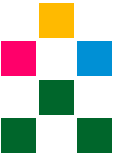


Fondazione  
Compagnia  
di San Paolo

PLANNING FRAMEWORK

# Annual Planning Document 2022



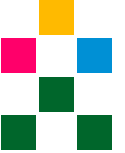
# Introduction.

This document sets out the 2022 planning framework adopted by Fondazione Compagnia di San Paolo.

It covers the goals that Fondazione Compagnia di San Paolo plans to set itself and/or achieve in calendar year 2022. These are shaped by the overall strategy established in the Multi-Year Planning Document 2021-2024, from which this document stems, and by the input of the governing bodies (especially the General Council and its Committees) and structural units. As well as identifying the time priorities of interventions, this policy research takes account of the forms of application and, where necessary, the adjustments of strategic approach dictated by a constantly evolving context. As required by Fondazione Compagnia di San Paolo's constitution, the document is written under the supervision of the Secretary General and approved by the General Council.

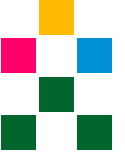
It is therefore worth starting from the strategic approach. In addition to its traditional focus on the centrality of people in their human, social, cultural and environmental context, the Multi-Year Planning Document 2021-2024 also focuses on a range of other key areas, which can be summarised as follows:

- Fondazione Compagnia di San Paolo's decision to operate in line with the broad development strategies formulated by the United Nations 2030 Agenda for Sustainable Development and the European Union's routine planning and pandemic-response planning. All these strategies revolve around the multidimensional concept of sustainable development and are aimed at reconciling equity, efficiency and right of access in the systemic changes taking place. The green revolution, the digital revolution and an up-to-date approach to social cohesion and inclusion are key vehicles for this.



- A special, cross-cutting emphasis on knowledge and life-long learning as a means of achieving a functioning, inclusive democracy and economy.
- A specific focus on young people and women: not only as acknowledged victims of the pandemic, both in the labour market and the education system, but as *social resources* with a crucial role to play in improving and rebuilding our society at every level.
- Other cross-cutting dimensions common to all our projects also play a strategic role in Fondazione Compagnia di San Paolo's approach. These include personal *well-being* as a multi-faceted category that encompasses health, culture, social involvement and an active life; *opportunities* for access, inclusion and personal development for everyone, especially the least privileged; revised *geographical links* between centres and outlying areas; the *green transition* of technologies, production models and social and individual practices; and *digitalisation* aimed at enhancing the efficiency and creativity of people and systems.
- The decision to introduce major innovations into the way Fondazione Compagnia di San Paolo fulfils its function as an intermediary for the common good, for example by complementing or reconfiguring the use of non-repayable grants with a wide range of new operational instruments designed to multiply the impact of Fondazione Compagnia di San Paolo's interventions. This is illustrated in the "Tool-kit" section of the Multi-Year Planning Document 2021-2024<sup>1</sup>.
- Increased recourse to integrated action by the "Fondazione Compagnia di San Paolo Group", in other words Fondazione Compagnia di San Paolo and the set of operational and research bodies linked to it, for system-building purposes: the aforementioned dimension of Education lies at the heart of this in the 2022 planning.

<sup>1</sup> In 2022, this may lead to the introduction of an internationally recognised philanthropic instrument known as the recoverable grant, or more precisely a bespoke version of the recoverable grant developed by Fondazione Compagnia di San Paolo.

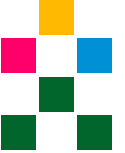


- Careful collection, storage and exploitation – for the benefit of the community – of the data generated by Fondazione Compagnia di San Paolo’s work, on the grounds that Fondazione Compagnia di San Paolo uses scientific knowledge to design and evaluate its projects, and attaches considerable importance to measuring the impact of projects and learning lessons from them.

The 2022 planning framework therefore needs to be read within the framework of these assumptions, which pervade and underpin the document itself and all of Fondazione Compagnia di San Paolo’s projects and reasoning.

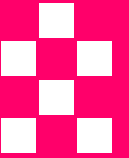
As far as structure is concerned, the document adheres to a deliberately compact form, to facilitate reading and highlight the key aspects. The document’s layout reflects the operational structure of Fondazione Compagnia di San Paolo, and therefore contains sections on each of the Goals (Culture, People and Planet) and sub-sections on the 14 Missions into which those Goals are divided.

The document is then completed with sections on Fondazione Compagnia di San Paolo’s “cross-cutting functions” (Finance Department, Impact Innovation Department, Planning, Research and Evaluation Department, Governance and Operations Department, and Communication). Although less directly involved in grant-making, these functions are assigned a complementary role in that activity by the Multi-Year Planning Document 2021-2024. Their inclusion in this document, albeit brief, therefore helps provide a fuller, more realistic view of Fondazione Compagnia di San Paolo’s work plan for 2022.



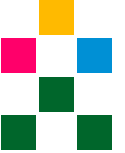
# Contents.

<b>The Culture Goal</b> and its Missions	6
<b>The People Goal</b> and its Missions	23
<b>The Planet Goal</b> and its Missions	45
Fondazione Compagnia di San Paolo Group at work: the “ <i>Education Strategy</i> ”	68
Testing the “tool-kit”: <i>recoverable grants</i>	73
<b>Finance Department and Impact Innovation Department</b>	76
<b>Planning, Research and Evaluation Department</b>	80
Governance and Operations Department	83
Communication	86



# Culture.

Art, Heritage, Participation.  
Let's imagine the future.

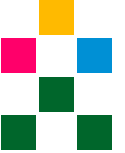


# Culture.

## Post-pandemic recovery and links with other fields.

Fondazione Compagnia di San Paolo's Multi-Year Planning Document 2021-2024 gives the Culture Goal the task of promoting culture, creativity, heritage and active participation, as essential ingredients of personal welfare and development, local development and the creation of a fairer, more inclusive society. On this basis, Fondazione Compagnia di San Paolo's work to achieve the goals set down in the Plan will not only have to guide the cultural sector towards sustainable forms of organisation and development, but also encourage it to foster links with other fields (welfare, education, youth policy, urban regeneration, tourism, health and technological innovation, to name a few). Alignment with European and international strategies provide a benchmark and an opportunity in this respect.

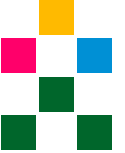




Our actions in the cultural arena in 2022 will have to take account of the widespread uncertainty generated by the pandemic, which is affecting the work and dynamics of the sector. Fondazione Compagnia di San Paolo will transition from emergency interventions – which were vital in the first phase – to the reinforcement of strategic development initiatives, with a special emphasis on the sustainability of organisations and operators, the contribution that culture makes to combating inequalities, and the revival of local communities. These priorities underpin the work of the four Missions reporting to the Culture Goal. Within the framework of the strategy and targets set down in the Multi-Year Planning Document 2021-2024, this work involves the revision of certain existing commitments, with a view to adopting strategic forms of support and project delivery.

The major cultural institutions in which Fondazione Compagnia di San Paolo is a stakeholder have a vital role to play in achieving the goals set down in the Plan, but adjustments need to be made to the nature of our relationship with them. The provision of support will therefore be made more strategically conditional and there will be a closer focus on change in recipient bodies and the attainment of the Goal's targets. This will give Fondazione Compagnia di San Paolo a more proactive role in projects that are clearly strategic for the catchment area, such as the circuit of Royal Residences of the House of Savoy, which, after many years of preparation, need to be implemented practically but also ambitiously.





The new structure of multi-year calls for proposals launched on the basis of the plan will play an important part in putting this strategy into practice. The main calls for proposals with a two-year duration, launched in 2021, will see the start of their associated activities in 2022.

Other highly complex operational instruments will include guiding organisations and operators through processes of organisational development, and entering into agreements with local and regional government bodies, with a closer focus on local communities.

In line with the Plan's emphasis on Fondazione Compagnia di San Paolo as a group, Fondazione Compagnia di San Paolo's auxiliary body Fondazione 1563 is an ideal partner for developing possible system-building actions, starting with research libraries and archives. Fondazione Compagnia di San Paolo's Missions will also be involved in a wide range of project collaborations with other Group entities, first and foremost Fondazione per la Scuola, Links, Ufficio Pio and Consorzio Xké? ZeroTredici.

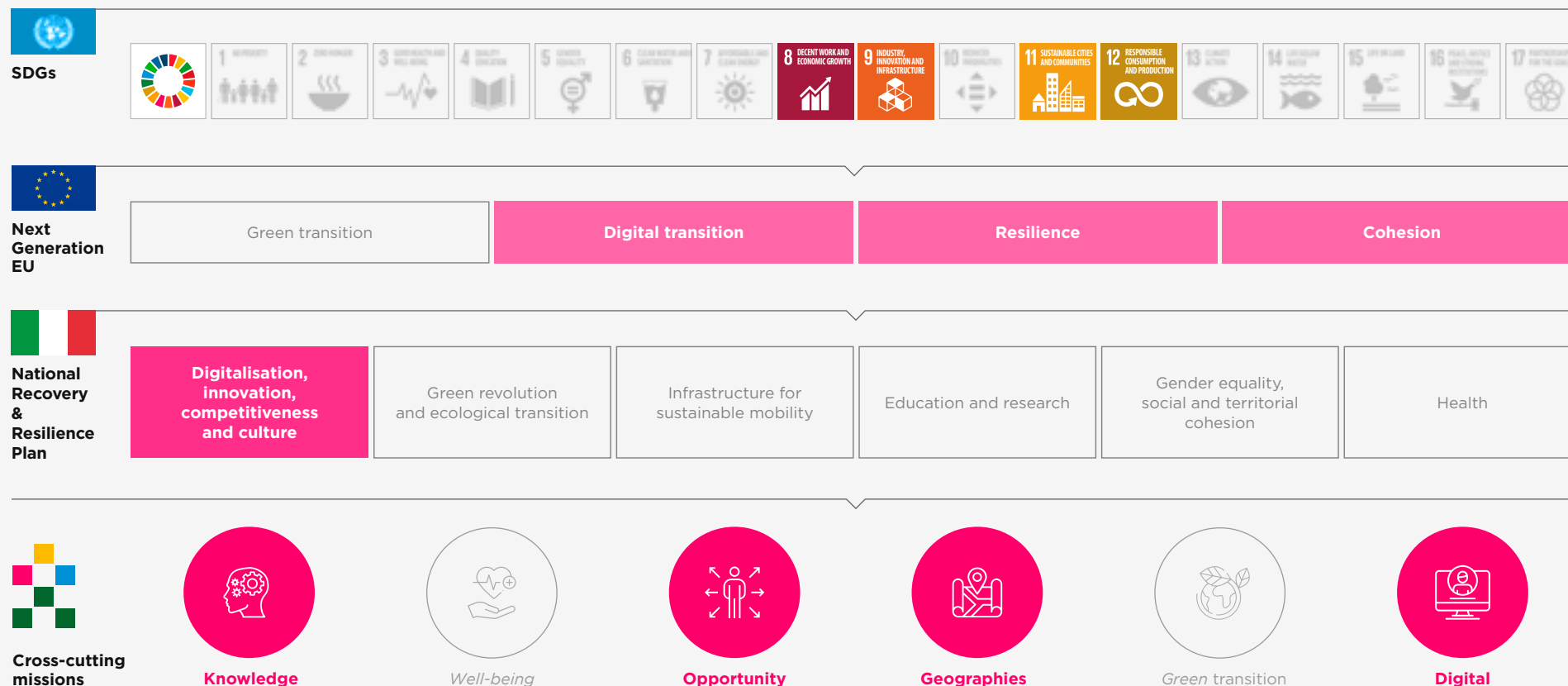
The cross-cutting dimensions identified in the Plan provide an important reference point for the Culture Goal, with the result that 2022 will see the start-up or consolidation of collaborative projects between Missions from different Goals, mainly relating to social innovation, welfare, education, youth and community.



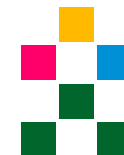


# “Building Capacity to Attract” Mission

## Alignments



## Culture. “Building Capacity to Attract” Mission



### What we intend to do

Harnessing culture and creativity to promote the catchment area’s capacity to attract: this is the aim of the “Building Capacity to Attract” Mission. In light of the Multi-Year Planning Document 2021-2024, the Mission aims to harness the value of the local area’s cultural, creative and environmental heritage, with a view to fostering growth and encouraging innovation, inclusion and collaboration in the long term. An area’s capacity to attract is proportional to its awareness of its own unique historical and cultural characteristics, which it feeds through research and creative production and promotes by upgrading and showcasing its heritage and cultural offering. The Mission strives to accentuate and promote the cultural identities of places, primarily by involving local institutions and communities, to develop sensitive, sustainable tourism. The Mission’s strategic priorities include **harnessing the value of cultural identity and heritage**, supporting **cultural production, research and creativity** and developing a **culture of innovation and openness to new technology** in the cultural arena. These goals will be pursued by means of concerted work with key cultural players in every area, the construction and consolidation of networks and platforms, and interaction with the sector’s value chains. Using the “tool-kit” described in the Multi-Year Planning Document 2021-2024, the overhaul of Fondazione Compagnia di San Paolo’s support instruments, which started in 2021, will be completed with the second year of the **Art-Waves** and **In Luce calls for proposals**. Guidance, mentoring and monitoring initiatives will be carried out with a view to enhancing the project-related and organisational skills of bodies, developing solid, innovative, sustainable projects, and observing the implementation of initiatives, with a close focus on the data they generate.



# Culture.

## “Building Capacity to Attract” Mission



### Components of strategy

FOR THE FOUR-YEAR PERIOD

---

Harnessing the value of heritage and established cultural identities.

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Harnessing the value of heritage and artistic activities in local areas for the purposes of culture and tourism.

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Creative cultural planning and production across the catchment area.

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Artistic and creative production and research by the relevant parties.

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Digital transformation in the cultural arena.

