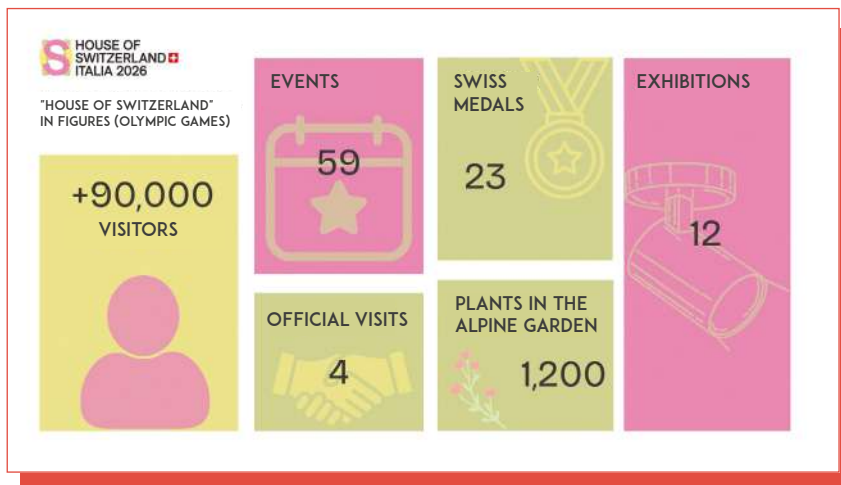


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ALONG THE BERNINA LINE, BETWEEN HERITAGE AND FUTURE

By the Italian Representation Office of the Rhaetian Railway

There are changes that form part of the normal evolution of a company, and others that mark the end of an era. What we are experiencing at the Rhaetian Railway undoubtedly belongs to the latter category.

Communicating change is always a delicate challenge, all the more so for a company like ours, indissolubly linked to the name of Enrico Bernasconi, who first represented all Swiss railways in Italy and later became, quite simply, the Trenino Rosso itself. Today, it is not merely a name that is changing: what is evolving is a legacy that for thirty years has quite literally embodied the bridge between Italy and Switzerland. In this journey of excellence, Enrico Bernasconi's vision is now passing into the hands of Matteo Zala, who takes the helm of the Rhaetian Railway to write its next chapter.

It is the ideal time for a generational handover: Matteo will shape the future of the Rhaetian Railway's presence in Italy, and in the company's future there is one word above all: digitalisation.

We are developing new forms of digital communication and implementing platforms that will simplify online bookings and resolve overbooking issues on the Bernina route. This will be the first major project to manage in the coming years, alongside the promotion of lesser-known routes, such as the Albula line, which may help ease pressure on the Bernina route, now by far the best known in Italy. For the Rhaetian Railway, 2025 marked a record year in terms of both passenger numbers and revenue. The Bernina line in particular, a UNESCO World Heritage site, recorded extraordinary figures. At global level, we estimate around



Enrico Bernasconi



Matteo Zala

1.7 million passengers annually on the line, of whom approximately 350,000 come from the Italian market through direct or indirect channels. This figure captures an impressive growth trajectory: twenty years ago, Italy represented only a marginal share compared with other foreign markets; today, it is firmly among the leading countries of

reference. Success, however, also brings new responsibilities. During the 2025-2026 Christmas period, passenger volumes reached extreme levels, and the difficulties in managing flows inevitably affected perceptions of service quality. It is a reality we are confronting transparently, without overlooking the disappointment of those who were unable to find a seat or had to travel in less than ideal conditions. The prestige built up over decades deserves to be protected with determination.

Until 2030, pending the arrival of new rolling stock that will increase the daily capacity of the trains, flow management will remain a central challenge. The new smart platforms will make it easier for groups to access booking systems and will improve internal planning, with the aim of reducing critical issues and restoring a balance between demand and the quality of the travel experience. At the same time, we will work more intensively on promoting alternative routes, capable of enhancing the entire network and distributing visitors more evenly.

The year 2026, in particular, will see the launch of a project to which we are especially committed: "Landwasserwelt". This is an integrated travel programme along the Albula line, itself a UNESCO World Heritage site, centred on the celebrated Landwasser Viaduct and the surrounding region.

The idea is to transform simple transit into a broader experience, inviting travellers to stop - perhaps even stay overnight - in order to discover the railway museum in Bergün, travel on historic trains towards Davos, follow panoramic walking trails, enjoy local cuisine, visit farms and make use of mountain lifts even during the summer season. It is a project that brings together mobility, culture, landscape and the local economy, strengthening the connection between railway infrastructure and territory.

Alongside flow management and the development of the offer, sustainability remains a central theme. The Rhaetian Railway has always been a virtuous model of low-impact mobility. Much of the energy it uses comes from the waters of Lago Bianco, converted into electricity through local hydroelectric plants. At a time when



the choice of tourist destination is increasingly influenced by considerations of safety and environmental awareness, our offer fits coherently within a vision of responsible and enduring tourism.

The generational handover we are experiencing is not a break with the past, but its natural evolution. We have prepared the ground with competence and passion, through an era that has taken us from fax machines to full digitalisation.

