

Issue no. 5
January 2022

Life, Respect &
Transformation since 1969

LIFE

THE FLUORSID HOUSE ORGAN

Tales, places, people, figures and facts, in a wise mix of integrity, ambition and perseverance.

Year II



ROCK THE HOUSE

The company through the lens of the new hires. Curiosity and enthusiasm from those who just started their new gig with FLUORSID.

FORMULA DATA SCIENCE

We look at the Digital Marketing project run with the University of Cagliari, in order to understand how we can get the most of big data.

THE PEAK DISTRICT'S GEM

Ever heard about a fluorspar mine in the second most visited natural park of the world?

F-FACTOR

FLUORSID, FUTURE AND FLUORSPAR. A new year just started and it's about the core activity of the company like never before.

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ON THE COVER

Fluorspar as a symbol of the activity of
FLUORSID from more than fifty years.

LIFE House Organ

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LETTER

by the CEO

Future, family and fluoride in

the 2022 of FLUORSID



It has been a tricky couple of years predicting what will happen next. We have all had to get used to living with increased levels of uncertainty. Dates have been added to calendars with the only certainty being that, well, they almost certainly would shift.

In a way, however, we have quickly learned to roll with the challenges, get around the barriers on our paths and, finally, as we prepare for 2022, things do seem a little clearer. Sure, the pandemic is not over and the social anxiety that it triggered has not abated yet. Some of the crazier predictions about what would happen to the world and the ways that we would work and live, are at last being revealed as nonsense though.

Personally I did my best to kind of restart my travelling and my usual attitude of visiting partners and offices around the globe, although I admit everything is still very different than the past.

Well, you cannot begin the new chapter if you keep reading the last one, right? The good thing is at FLUORSID we are always moving ahead and I am proud more than ever to be here, with a new role, brand new responsibilities and - above all - surrounded by all of you, looking so much forward to crafting new amazing chapters to the book of this great company.

Lior Metzinger joined
FLUORSID in 2003. Since
December 2021 is the new CEO

We have sold our portfolio company Alkeemia and the related assets, aiming to focus the operations of the company towards our core expertise within the fluorochemicals for the aluminium industry. Doing that we have put again fluoride at the very center and I am confident it will be crucial to put us in the best shape to get the most by the markets of this new crazy world.

Look, we're not buying into the story that everything will be easy and the challenges will be less than the last two years, but what I do believe is that the team is stronger than ever, we are focused again on what helped the most to make us becoming leaders in the industry and I guess the combination of the two things will definitely represent a terrific foundation for our goals.

That's why I see 2022 like something having sort of an F-Factor. For sure it stands for FLUORSID and FAMILY as the shields we are leveraging for our daily battles, for FLUORIDE as core element of our industry and - last but not least - stands for FUTURE, as we are all going full steam ahead towards the next 12 months and beyond.


Cut to the chase, for those who still didn't get it, I can't wait to start this new adventure together. For now, here wishing you a very happy, interesting and always successful 2022. A new year about sustainability, (a lot of) Life, (always) Respect and (positive) Transformation, hoping that "F" will also bring us that touch of FORTUNE that is often very helpful...

See you soon!



ROCK THE HOUSE

We meet some of the new hires who just started their new gig at FLUORSID, as we want to better see the job through their lenses.

A close-up photograph of a hand holding a pen, positioned as if about to write. The background is a blurred world map, suggesting a global or international context. The lighting is soft, and the colors are muted, with the hand and pen in the foreground being more detailed than the background map.

After one year "LIFE" quickly confirmed its promise, witnessing all the key milestones of FLUORSID's journey. A sort of virtual fil-rouge able to connect people, thoughts and ideas across the daily life of the company. Through its first twelve months, the magazine has been a new square to meet, share, get to know each other and learn more in detail what we are crafting together. On these pages, we have crossed the paths of some people who said goodbye after decades of diligent effort, deserving a new phase in their respecting lives and we paused a bit to celebrate those who have reached very important milestones within the company.

On the first issue of 2022 we are now nailing a different angle as we wanted to think forward and talk about the future. How it will look like and what we would try to build, leveraging the usual inspiring principles of integrity, ambition and perseverance.

The future of FLUORSID passes through the projects and the people who animate them.