### Planning framework

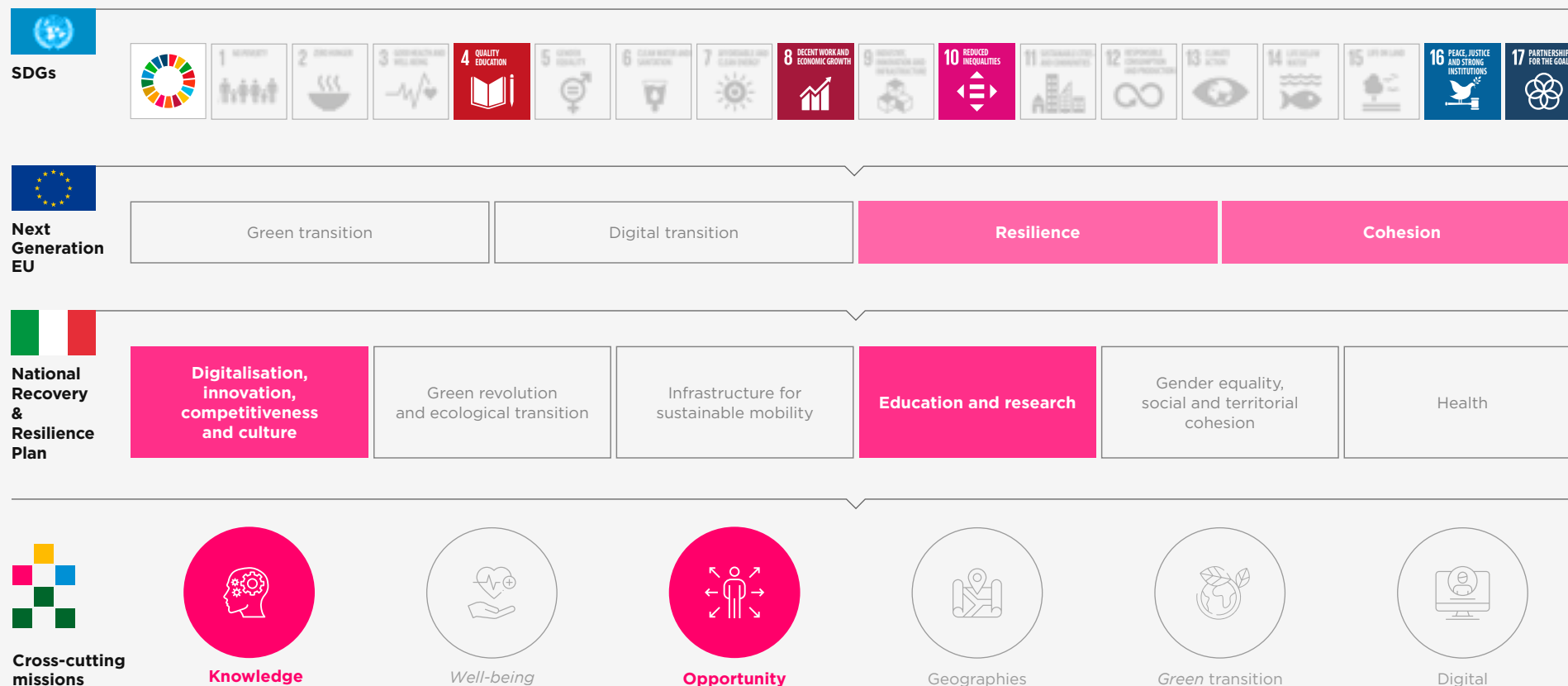
2022

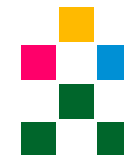
- 
- *Developing projects aimed at extending and enhancing the existing cultural offering, with an emphasis on innovative, sustainable tourism.*
  - *Consolidating local platforms of “cultural identity” with a view to positioning and promoting local cultural bodies and their offering.*
- 
- *The second year of the **In Luce call for proposals**, with mentoring initiatives relating to local cultural production and aimed at integrating them into medium-term policies for sustainable tourism.*
- 
- *Second year of the **Art~Waves call for proposals**, with initiatives aimed at developing and consolidating value chain strategies by supporting solid, high-quality, cutting-edge productions.*
- 
- *Supporting key players and selected projects in Turin and Genoa, in contemporary and creative culture and the related value chains.*
- 
- *Completing the **Switch call for proposals** and establishing new lines of action on the basis of its outcomes.*



# “Developing Skills” Mission

## Alignments





## What we intend to do

The strategic goal of the “Developing Skills” Mission is to consolidate and promote the role of culture as a vehicle for human and social development, by investing in education, training and professional development. The challenge is to promote artistic expression and creativity as tools that help young people understand the world and play an active part in shaping it, to support a training system that is sensitive to the changing needs of the cultural sector, and to help strengthen the entire cultural sector as a building block of sustainable, responsible growth.

Within this framework, the Strategic Plan has identified four strategic approaches for the Mission, which feed into each other in a continuous cycle. These approaches are: disseminating and improving opportunities, active experiences and artistic and cultural practices among young people; enhancing the quality of the opportunities that the catchment area offers young artists and creative talents for building their professional profile and entering the world of work with appropriate skills; encouraging the development of the necessary professional skills in the cultural sector to deal effectively with present and future challenges; encouraging cultural bodies to recognise their social responsibility and act in line with it, while investing in skills, sustainability and networking.





## Components of strategy

FOR THE FOUR-YEAR PERIOD

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Promoting the inclusion of cultural experience in educational communities and multidimensional learning contexts.

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Developing initiatives that support career-building for young artists and creative talents.

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Promoting a composite, interconnected system of training and incubation, to help build fit-for-purpose artistic, creative and cultural design skills.

---

Making cultural actors more sustainable, interconnected, dynamic, innovative and aware of their role.

## Planning framework

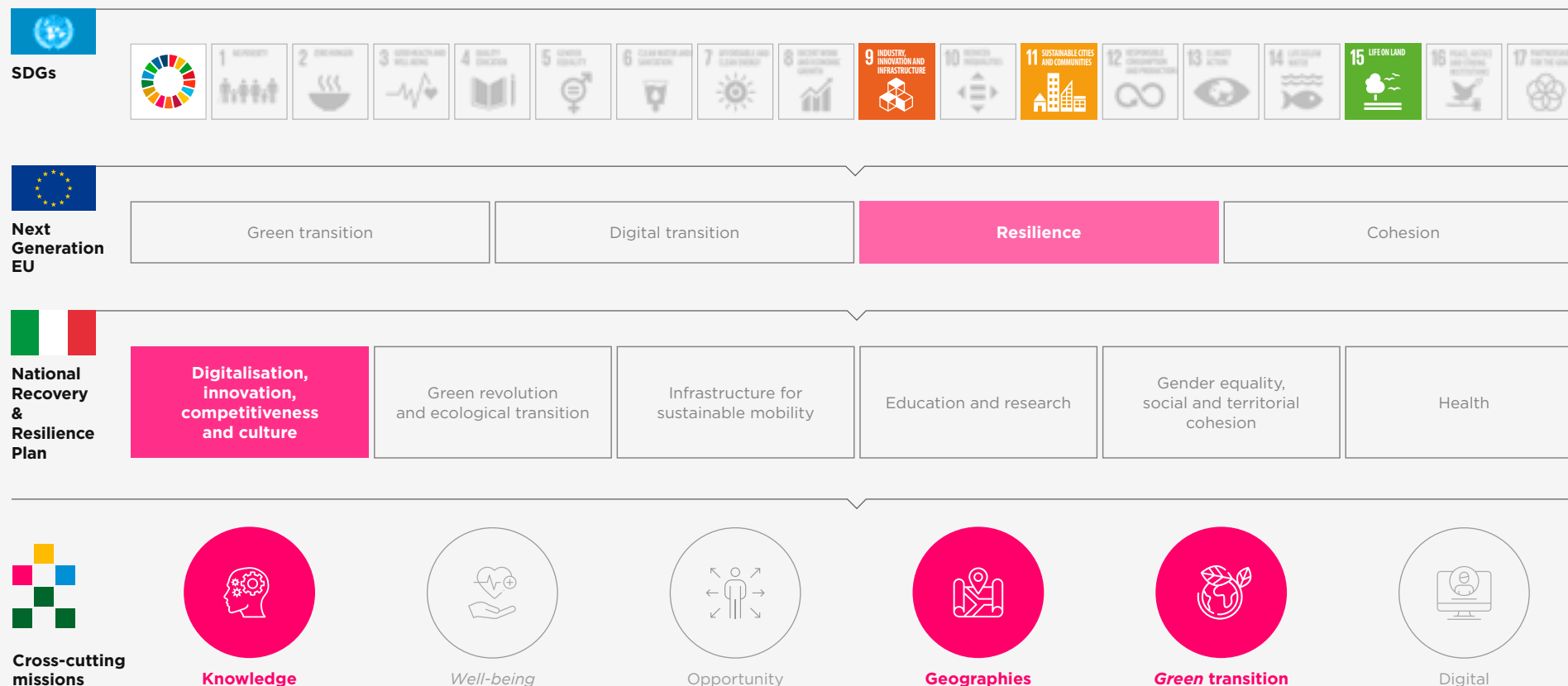
2022

- 
- *Interventions aimed at improving the skills and infrastructure of cultural bodies so that they can host and contribute to the learning pathways of children and young people.*
  - *Integrated actions aimed at the educational community, in conjunction with various Fondazione Compagnia di San Paolo Group partners, and at Piedmont Regional Council, for “Born to Read”.*
  - *A multi-year project focusing on musical education in schools as a vehicle for growth, inclusion and partnership-building between cultural bodies and the school system.*
- 
- *Replanning the lines of intervention to increase the effectiveness of support for building solid, ambitious career paths for artists and creative talents.*
- 
- *Opening a new channel of communication with institutional and independent bodies involved in training and incubation, aimed at innovation and systemic action, for models of training and access to the cultural professions (technical, creative and managerial) that meet the needs of a rapidly changing context.*
- 
- *Pathways designed to help bodies and professionals acquire cross-cutting skills, in light of the need for sustainable development of organisations, social responsibility and strategic planning.*
  - *Entrenching and disseminating the lessons learned from the “Performing+” project; maintaining its community of practice. Evaluating specific pathways aimed at the library sector, partly as a means of feeding local multi-sectoral networks and deploying them to benefit communities.*



# “Preserving Beauty” Mission

## Alignments







## What we intend to do

The aim of the “Preserving Beauty” Mission is to preserve and safeguard our architectural, artistic, archival and landscape heritage, by recognising it as a vital resource for our local areas. For this reason, it must be made the object of medium- and long-term investment and intervention policies. The Mission pursues these aims in close collaboration with Fondazione 1563 per l’Arte e la Cultura, one of Fondazione Compagnia di San Paolo’s auxiliary bodies.

The Multi-Year Planning Document 2021-2024 identified four focus areas for the Mission: playing a proactive role in fostering dialogue between the relevant institutions in order to promote effective use of the available resources through agreements, conventions and the innovative use of all regulatory instruments; promoting a culture of maintenance of cultural heritage, based on research and design, which takes priority over emergency restoration, and facilitates planning, at least in the medium term, for sustainable heritage management; promoting the development of the local area by harnessing the value of its landscape, starting from the most advanced regulatory instruments, such as the Piedmont Regional Landscape Plan, and using it as a testing ground; taking a proactive approach to coordinating system-oriented actions aimed at managing archive assets and research libraries.





## Components of strategy

### FOR THE FOUR-YEAR PERIOD

Playing a proactive role in fostering dialogue between the institutions in order to promote strategic use of the available resources.

Promoting a culture of maintenance as a form of medium- and long-term management of cultural heritage.

Promoting the development of the local area by harnessing the value of its landscape, starting from the most advanced regulatory instruments, such as the Piedmont Regional Landscape Plan, and using it as a testing ground.

Taking a proactive approach to coordinating system-oriented actions aimed at managing archive assets and research libraries.

## Planning framework

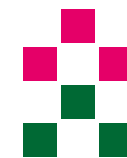
### 2022

- *Drawing up new partnership agreements designed to promote dialogue with the Ministry of Culture and local institutional actors, using all the latest-generation instruments.*
- *Implementing the Royal Residences of the House of Savoy project as a linchpin of the cultural and tourism-related development of the Piedmont region.*
- *Stimulus to encourage the application of the regulations for facilitating the restoration and conservation of cultural heritage.*
- *Implementing the second phase of the **Prima call for proposals** (encompassing prevention, research, investigation, maintenance and listening in relation to heritage), aimed at promoting a culture of scheduled maintenance and preventive conservation of cultural heritage.*
- *Supporting the central role of the Venaria Conservation and Restoration Centre and its capacity to provide the necessary know-how to establish a modern culture of maintenance.*
- *Restoration projects selected in relation to coordinated planning with the institutions.*
- *Introduction of time windows for submitting speculative applications relating to scattered-site heritage.*
- *Completion of the pilot implementation of the “Regional Landscape Plan in Piedmont” (Alta Langa).*
- *In partnership with Fondazione 1563 per l’Arte e la Cultura, the Ministry of Culture and the other main institutional actors, designing and coordinating initiatives aimed at supporting individual institutions with a view to integrating disparate skills and services into a system.*

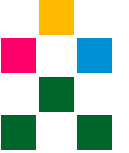
AUXILIARY BODY

# Fondazione 1563 per l'Arte e la Cultura.

Fondazione 1563 will give priority in 2022 to its work on projects associated with Brand Heritage (making productive use of Fondazione Compagnia di San Paolo's archival heritage and the values associated with it), the Humanities Programme, which comprises Global History (the legacy of the Enlightenment and human rights from a global perspective as initial fields of study) and the Baroque era, and the HLI Programme - History of Labour and Industry (showcasing corporate heritage, disseminating industrial culture and the professional profiles of the future). These projects form part of the organisation's development, as described in the Multi-Year Strategic Plan 2021-2024, whose main aims are to achieve the following by 2024: to gain accreditation as a research body from the Ministry of Education, to boost its national and international capacity, to extend its partnerships for complex projects, to consolidate its record management role for the Fondazione Compagnia di San Paolo Group and enhance its historical identity.

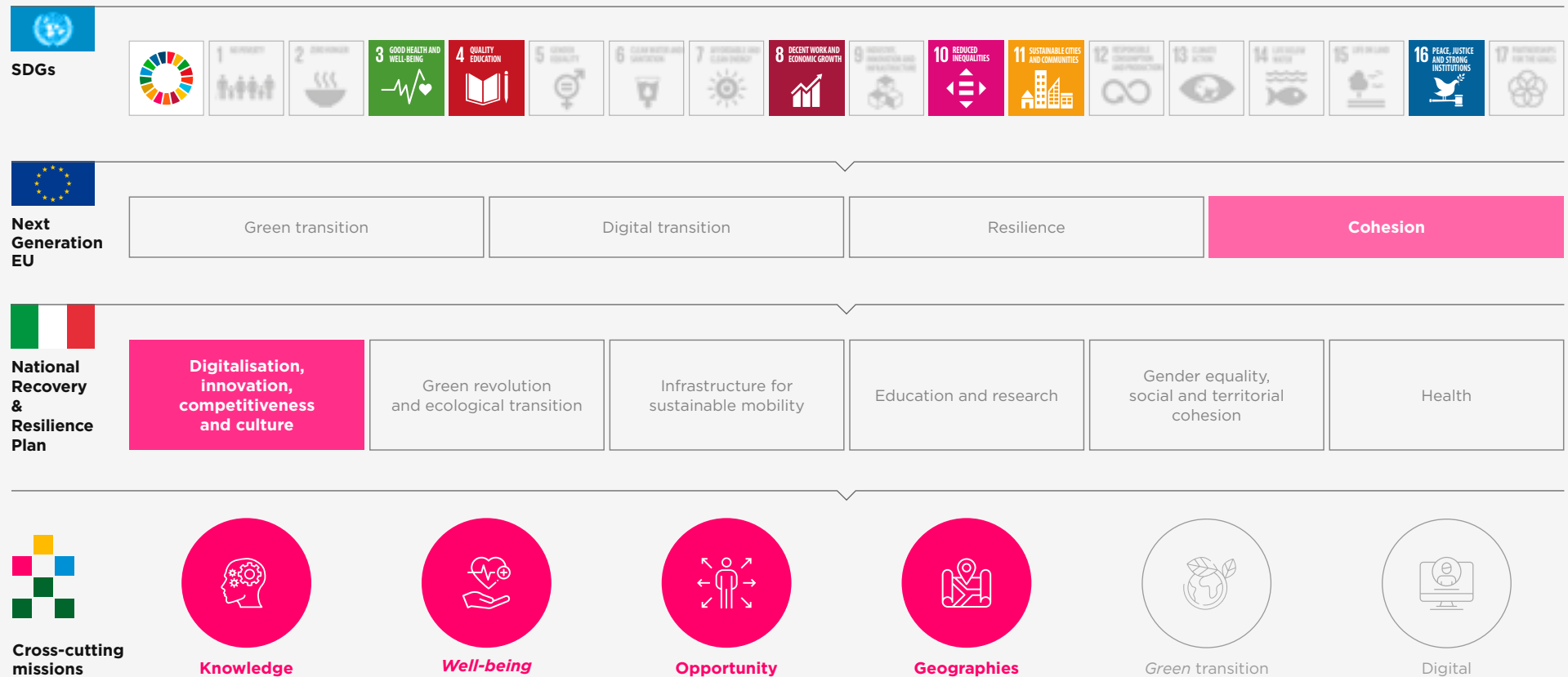


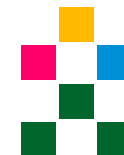
Fondazione  
*1563*  
Art and Culture



# “Encouraging Active Participation” Mission

## Alignments





## What we intend to do

For Fondazione Compagnia di San Paolo, culture also means participation. In line with European planning documents for 2021-2027, Fondazione Compagnia di San Paolo takes the view that participation is cultural, civic and democratic, with a particular emphasis on the participation of young people in each of these dimensions. Promoting participation in a manner consistent with contemporary culture means helping create opportunities and reasons for everyone to contribute consciously and responsibly to shaping the political, social, economic and cultural aspects of the various communities they belong to, from the smallest to the planet we all share. To achieve these goals, the Strategic Plan sets out five strategic priorities for the Mission: promoting local alliances between organisations that encourage and live from participation, strengthening places of participation, extending the networking, second-tier work and representation of bodies, disseminating good practices, and focusing on the specific dynamics of local communities.