Today, work requires new tools, from social media communication to the potential of artificial intelligence, without overlooking the importance of print, which in Italy still retains significant value. The product itself, however, remains the same: a railway experience capable of moving families, young people, senior travellers, organised groups and individual passengers alike.

HEARTFELT THANKS AND SEE YOU AGAIN SOON!

Dear Enrico,

Our heartfelt thanks for these thirty years of active presence in Milan and close collaboration with all of us. Always positive and proactive, you made it a genuine pleasure to strengthen our synergies in pursuit of our shared interests, and we could always count on your generosity on special occasions. We will remember with great warmth your countless initiatives for the prestigious Rhaetian Railway in Italy, your outstanding professionalism and foresight, and your constant attention to human relationships. You will continue to remain close to the Swiss community in Milan, and we are delighted that your presence will still be with us, allowing us to carry on the sincere friendship that has always characterised your commitment.

WELCOME!

Dear Matteo,

Our warmest congratulations on this important new challenge, through which you will carry forward the work in Italy with renewed momentum. We are delighted to continue our fruitful collaboration with you, confident that it will grow even stronger in the years ahead.

Fabio, Alessandra and the entire Swiss Chamber team

DOCUMENTARY CINEMA CAPTURES THE COMPLEXITY OF THE PRESENT

Interview with **Valerio Jalongo**, Italian-Swiss film director, screenwriter and producer

You have long been an active voice in the debate on the future of the film industry and its ability to interpret the contemporary world. Looking at recent production, do you believe that documentary is today the genre that, more than others, succeeds in acting as a “mirror of reality”, mapping the tensions of our time?

As co-founder of the Giornate degli Autori at the Venice Film Festival, I believe in the importance of creating spaces for dialogue among filmmakers themselves, not only with audiences. Festivals such as the Venice Film Festival offer the privilege of seeing films that are absent from mainstream, television or streaming circuits.

As for documentary filmmaking, I notice a profound difference between Italy and Switzerland. In Italy, it is still often perceived as a television or educational genre. By contrast, documentary is a powerful medium for narrating the complexity of the present and its most controversial contexts. Creative documentary has proved capable, for example, of exploring the boundary between fiction and documentary, addressing social and generational issues with an analysis far more varied than that found in non-documentary production.

Artificial intelligence is redefining audiovisual language: in your latest film, “Wider than the Sky”, you explore the boundaries of the human mind and the new frontiers of neuroscience. At a time of deep ethical tensions linked to the rise of AI in cinema, do you believe that a festival such as the Venice Film Festival can position itself not only as an aesthetic showcase, but also as a “critical laboratory” for defending European identity?

My film is now travelling around the world and has found visibility thanks to the Visions du Réel Festival and the Rome Film Festival. I believe the Venice Film Festival should devote greater space to documentary precisely because of the central role it has assumed as the language of the present, perhaps also through bolder choices from a political point of view, by giving visibility to independent productions that otherwise struggle to find space on major broadcasters or international platforms.

You hold citizenship of both countries and live and work between the Italian and Swiss contexts. The Locarno Film Festival is often described as a “laboratory” of cinematic research and innovation. In what way does it stand apart from other major international festivals?

When it comes to documentary production, Switzerland accords documentary an important status, making it possible to work on a film more thoroughly and over a longer period of time.



Valerio Jalongo

This makes documentary a cultural and research laboratory for addressing complex issues. My film “L’acqua, l’insegna la sete”, for example, was shot over fifteen years, following the evolution of a school class, and would have been impossible without a Swiss co-production. What I value about Locarno is its history as something other than a “red carpet” festival: it is a research laboratory for innovative works that stand in opposition to the mainstream. Despite the recent commercial pressures, I believe the Festival can recover its soul and once again become a point of reference for independent cinema.

Besides Locarno, which other spaces or initiatives do you consider crucial to promoting Swiss cinema around the world?

My experience with my films - which have also circulated internationally through embassies and cultural institutions - shows that it is possible to build an alternative network for quality cinema, reaching international audiences and giving visibility to works that might otherwise remain unseen. That, to my mind, is the role of festivals: to create networks of knowledge, give space to artistic research, and foster a cultural distribution model that offers an alternative to the major platforms.

"ELISA": A GAZE TOWARDS THE HUMAN

Interview with **Leonardo Di Costanzo**, Director of the film "Elisa" (an Italian-Swiss production)



Leonardo Di Costanzo

"Elisa" tells an important emotional and geographical journey. How did the idea for the film come about, and what led you to explore this particular story?

For some time, I have been focusing on the theme of guilt and reparation - a theme with which human beings have always had to contend - but until now I had only examined its social repercussions. Through Adolfo Ceretti, I was able to study the transcripts of ten meetings that he and Lorenzo Natali - both

criminologists - had held with a woman who had killed her sister.

The aim was to retrace that past, which the woman claimed she could not remember, in order to understand how such a horrific act had come about. I chose to explore the subject because such events are often dismissed as "madness", as though that were enough to keep them at a safe distance from ourselves; I wanted instead to enter into that reality and try to understand it.