This is also why today we welcome new colleagues across different company departments, women and men who have recently joined us, bringing their skills, their backgrounds, experiences, stories and ideas.

<<This place is the archetype of an ambitious and merit-based company>>

While we are all living the madness of weird times, where negative mood seem to surround our projects, the recipe of our Group is a solid commitment about innovation and a concrete focus in developing the territory where we operate. "My first approach to the FLUORSID universe began about five years ago during my previous experience as an auditor",

explains Federico Obili, one of the new finance account in the Cagliari's office. "From the very first moment FLUORSID represented for me the archetype of an ambitious and merit-based company, imbued with every component of professionalism to inspire me during my career". A path last autumn took an unexpected turning point. "When I got the call, I didn't hesitate neither for one minute - explains Federico - as I was 100% sure to find an opportunity for my professional growth, within a loyal and cohesive human environment. That's why I thank all my colleagues - in particular those in the Administration office - as they facilitate my enrollment and the daily work that we carry out together".

"I joined FLUORSID through a post-graduate internship", begins Miriana Mele, who is a further support to the several administration tasks.

"At the beginning I was a little scared, I won't hide it, as this is my first work experience, moreover in a company that operates at the highest international levels. The real strength that helped my induction, I believe is that mix professional and (at the same time) family environment. It's a place made up of people who support each other in every moment of intense work and consequent great responsibilities. I know I still have a long way to go, but I am glad to be in the position to learn a lot every day. It's truly a privilege".

Together with Federico and Miriana there are many who have recently joined the Group. Among others: Carlotta Sanna in the administrative offices; the technicians Costantino Crobu, Damiano Caredda, Elisa Casula and Lorenzo Zara; the chemist Claudio Cara; Federica Boi as HSE Engineer, Marianna Putzulu, new Marketing Specialist and the plant operators Stefano Mandas and Alessandro Crobeddu.

The future is bright. With people at the center.

<<At the very beginning I was a little scared, I won't hide it. The colleagues immediately supported me making my induction smooth though>>

2019						2020				
Age	<30	30-50	>50	Total	New hires ^a	<30	30-50	>50	Total	New Hires
Men	7	9	8	24	8,4%	12	10	4	26	9,0%
Women	2	2	1	5	15,2%	-	2	-	2	6,1%
Total	9	11	9	29	9,1%	12	12	4	28	8,7%
	42,9%	6,7%	6,8%	9,1%		46,2%	7,1%	3,2%	8,7%	

The scheme above shows a breakdown of the new hires across the Group in 2019 and 2020.

FLUORSID AND CREA, THE SERVICE CENTER FOR INNOVATION AND ENTREPRENEURSHIP OF THE UNIVERSITY OF CAGLIARI. TOGETHER TO SURPRISE.

By **FABIO FRONGIA**



CREA
UniCa
CENTRO
SERVIZI DI ATENEO
PER L'INNOVAZIONE E
L'IMPRENDITORIALITÀ

Different topics, opportunities and areas of interest, a partnership aimed to build new virtuous paths within the company and the possibility to further tight the connection with the stakeholders. This is how the collaboration between FLUORSID and CREA, the Service Center for Innovation and Entrepreneurship of the University of Cagliari, can be described. A project that offers to companies both tailor-made training classes, and as well standard programs already structured through the experience of the Contamination BootCamp.

FLUORSID has been drawing on it with enthusiasm for some time now, and the relationship is tightened step by step, involving students and recent graduates, some of whom have just started their paths as formal employees. In 2020, the collaboration with CREA has specifically involved the executives, through a dedicated training aimed at structuring their ability to manage talents and evaluation of performances, in order to develop the potential of resources with a dual objective: to enhance career plans and contribute to business results. The offer is broader though and touches several directions, as proved - among the various activations - by the recent hires coming from post-graduate internships activated through the partnership and by the recent Digital Marketing project with four students of Data Science, Business Analytics & Innovation of the University of Cagliari (there is a specific deepdive on this one in the article on this same issue of "LIFE"), deepening how FLUORSID is handling its image on its LinkedIn channel and scaling

a project aimed at increasing the brand awareness and the community of active followers.