### Components of strategy

#### FOR THE FOUR-YEAR PERIOD

Developing alliances and networks with strategic players.

Strengthening cultural and civic centres in North-West Italy.

Supporting second-tier players operating within the four strands of participation identified.

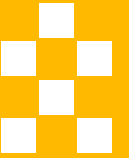
Identifying, testing, evaluating and scaling up best practices.

System building – for local ecosystems and specific focal points for urban areas, provinces and internal areas.

### Planning framework

#### 2022

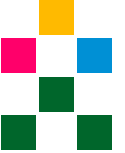
- *Implementing the three-year plans aimed at upgrading the organisation of the entities identified by Fondazione Compagnia di San Paolo as strategic for the catchment area in terms of participation.*
- *Second year of support for the **Space** project covering 100 cultural and civic centres across Piedmont, Liguria and Valle d'Aosta, in addition to the neighbourhood houses in Turin and Genoa. Promoting a community of practice comprising managers of 130 places of participation.*
- *In 2022, particular priority will be given to supporting and creating second-tier players and networks whose main purpose is participation.*
- *Promoting cultural participation to overcome inequalities, and implementing initiatives that spread the idea of culture as an essential relational good that impacts on personal well-being.*
- *Call for proposals on Culture and Health.*
- *Promoting female uptake of scientific training and careers. Post-pandemic civic participation through support for collaborative practices and civic action, such as reinterpreting public space, managing and looking after common goods and services, and establishing collaboration agreements, urban gardens, civic imagination and civic innovation.*
- *Implementing a campaign to manage assets confiscated from organised crime.*
- *Road-testing of operational projects of democratic participation and support for civic education projects, non-partisan policy/politics schools aimed primarily at young people.*
- *Specific plan for cultural, civic and democratic participation in internal areas with a focus on young people.*



# People.

Opportunity, Independence, Inclusion.  
Let's build the future.





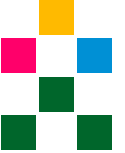
# People.

## Countering inequalities, increasing opportunities and strengthening partners on the basis of subsidiarity.

Socio-economic data point to marked growth in inequality and poverty in Italy. Although sharply accentuated by the pandemic, this trend largely pre-dates it. In Piedmont, Liguria and Valle d'Aosta (the North-West in Fondazione Compagnia di San Paolo's parlance), this data is particularly worrying when compared with the situation in other areas, and reveals a significant increase in the number of individuals and families, especially families with children under the age of 18, in situations of absolute poverty or at risk of falling into poverty. The picture that emerges does not yet reflect the long-term effects of the pandemic, which may include new, more acute vulnerabilities, unless appropriate counter-measures are taken.



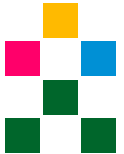




Fondazione Compagnia di San Paolo's action in the social and educational arena in 2022 will, of necessity, take account of these scenarios and develop processes and initiatives set down in the Multi-Year Plan 2021-2024 and already launched in 2021, in line with Italy's National Recovery and Resilience Plan and the United Nations sustainable development goals.

Integrated, multidimensional responses to poverty and inequality, the causes of which are often interconnected, are needed to support pathways towards gradual independence and improvement of the quality of life of people in difficulty, by enabling them to shape and determine their own life choices: this is the direction that the five Missions of the People Goal will take, with increasing coordination with Fondazione Compagnia di San Paolo's other Goals.

2022 will see the launch of initiatives for which feasibility studies were conducted in 2021: these include integrated interventions aimed at promoting employment for disadvantaged and potentially vulnerable women with care burdens, and projects to promote educational pathways for their children, social housing initiatives within the framework of urban regeneration, and a new international cooperation programme for sub-Saharan Africa, co-developed with other Italian foundations. Fondazione Compagnia di San Paolo is ready to play a major operational role in these programmes, in terms of design, implementation, monitoring and evaluation.



While 2021 saw the co-development of an integrated, multi-year education strategy by all of the Fondazione Compagnia di San Paolo Group's bodies, 2022 will see the actual roll-out of the first operations.

The drawing up of joint plans and the use and sharing of data and rigorous evaluations (of both method and impact) will be the defining feature of the agreements with the cities of Turin and Genoa aimed at enhancing their innovative and strategic potential, and their flexibility. Account will be taken of the opportunities offered by national and European plans, with the deployment of ordinary and extraordinary resources in the social and educational fields, among others. Fondazione Compagnia di San Paolo will be able to play a new role in this context, by testing and anticipating policies, and working in synergy to generate additional leverage.

In light of the above, it will be necessary to carry on promoting the upgrading of third-sector bodies, especially from a managerial point of view. The organisational development initiatives already supported by Fondazione Compagnia di San Paolo as part of the strategy set down in the Multi-Year Planning Document 2021-2024 will be extended further, in view of the obsolescence of Support for Institutional Activity, in favour of new grant-making instruments aimed at fostering the sustainability, independence and innovative capability of organisations.

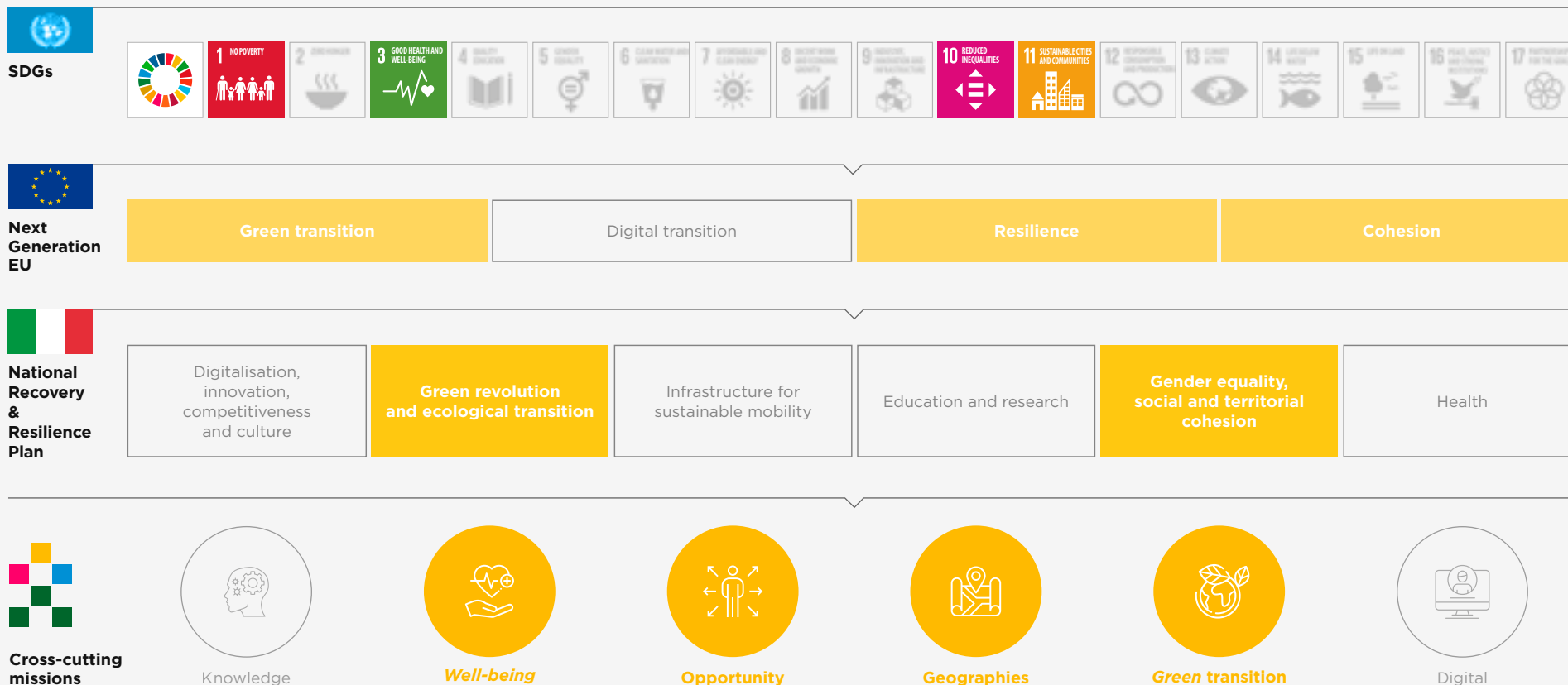


People.



# “Reinventing Dwelling Systems and Regenerating Neighbourhoods” Mission

## Alignments





## What we intend to do

The work of the “Reinventing dwelling systems and regenerating neighbourhoods” Mission is based on the belief that social housing has a vital role to play in meeting people’s economic, social, relational and employment needs, as housing is a cornerstone of the lives of individuals, families and hence society itself. The Mission designs and tests new, replicable organisational models that impact on homes, cities and relationships. Against this backdrop, it also promotes urban regeneration projects that use housing as an opportunity to transform local areas according to principles of social and environmental sustainability, and improve quality of life. On the basis of the Multi-Year Planning Document 2021-2024, the Mission has six strategic priorities: road-testing scattered-site social housing practices; urban regeneration built on high-quality housing; a close focus on the environmental sustainability of the catchment area; spreading the culture of social housing and related support services; and empowerment of local communities, in relation to local bodies and the third sector alike, and also to new forms of private impact investment, in the field of social housing and urban regeneration.





## Components of strategy

FOR THE FOUR-YEAR PERIOD

Scattered-site social housing.

Urban regeneration.

Environmental sustainability.

Active housing services.

Social housing culture.

Empowerment of local communities in the field of social housing and/or urban regeneration.

## Planning framework

2022

- *Road-testing various projects involving the preparation and management of scattered-site social housing solutions in the Turin area.*
- *Promoting urban, construction-related, cultural and community regeneration initiatives.*
- *Environmental and energy sustainability of social housing in the urban context, with a special emphasis on energy efficiency, green materials and technologies, and urban greenery and combating energy poverty.*
- *Active housing services (temporary accommodation, social condominiums, social housing agencies, social co-housing projects, etc.) aimed at developing the social, housing and relational skills of the beneficiaries, in response to their specific needs.*
- *Promoting a culture of innovative, collaborative social housing, by disseminating models, research, analysis and experience.*
- *Initiatives aimed at enhancing the ability of local communities – non-profit operators and public bodies – to access national and European resources with deployment-ready projects with strong development potential.*

People.

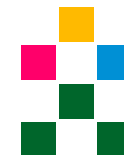


# “Promoting Decent Work” Mission

## Alignments







### What we intend to do

In 2022, Fondazione Compagnia di San Paolo’s “Promoting Decent Work” Mission will be tackling challenges relating to the changes that will affect the labour market, by striving to identify new, experimental responses, especially for the benefit of disadvantaged people, vulnerable people and people at risk of vulnerability.

The Mission’s priorities in light of the Multi-Year Planning Document 2021-2024 relate to: new solutions for providing training and matching supply and demand, with a view to increasing employment and employability, and boosting the skills needed to find and keep work and cope with both potentially complex professional transitions and personal stress linked with work-related crises over the course of a lifetime; interventions designed to combat *“in-work poverty”*, and support for social inclusion by means of an integrated multidimensional response, the construction and reinforcement of targeted synergies and alliances between public and private bodies, not limited to third-sector bodies, for the purpose of developing and disseminating new, more effective active employment policy instruments.





## Components of strategy

FOR THE FOUR-YEAR PERIOD

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Employability and employment.

---

Skills for work.

---

Social inclusion and combating in-work poverty.  
Local synergies and alliances for employment.

## Planning framework

2022

- 
- *Young people not in employment, education or training (NEETs), with pilot projects in geographical areas other than those already involved in previous initiatives.*
  - *Job-seekers over the age of 29, especially with low levels of employability.*
- 
- *Basic and professional training aimed at getting people into or back into the job market.*
- 
- *Strengthening and developing local networks capable of generating integrated responses to promote the employment of women with children aged 0-17 years, innovation in conciliation and care services and road-testing of measures to combat educational poverty.*
  - *Pathways to social and employment inclusion and integration of people from migrant backgrounds and people at high risk of social exclusion.*
  - *Pathways designed to boost the employability of people serving custodial sentences by means of support for social cooperation initiatives and the development of new methods of intervention aimed reintegrating recently released prisoners into employment and society, by strengthening local employment alliances.*



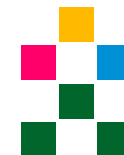
People.



# “Educating for Collective Development” Mission

## Alignments





## What we intend to do

The “Educating for collective development” Mission was formed for the purpose of promoting opportunities for children, teenagers and their families to achieve their full potential, against a backdrop of competence and sensitivity, by developing an appropriate sense of self and a propensity for lifelong learning from the earliest age. As well as under-18s, the Mission’s activities involve communities and families in educational experiences and practices characterised by respect, sustainability and sharing as a response to educational poverty and all forms of inequality. The Mission works in collaboration with Fondazione per la Scuola and Consorzio Xké: ZeroTredici, both of which belong to the Fondazione Compagnia di San Paolo Group. The Multi-Year Planning Document 2021-2024 has identified five strategic priorities for the Mission: road-testing hybrid educational models, by taking advantage of the expertise of the Fondazione Compagnia di San Paolo Group and local institutional actors; supporting the development of citizenship skills; promoting initiatives to support leadership and dynamism among families and young people; supporting communities of practice between operators, and promoting advocacy and cultural creation initiatives on topics relevant to the education system, from early years to adolescence.





## Components of strategy

FOR THE FOUR-YEAR PERIOD

Road-testing hybrid educational models, by taking advantage of the expertise of the Fondazione Compagnia di San Paolo Group and local institutional actors. Supporting the development of citizenship skills in line with European models, to develop potential and encourage life-long learning.