The film physically and symbolically crosses the border between Italy and Switzerland. What does that frontier represent to you today? Is it still a line of separation, or has it become a bridge?

The film needed to be set in Central Europe in order to convey a humanist vision grounded in freedom, beyond nationalism. I wanted an environment in which different ethnicities and languages coexist: in this sense, Switzerland becomes a metaphor for the project. As a symbolic centre of the continent, it represents the image of a liberal and

advanced evolution in which it becomes possible to imagine certain ways of dealing with guilt.

Cultural collaborations between Italy and Switzerland have given rise to many productions in recent years. How does "Elisa" fit into this broader context? How do you see the future of co-production and artistic exchange between the two countries?

I began making my films in Switzerland, where I found a receptive partner in Amka Films. I am deeply grateful to Tiziana Soudani for the attention she has given to my work, and I hope that co-production ties between the two countries will continue to intensify. At a time when particularism is returning, and borders seem once again to be rising like walls, I hope this project will work and that the collaboration will continue.

What are the factors that make a fictional film like "Elisa" a mirror of reality?

I think that "Elisa" aims rather to capture something profoundly human, working more on the interiority of its characters than on the realism of the social conditions in which the crime took shape. The film inhabits areas of shadow. And it is precisely in those shadowed areas that a deeper truth lies concealed. When a spectator recognises a doubt, a fragility, a repression that feels somehow their own, that is when the film becomes a mirror.

"Elisa" begins with an extreme case, but it is not the exceptional nature of the event that interests me: it is the inner movement, the attempt to remember, to assume responsibility, to give guilt a name. That concerns everyone, even if in very different forms. I am not interested in offering answers or judgements, but in creating a space in which the viewer may begin to question. If "Elisa" succeeds in giving rise to a question - about what it means to remember, to forgive, to live with guilt - then it inevitably becomes a fragment of shared reality.

MENDRISIO, WHERE DOING BUSINESS IS REALLY 'EASY'

Strategic location, human capital and quality of life: the **Mendrisio model** for entrepreneurs and professionals who, in a time of uncertainty, look to Swiss stability



If an entrepreneur were to close their eyes and imagine the ideal place in which to develop a business, what qualities would it have? Fast access to markets, human capital, efficient infrastructure and regulatory stability. And, not least, a living environment that supports a healthy work-life balance, including for families.

Perhaps such a perfect place does not exist. But in Mendrisio, the second economic centre of Canton Ticino, geographical position, framework conditions and quality of life come together in a compelling combination for those who see Switzerland as a stable platform amid today's global uncertainty.

At the heart of European connections

Mendrisio lies south of the Alps, in the Italian-speaking region of Switzerland. Alongside the appeal of mountains and lakes, the city combines a key position on the north-south axis between Milan and Zurich, at the centre of one of Europe's most dynamic regions.

Milan can be reached in about an hour,

Zurich in under three, and Malpensa Airport is directly connected by rail. This logistical centrality allows businesses, especially those focused on exports, to serve different markets while maintaining operational flexibility and decision-making proximity.

The power of stability

The Swiss context is often chosen not only for its fiscal competitiveness, but also for the stability and predictability that define it. Lean administrative procedures, flexible labour legislation and legal certainty all help to reduce operational uncertainty, while at the same time ensuring a balance between workers' rights and business competitiveness.

The three-tier tax system - municipal, cantonal and federal - allows for transparent planning, while instruments such as tax rulings reinforce preventive dialogue with the authorities. The simplicity and effectiveness of relations with public institutions, together with the existence of concrete measures to support investment, are elements particularly valued by international groups, start-ups and SMEs in an expansion phase.

Human scale, international outlook

Mendrisio retains the character of a small town while being part of a densely populated area: more than 500,000 people live within a 30-kilometre radius, in a dynamic environment

capable of attracting and retaining talent. Mendrisio is also a university town: it is home to the USI Academy of Architecture (Università della Svizzera italiana) and to the Department for Environment, Construction and Design of SUPSI (University of Applied Sciences and Arts of Southern Switzerland). The collaboration between academia and the business community contributes to an ecosystem oriented towards innovation: Ticino is in fact ranked among Europe's most dynamic regions in the European Commission's Regional Innovation Scoreboard 2025.

Living well to work better

Lastly, quality of life. Services, schools and leisure areas are all easily accessible, even on foot; nature - with its urban parks and 340 kilometres of trails winding through the hills of the region - is right on the doorstep. The mild climate, a strong culture of conviviality and high-quality food and wine add a Mediterranean dimension to a setting that is safe, orderly and reliable.

It is from this combination that the Mendrisio "Mendreasy" project takes shape: not as an abstract promise, but as the concrete idea that, in a stable and well-connected environment, doing business can become simpler - "easy".