CREA - coordinated by the director, Dr.Maria Chiara Di Guardo, full professor of business organization and Vice-Rector delegated to innovation and territory at the University of Cagliari - looks at organizational processes and business strategy, according to various declinations of the training activity with 1-to-1 meetings and residential training days (Contamination BootCamp).

More specifically, primary goal is about approaching innovation through corporate entrepreneurship processes, by focusing on the development of new visions, stimulating leadership skills in innovative and creative processes, creating socio-cultural, technological and business scenarios capable of supporting innovation. Moreover, they create trends in the innovative structures of the sector through patent intelligence strategies and technological frontier scenarios. The role of M&A is explored as a tool capable of seizing innovation opportunities and anticipating market needs linked to the emergence of destructive technologies (radical innovations). The main goal of the Contamination Bootcamp is to foster innovation through the collaboration between universities, companies and startups. The Bootcamp training involves 7 managers from innovative companies, 14 university professors / researchers, 7 startups during four days of residential training. The companies involved, adopting the lean methodologies typical of emerging organizations, learn to generate innovation in a collaborative and shared way, thus acquiring specific design and management techniques for innovative teams with the support of first-rate venture capital experts and brilliant researchers.

CREA UniCa is the service center for innovation and entrepreneurship of the University of Cagliari. It supports the conception, planning, management and communication of local, national and international projects aimed at the economic, innovative and entrepreneurial development of the area.



FORMULA DATA SCIENCE

The digital marketing project that explains what it means to "work on data"

Data science refers to a technique that deals with vast volumes of data to extract knowledge and valuable inputs using various scientific systems and algorithms. With the dawn of this interdisciplinary field in this modern world, data can now be sophisticatedly structured and utilized on various application domains. In the last twenty years there has been a very strong evolution in the way companies communicate and - above all - interact with their users. Brands and companies (not only with a B2C model but as well those with a purely B2B network such as FLUORSID) have become aware that the interaction with their stakeholders (but also the absence of interaction, which is itself an important message), the ways in

which the interaction takes place and the content that denotes it, represent a wealth of information of extreme value, perhaps even more important than traditional "push" communications such as advertisements or the well-known newsletters.

The presence of Data science is not less than a boon for digital marketers. The vast amount of information Data science offers is critical for identifying your audience behavior and interests, which in turn help you modify your marketing campaigns. Hence, thinking about Digital marketing without Data science would be a grave mistake in the present and future scenario.

It is the end of October when we kick off a Digital Marketing project with four students from the University of Cagliari. The approach is immediately proactive, curious, a harbinger of interesting ideas as they go in the direction of what is the FLUORSID vision, in trying to constantly develop innovative ideas. It's the beginning of the partnership with Giuseppina Demuru and Claudia Perda (graduates in Economics and Finance), Giorgia Spiga and Silvio Piredda (graduates in Mathematical Sciences), students of the Master's Degree Course in Data Science, Business Analytics & Innovation at the Cagliari University. The input comes specifically from the Digital Marketing course - held by Professor Francesca Cabiddu - where part of the program was about identify a company to support taking care of the enhancement of the image through digital channels available (in the case of FLUORSID, the LinkedIn page), with the specific aim of scientifically increasing and monitoring short and medium-term results.


The project, called "Adopt an enterprise", allows students to apply the concepts presented during the course, and takes place using the so-called SOSTAC method. "We created this group balancing the expertise on mathematical and economic principles," the students explain in chorus.

"In addition, we share a passion for statistical analysis and a strong awareness of the importance of data". The choice of FLUORSID is soon explained: "We are animated by the love for our land, which is not a simple feeling dictated by our roots and by the fact that we live and grow here, but something more: the belief that our territory has so much to offer in terms of development, work and growth opportunities, the desire to build in the name of the skills that we are acquiring during our academic path and then, hopefully, in the professional context. FLUORSID, as a global leader in the sector, is definitely one of the most important companies in Sardinia, one of the few capable of having innovative strength and the ability to counteract the critical issues that assail the territory ".

"FLUORSID wants to grow and has done so over the years through the different steps. We started from here, approaching with the SOSTAC method, an acronym that indicates six fundamental steps for identifying an effective digital marketing strategy: Situation analysis, Objectives, Strategy, Tactics, Actions, Control ".