Promoting initiatives to support leadership and dynamism among families and young people.

Promoting high-quality, multi-actor initiatives based on local co-design and communities of practice. Supporting initiatives of advocacy, leverage and capitalisation in relation to early childhood and adolescence.

## Planning framework

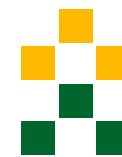
2022

- *Road-testing hybrid educational models capable of responding to the challenges of social, digital and ecological transition. Promoting multi-dimensional, multi-actor, experimental initiatives to test their added value on the development of intra- and extra-curricular skills, such as social, emotional and citizenship skills. Focusing on bespoke learning and the building of professional communities of practice.*
- *Dynamism among families and young people with the aid of a workshop for the collaborative participation and empowerment of families, particularly with children aged 0-6.*
- *Dissemination and advocacy of culture and good practices relating to early years and adolescent education.*
- *Children with disabilities and their families, who have suffered serious adverse effects from the pandemic and the resulting isolation.*

AUXILIARY BODY

## Fondazione per la Scuola.

In 2022, Fondazione per la Scuola will launch various initiatives with a cross-cutting focus on reforming the processes used to manage the independence of schools. This will be based on the systematic use of digital technologies and the data generated by the school system at local and national level. These activities are among the priorities outlined in the Strategic Plan 2021-2023, in which Fondazione Compagnia di San Paolo has set itself the task of promoting and supporting educational and organisational innovation, through the use of technology and other means, with a view to propagating teaching practices based on research, interactivity and peer-to-peer training.



Fondazione  
*per la*  
Scuola

Inclusion and Innovation

SOCIETÀ CONSORTILE

## Consorzio Xké? ZeroTredici.

Consorzio Xké? ZeroTredici, a body founded by Fondazione Compagnia di San Paolo and Fondazione per la Scuola for the purpose of road-testing highly innovative informal and workshop-based approaches to education, will launch a series of experimental initiatives in 2022 revolving around hybrid models of informal teaching, training, the creation of communities of practice and the design and implementation of new services for children under the age of two. More generally, under the Strategic Plan 2021-2024, alongside its services to members, Consorzio Xké will launch an innovative series of experimental projects with and for third-sector bodies in the catchment area.

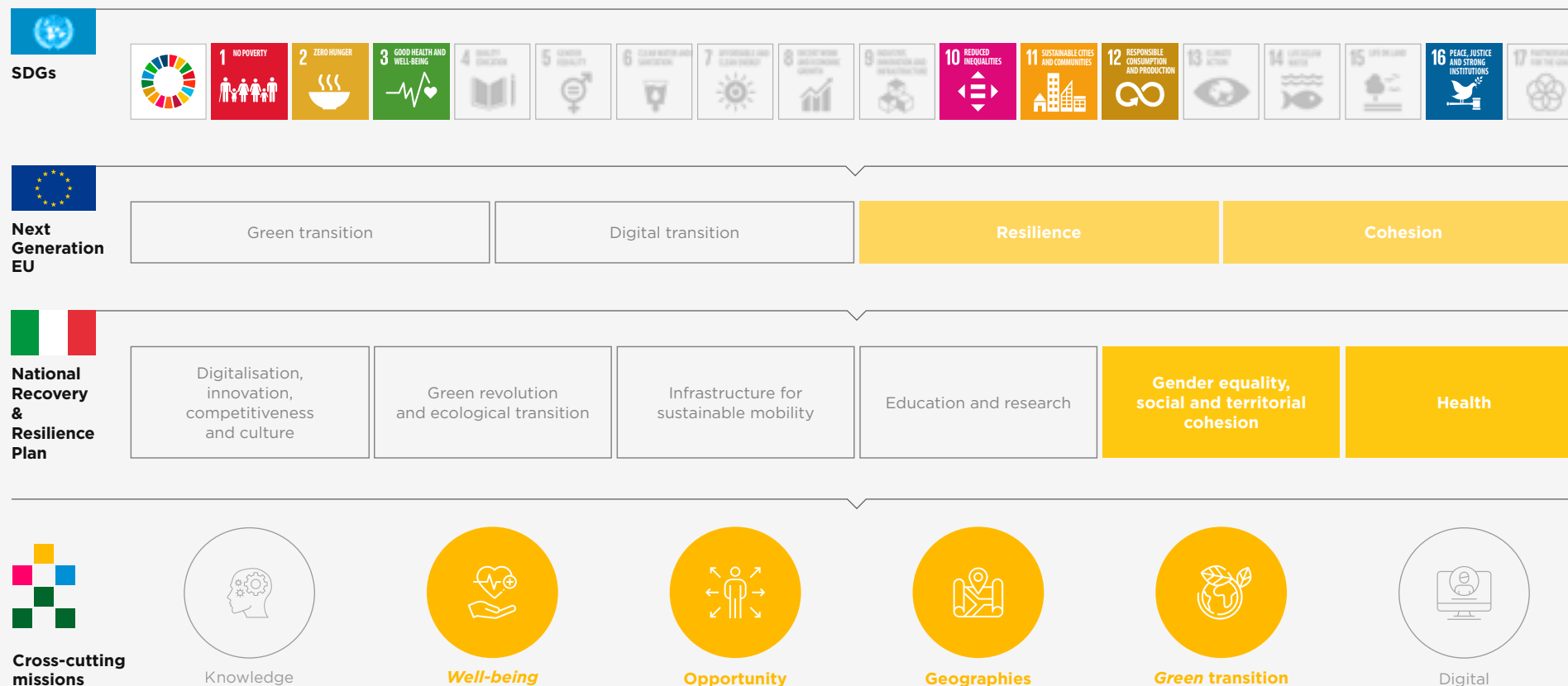


People.



# “Rediscovering Community” Mission

## Alignments







## What we intend to do

In 2022, Fondazione Compagnia di San Paolo’s “Rediscovering Community” Mission will respond to the challenges posed by social change and rising poverty and inequality, by reinforcing and deploying the crucial resource that is the social capital of communities, primarily but not exclusively at local level. The community is the primary source of social relations: with an emphasis on inclusion and co-responsibility, the dynamism of local communities plays a vital role in building collective well-being and innovative responses to the needs of people, especially the most vulnerable. In light of the Multi-Year Planning Document 2021-2024, the Mission will focus its work on the following strategic priorities: introducing a community health promotion initiative designed to impact positively on the organisation of local services, in synergy with the measures implemented at public level; helping strengthen the social capital of communities and combat the rising levels of poverty and inequality, by establishing neighbourly support networks; promoting gift culture and the culture of solidarity by making more productive use of new and established forms of volunteering; helping orchestrate resources aimed at vulnerable people by building and consolidating networks that include public institutions, the third sector, civil society and economic operators, to generate multi-dimensional, multi-level responses to local needs.





## Components of strategy

FOR THE FOUR-YEAR PERIOD

Introducing community health promotion initiatives in line with the organisation of local services.

To help combat the rising levels of poverty and inequality, by establishing neighbourly support networks.

Promoting gift culture and the culture of solidarity by making more productive use of new and established forms of volunteering.

Helping orchestrate local resources into a system, with a view to building multidimensional, multi-level responses aimed at vulnerable people.

## Planning framework

2022

- *“Community health” – with reference to key concepts such as the local nature of services and responses, co-production, participation and resilience of local communities. Community health promotion initiative designed to impact positively on the organisation of local services that support organisational and cultural processes.*
- *Mental health and raising awareness of its importance to the health and well-being of individuals and communities.*
- *Access to health services for vulnerable people.*
- *Combating waste and supporting local cooperation systems for collecting and redistributing essential goods.*
- *Developing and consolidating initiatives to combat relational, social and cultural inequality and poverty, as well as economic inequality and poverty.*
- *Initiatives aimed at strengthening multi-level networks between local actors and support for projects revolving around local neighbourly support and developed on a multi-dimensional basis, with a view to supporting the creation of effective cooperative ecosystems.*
- *Boosting progress in the role of community foundations in North-West Italy, by promoting pathways to growth, recognition and independence.*
- *Promoting gift culture and the culture of solidarity and volunteering, in both established and advanced, innovative forms, in order to increase the capacity to respond to a range of needs.*
- *Consolidating and extending effective partnerships between the various local actors.*
- *A special focus on the connection between local communities and prisons, with a view to developing innovative means of supporting the independence and inclusion people serving custodial sentences.*



AUXILIARY BODY

## Ufficio Pio.

As from 2022, Ufficio Pio will enhance its action on lack of access to educational opportunities (e.g. remote learning), the skills gap that the digital transition may cause, and the weakening of relational networks and support for people in poverty, taking into account the increase in monetary transfers from the state to the neediest members of society. The planned action, as set down in the Strategic Plan 2021-2023, is consistent with the concept of moving away from offering generic grants and assistance, towards an intervention model designed to overcome the inequalities and structural factors that make it difficult for people to achieve independence.



Fondazione  
**Ufficio Pio**

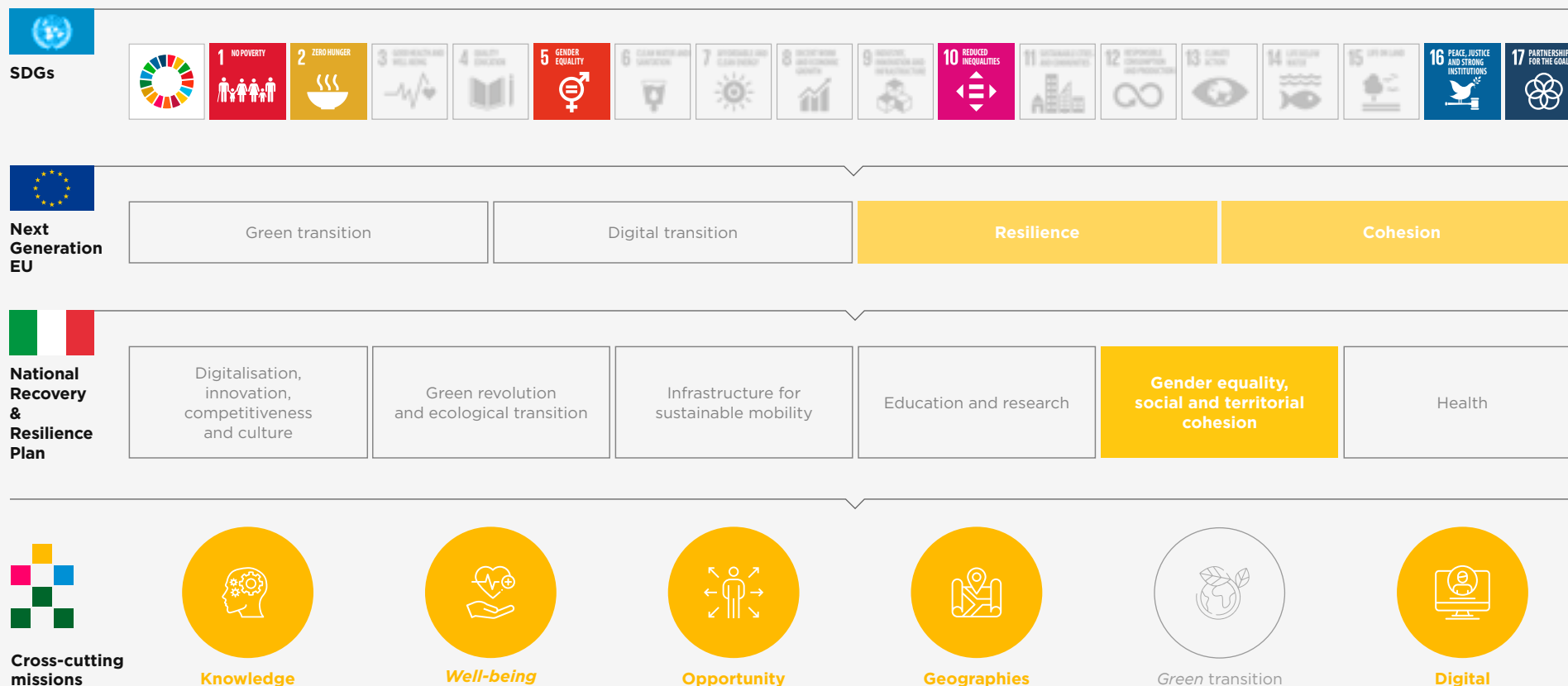
Solidarity and social change

People.



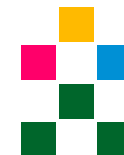
# “Working Together for Inclusion” Mission

## Alignments



People.

## “Working Together for Inclusion” Mission



### What we intend to do

The aim of the “Working Together for Inclusion” Mission is to help the most vulnerable people gain access to rights and opportunities, with initiatives focusing mainly on North-West Italy, but also other parts of the world, such as the developing countries. The assumption is that cohesive, inclusive social fabrics help everyone, including the most disadvantaged people, to achieve independence and full citizenship. They also help young people become better-informed, more proactive citizens, and help migrants from other countries feel like active, co-responsible members of a new community. The Strategic Plan has identified six strategies for the Mission: providing support, guidance and assistance to victims of crime, with a special emphasis on women who fall victim to violence; making young people active protagonists of change by building participatory processes at local level; helping organisations and local communities build integrated responses to the needs of vulnerable people; increasing the professional capacities of organisations and facilitating access to and use of social services by people from migrant backgrounds; supporting the launch of a new sustainable development initiative in Africa, and supporting local partnership initiatives between the Global North and South to promote sustainable development.





### Components of strategy

#### FOR THE FOUR-YEAR PERIOD

Providing support, guidance and assistance to victims of crime, with a specific emphasis on women who fall victim to violence.

Making young people active protagonists of change and well-informed, responsible citizens, by building participatory processes with local communities, including with people in difficulty.

Helping organisations and local communities build integrated responses to the needs of vulnerable people, especially people from migrant backgrounds.

Increasing the capacity of organisations and operators to ensure access to and use of services and opportunities for people from migrant backgrounds.

Supporting the launch of a new sustainable development initiative in Africa, in conjunction with institutional and social actors.

Supporting local partnership initiatives between the Global North and South, aimed at promoting sustainable development by enhancing skills and knowledge.

### Planning framework

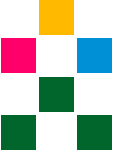
#### 2022

- *Post-pandemic initiatives in collaboration with authorities and local networks, with a focus on national and European cultural, economic and project-related resources and emerging trends in terms of needs.*
- *Monitoring and development of the initiatives launched under the **GxG – Giovani per i Giovani call for proposals**. These have been designed and implemented by young people in partnership with local actors, for the benefit of young people and local communities.*
- *Synergy between actors and ongoing efforts to develop the skills of the people involved, by helping make newly launched processes sustainable over time.*
- *Promoting active citizenship among people from migrant backgrounds.*
- *Researching and testing practices that change the narrative and social perception of migration, with a view to building more inclusive societies.*
- *Multi-dimensional initiatives designed to facilitate access to study, employment, housing, services and rights of citizenship for young people and people from migrant backgrounds.*
- *Promoting collaboration between public and private bodies in building coordinated, integrated services and responses and raising the specific skills of operators.*
- *New initiative in sub-Saharan Africa, shared with other foundations, public bodies and Italian NGOs. Systemic intervention model.*
- *Approach geared towards integrated sustainable development mechanisms.*
- *Connection between technological and organisational innovation, and international cooperation.*
- *Transition towards agro-ecology as a means of supporting eco-sustainable food systems.*



# Planet.

Knowledge, Development, Quality of Life.  
Let's support the future.