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buonalavita.it/studio-impatto-sociale

FROM GRAUBÜNDEN TO EUROPE: A SWEET REVOLUTION

By **Lorenzo Cresci**, Journalist at La Stampa and Il Gusto, Gedi Group content hub.
Author of “La dolce vita - Un popolo di pasticceri e il loro sogno rivoluzionario” (Ed. èMultiverso, 2026)

There are ingredients and aromas that time cannot erase: the scent of a walnut tart fresh from the oven, the taste of rye in bread or in brasciadela, the ring-shaped cake scented with aniseed. They are fragments of Graubünden, a land with a vocation for taste, which today passes on its traditions by preserving their

secrets and practical necessities: freshness, but also keeping qualities, because stale bread remains the perfect companion to milk. From field to table, a kind of km zero before the term existed, where everything is homemade - “100% Valposchiavo”, to quote the initiative that has restored a future to this Alpine valley’s agri-food supply chain.

For a cultural biodiversity, built up over centuries, must be protected: individual stories that together describe the world of the pastry chefs of Graubünden. A movement that lives on in memories and in the museums from Poschiavo to Stampa, recounting the story of thousands of young men who travelled across Europe, pursuing - and often fulfilling - a dream: making something of themselves and shaping their



Lorenzo Cresci

future. Why the people of Graubünden came to lead the cultural transformation of Europe’s cities through pastry-making remains shrouded in a question mark. A historian once wrote that “perhaps in St Moritz cakes grow on trees”. We are in the nineteenth century, across the two phases of the “sweet revolution” that

touched Italy (in Florence, in 1848, of the 68 cafés and pastry shops then in existence, 27 were Swiss-run; in Trieste, 21 out of 37), as well as France, Spain, Poland and England.

These “pastry chefs” did not merely bake cakes or work with milk: they were agents of change, exporting pasteurisation know-how and introducing butter into production; cooperatives of ingredients and expertise that brought together coffee and pastries, herbs turned into liqueurs, and brewing. They followed an enduring model: a young apprentice worked alongside older masters, learning the craft while ensuring the future of the business.

They employed fellow countrymen, offering them prospects; they purchased buildings that

became “castles of work”, with workshops, shops and employee accommodation under one roof. They gave women a central role, in raising children and managing the business. They invested in city-centre premises, with large display windows and marble-topped tables, to welcome the bourgeoisie and witness history (at Caffè Gilli in Florence Futurism was born; in other cities Mazzini’s Giovine Italia took shape). And they invested in their places of origin: the nineteenth-century patrician houses in Poschiavo testify to this, while resources earned abroad brought prosperity to the valleys, taking shape in roads, schools, public buildings and tourism - now the lifeblood of the mountain economy.

The people of Poschiavo established themselves in bakery in Rome; in Warsaw, Giovanni Giacomo Lardelli rose from pastry chef to entrepreneur; the Beti, Forer, Lardi and Luminati families turned England into a Poschiavo enclave. Spain discovered the bollo suizo, the milk-and-butter roll that recalls the pan grass of Valposchiavo and remains part of everyday custom. That legacy endures in Mantua’s Torta Helvetia and in the Amor pastries of Pontremoli and Borgotaro; it is alive in pastry shops run by later-generation descendants. The twentieth century may have left its mark, but only on the surface: the sweet heart of Graubünden still beats on.

Non vogliamo
solo proteggerti,
ma prenderci

cura
dite.



THE LEGAL MARKET, BETWEEN QUALITY ASSURANCE AND DEVELOPMENT

By **Andrea Rossi, Marco Secchi, Elise Simone-Vullo**, Partners at Studio Rossi Secchi



Andrea Rossi

Italy counts - as of 31 December 2024 - more than 233,000 lawyers. Among them, and especially among younger professionals, only a small proportion operate independently, outside of an associated structure. Censis data is telling in this regard: only 4.1% of lawyers under 40 work autonomously rather than as collaborators.

Against this backdrop, the challenge undertaken by Studio Rossi Secchi stands out. Since September 2025, the firm has opened its new headquarters in Milan, at Via dell'Annunciata 2, on the corner with Via Manzoni, led by three partners under 35 - lawyers Andrea Rossi, Marco Secchi

and Elise Simone-Vullo - and supported by a team of over ten professionals and associates.

The firm operates with a young, ambitious and forward-looking vision, maintaining constant attention to market and client needs, with the aim of combining the quality of professional services with the efficiency requirements imposed by market dynamics and growth.

Its activity focuses in particular on civil and commercial law, sports law, energy law, family and inheritance law, integrating traditional legal expertise with the use of new



Marco Secchi



Elise Simone-Vullo

technologies. This latter field - encompassing the emerging challenges of blockchain, artificial intelligence, NFTs and tokenisation processes - represents a new legal landscape that requires a reinterpretation of traditional categories, while preserving the principles of legal certainty and reliability of transactions, also within the framework of EU regulation.

In this context, the firm operates with a well-established client base, ranging from large corporations to start-ups, from private individuals to industrial operators, assisting both in the structuring of complex and atypical contractual models - suited to governing digital assets, tokenised assets



BEYOND BIG NUMBERS: CRAFTSMANSHIP, EFFICIENCY AND A VISION FOR THE FUTURE

and automated processes - and in more routine legal needs.

At the international level, the firm also operates through a dedicated Swiss Desk, leveraging the partners' strong ties with the Swiss Confederation and their command of the country's main languages.