The first step was a sort of SWOT analysis that allowed us to identify strengths and weaknesses





at the same time as external opportunities and threats, supported by the fact that FLUORSID was already live on LinkedIn with its communication activity. Percentage results on engagement rate and number of actions then enabled us to define three objectives relating to the strategy on this juncture: to highlight the university-business relationship; further improve the image of the company by increasingly emphasizing the priority commitment to sustainability; implement the visibility of the Group.

The features of a social network like LinkedIn, purely professional, with a propensity for proactivity of users and not for controversy, make the actions particularly significant and in general the behaviors of users indicative. From a FLUORSID perspective, the communication angle is increasingly about those projects that bind us to the academic world, the actions related more specifically to the activity of our Corporate Social Responsibility (CSR) department and those based on sustainability, as well as the innovation about the daily life of the several venues and plants.

“Working in contact with companies of this size is amazing and very stimulating for us, as we have not yet completed our studies and we are approaching our first professional experiences”, explain Giuseppina, Claudia, Silvio and Giorgia. “We can grow both at know-how level and human wise. We had weekly updates and checkpoints with the marketing team of the company, with easy and regular exchange of ideas, proposals and evaluations. This is a project that needs constant monitoring to evaluate the engagement rate, CTR (click / impressions) and number of reactions together. The results, after several weeks, showed the right responses as FLUORSID also finds a solid growth of the indicators ”.



”

<< The so called "Adopt a company" project was born from the idea of crafting a virtuous ecosystem between university and business. During our classes, students acquire an expertise to be scaled through projects like this one with local companies. At the same time, companies who join the program accept the challenge of "adoption" and they represent an ideal environment for students when it comes to apply in the real world what they have learned at the University. FLUORSID immediately welcomed this opportunity in the right way, as it has understood since years how a company-university collaborations can bring mutual success and how everything can lead to winning results, being an added value for the entire community. Thank you FLUORSID for trusting our students! >>

Prof. Francesca Cabiddu

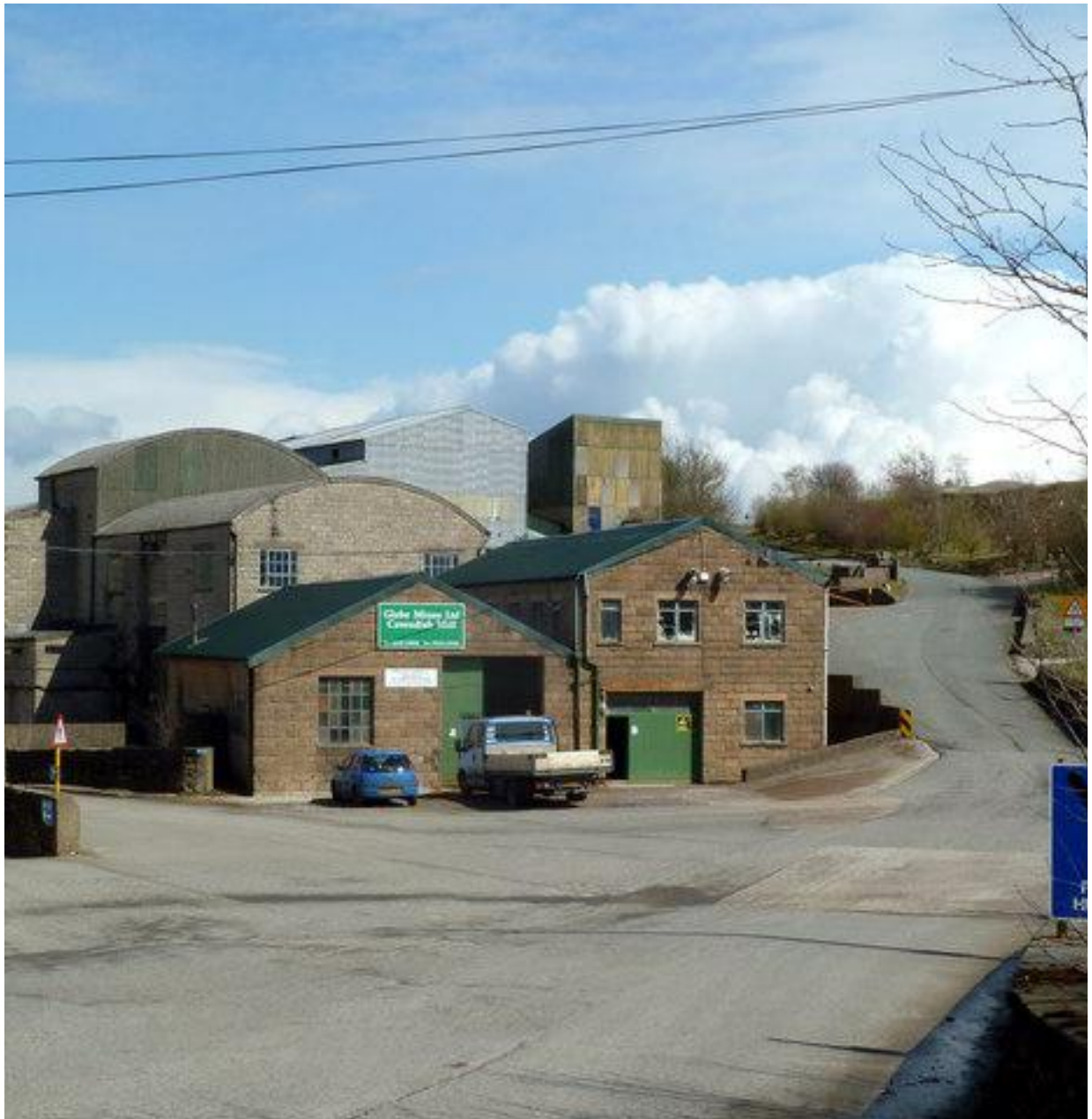
The four students involved in Data Science project. From the left, Silvio Piredda, Claudia Perda, Giuseppina Demuru and Giorgia Spiga.