# Planet.

The education, development  
and environmental sectors can,  
and must, collaborate.

In light of the Multi-Year Planning Document 2021-2022 and the evolution of the national and European reference framework in 2022, the Planet Goal intends to channel the work of its five Missions into strengthening and implementing initiatives that are coordinated with and complementary to these executive plans, with a view to supporting local development and employment. It will therefore adopt processes designed to exert a flywheel effect on skill assets, technological/ social innovation, environmental awareness and international issues.

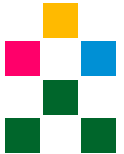




The Planet Goal will make use of innovative intervention instruments to supplement its basic grant-making, aimed at maximising the leverage of the resources provided, so as to facilitate the long-term sustainability of the recipient organisations, accelerate the evolution of the social economy ecosystem and encourage the real implementation of innovative instruments (digital transition). As part of this process, the first step will be to launch initiatives aimed at assessing the strengths and weaknesses of the recipient bodies, in order to then promote the use of the integrated grant-making mechanisms in the Fondazione Compagnia di San Paolo “tool-kit” described in the Multi-Year Planning Document 2021-2024, with a view to leveraging the strengths of organisations and projects and working on their structural weaknesses.

With regard to research interventions, 2022 will be the first year in which the renewed multi-year framework agreements with the relevant universities will be in place. These will be complemented by initiatives managed directly by the Goal, also under the terms of these agreements. New calls for proposals relating to artificial intelligence and associated applications are in the pipeline, as is a new model for supporting proofs of concept (POC) and proofs of value (POV) designed to draw the attention of the early-stage finance community to research results.





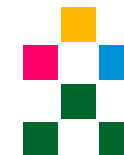
With regard to innovation, in other words support for processes that increase the Technology Readiness Level (TRL) of innovative ideas, Fondazione Compagnia di San Paolo will continue to act as an ecosystem aggregator/developer, especially in the Turin area, through projects on accelerators and incubators of innovative start-ups, and collaborations with institutional partners, Fondazione Compagnia di San Paolo Group bodies and the financial community.

Initiatives aimed at increasing the managerial, design and digital skills of Fondazione Compagnia di San Paolo's partners will play an important role in boosting the growth of the social economy sector. In synergy with the Culture and People Goals and as a continuation of the work done through the 2021 **Next Generation You call for proposals**, 2022 will therefore see the launch of operational interventions on the value chain, such as social procurement and the construction, initially in the Turin metropolitan area, of a social-sector data hub.

Efforts to boost environmental sustainability in the face of the climate crisis will be stepped up in 2022 through the creation of specific scientific partnerships, collaboration with international bodies and the use of data to facilitate decision-making processes in relation to interventions. The aim is to strengthen and prepare local bodies (whether individually or in clusters) to reap national and European opportunities to ensure the fair and sustainable development of local communities. Against this backdrop, efforts to protect natural capital dovetail neatly with initiatives aimed promoting sport, physical activity and personal well-being.







Safeguarding human health will be a priority area in 2022, in line with the work done in response to the pandemic. This will involve integrating innovative solutions into the home care of vulnerable patients, using remote health monitoring systems, and into hospital equipment and infrastructure and the fulfilment of its potential.

In line with the international openness of local systems promoted by Fondazione Compagnia di San Paolo, several internationalist bodies, in 2022, will be encouraged to take part in initiatives run by the Planet Goal, such as the **Trapezio call for proposals**, aimed at supporting and implementing projects preselected at the level of European calls for proposals, but excluded from funding, with a view to supporting the work of these institutions in fields that overlap with Fondazione Compagnia di San Paolo's interventions.

Within this framework, equal priority will be given to actions designed to reinforce the "Fondazione Compagnia di San Paolo Group" strategy, with reference to integrating the skills system of the auxiliary bodies connected with the Goal, which makes a significant contribution to achieving the KPI targets of the five Missions.

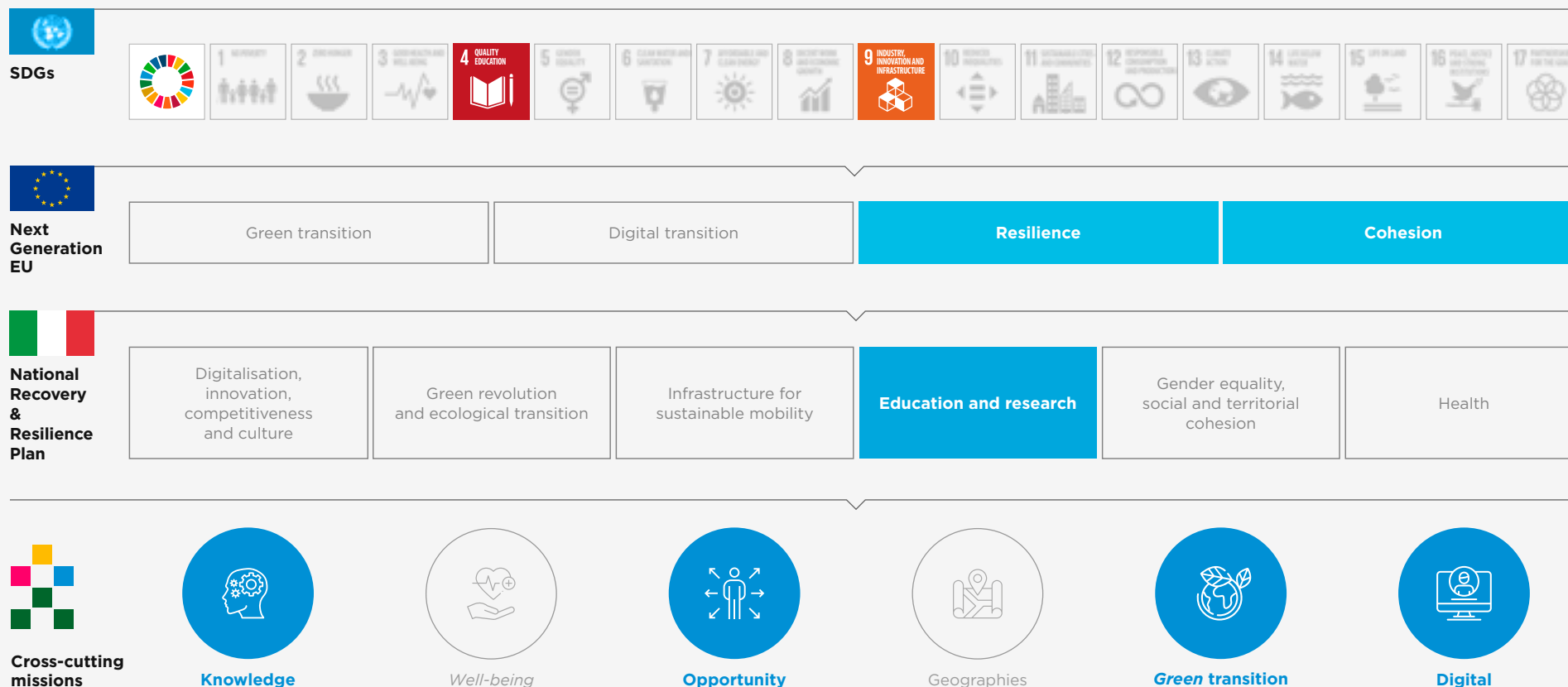
For 2022, the Planet Goal intends to promote and prioritise projects and interventions aimed at the cross-cutting dimensions of Fondazione Compagnia di San Paolo's Multi-Year Plan, by encouraging collaboration between all 14 Missions, bearing in mind that personal health and well-being, environmental awareness and innovation are common to the majority of projects supported by Fondazione Compagnia di San Paolo.





# “Harnessing the Value of Research” Mission

## Alignments





## What we intend to do

The “Harnessing the Value of Research” Mission helps develop research geared towards the advancement of scientific knowledge, in line with national and European plans and priorities. It also promotes world-class training and encourages the productive use of knowledge, so that it has a positive impact on society, the economy and the environment. The Multi-Year Planning Document 2021-2024 gives the Mission the following five strategic policy directions, which it will develop in 2022: delivering projects aimed at supporting universities in European competition and promoting the attraction and retention of talent by means of a variety of integrated actions; promoting innovation in teaching and study programmes with a view to reducing the mismatch between skills learned and skills needed by the market; fostering advanced strategies for managing, protecting and making productive use of the intellectual property generated by universities; helping deliver a fair, inclusive education system that values people’s potential and helps them fulfil it; and supporting scientific research with calls for proposals aligned with European planning.





## Components of strategy

FOR THE FOUR-YEAR PERIOD

To support universities in European competition and foster the attraction and retention of talent by means of a variety of integrated actions.

Supporting research by means of calls for proposals in line with European planning.

To ensure fair and inclusive education that brings out the best in every individual.

Promoting innovation in teaching in order to reduce the mismatch between skills learned and skills needed by the market.

## Planning framework

2022

- *Renewing the multi-year agreements with Fondazione Compagnia di San Paolo's five partner universities – the University and the Polytechnic University of Turin, the University of Eastern Piedmont, the Federico II University of Naples and the University of Genoa – for the three-year period 2022-2024.*
- *Competitiveness in relation to other European universities, innovation in teaching, making productive use of intellectual property and technology transfer within the framework of European planning and Italy's new scientific policy instruments, such as the Italian Science Fund.*
- *Supporting local scientific bodies to help them win competitively awarded international grants, and attract and retain the best researchers.*
- *World-class research and attracting scientific talent, **Trapezio call for proposals** - Paving the way to research excellence and talent attraction.*
- *Economic and social impact of artificial intelligence, second edition of the **Intelligenza Artificiale call for proposals**.*
- *Exclusively indirect funding of scholarships by means of targeted collaborations with local bodies for talented and deserving young people.*
- *Overcoming the skills mismatch at this time of accelerated transformation of the labour market and demand for skills. Innovative teaching initiatives designed to balance specialism and flexibility, aimed at the catchment area.*

AUXILIARY BODY

# Fondazione Collegio Carlo Alberto.

Fondazione Collegio Carlo Alberto will be channelling its efforts in 2022 into attracting talent in the field of scientific research applied to economics, developing the data centre, stepping up its work on competitive projects and other initiatives to attract external resources and enhance the offering of Masters courses. As established in the Strategic Plan 2021-2024, these projects form part of a development pathway that will confirm the organisation's standing as a centre of excellence in research and training, by developing and transferring advanced scientific skills. At the same time, this growth trajectory must be aimed at achieving greater economic sustainability, including through research projects and initiatives that combine scientific merit with the ability to forge partnerships with institutions and the private sector.



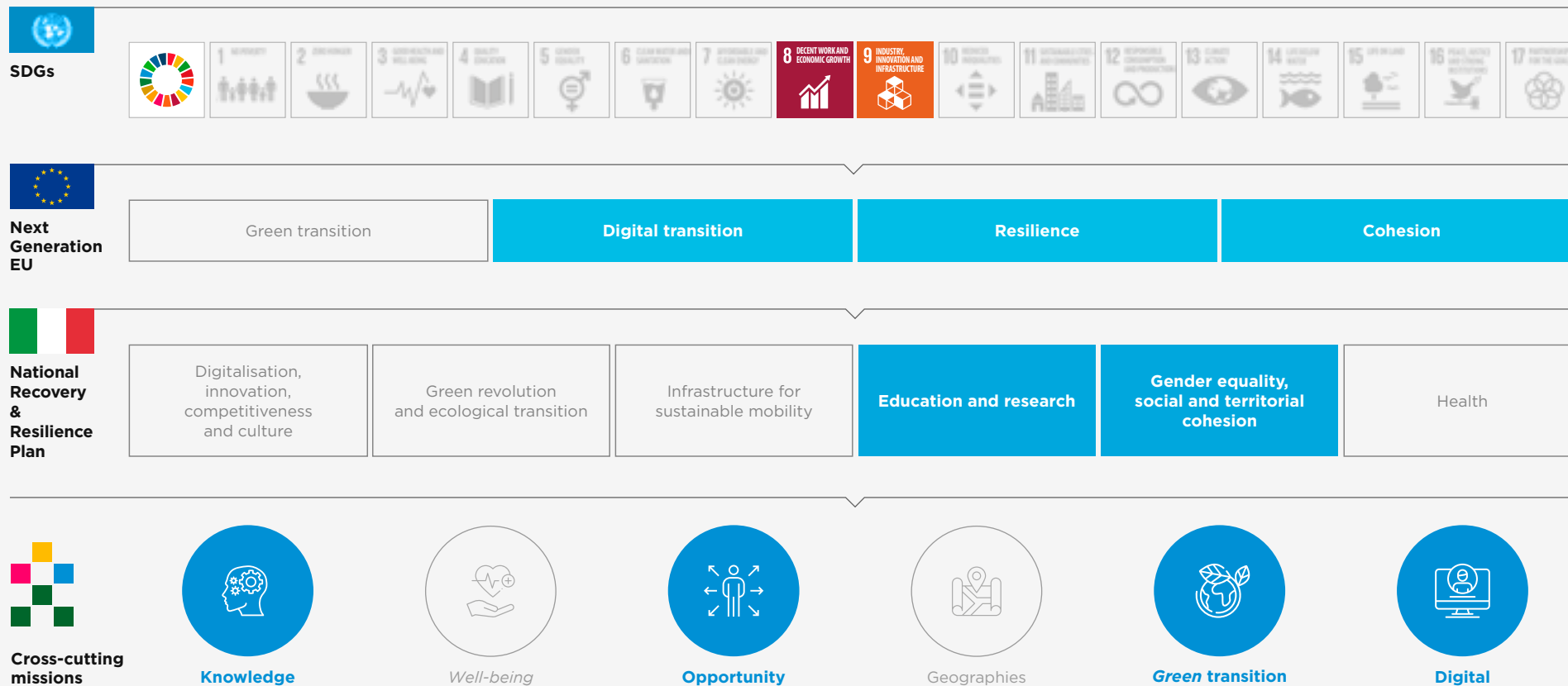
Research  
Education  
Outreach

# CCA



# “Boosting Innovation” Mission

## Alignments





## What we intend to do

The aim of the “Boosting Innovation” Mission is to promote innovation as a continuous process of disseminating knowledge, models and policies designed to generate necessary and positive changes in every aspect of society and the production system, with special emphasis on the social economy. We support the growth of the social economy and the innovation ecosystem for the common good, towards a paradigm of economic development whose aims include reducing inequalities and that can extend good practices generated in an ever broader range of sectors, including by experimenting with the hybrid organisational models typically found in the impact economy. Digital culture and its power to transform organisations, businesses, institutions and the private and social lives of citizens is one of the aspects of innovation on which we focus most.

The Multi-Year Planning Document 2021-2024 gives the Mission the following strategic policy directions: promoting actions aimed at consolidating the innovation ecosystem; promoting actions to foster resilience and renewal; increasing the impact capacity and enhancing the efficiency of social enterprises; supporting cultural training and acceleration to empower a new generation of innovators and entrepreneurs; promoting digital transformation and data management interventions; consolidating the skills system on the basis of innovation-related initiatives and opportunities deriving from the European Commission, as a vehicle for local development. We pursue these goals in close collaboration with Fondazione LINKS, an Fondazione Compagnia di San Paolo auxiliary body.