The firm firmly believes that, despite the increasing specialisation of legal structures and the growth of international firms organised much like corporate enterprises, it



remains essential to reaffirm the craft-based nature of the legal profession, in which the role of individual practitioners - with their specific expertise, skills and human qualities - remains central.

This is particularly important in light of the profession's role, where the lawyer - as set out in the general principles of the Italian Code of Conduct - represents the first line of protection of the right to freedom and defence, ensuring, in the exercise of their function, the conformity of laws with the

principles of the Constitution, EU law and the European Convention on Human Rights. The challenge ahead, therefore, is to reconcile productivity - increasingly supported by new technologies - with the preservation of quality, operating with rigour and expertise.

Even within a young and dynamic environment, where care for the individual remains the true mission of the lawyer.



EVENT SPACES AT THE CENTRO SVIZZERO GO SUSTAINABLE

Edited by OMTRA 1956

There is a tangible way for companies to demonstrate their ESG commitment to clients: by staging a sustainable event as concrete proof of consistency in this area. More and more businesses are expected to uphold ESG values, and even the way they design conferences, conventions and networking occasions becomes a showcase that strengthens their brand in the eyes of clients.

For this reason, Swiss Chamber and OMTRA Srl Società Benefit are acting as innovators, engaging members and offering them the opportunity to integrate sustainability into events organised in Swiss Chamber's spaces, starting with Sala Meili on the third floor of Centro Svizzero.

The event space, at Via Palestro 2 in Milan, is a prestigious venue, ideal for hosting meetings, cocktail parties, exhibitions, gala dinners and corporate events. With a surface area of 270 square metres, Sala Meili can host up to approximately 200 people in a setting that combines elegance, design, and a service attentive to both clients and sustainability.

Thanks to its collaboration with OMTRA's ESG advisory office, Swiss Chamber supports companies in delivering events that comply with ESG criteria and the ISO 20121 standard, overseeing every stage of the process, from planning to operational management, through to monitoring and post-event activities. The process involves suppliers and stakeholders in a structured way, ensuring an integrated, measurable and responsible approach.

OMTRASrl Società Benefit - a family business with 70 years of experience and a pioneer in logistics and transport, holding B Corp certification, an EcoVadis rating and Gender Equality certification - has expanded its activities by building on the expertise developed in event support and

integrating dedicated services for sustainable event management. At the heart of this approach lies ISO 20121, the key international reference standard. It is not simply a label, but a structured framework that affects every stage of an event, improving its environmental, social and economic impact. From supplier selection to materials management, from logistics

to communication, it helps create a project consistent with a company's sustainability objectives. The new service offers an accessible and tangible pathway even for organisations that do not have specific expertise in-house. The organising company is supported in defining sustainability goals, analysing stakeholders and planning concrete actions. Examples of how the standard can be applied include choosing catering that respects seasonality and reduces waste, using reusable fittings, digitising materials, and paying attention to mobility, inclusion and accessibility. Taken together, these

operational choices build a strong and credible message.

Clients may choose either to align with the requirements of the standard, thereby organising an event that is ISO 20121-compliant, or to proceed with formal certification of the event through a certification body recognised by Accredia. Once certified, the event becomes a powerful communication and marketing tool with high reputational value, useful in relation to clients, partners and stakeholders, and represents a first concrete step in the organisation's ESG journey.

For the Chamber, this initiative means enhancing both its prestigious network and its spaces, positioning them as places in which to do business in a modern and responsible way. For members and clients, it is an opportunity to turn every event into an expression of coherence between strategy, values and action. In a context in which sustainability is increasingly becoming a criterion of quality, even an event can become an integral part of a coherent corporate vision.



INFORMATION

- Official **company registry extracts** from the Swiss Commercial Register
- Official Italian company registry extracts
- **Corporate background reports** on legal entities in Italy
- Italian **land registry and property searches** on companies

COMMUNICATION

- Networking events
- **Campaigns and events at SwissCorner**
- Advertising space and advertorials in **La Svizzera magazine**
- Periodic newsletter
- New Members **newsletter**
- Visibility across **social media** channels (LinkedIn, Instagram, Facebook)

EVENT FACILITIES

- **Event Space venue** - for meetings, corporate meetings and gala dinners
- **Swiss Corner venue** - for conferences, product launches and temporary shop activities
- Use of **meeting rooms and office rooms** at Swiss Chamber - Centro Svizzero
- Event organisation, promotion and management

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- Support with the **new tax regime for cross-border workers in Switzerland**
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ASSIRM - MARKET, SOCIAL AND OPINION RESEARCH

ASSIRM is the association, founded in 1991, that brings together the leading Italian companies active in market research, opinion polling and social research. It promotes a culture of research, safeguards the interests of its members and enhances the social role of research by fostering high quality standards. Member companies, both independent and privately owned, operate in compliance with the ASSIRM Code of Ethics and Quality Standards inspired by ISO 20252. Through its Research and Training Centre, as well as collaborations with national and international institutions, ASSIRM represents the key reference point for the sector in Italy.