The gem of the Peak District

Sustainability and innovation: discovering the english mine in the Derbyshire that is strategic what it comes about fluoride.



The history of FLUORSID in the United Kingdom is a fil-rouge that draws the entire life of the Group in Northern Europe. From the origins, with the direct involvement of the founder, Count Carlo Enrico Giuliani, to the legacy carried out by his son Tommaso, current president, to arrive at a topicality steeped in new challenges and impetus for development, in the name of sustainability and strong attention for the territory and local communities.

Today fluorspar is a crucial resource for several uses and applications, in a historical time where the effort to reduce the impact on the environment is required of everyone. For this reason, maintaining a short value chain, with a fully efficient European production center, is a winning intuition that FLUORSID had in unsuspected times and which is still valid today.

A competitive advantage for the customers of the Old Continent, together with the English ones who source their barite and lead for key industries such as automotive and batteries.

What steals the breath away when you think about this great venue of FLUORSID is certainly the beauty of the Peak District National Park, the most visited national park in Europe and second in the world only to Fuji, in Japan. A tourist area of the highest level, with stunning cottages and endless green spaces, a destination - among others - for the English aristocracy and upper class, also home to several leading golf courses, something pretty relevant when we talk about the homeland of this sport.

Derbyshire is a territory with a strong rural identity, surrounded by large urban areas like Manchester, Huddersfield, Sheffield, Derby and Stoke-on-Trent. Interest in mining was already manifested in Roman times, but from the 16th century the area will acquire, after having been mainly agricultural, a much more significant value from a mining and geological point of view, growing interest in the extraction of fluorite in addition to lead, copper, coal, zinc, iron, manganese and silver.

Peak District has a long mining history dating back to Roman Times, evidence of lead workings in the vein systems goes back to the 13th Century, while lead from Derbyshire we know was an important source of armaments for the defence of the realm from the 18th Century.

Fluorspar was first mined at the beginning of the 20th Century initially for steel making and then for the chemical industry and modern flotation processing plant was constructed at Cavendish Mill in 1965 and operated continuously until 2010 but looking back at the old times, it was the direct



Tailing process moments at Cavendish Mill



relationship between the Earl and the Duke of Devonshire - the latter at the head of one of the most influential and rich noble families of the British kingdom since the sixteenth century - that facilitated landing of Italians, starting an adventure that (passing through the several evolutions that have occurred over time), still standings today.