## Components of strategy

FOR THE FOUR-YEAR PERIOD

Promoting actions aimed at consolidating the innovation ecosystem, by acting as a local hub.

Promoting actions to foster resilience and renewal; increasing the impact capacity and enhancing the efficiency of social enterprises.

Supporting cultural training and acceleration to empower a new generation of impact-oriented innovators and entrepreneurs.

Promoting initiatives relating to digital transformation and data management.

Consolidating the skills system on the basis of initiatives and opportunities associated with innovation deriving from the European Commission, as a building block for local development.

## Planning framework

2022

- *Interventions relating to local innovation ecosystems, from Torino Social Impact to Genova Blue District - Open Innovation City.*
- *Interventions relating to accelerators and incubators in the catchment area. Enabling partnerships at national and international level.*
- *Promoting skills relating to project design and delivery, management and fostering the sustainability of the social economy. Trial interventions on social procurement, acceleration and organisational development for the market positioning of social enterprises and the development of social enterprise in relation to Fondazione Compagnia di San Paolo's philanthropic work.*
- *Promoting social entrepreneurship among young people.*
- *Initiatives to promote training, learning and motivational experiences aimed at developing new generations of innovators with a high level of social and environmental awareness.*
- *Interventions to support digital transformation processes and boost digital skills in the third sector, including with reference to specific sectors.*
- *Promoting a Turin-based pilot project for a Social Data Hub - Trusted Data Intermediary, in other words a shared data exploitation infrastructure designed to support the planning and evaluation of social and cultural interventions.*
- *Promoting the catchment area's system of useful skills for successful participation in European planning on social innovation, such as the European Social Catalyst Fund (ESCF).*



AUXILIARY BODY

# Fondazione LINKS.

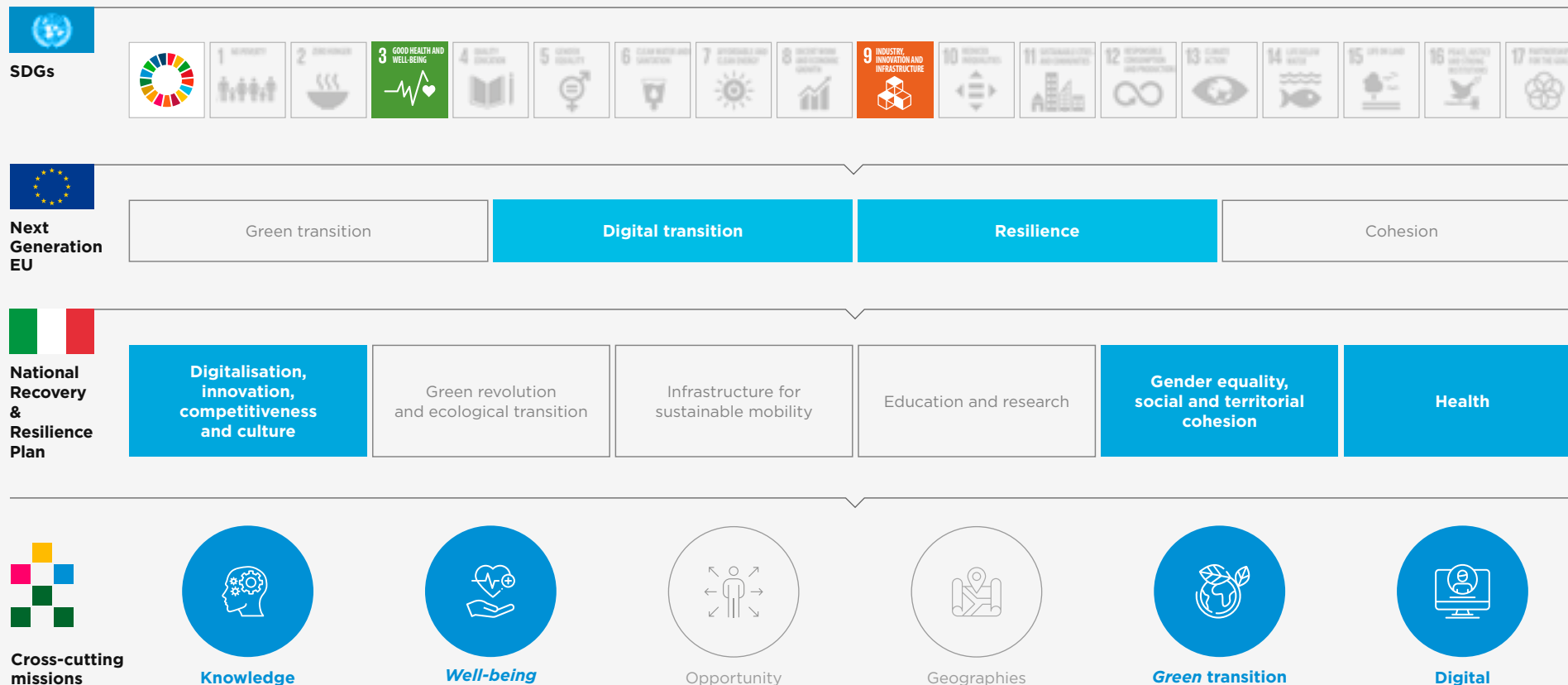
Fondazione Links expects 2022 to be a transitional year characterised by a temporary lull in activity, mainly due to the expiry of the European planning period and the consequent decline in funded research revenues. As set down in the new Strategic Plan 2021-2024, the Foundation's next steps forward involve the following goals: consolidating LINKS's role as a leading authority on digitalisation; monitoring the impact of its activities, thereby helping achieve the objectives of its founding partners; deploying technology for the benefit of the innovation ecosystem; and establishing itself as a key stakeholder for public and private bodies in the catchment area.

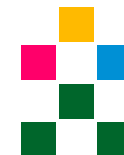




# “Promoting Well-Being” Mission

## Alignments





## What we intend to do

The aim of the “Promoting Well-Being” Mission is to encourage actions that help people adopt healthy lifestyles and that enable the health system to introduce new organisational models, thereby improving their resource efficiency and offering a high level of care, thanks in part to technological innovation and digital transformation. We help promote healthcare practices that see prevention as a vehicle for life-long well-being and hence also for a more sustainable healthcare system. This preventive approach mainly involves actions aimed at sport, physical activity and healthy lifestyles for every age group, all of which also impact positively on social interaction and quality of life.

Within the framework of multi-year planning, and with effect from 2022, the aim is to complement initiatives aimed at well-being with other approaches relating to the cross-cutting dimensions, such as environment and the digital arena, as well as aiming to dovetail with culture, research and education.





## Components of strategy

FOR THE FOUR-YEAR PERIOD

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Encouraging organisational and management innovation, especially if associated with a digital and technological dimension.

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Forging links between research and practical healthcare applications.

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Facilitating the implementation of the “Chronic Disease Management Plan”.

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Supporting actions aimed at promoting healthy lifestyles.

## Planning framework

2022

- 
- *Organisational and management innovation in healthcare.*
  - *Integrated digitalisation of the local health system.*
  - *Interventions designed to increase nationally recognised clinical skills.*
- 
- *Forging operational links between research and development of healthcare applications.*
  - *Promoting collaboration networks around IIGM (the Italian Institute for Genomic Medicine, an Fondazione Compagnia di San Paolo research-oriented auxiliary body) and other top-class national entities, first and foremost Human Technopole.*
- 
- *Collaboration with Piedmont Regional Council's “Chronic Disease Management Plan”, under the terms of the agreement between Fondazione Compagnia di San Paolo and the Regional Council.*
  - *Interventions aimed at local healthcare projects and projects involving the extensive application of remote health monitoring, only if aligned with Italy's National Recovery and Resilience Plan.*
- 
- *Encouraging widespread adoption of healthy lifestyles.*
  - *Initiatives, including initiatives deigned by third-sector bodies, aimed at supporting the sport/well-being/environment chain.*

AUXILIARY BODY

# IIGM.

The new Director General of IIGM will take office at the beginning of 2022. Their first tasks will include updating Fondazione Compagnia di San Paolo's research priorities and making a rigorous evaluation of the research projects to be funded in the three-year period 2023-2026. A new artificial intelligence start-up will also be launched in 2022, whose aim is to revolutionise the current approach to individual health. More generally, the Foundation's 2021-2024 Strategic Plan aims to position IIGM as a class-leading research body in various sectors of biomedical research, mainly relating to oncology, that meets the following criteria: belongs to a dense network of national and international collaborations; attracts first-class researchers, selected by means of competitive calls for proposals, who will work for the foundation under renewable three-year contracts; attracts funding as a result of its researchers taking part in public and private competitive calls for proposals, at both national and international level; supports the work of the operational bioinformatics and artificial intelligence start-up in which it will hold a stake.



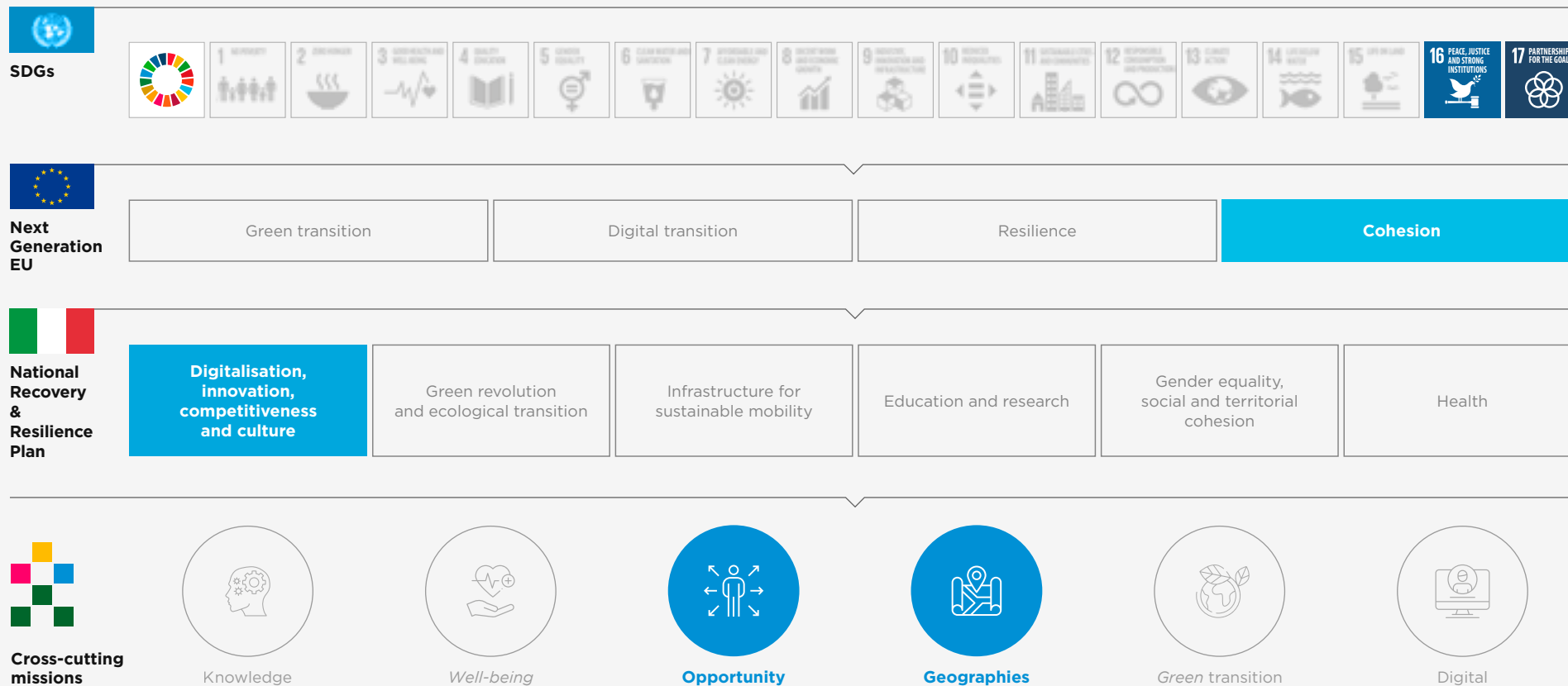
Italian Institute for Genomic Medicine





# “Fostering International Opportunities” Mission

## Alignments





## What we intend to do

The work of the “Fostering International Opportunities” Mission in 2022 will contribute to the overall international activity of the “Fondazione Compagnia di San Paolo Group”, thereby fulfilling the strategic policy directions assigned to it in the Multi-Year Planning Document 2021-2024, which consist in supporting the international vocation of local actors and attracting new international opportunities for Fondazione Compagnia di San Paolo’s catchment area. International openness is a feature of Fondazione Compagnia di San Paolo’s development work, and the European dimension is the natural habitat in which Fondazione Compagnia di San Paolo will continue to act more directly, without compromising the global vantage point that enables it to identify the best contacts and practices. In line with the overall positioning of the Italian system, the Mission’s activities will focus on European policy areas, transatlantic relations and the Mediterranean. In 2022, the Mission will collaborate with some of the internationalist organisations with which it enjoys long-standing relations, to revitalise projects preselected but not funded under European calls for proposals, with a view to strengthening the activities of these bodies in areas of cross-cutting interest with respect to Fondazione Compagnia di San Paolo’s overall strategy.







## Components of strategy

FOR THE FOUR-YEAR PERIOD

Improving the quality and increasing the number of people involved, by supporting diversity of gender and age in the bodies and initiatives supported.

Promoting the impact of initiatives on the strengthening of local system actors involved in Fondazione Compagnia di San Paolo's network of international partners.

Promoting international training and capacity-building initiatives, thus providing young people at the start of their careers with opportunities for participation.

Raising the quality of scientific production, monitoring its dissemination in the academic and institutional world and its impact on public opinion and decision-makers.

Helping boost and diversify revenue streams, there by supporting the gradual economic independence of the beneficiary bodies and reducing their dependence on Fondazione Compagnia di San Paolo.