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Networking Aperò during Swiss Chamber's 2025 General Assembly



MICROLINO ITALIA

Microlino reaches speeds of up to 90 km/h and is accessed through a single front-opening door. Designed for two passengers, it is easy to park thanks to its compact length of just 2.5 metres, and it offers a 230-litre boot. It is exceptionally safe thanks to its self-supporting steel and aluminium body shell (unibody). Microlino is produced entirely in Italy, in Turin, at a modern 5,000-square-metre facility covered with solar panels. The entire production process takes place within the new plant: from sheet-metal stamping and body fabrication to painting and final assembly. Microlino is built using 50 per cent fewer components than a conventional car, combining electric sustainability and design in a single microcar.



RINA PRIME

RINA Prime is the RINA Group company dedicated to real estate and to managing the value of assets over time. It supports public and private operators, institutional investors and financial institutions in the management of increasingly complex property portfolios, adopting an approach that integrates strategy, execution and value governance. RINA Prime operates as an integrated platform, combining technical expertise, asset and property management, sustainability and decarbonisation, digital solutions and financial advisory, with the aim of protecting, regenerating and enhancing asset value. Through this model, it supports clients in transforming existing portfolios, adapting to new regulatory frameworks and responding to the growing integration of real estate, energy, digitalisation and finance across the entire asset life cycle - from planning and development to management, regeneration and value enhancement.



YOUCHAINSWISS

YouChainSwiss is an ecosystem that connects traditional finance and digital finance, creating a concrete bridge between institutions, businesses and blockchain innovation. Founded in Switzerland, it promotes expertise, services and integrated solutions to support companies and investors in the development of blockchain solutions, digital assets and supply-chain management through a Digital Family Office approach grounded in strategic vision and regulatory rigour. It is not merely a network, but an operational platform: advisory, technology, compliance and development converge to transform digital opportunities into real value. YouChainSwiss is where financial transformation takes shape - with method, credibility and an international outlook.

HYPER-DEPRECIATION INDUSTRY 4.0 FOR THE YEARS 2026-2028

By **Franco Pedrazzini**, Founding Partner of ABPS Commercialisti Associati



Franco Pedrazzini

LAW 199/2025, PARAGRAPHS 427 ET SEQ.: RULES, TIMELINES AND CONSTRAINTS "MADE IN EU/EEA" (FOR NOW)

Law No. 199 of 30 December 2025 (Budget Law 2026) reintroduces an incentive in the form of "hyper-depreciation" - technically, an additional tax uplift on cost that affects

exclusively the deductibility of depreciation charges (or the principal portion of lease instalments) for income tax purposes. It is therefore not a tax credit: the benefit materialises over time through higher deductions and the resulting reduction in the IRES/IRPEF tax base.

HOW THE ENHANCEMENT WORKS

Paragraph 427 sets out three bands for increasing the acquisition cost (for depreciation/leasing purposes only):

- +180%** for investments up to €2.5 million;
- +100%** for the portion exceeding €2.5 million and up to €10 million;
- +50%** for the portion exceeding €10 million and up to €20 million.

The incentive applies to business income taxpayers making investments in capital goods intended for production facilities located in Italy.

OBJECTIVE SCOPE: ELIGIBLE GOODS AND REQUIREMENTS

Paragraph 429 grants the enhanced depreciation for:

- A)** new tangible and intangible capital goods included, respectively, in Annexes IV and V to Law 199/2025, provided they are interconnected with the company's production management system or supply chain network;
- B)** new tangible assets instrumental to the business for the self-

production of energy from renewable sources intended for self-consumption (including remote consumption), also covering storage systems; in the case of photovoltaics, only specific types of modules identified by the regulation are eligible.

Eligibility is also subject to a procedural framework: companies must submit communications and certifications through a platform managed by the GSE (paragraph 430), while an implementing decree by MIMIT and MEF will define procedures and deadlines (paragraph 433).

TIME REFERENCES

Investments must be made between 1 January 2026 and 30 September 2028 (paragraph 427). In addition, for the tax period in progress as at 31 December 2026, advance tax payments must be calculated without taking the incentive into account (paragraph 434), with the practical effect of deferring the financial benefit.

SUBJECTIVE LIMITATIONS AND ACCESS CONDITIONS

Paragraph 428 excludes, among others, entities in voluntary liquidation, bankruptcy or insolvency proceedings (including where proceedings are pending), as well as companies subject to disqualifying sanctions under Legislative Decree 231/2001. For those eligible, entitlement to the incentive is conditional upon compliance with workplace health and safety regulations and social security contribution requirements.

THE PRODUCTION-LOCATION REQUIREMENT: "MADE IN THE EU/EEA"

The most debated element is the clause, inserted in paragraph 427, which limits hyper-depreciation to goods produced in one of the EU Member States or in States belonging to the European Economic Area (EEA),

which includes all 27 EU Member States plus Iceland, Liechtenstein and Norway. In practice, even where all technical requirements are met (Annexes/interconnection), production outside the EU/EEA - Switzerland, for example - currently prevents access to the enhanced depreciation.