The turning point came back in the 1950s, when fluoride - which has always been close to lead geologically - acquires value from a commercial standpoint and as a consequence the whole Cavendish Mill had to develop in a more structured and organic way its production. At that time the process was pretty basic, with the locals literally gathering the material directly obtained from their land for processing but over the years of activity the venue also reached about 400 employees through the succession and management of different multinationals. The intense exploitation of the resources will lead to the reduction of fluoride and to a crisis of the whole activity.

It will be at that time and after lot of uncertainty that FLUORSID, from an input of the Count Carlo Enrico Giulini, will begin its journey. His son Tommaso was then able to ensure continuity, writing himself a new chapter to the fascinating book that his father started years ago.



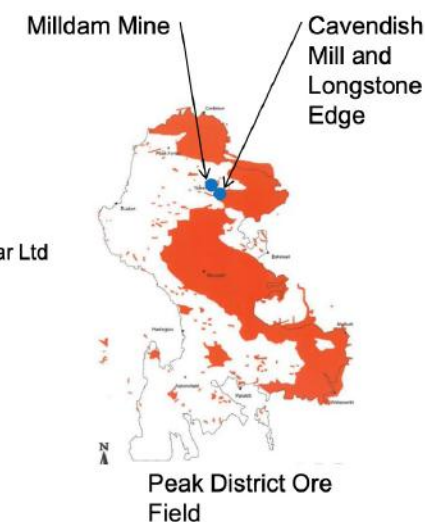
Starting from there, FLUORSID has promoted over the years the modernization of facilities, machinery and the entire organization, effectively inaugurating new pages to the history, making good use of local resources, including employees, contractors and third parties active in the production process. Starting from Peter Robinson himself, the expert mining engineer who has been the Managing Director of the site since 2012, Rob Ridley the Head of Mine, Chris Large the Head of mill and operations or Helena Breen who is in charge of Admin & HR, almost all of the employees are in fact English, and over 65% reside in the Cavendish Mill area, tangible proof the ability and willingness to enhance the skills of the area. Many of them who have been working on the site for a few decades, knowing perfectly the economic and social dynamics of the area and the type of activity.





KEY FACTS

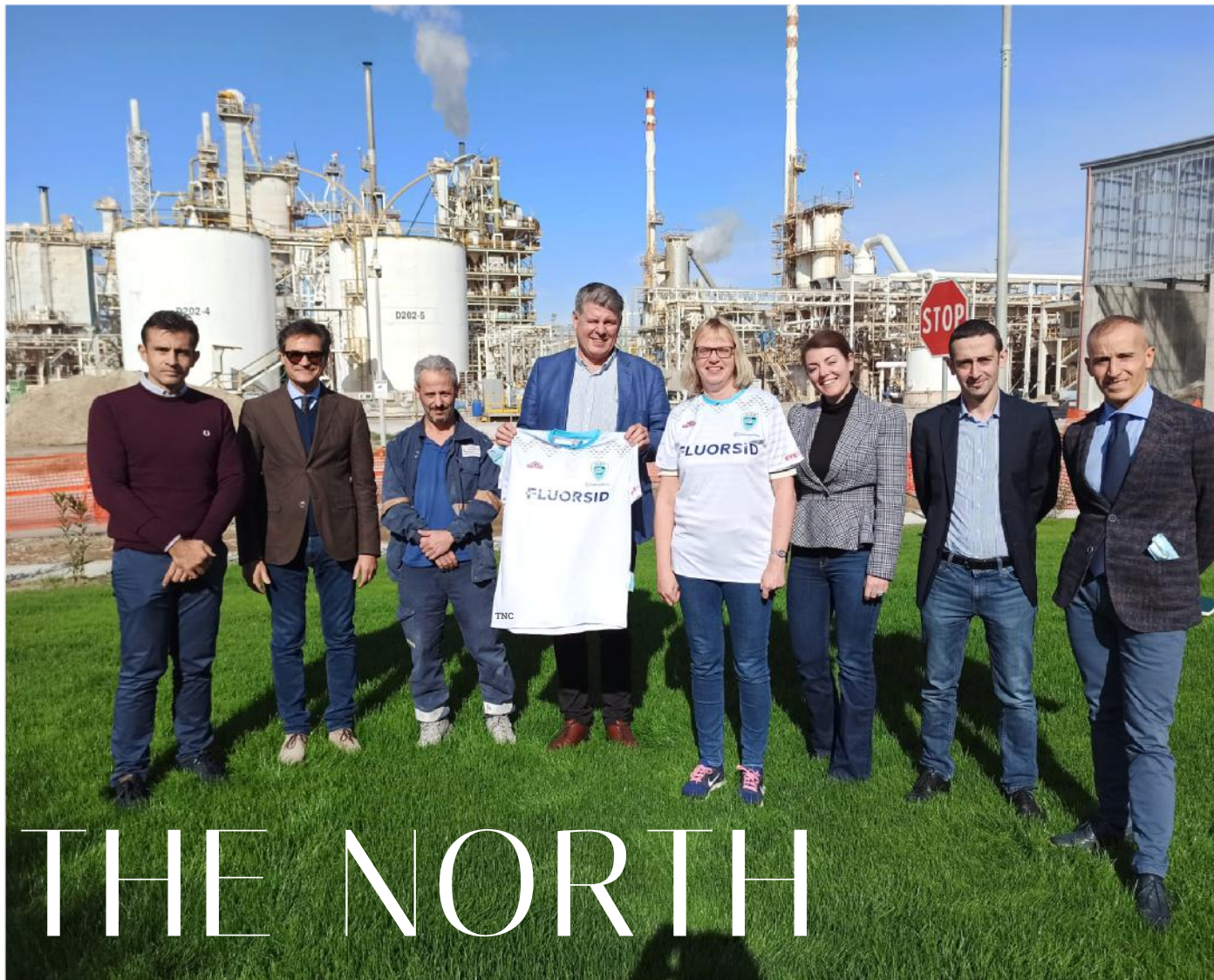
Fluorsid established its presence in Derbyshire in 2012 at Cavendish Mill within the Peak District National Park, with the objective of becoming a leading industrial mineral miner that supplies good quality acid grade fluorspar to the fluorochemical industry. The operations are run within the Peak District National Park, in Derbyshire, UK, with two underground mines and a processing plant, with a production of about 25.000 ton/yr.