## Planning framework

2022

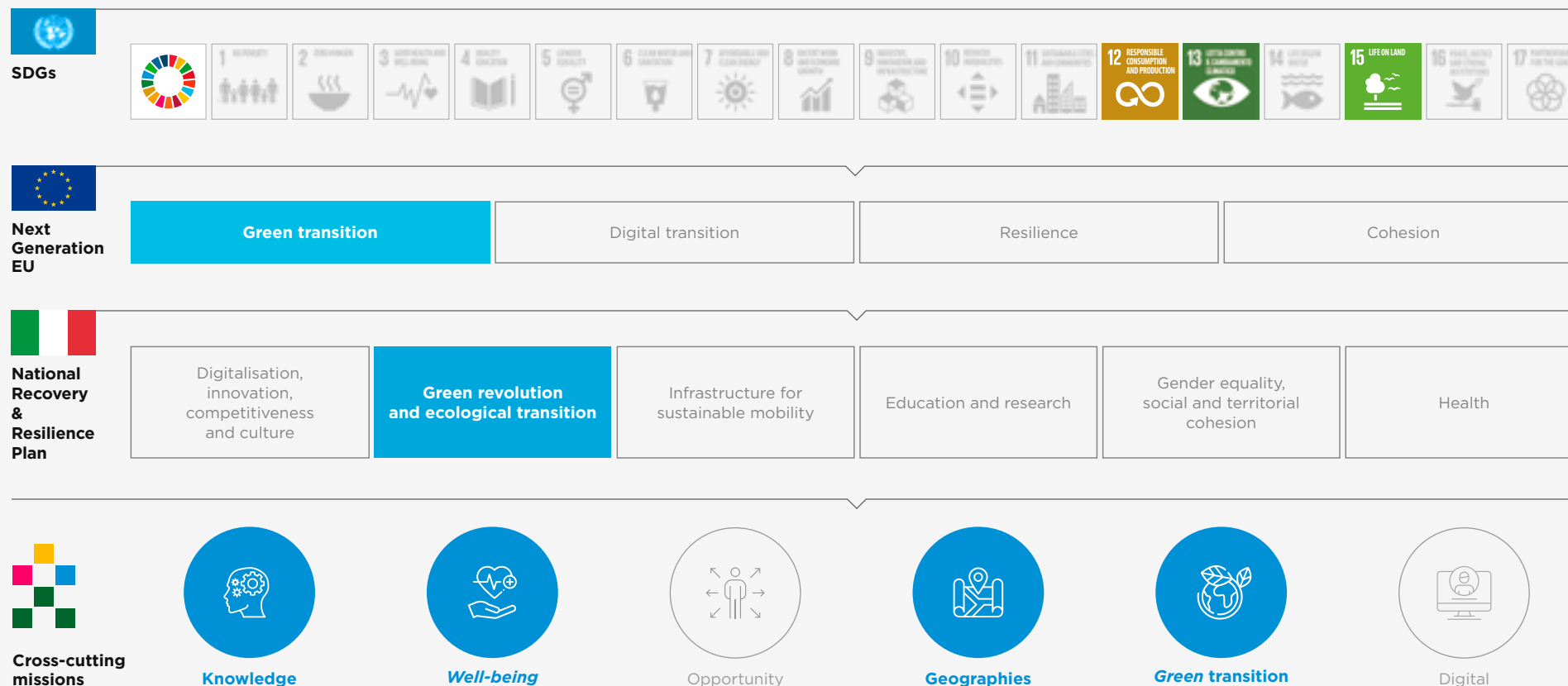
- *Internationalist knowledge as a crucial factor in every field of policy-making.*
- *Initiatives to support the ability of the network of internationalist organisations supported by Fondazione Compagnia di San Paolo for various reasons to involve a wider and more diversified public through multiple channels.*
- *Enhancing the quality and independence of local centres by promoting operational relations with the Fondazione Compagnia di San Paolo's international network.*
- *Creating serious opportunities for training and international experience for young people, whether still students or already in employment, generated by the bodies supported by Fondazione Compagnia di San Paolo.*
- *The scientific quality of the research and benchmarking work undertaken by the supported centres and the extent to which it penetrates into public debate, at the various levels.*
- *Delivering projects that provide the supported centres with bespoke technical and organisational guidance on how to build more sustainable, more independent operating and funding models.*

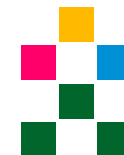




# “Protecting the Environment” Mission

## Alignments

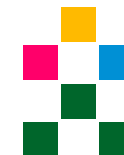




## What we intend to do

As set down in the Multi-Year Planning Document 2021-2024, the “Protecting the Environment” Mission is the practical expression of Fondazione Compagnia di San Paolo’s care for the environment and natural and human ecosystems, and its commitment to transferring our natural capital to future generations in unimpaired, undiminished form, with a view to safeguarding health and prosperity for current and future generations. The macro-areas to which this approach is applied – protection of natural capital, support for the decarbonisation of energy systems, redesigning the relationship between land and agriculture, climate change – need to be considered in a coordinated way, because they are interconnected. The “Protecting the Environment” Mission adheres to a work methodology based on cross-cutting partnerships and collaborations within the Fondazione Compagnia di San Paolo Group, as well as on collaboration with specialist scientific skills centres. In light of the above, a strategic role will be played by support for basic research, which explicitly includes environmental issues, as well as support for the digital transition – from data management to the dematerialisation of activities with high environmental impact – as a central instrument for tackling the ecological crisis.





## Components of strategy

FOR THE FOUR-YEAR PERIOD

Protecting, improving and harnessing the value of natural capital through specific interventions.

Supporting processes designed to accelerate the energy transition to renewable sources.

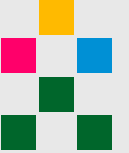
Promoting actions aimed at the sustainable intensification of farming practices, through *green innovation* initiatives.

Supporting activities aimed at improving understanding of the risks associated with climate change.

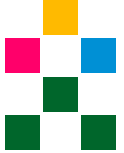
## Planning framework

2022

- *Natural capital and the relationship between natural capital and social, human and economic capital.*
- *Promoting biodiversity protection projects in such a way that they cease to be dependent on non-repayable grants.*
- *Human health and the health of the planet, and research projects focusing on this relationship at local level.*
- *Energy transition and energy poverty.*
- *Promoting pilot projects and capacity-building actions, including for the third sector.*
- *Sustainable food supply chains and reducing food waste.*
- *Promoting the environmental, social and economic benefits of a sustainable approach to food production/distribution as a whole, especially in internal areas.*
- *Promoting actions aimed at improving understanding and awareness of climate change, on the basis of scientific debate, among the general public and specific target audiences.*
- *Interventions designed to support local areas' and communities' resilience to climate impact, by means of a new edition of the **Mutamenti call for proposals** (dedicated to local projects).*



Fondazione Compagnia  
di San Paolo Group at work:  
the *Education Strategy*".

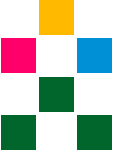


# Fondazione Compagnia di San Paolo Group at work: the *Education Strategy*".

One of the main aims of the Multi-Year Planning Document 2021-2024 is to promote integrated, joint action on specific goals set by the “Fondazione Compagnia di San Paolo Group”, in other words the combination of institutions that fulfil specialised functions relating to Fondazione Compagnia di San Paolo’s overall mission. The roots of this *modus operandi* date back to the early history of Compagnia di San Paolo, which lives on today, in the form of Ufficio Pio, for example, the oldest auxiliary body, founded in 1595. The first chapter of the Multi-Year Planning Document 2021-2024 sets out the composition of the “Fondazione Compagnia di San Paolo Group”.

These specialist bodies were founded for the specific purpose of focusing on closely targeted fields of action: nevertheless, in a world in which problems, knowledge and technologies are increasingly cross-cutting and affect ever wider segments of social and institutional life, it makes sense for them to cooperate and join forces to develop more effective methods and solutions. This is the philosophy that has prompted Fondazione Compagnia di San Paolo and its auxiliary bodies to build a collegiate architecture based on coordination. As well as optimising the conditions in which the specific mission of each is pursued, this also gives rise to a shared design space where it is possible to:

1. coordinate the activities that each body already performs independently in a given field
2. facilitate the integration of resources, especially methodological and intellectual resources, with a view to providing mutual assistance and cooperation on the basis of subsidiarity
3. develop joint initiatives managed by appropriate working teams on a collegiate basis.



This choice points to Fondazione Compagnia di San Paolo's preference for taking a systemic approach, in which direct field work, research, interpersonal networks, skills transfer and so on, are put at the service of strategies aimed not at micro-level issues but at broad areas of policy-making.

It is no coincidence that the first of these areas is education, in seamless continuity with the cross-cutting dimension of *Knowledge* established in the Multi-Year Planning Document 2021-2024. This is a global challenge, but one that is especially urgent at national level and therefore also at the level of the geographical areas on which Fondazione Compagnia di San Paolo focuses most of its efforts. Promoting educational opportunities for everyone, transforming educational models to include the digital dimension as a teaching tool; the importance of life-long learning, not only to enhance technical skills but also to strengthen social and emotional skills, so as to facilitate adaptation to the rapidly changing needs of the labour market and to support the participation and empowerment of young people; the importance of updating for teachers, educators and managers of education processes; the value of new models of educational co-responsibility implemented jointly by institutional and social actors on a cooperative, community-driven basis; the importance of remodelling school facilities in line with new educational models, and of spaces (including virtual spaces) and urban places with high educational potential; the centrality of education in the early years of childhood, in other words the 0-6 age range that shapes so many of the social and cognitive aptitudes of human beings, and is therefore at the root of life chances and hence inequalities; education as a place of rational and practical ecological consciousness, in both the expectations and behaviours of individuals: all of the above, as far as possible for Fondazione Compagnia di San Paolo, the wider Fondazione Compagnia di San Paolo Group and its worldwide partners, will constitute the policy directions of the “*Education Strategy*” in 2022, in the wake of their incubation in 2021.

# Contours of the “Education Strategy”.



“Education Strategy”  
**tool-kit**



Strategic and thematic  
**coordination**

**Data**

**Education**

**Finance  
for education**

**European  
project design**

**Communication**

**Evaluation**

**Research**

**Advocacy  
and benchmarking  
of national plans**

## THE CHALLENGE

Using the **knowledge and skills** they acquire at school and in other settings **throughout their lives**, **children, adolescents and young people** fulfil their aspirations freely and contribute, **consciously and with critical spirit**, to **change** and to a **fair and sustainable future**, where everyone has **access to the same opportunities**.

Starting from the needs, potential and aspirations of everyone, in **participatory educational contexts**, often with the aid of **data and technology**, **competent people with up-to-date skills** enable **bespoke, innovative and inclusive educational relationships and pathways** in **schools, families and local communities**, thus helping **support social, digital and ecological transition**.



## BREAKDOWN OF THE CHALLENGE

**GOAL** - to educate new generations of people who are self-aware, capable of critical thinking and open to change at a pan-European level.

**EUROPE’S PRIORITIES** - digital, ecological and social transition for a fair and sustainable future, with equal access to opportunities.

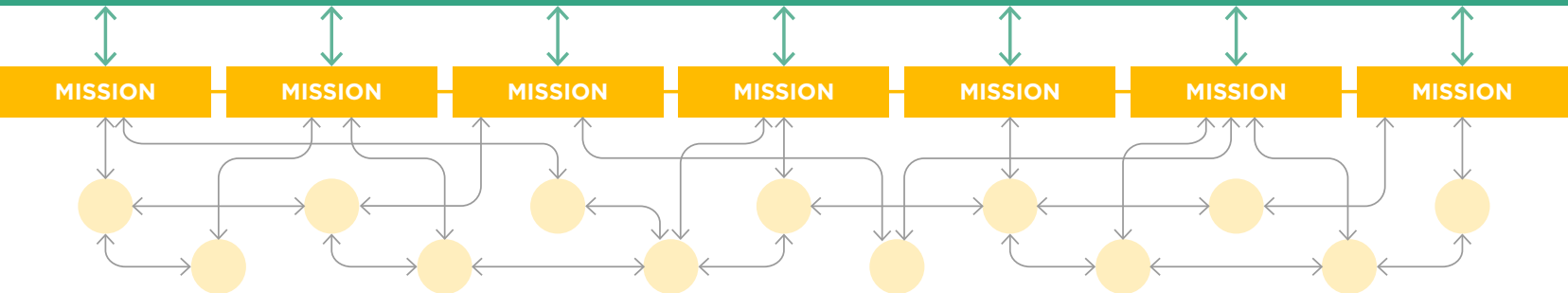
**EDUCATIONAL MODEL** - participatory, hybrid, bespoke, inclusive.

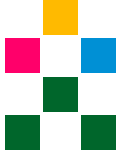
**MEANS** - digital and data analysis tools, training/updating for new roles and skills, educational communities, educational opportunities.

**WINDOW** - life-long, from birth and throughout adulthood.

**IMPACTS** - increase in basic, social, emotional and citizenship skills for life, increase in self-determination and participation of young people, an end to disparities in access to educational opportunities.

**MEASURING INSTRUMENTS** - data, implementation analysis, impact monitoring and assessment.



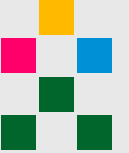


More specifically, the following action will be taken in 2022:

- organising all Fondazione Compagnia di San Paolo Group activities relating to education into a single operational horizon based on the strategy's mission statement,
- designing additional projects, where appropriate, to fill gaps or open new avenues of experimentation, and allocating grant resources accordingly,
- providing a “tool-kit” for *Education* projects, built using the systems overseen by the Group's various bodies, initially to cater for intra-group planning needs but with a view to extending its use to third parties, especially those with which Fondazione Compagnia di San Paolo has been working for a long time in the educational arena.

In keeping with the above, the “*Education* Strategy” will not come to an end in 2022, but will be a long-term effort within the current strategic planning cycle. It is worth noting that, following the example of the “*Education* Strategy” and applying the same characteristics, other cross-cutting, systemic strategies may be launched as Fondazione Compagnia di San Paolo Group activities, in accordance with the logic outlined in Chapter 8 of the Multi-Year Planning Document 2021-2024.





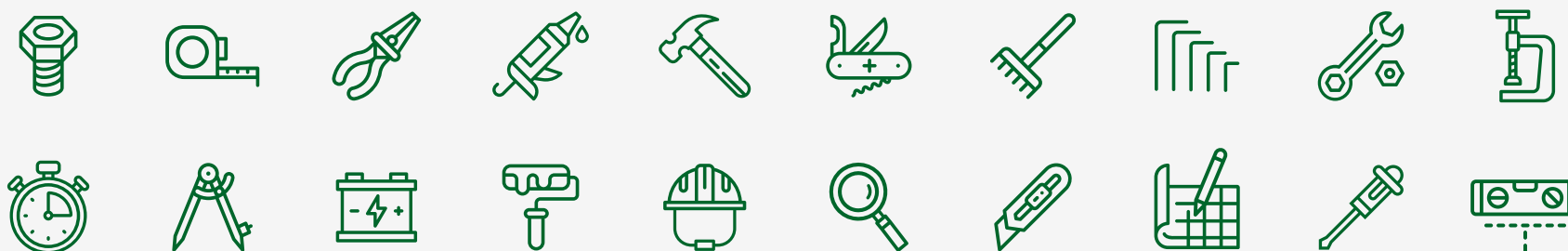
Testing the “tool-kit”:  
*recoverable grants.*

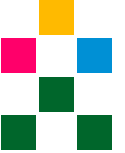


# Testing the “tool-kit”: *recoverable grants*.

The Multi-Year Planning Document 2021-2024 drew attention to a “tool-kit” of instruments designed to boost the effectiveness, and above all the adaptability to specific cases, of Fondazione Compagnia di San Paolo’s increasingly *hybrid* approach to its work, which involves both strategic grant-making to external bodies and management of its own projects.

The rationale behind this intention is simple: when it is vital to maximise the impact of resources, which are inevitably limited and always outstripped by the demand for them, it is worth seeking out operational instruments that maximise both the effectiveness and the efficiency of the projects supported, promoted or directly implemented by Fondazione Compagnia di San Paolo. Non-repayable grants, for example, are not always the right solution to every problem.





