



THE COMPANY THAT OUTLINES THE FUTURE

Looking at the world to come, a company creates people and talents.

Three are the key concepts of their philosophy.

«We like impossible challenges, important projects, just for people who are brave enough to make the difference – they tell us from Gemels, a company born in 1969 in Bergamo – such as in extreme sports, here they ask us to be brave, honest and without prejudices. Most of all, we create people who generate emotions. And, as a hobby, we also produce industrial items».

If you had to describe your reality with three key concepts, which one would you use?

«The first concept is for sure “People First”. They often speak about the centrality of people, but here that’s not just a motto. At Gemels we look at the world to come with the ExO

strategy: our linear organizations have leaner teams, which are involved directly. Our collaborators take decision and management positions, going over the old concept of vertical hierarchic organizations. From this perspective, Gemels passes on its culture without distinction and exception, at any level. Our company organizational chart is upside-down: at the top there are the people, not the management. Our philosophy isn’t based on the enrichment of the top management, but on sharing their values and successes with the collaborators and their families, aiming to make our community grow. Do you know those companies where there are pictures of the business board first? Okay, here, even if one family owns the company property, you would rarely see their pictures,

and that's exactly because in the "People First" perspective they give space to people».

And the second key concept?

«We have an extraordinary philosophy. It means that we do what others don't: we create people and talents. All our customers, when they visit us, always notice something really different, unexpected and original, which identifies us. What we are proud of the most is seeing some international significance realities that try to copy our model. Actually, at the foundation there's something intangible: our philosophy, which is not so easy to repeat, originates far back in the past from the courage of making the difference that the management passes on to his collaborators».

Let's reveal also the third key concept...

«Sure! The third concept is to outline the future. That's our way of thinking and doing, with a long-term look and without living in the past, such as many others do. How will it be like within 20 years? Just looking beyond the hill you are able to outline the future, and we often do that, starting from our circular welfare. "Today the aim of the business companies is to contribute to the common good..." was published by a famous international magazine in January 2021. I was surprised as the article described those concepts that were part of our business philosophy since 5 years before».

You say that Gemels likes impossible challenges. What do you mean?

«Impossible challenges and extreme sports are part of our way of facing the world: just to make an example,



«For many years our GCMS (Gemels Category Management Sustainable) department has been carrying on several initiatives dedicated to the green areas cleaning, working with collaborators and external people in our neighbouring villages.

we don't need to say that women hold the position of leadership, as it's taken for granted. We believe in women STEM positions, where the compensation shouldn't be lower than the men's one, actually even higher, surpassing the onetime stereotypes. At Gemels the big bet on female talents has been won for more than 10 years: we have women in our technical departments and sales departments, who travel around the world, from China to USA, going through Iran, Iraq and India».

Are there some case histories to support what you say?

«We have many stories of colleagues who came from a totally different

sector and grew here, gaining a huge success. A collaborator who was a hairdresser, married and with a 1-year-old son, lost her job and found herself in the job market without many perspectives. We saw her potential, her desire to learn and her courage, so we gave her a chance. She grew, was formed internally, supported by a team of engineers, and after few years she became the person in charge of one of our technical offices. Then life changed the playing field and now, to follow her family, she works for an important multinational corporation based in California. This is just one of the many success examples that we could tell».

At the base of that, is there a lot of training?

«Our company is composed by people who train other people. We don't hire senior figures from outside,

but we challenge and train our collaborators to make them develop creativity, critical thought and unknown aptitudes. Besides internal courses, we focus on external ones, in order to make people grow exponentially: we create specialized figures horizontally to share then vertical experiences. In the end, in an across-the-board way, we develop a true leader team».

From the welfare point of view, what do you tell us?

«From several years Gemels refunds the 100% of day nursery and nursery school for all our colleagues' children. In the future, we would like to carry out our project of having a day nursery inside our company structure to help even more mothers and fathers. Regarding the company welfare, which accompanies our colleagues and their families during their lives, from nursery refund until university, there are many projects under consideration, among which the shortened working week and much more. "You are the little one" is our motto and provocation».

And what about sustainability? What are the projects in progress?

«For many years our GCMS (Gemels Category Management Sustainable) department has been carrying on several initiatives dedicated to the green areas cleaning, working with collaborators and external people in our neighbouring villages. We would like to do that also in our town, Bergamo, and then in Milan, Rome... what we like is being an example, so



that other people and companies can do that too. We would issue a challenge and create a more sustainable culture, starting from this small but big experiences. We wish to be an attractive company to work for and to collaborate with: we are just building now for the future of tomorrow».

What are the next developments? Are there some projects you are working on?

«There are many, but we won't reveal too much. One of our team leaders, when he sees us worried about new and almost impossible challenges, always says: "keep calm, nobody has a magic wand! So, there will be just your work which can make the difference... we'll take a gamble!". We are proud of our company philosophy, which aims to give value to people with a prospect of growth, engagement and sharing of our

reality. If you don't believe us, come and visit us!».

Why do you tell all these things?

«Because this is our "Made in Gemels" philosophy. We like to challenge everyone to copy or imitate it, even if it's difficult, almost impossible... it's so complex and intrinsic that also people from inside, if they're not in close contact with who propose it, aren't able to fully understand it, not before a few years. We just want to enrich our people, we love challenges, we like to tell it and support it with documentary evidence. I was about to forget one thing: in its spare time Gemels manufactures valves for the hydraulic and oil&gas sectors, electric motors and many many other emotions».

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