A workforce strongly linked to the territory, an aspect that certainly represents a peculiarity on which FLUORSID has built its credibility in recent years. A central aspect is for sure the relationship with the Peak District National Park, which FLUORSID has always taken particular care of, considering a priority its integration in an area of considerable value and in general having at the top of its agenda the 360° sustainability. It is from this assumption that several CSR initiatives were born, aimed at promoting and encouraging the recovery of the caves subject to mining, covering with suitable material and planting new vegetation.

Given that design and develop its resources at the top is a priority for FLUORSID together with an approach made of transparency, safety and protection of the environment and health of those who live and work in the sites, the opportunity to do that within a landscape of such caliber is considered an absolute privilege for the company. This is also why at Cavendish Mill, FLUORSID operates since years underground only, reducing all types of visual and acoustic impact, focusing on the development of sustainable production factors such as electrical equipment without tracks, operating a safe and ecological disposal of tailings, developing new projects with modular, flexible and low-cost tools, focusing on automation.

Pandemic brought not only the long list of problems we all know, but as well provided opportunity to undertake underground mine development to prepare for optimising post pandemic production. Following this way, FLUORSID belief a new mining is possible, equally efficient but more sustainable. And FLUORSID wants to continue to show it, encouraging the gem in Derbyshire to be a reliable, consistent quality supply of fluoride to support the European Chemical Industry, as its history and its people have always told.



THE NORTH STAR

Norsk Hydro pays a visit to the Italian plant of Cagliari.

At FLUORSID, we always aspire to establish an environment in which relationships can be systematically created to deliver upon company's purpose in a human-centric way. We believe that with a collaborative effort with like-minded, purpose-driven innovators, we could all achieve great results and create an impact. We partner with the best clients in the world that operate within our focus areas, providing them access to our expertise, resources and wide network in order to introduce customer-centric solutions at a global scale.

That is exactly the spirit of the solid relationship with Norsk Hydro, a Norwegian based multinational company that represents one of FLUORSID's leading customers. The recent visit to the Cagliari offices and plant is part of this context, with a delegation from the FLUORSID board - present the CEO Lior Metzinger, the CFO Gianluca Ligas, the CHSEO Andrea Alessandro Muntoni, the Chief R&D Officer Luca Pala, the CMO Stefano Melis - to do the honors together with Plant Director Daniele Tocco and the International Sales Manager Marta Gandini.