TELEFISCO 2026: THE DEPUTY MINISTER LEO'S ANNOUNCEMENT AND WHAT IT MEANS FOR SWITZERLAND

On 5 February, during Telefisco 2026, Deputy Minister Maurizio Leo stated that the Government intends to remove the “made in the EU/EEA” requirement, extending the measure “beyond the EU/EEA perimeter”, with the reform to be introduced through a forthcoming legislative measure.

Should that announcement be translated into law, it would open up a significant competitive channel for Swiss producers of capital goods -

machinery and Industry 4.0 technologies, and more generally eligible assets. Italian clients would then be able to purchase goods made in Switzerland without losing entitlement to the incentive, thereby reducing the fiscal differential that currently exists.

In commercial terms, hyper-depreciation would become an additional sales argument in B2B negotiations with Italian companies, particularly in capital-intensive sectors.

STATE OF THE ART

It should, however, be borne in mind that, as matters stand, removing the territorial restriction requires an amendment to paragraph 427 (or an equivalent provision), and no such measure has yet been published. As long as the legislative text remains unchanged, the EU/EEA limitation continues to apply.



“

INVESTMENTS 4.0: NEW INCENTIVES STARTING IN 2026. INTERCONNECTION

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HAS CORPORATE CONFIDENTIALITY IN SWITZERLAND COME TO AN END?

By **Stefano Fabbro**, Lawyer, Managing Partner of L'Etude & Fabbro



Stefano Fabbro

The forthcoming entry into force of the Swiss Federal Act on the Transparency of Legal Entities and the Identification of Beneficial Owners (LTPG, 26 September 2025) significantly strengthens the obligations relating to the identification of beneficial owners (BOs) for shareholdings held in Switzerland.

It will no longer be sufficient to know “who is behind” a company: it will be necessary to identify, verify, document and disclose that information in accordance with uniform rules. The reform introduces a system requiring entities in scope to identify the natural persons who ultimately control shareholdings, based on a threshold of 25% or more of the capital or voting rights. This information must be verified, retained and submitted to a future Federal Transparency Register.

For Italian holding companies and groups with corporate links to Switzerland, the impact varies depending on the structure. Italian companies with a branch registered in Switzerland or with effective management located in Swiss territory fall within the scope of the LTPG. In such cases, obligations become comparable to those of Swiss-incorporated entities: precise identification of beneficial owners and continuous updating of the relevant data.

A different situation applies to Italian holding companies that own stakes in Swiss companies without having a local presence. In that case, the reporting obligation lies with the Swiss company in which the holding owns a stake, which will be required to reconstruct the entire chain of control up to the ultimate individual beneficial owners.

As a result, Italian holding companies - especially those embedded in complex structures - will also be required to provide complete and timely information.

The sanctioning regime provides for fines in the event of intentional breaches of cooperation and disclosure obligations (up to CHF 500,000). In a context of increasingly stringent anti-money laundering controls, any inconsistencies between corporate structures, AML (Anti-Money Laundering) data and governance may lead to requests for clarification, operational delays and increased documentation requirements.

For this reason, compliance can no longer be treated as a downstream obligation, but must be addressed proactively: alignment between corporate information, governance and AML data becomes a key risk management tool and, for international groups, a strategic priority. In an ever-evolving regulatory landscape, managing corporate transparency requires a coordinated approach across jurisdictions. In this context operates the Italian Desk of the law firm L'Etude & Fabbro, active in Fribourg, Geneva, Lausanne and Lugano. With consolidated experience in legal relations between Switzerland and Italy, the team supports companies and investors in internationalisation processes, corporate transactions, and governance and compliance matters.

L'Etude & Fabbro has, for many years, been part of Swiss Chamber's pool of experts, contributing specialist expertise in corporate and cross-border matters.

Thanks to a structured network of partners in Italy and internationally, the firm offers coordinated support focused on legal certainty, with the aim of simplifying regulatory complexity in Swiss and cross-border initiatives.

PAY TRANSPARENCY: FOCUS ON DIRECTIVE (EU) 2023/970

By **Rita Santaniello**, Partner at Rödl Italia



Rita Santaniello

With Directive (EU) 2023/970, pay transparency has become a permanent item on the agenda of European businesses, with the aim of strengthening gender equality and reducing the gender pay gap.

It is already essential to understand how to implement the Directive effectively, as the 7 June 2026 deadline is approaching. In this

respect, the Plan-Do-Check-Act cycle offers a pragmatic interpretative framework in a context that is still taking shape. In the meantime, Italy has already adopted a draft legislative decree implementing the Directive, which, after initial approval by the Council of Ministers on 5 February, must now begin its passage through the parliamentary committees.

The planning phase represents the first step for businesses. The Directive requires employers to establish pay systems based on objective, gender-neutral and documentable criteria, as well as structured processes for the evaluation and classification of roles. It will therefore be essential to review the organisational chart, functional structure and grading levels; job titles, job descriptions, recruitment policies and related job advertisements will also need to be revised. It will be crucial to identify objective and gender-neutral criteria for determining work of equal value and to carry out an initial calculation of the various gender gap indicators provided for by the Directive.