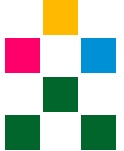
By embracing an experience from international philanthropy and making it compatible with the regulatory framework in place in Italy, Fondazione Compagnia di San Paolo has fine-tuned the concept of the *recoverable grant*, which is a form of non-repayable funding that is almost or entirely recoverable. Here's how it works. Where a body meets the requirements of solidity and reliability – including in terms of its *governance* – and there is a multi-year strategic plan or a cost/revenue plan for a specific initiative that has the potential to yield higher revenues and/or lower costs, Fondazione Compagnia di San Paolo awards a grant that is either made *conditional* upon expediting the implementation of the plan or focused on the specific sustainable initiative. The award of the grant is also subject to the body's ability to regenerate the resources received from Fondazione Compagnia di San Paolo within a defined time span. *Recoverable grants* are therefore awarded on the assumption that the recipients are non-profit entities that run enterprises or undertake individual initiatives capable of generating a profit or positive economic result (for example, an exhibition put on by a museum).

For the purpose of optimising “philanthropic resources”, this is clearly a useful tool: it enables non-profit organisations to carry out projects of collective interest that do not generate income until further down the line; once the project has reached completion, the initial resources can be used again for similar or other philanthropic actions.

This brief description is not intended to clarify the legal and technical terms (simple as they may be) of the future uses of *recoverable grants*: when they are used, even experimentally, for specific initiatives that lend themselves to such treatment, their application, conditions and legal forms will be comprehensively explained to the parties concerned. Our aim here is simply to illustrate how Fondazione Compagnia di San Paolo strives to fine-tune its grant-making instruments on an ongoing basis, and to offer a preview of a type of solution that might see the light of day as early as 2022.



# Finance Department and Impact Innovation Department.



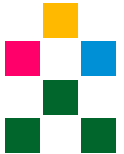
# Finance Department and Impact Innovation Department.

The Finance Department and Impact Innovation Department (IID) intend to continue their efforts to make innovation finance a central plank of their approach in 2022. Guided by a rationale that combines economic performance with social impact, this decision reveals Fondazione Compagnia di San Paolo's intention to leverage its role as a "sustainability-oriented patient investor" to accelerate the dynamics of *ecosystem development* both at local and national level, to give an impetus to this key stage of recovery, in which efficient use of the funds made available under Italy's National Recovery and Resilience Plan could lead to profound changes in the country's economic structure.

The Finance Department will finalise the integration of SDGs into Fondazione Compagnia di San Paolo's investment policies, thus requiring third-party managers to adopt sustainable investment rules. Investment activity has made it possible to be part of an innovation chain that runs "from the laboratory to the market", and can be strengthened both by further capital inflows and by support for the organisational and strategic development of the platform's actors, while retaining the predominant focus on technology transfer and *early-stage* investment. There will also be a focus on vertical industrial sectors of strategic significance to the catchment area, to help develop initiatives designed to strengthen Turin's position as an international hub for innovation (Techstars, accelerators with Cassa Depositi e Prestiti, ESA-BIC).

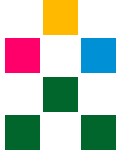
The Multi-Year Planning Document 2021-2024 makes the IID a driver of innovation, with a particular emphasis on innovation that has a clear sense of direction and is focused on people, society and the planet. Within this framework, the IID's action is channelled in three main directions:

- The IID backs up the Finance Department on finance for innovation aimed at *ecosystem development* and the creation/management of *blended instruments*;
- the IID proposes the policy for managing and using the data of Fondazione Compagnia di San Paolo and the wider Fondazione Compagnia di San Paolo Group;
- the IID acts as a cross-cutting strategic function, serving the grant-making dimension of Fondazione Compagnia di San Paolo as a whole, in relation to innovation, data science and contact with third parties and institutions.



For 2022, the IID intends to focus its efforts on the following strategic priorities:

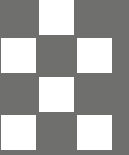
- **Innovation and Finance: blended instruments designed to boost ecosystem development.** 2022 will see a special emphasis on acceleration, as a means of attracting high-potential start-ups to the catchment area. Considerable effort is going into the third edition of the Techstars programme, while systematic attention is being paid to the strategic positioning (thanks to the partnership with Startup Genome) and creation of new acceleration programmes on a national and international scale based on synergies with institutional actors, such as CDP Venture, of which the Socialtech & Welfare accelerator is an example. In line with the Multi-Year Planning Document 2021-2024, in fact, Fondazione Compagnia di San Paolo is cultivating a vibrant ecosystem of innovation in Turin to bring together multiple complementary players, including start-ups, investors, large companies, government institutions, universities, incubators and accelerators. By integrating with the Finance Department, the IID leads Fondazione Compagnia di San Paolo's action in this area, while leveraging the skills and experiences of auxiliary bodies, universities and the most important local innovation centres (including I3P and ISPIC).
- **Establishing new strategic directions: strengthening the CSP Data Hub initiative and increasing the initiatives associated with data management and exploitation.** In line with the Multi-Year Planning Document 2021-2024, the IID is consolidating its role as a control room orchestrating a multi-year effort to make Fondazione Compagnia di San Paolo a *data-driven Foundation*. In order to facilitate reporting on the impact of Fondazione Compagnia di San Paolo's projects in the catchment area during the course of their implementation, in 2022 the IID will be tasked with managing the process of collecting data relating to the Goal targets set down in the Plan. Furthermore, with a view to shaping the planning framework more effectively, there will be an upgrade to the Mission Dashboards (data sets dedicated to individual Missions), which includes the identification of new *datasets* combined with increased automation of the data updating process. With regard to major system-building projects, further steps forward are planned in relation to the *Enterprise Data Warehouse* (input of data on management control and human resources, with automated



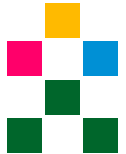
*insourcing* of information from the auxiliary bodies) and ERP (*Enterprise Resource Planning*), i.e. the integration of all processes. The Department is also engaged in coordinating the Fondazione Compagnia di San Paolo Group's *Data Science Task Force*.

- **Contributing to the management of extraordinary grant-making of a strategic/innovative nature.** Fondazione Compagnia di San Paolo's commitment to extraordinary grant-making initiatives, established in multi-year planning, will find expression in 2022 in initiatives designed to complement the implementation strategy of "Next Generation EU" and Italy's National Recovery and Resilience Plan. The Department is also due to channel efforts into high-innovation initiatives in 2022, including in relation to exploring possible financial instruments that could be deployed on projects geared towards the National Recovery and Resilience Plan.
- **Advisory role to the Goals and Missions.** In 2022 the IID will step up its role as a specialist advisor to Fondazione Compagnia di San Paolo's grant-making units, especially in relation to highly complex projects, which require skills associated with the European dimension and digital transformation. The picture will be completed by designing innovative hybrid instruments (*blended instruments*), whose implementation will be consolidated in conjunction with the Finance Department (deployment of the "tool-kit").
- **Supporting Management and Governance.** In line with strategies set down in multi-year planning, the IID will continue to pursue its *advisory* and *scouting* role, which culminates in the production of subject-specific *dossiers* and the deployment of specific skills that can be sourced from the auxiliary bodies.
- **Contributing to the development of Fondazione Compagnia di San Paolo Group.** An important strand of the IID's work in 2022 will involve providing methodological and operational support for the implementation of Fondazione Compagnia di San Paolo Group initiatives, in keeping with the guidelines set down by the Policy-making and Coordination Committee. The IID's work will focus on implementing the single, standardised management control process and on the automated acquisition of Group data.





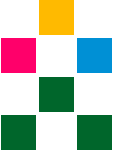
# Planning, Research and Evaluation Department.



# Planning, Research and Evaluation Department.

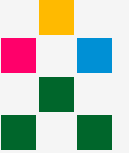
In 2022, the Planning, Research and Evaluation Department (PRED) will support the implementation of the Multi-Year Planning Document 2021-2024 in three main ways:

- **Monitoring the Strategic Plan**, by collecting, organising and processing – in conjunction with all of Fondazione Compagnia di San Paolo's departments and auxiliary bodies – the data and indicators that emerge from the implementation of the plan. In particular, the architecture for defining and organising the data generated by institutional activity and its related processes will be finalised, in conjunction with the Impact Innovation Department, which is responsible for its systems engineering. This statistical base, which will be continuously updated, is intended to serve multiple purposes, ranging from the production of progress indicators relating to the Plan, to verifying alignment with the Sustainable Development Goals and the policy directions of Italy's National Resilience and Recovery Plan, building databases to help with the impact assessment of the various projects, governing the organisational development work aimed at beneficiary bodies, and meeting the needs of institutional communication.
- Although **evaluation activity** focuses more closely on individual projects, it is also designed to contribute to an understanding of the impact of Fondazione Compagnia di San Paolo's action and, in accordance with the plan, will be extended to cover a higher percentage of initiatives and a higher percentage of their overall value. It is becoming common practice within Fondazione Compagnia di San Paolo for evaluation to be designed and developed alongside the projects themselves, so as to identify the most reasonable and appropriate way of evaluating each one, partly on the basis of their cost/benefit ratio. The PRED aims to apply rigorous counter-factual methods to all projects for which it is expected to be possible to determine differential validity, either because they are innovative and experimental, or because they are particularly significant in terms of economic commitment. Advanced monitoring and “before and after” techniques (i.e. measuring changes in key indicators after completion of the intervention), will be applied to other types of projects, whereas in-depth examination of project outputs is assigned to line 1. Where relevant, projects with high levels of active participation of the beneficiaries will continue to be accompanied by participatory forms of evaluation.

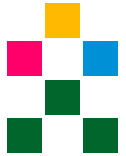


- The implementation of the Multi-Year Planning Document requires knowledge development as the design basis for specific areas of Fondazione Compagnia di San Paolo's work. This activity, which takes the form of **applied research**, sometimes accompanied by theoretical reflection, will continue to be carried out by the PRED in response to the needs of the Goals and Missions (especially through mapping and context reconnaissance) and in conjunction with the latter, and also as a means of helping open or redefine areas of institutional operation. The focal issues on the agenda for 2022 include “local policies for families and the birth rate”, “the legal and operational frameworks for projects connected with common goods”, “knowledge - on a European basis - of research on philanthropy as a specific sector of civil society” and the main issues relating to institutional philanthropy. These will be complemented by subsidiary training and briefing activities for the benefit of Fondazione Compagnia di San Paolo itself.

This latter line of action is closely linked with the relatively limited grant-making activity carried out by the Management, mainly in **support of research projects** – whether at academic level or otherwise – conducted independently by third-party bodies, whose implications are considered to be of direct use to Fondazione Compagnia di San Paolo. These include emigration and urban and local studies.



# Governance and Operations Department.

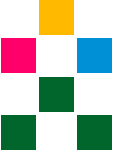


# Governance and Operations Department.

Fondazione Compagnia di San Paolo makes use of the Governance function to support the Governing Bodies for the purpose of ensuring that the Foundation's constitutional business is conducted in an orderly manner. It also assists the Executive Bodies in managing institutional and international relations, as well as in preparing documentation directly relating to their activities and supervising special projects, especially at the launch phase.

The Operations Department is responsible for the smooth running of Fondazione Compagnia di San Paolo's organisational machinery. As such, within the framework of the 2021-2024 plan and as a continuation of the initiatives launched in 2021, it has planned its action for 2022 around the medium-term strategic objective of strengthening processes, sharing them on a participatory basis and enhancing their sustainability. This work serves the dual purpose of contributing to the attainment of the goals set down in United Nations Agenda 2030, with particular reference to welfare, equity and equality – including gender equality – between the people who work at or for Fondazione Compagnia di San Paolo, the sustainability of the production and consumption systems and care for the environment in which it operates. The Department will also help strengthen the Foundation by means of a systematic effort to build stronger, more effective and more efficient collaborations and partnerships, especially with suppliers.

In accordance with the policy already in place, the Department will therefore focus its efforts on the occupational welfare and professional development of Fondazione Compagnia di San Paolo personnel. The first of these aspects will be pursued through briefing, training and awareness-raising measures aimed at developing policies and instruments on diversity and inclusion, starting with gender equality and disability. Moreover, the introduction of agile work practices outside the context of the Covid-19 emergency, which has already led to the negotiated establishment of an internal regulatory framework, will move into the more logistical and functional phase, involving redefinition of workplaces and methods for the use of instruments. This phase will also include the completion of the multi-year project aimed at modernising and upgrading the various components of the IT system (network, security systems, hardware, software, etc.).



With regard to professional development, training will be given in “soft” or “horizontal” skills, with a view to strengthening managerial skills and the field-specific technical skills that are useful to Fondazione Compagnia di San Paolo’s various innovative approaches to intervention.

At “Fondazione Compagnia di San Paolo Group” level, work will start on road-testing, and subsequently introducing, policies, tools and methods of personnel management and upskilling, by setting up multidisciplinary working teams made up of people from the various bodies, in relation to specific issues. Steps will also be taken to boost mobility and integration within the Group, by introducing common management platforms, which will also serve the purpose of facilitating cost control and monitoring, as well as supervision of the relevant institutional activities.

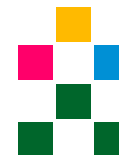
The legal support service available to the Goals and Missions will be strengthened, and the necessary administrative and contractual instruments for managing projects and programmes with third parties will be established. Likewise, the Department will assist with the road-testing and full introduction of the various types of intervention that make up the “tool-kit” described in Fondazione Compagnia di San Paolo’s multi-year planning 2021-2024. As part of the above, the work started in 2021 on simplifying and streamlining the administrative monitoring tools will continue, with a view to enhancing the accountability of beneficiary bodies.

The Department will also continue its work on boosting and conserving Fondazione Compagnia di San Paolo’s knowledge-based and documentary assets by means of the project to create a database for managing, storing and sharing documentation received and produced (knowledge management), and facilitate its traceability and usability, by means of workflows aimed at modelling and standardising new organisational processes to complement the ones already in place. The accreditation process for ISO 9001 quality certification will also reach completion. This project was launched in the second half of 2021 with a view to improving the effectiveness and efficiency of service delivery, for the benefit of Fondazione Compagnia di San Paolo’s transparency and the quality of its interaction with stakeholders.



Communication.





# Communication.

We will continue to follow the work of the Goals and Missions in 2022, so as to clearly illustrate their aims and results, highlight key projects and give due emphasis to the top priorities of our Strategic Plan. We will convey this narrative with clear, concrete messages, in line with the Foundation's original mission, which is working for the good of our corner of the world and putting people at the heart of it. We will also be shining the spotlight on our new generation of calls for proposals and instruments linked with the challenges of Italy's National Recovery and Resilience Plan. Our communication will use the most appropriate media for the projects concerned, while offering prior analysis of the relevant scenarios and final beneficiaries, and setting measurable targets and clear KPIs. We will build our content into a system so as to improve quality and average engagement rate, and we will illustrate the impact of Fondazione Compagnia di San Paolo's work on its catchment area, making effective use of all the social media channels at our disposal. In terms of offline communication, we also intend to deliver face-to-face events and messages across our catchment area, to regain the in-person involvement of an audience from which we have been separated for too long, as a result of COVID-19.

There will also be a clear focus on bringing a cross-cutting quality to Group communication: the auxiliary bodies and their key projects will therefore complement the 2022 communication plan, to convey a clear idea of how complex and yet coherent, local and global Fondazione Compagnia di San Paolo's work is. The goals set down in Agenda 2030 and the key themes of Fondazione Compagnia di San Paolo's Strategic Plan 2021-2024 will form the guidelines and framework for our communication of this narrative.



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