A stylized compass rose with eight points, alternating black and white, set against a gray circular background. The rose is centered on a white circle, which is itself centered on a gray circle. The points of the rose are sharp and elongated, with the black points pointing towards the top, bottom, left, and right, and the white points pointing towards the top-left, top-right, bottom-left, and bottom-right. The background is a solid light gray.

In the previous page: a moment of the Hydro visit, at the very center Bjørn Olav Kallevig, Head of Alumina and Fluoride sourcing, Aluminium Metal. and Ellen Jørgensen, Head of Strategic Sourcing, Aluminium Metal

Pic below: overview of Hydro's primary production network..

Experience and expertise only lead to better performance if the partners share their knowledge and have a common vision for the business.



We can Play Futsal



Sport as a key driver for many other values and actions that can make the difference for the communities where we live. A phrase that is often abused, but which always finds a different meaning when initiatives are set up in a concrete way and thinking in a long-term perspective. It's exactly from here that "We can play futsal" was created, setting a broad range of objectives that goes from offering access to classic sports activity, landing into the crucial mission of teaching messages against all forms of prejudice and gender violence, in favor of respect and empowerment of women. Supported by FLUORSID and the "Carlo Enrico Giuliani" Foundation, the program was born from the incredible work of the Mediterranea Calcio a 5 - historic and well known futsal club from Cagliari with a long experience at amateur and youth level - in collaboration with other national clubs such as Perugia Futsal, Real Thiene and Top Five Torin. Together with them, the Donna Ceteris Association and the fundamental patronage of the Equal Opportunities Commission of the Sardinia Region and the Equal Opportunities Center of the Umbrian Region.

Futsal lessons dedicated to female students, free of charge and in coordination with the teachers, thanks to qualified coaches who make themselves available during the hours of physical education.

Workshops about gender-based violence and equal opportunities, with particular attention to the sports field, to be held during the hours of civic education. Speeches and storytelling by sports testimonials and free access to the activities of the Mediterranea Girls Futsal Academy. These are just a few examples of a program that has been going on for several months now and will find more and more opportunities in the future while increasing number of locations to the existing. On the horizon the workshop that has been organized for the students of the institutes that have joined the project, who will have the opportunity to meet and interact with two extraordinary people from sport such as Luana Pilia, world skating champion, and Najla Aqdeir, twenty-seven year old middle distance runner, born in Libya but in Italy since she was 11, the protagonist of an extraordinary story that speaks about fortitude and the inexhaustible search for freedom, happiness that would be further represented with a dream that come true: defending the Azzurri colors in an international sports competition.

We should always remember - as Najla explains - "Obstacles should not be jumped, but faced and overcome", as she can teach in the light of her own life experience.

Someone who escaped from an arranged marriage with an older man. The Najla' story, is an incredible example of a woman that suffered and fought, fighting every day against the attempts of male-dominated abuse.

<<Let's start with the schools>>, explains Corrado Melis, one of the engines of the project thanks to the commitment on the territory and inexhaustible energy transforming the project on a beautiful reality. <<When you want to build something solid and lasting, which is truly revolutionary in changing the world we live in, you can only start from the kids, from the most fertile ground where to sow education, inclusion, integrity. This last one - not surprisingly - is one of the key values of FLUORSID, which together with the "Carlo Enrico Giuliani" Foundation immediately expressed enthusiasm in supporting the program as main partner. We want to make our contribution against stereotypes and discrimination, which unfortunately still result in violence and unprecedented

The schools and the kids were enthusiastic to experience this adventure during school hours, on our side the goal is to do more and - step by step - to go beyond the Sardinian, Umbrian, Piedmontese and Veneto territories involving the entire national context. As well In light of the 2021-2025 development strategy designed by the FIGC (Italian football Federation), with the aim of increasing the number of registered soccer players by 50%, removing social barriers and ensuring that every girl can experience the sporting experience in a healthy environment and - most important - protected at every level.

Victories, defeats, focus, determination, pain, disappointment, excitement, suspense, anger, relief: it's all a part of the game whether you are a boy or a girl!



Con il sostegno di



LIFE



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