Following these analyses and the identification of any gaps,

the next stage will be the implementation of corrective measures. At the core of this phase lies job evaluation, which is indispensable in giving concrete effect to the principle of equal pay for the same work and for work of equal value established by the new legislation. This requires employers to adopt grading and compensation systems based on objective, verifiable and gender-neutral criteria. By analysing elements such as skills, responsibilities, role complexity and business impact, the organisation will need to build pay structures that are coherent, transparent and defensible, including from a legal perspective.

The Directive introduces not only disclosure obligations towards employees and trade union representatives - through which the principle of transparency is realised - but also continuous monitoring and periodic reporting obligations for employers with at least 100 employees. In practical terms, this phase entails regular analysis of pay data, disaggregated by gender in line with the standards laid down by European legislation, the structured handling of employees' requests for access to information, and the ongoing verification of consistency between data, policies and actual practices.

Where unjustified pay gaps emerge - particularly those equal to or greater than 5 per cent - the Directive requires the adoption of corrective measures and the launch of a joint pay assessment with workers' representatives, in order to identify the causes of the gap and define timely and verifiable interventions.

Read through the lens of the "Plan-Do-Check-Act" cycle, pay transparency is not merely a compliance requirement, but a structured path towards continuous improvement, involving organisational structures, HR processes, corporate culture and governance.



MULTIMEDIA REVIEW

BOOKS



LE MACCHINE DEL LINGUAGGIO. L'UOMO ALLO SPECCHIO DELL'INTELLIGENZA ARTIFICIALE

Alfio Ferrara; Einaudi; 432 pages

The volume explores how Large Language Models are reshaping not only the way we write, but the way we think. It examines the tension between the machines' "syntactic perfection" and the human capacity for "semantic depth". An essential read, it offers a thoughtful reflection on how AI can become a tool for amplifying human creativity, rather than replacing it.



SCONGELIAMO I CERVELLI (NON I GHIACCIAI). PERCHÉ LA NOSTRA MENTE È L'OSTACOLO PIÙ GRANDE NELLA LOTTA AL CAMBIAMENTO CLIMATICO

Matteo Motterlini; Solferino; 224 pages

Why, despite the data, do we still struggle to change our habits? The author, an expert in neuroeconomics, investigates the cognitive limits that prevent us from confronting the climate crisis. The essay proposes the use of behavioural science to turn inertia into innovative action, offering managers and policymakers practical tools to guide the ecological transition within businesses and institutions.



LE APPASSIONATE. STORIE DI DONNE CHE HANNO CAMBIATO IL FUTURO

Maria Novella De Luca and Simonetta Fiori; Feltrinelli; 256 pages

A work that addresses the issue of the gender gap head-on through the biographies of women who have broken the mould in scientific, economic and social fields. The book highlights how equality is not only a matter of rights, but also a decisive factor in competitiveness and social sustainability. A necessary account, capable of inspiring a more inclusive culture of business - one more firmly oriented towards shared progress.

PODCAST



GLOBALLY - LA GEOPOLITICA SPIEGATA IN MODO CHIARO

Silvia Boccardi and Francesco Rocchetti; ISPI in collaboration with Will Media

A weekly appointment that explains geopolitics clearly in just 15 minutes. Through interviews with experts and policymakers, each episode sees ISPI Secretary General Francesco Rocchetti and journalist Silvia Boccardi explore contemporary social, economic and political scenarios to bring clarity to complex issues.



DEFTECH

Armasuisse (Swiss Federal Department of Defence); Swiss Confederation

A podcast dedicated to Technology Foresight, developed within the research programme of armasuisse S+T. Across six episodes, the series examines the impact of emerging technologies on security and the economy - from artificial intelligence to neurotechnologies - through the contribution of Bruno Giussani, an expert on the social issues surrounding digital technologies, offering a distinctly Swiss perspective on how technological challenges can be turned into innovative solutions for the country as a whole.



3 FATTORI

Mariangela Pira; Sky TG24, Spotify

In this series, Mariangela Pira, journalist at Sky TG24, addresses three key points in each episode to interpret current economic and financial developments. With a direct style and through dialogue with experts and leading figures in the sector, she unpacks themes such as energy, inflation and global trade, offering original perspectives and rigorous insights essential for understanding the challenges ahead.

DOCUMENTARIES



CONNECTED

Simona Calò; Amazon Prime Video / Apple TV+

This Italian documentary explores the transformative power of AI and its capacity to redefine the very essence of humanity. Through interviews with experts from politics, medicine and business, the film addresses the themes of inclusion and the gender gap in the tech sector. The narrative shows how AI should not be seen as an obstacle, but as a catalyst for women's careers, proposing a holistic vision in which technology serves to bridge, rather than widen, social inequalities.



BREATH (IL SOFFIO DEL MARE)

Ilaria Congiu; MYmovies ONE

An intimate and powerful work that addresses marine pollution and global warming through the lived experience of artisanal fishers. The sea - the "blue lung" that provides 50 per cent of the Earth's oxygen - becomes the central figure in a narrative of resilience. The documentary shows how safeguarding ecosystems is the foundation of future economic and social stability.



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