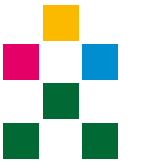


Fondazione
Compagnia
di San Paolo

Annual Planning Document 2023

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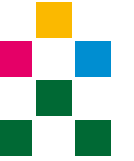
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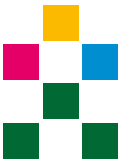


Introduction.

This document provides a structured introduction to the work programmes that Fondazione Compagnia di San Paolo will undertake in the course of 2023, and forms part of the framework outlined in the Multi-Year Planning Document 2021-2024. By virtue of its role in society, Compagnia has long-term responsibilities and a duty to declare its intentions and its plans for achieving them. That is why its work is strategically programmed in cyclical four-year time-frames, on the basis of the needs of the catchment area and dialogue with stakeholders. In fact, the law requires foundations of banking origin to publish planning documents at four-yearly intervals for strategic policy and yearly intervals for its practical application.

This introduction aims to draw special attention to two inter-related aspects of Compagnia's work in recent years: firstly, its role as an "agent of sustainable development", and secondly, the plurality of the instruments made available to its partners to promote and support this role. The pages that follow explain this in detail.

For Compagnia, being an agent of sustainable development means, first and foremost, having a clear vision of sustainability, in line with the supranational, European and Italian principles and culture of development policy with which the Foundation has decided to align its actions at this specific point in history. It is a multi-dimensional vision of sustainability, in which environmental considerations inform technological, social and economic considerations, while also interlinking with them. This conceptual approach can be seen throughout the Foundation's work, both as a concern and an inspiration, regardless of sector. Despite their vertical specialisation, our Missions work with increasing attention to the contextual implications of each project.



Secondly, being an agent of development means taking intentional and measurable account of the contribution that any type of project can make to human development and economic prosperity in the geographical areas in which Compagnia mainly operates. Moreover, certain lines of action, such as those aimed at the efficiency of the systems with which the Foundation interacts, are designed to directly enhance the resilience and sustainability of the catchment area, as well as its economic growth.

The programmes that go by the name Next Generation (with good reason) are examples of this: **Next Generation YOU** is aimed at the productive third sector, **Next Generation WE** at municipal administrations, and **Next Generation SCHOOL** at school infrastructure. Launched in 2021, this line of action uses a range of capacity-building and technical instruments to help various public bodies and private-sector social actors improve their organisation – in the case of the third sector – and successfully take part in regional, European and national calls for proposals (primarily under the *NRRP*), by preparing quality proposals, in terms of both form and substance. The programme’s considerable success lies in the fact that it yields immediate benefits, while also, and more importantly, enabling organisations to strengthen their cognitive, organisational and relational capital, with a hopefully permanent positive impact both on the entities involved and the local system as a whole. The Next Generation programme will evolve in 2023, with growing attention not only on the preparation of projects, but also their effective and timely implementation. Next Generation offers a perfect case-study of the application of “sustainable development” tools that go beyond the traditional, and often no longer suitable, concept of the non-repayable grant to fund a project’s implementation.

As stated above, this is an investment in skills, with a wider positive impact. Compagnia channels its philanthropic resources into collective initiatives that benefit people, by enabling them to participate, develop their potential, put their ideas to the test, and enjoy security and their rights as citizens, within a single concept focused on the common good that has been the Foundation’s top priority throughout its long history. Compagnia now has a wide range of tools at its disposal, which can be tailored to individual requirements, to contribute to the growth and development of the catchment area. Now more than ever, it is essential that the impact of these resources, which can never be taken for granted, is as high as possible and delivers lasting benefits.

Compagnia is well aware that the outlook for Turin, North-West Italy, the country as a whole and indeed the entire world is more uncertain than ever and, sadly, worrying. Nonetheless, it would be counterproductive for an organisation such as Compagnia to neglect its strategic approach in favour of intervening only in emergencies, perhaps without adequate resources. This does not mean, however, that the Foundation’s planning is insensitive to context: the years 2021 and 2022 bear witness to how flexible and proactive Compagnia can be when the moment requires. The action taken in response to the pandemic stands as a monument to this. But this flexibility will never be used merely to respond to emergencies: even resilience, which is a necessary characteristic for any community and environment, is a systemic feature that requires steady building on well prepared ground.



Culture.

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

Culture Goal

The strategic framework.

Compagnia di San Paolo sees culture, creativity, heritage and participation as vital components of human growth and well-being, local development and the establishment of a fairer, more inclusive society within the framework of the Sustainable Development Goals set out in the United Nations Agenda 2030. The work programmes for 2023 reflect the profound economic and social crisis that has arisen over the past two years, triggering a marked increase in inequalities, including in the cultural sector, which lost €355 million of value-added in Piedmont in 2020 alone and 55,000 jobs nationwide. One-off interventions at a central level (in some sectors more than others) have mitigated the effects of this trend, and signs of recovery are starting to emerge (e.g. various indicators for Turin's tourist industry have returned to pre-Covid levels).

The figures for active participation (volunteering, activism, culture and recreation) have also collapsed compared with 10 years ago, especially among young people and seniors. Three out of four Italians see even the near future as unpredictable and, despite a significant increase in public confidence in the institutions – which is characteristic of periods of emergency – we are not seeing any corresponding increase in political commitment or participation, and turn-out for the recent local elections reached its lowest levels on record.

The backdrop outlined above highlights the importance of using 2023 to complete and refine the cycle of thematic calls for proposals launched in 2021 (mainly local regeneration, preventive maintenance, creative production and cultural and civic centres) within the framework of the strategic plan, with subsequent phases or new editions that contribute to achieving the objectives set by the various Missions.

It will not be possible to support cultural organisations and operators striving to climb out of this difficult two-year period (six out of 10 organisations are estimated to have lost over 25% of their turnover) by means of project funding alone, as they will also need support for their development and consolidation. This will include tailored organisational development pathways, capacity-building activities, which Compagnia intends to offer in a revised and more integrated form, and investment in training in the skills required by the changing cultural employment market, because research carried out in 2021 on the cultural professions shows that over 70 job categories are now emerging, 66% of which can be defined as *cross-sectoral*. They are characterised by cross-cutting technical skills and *soft skills*, which are considered increasingly important.

Providing early-years cultural experiences and heritage education, and striving to extend the social base of culture (cultural participation was down 23% in 2021) are priorities that will be the target of specific projects. Active participation not only in culture but also in the collective, civic and democratic dimension, with a focus on young people (52% of whom currently have no interest in the political world) will be another target of dedicated action in 2023.



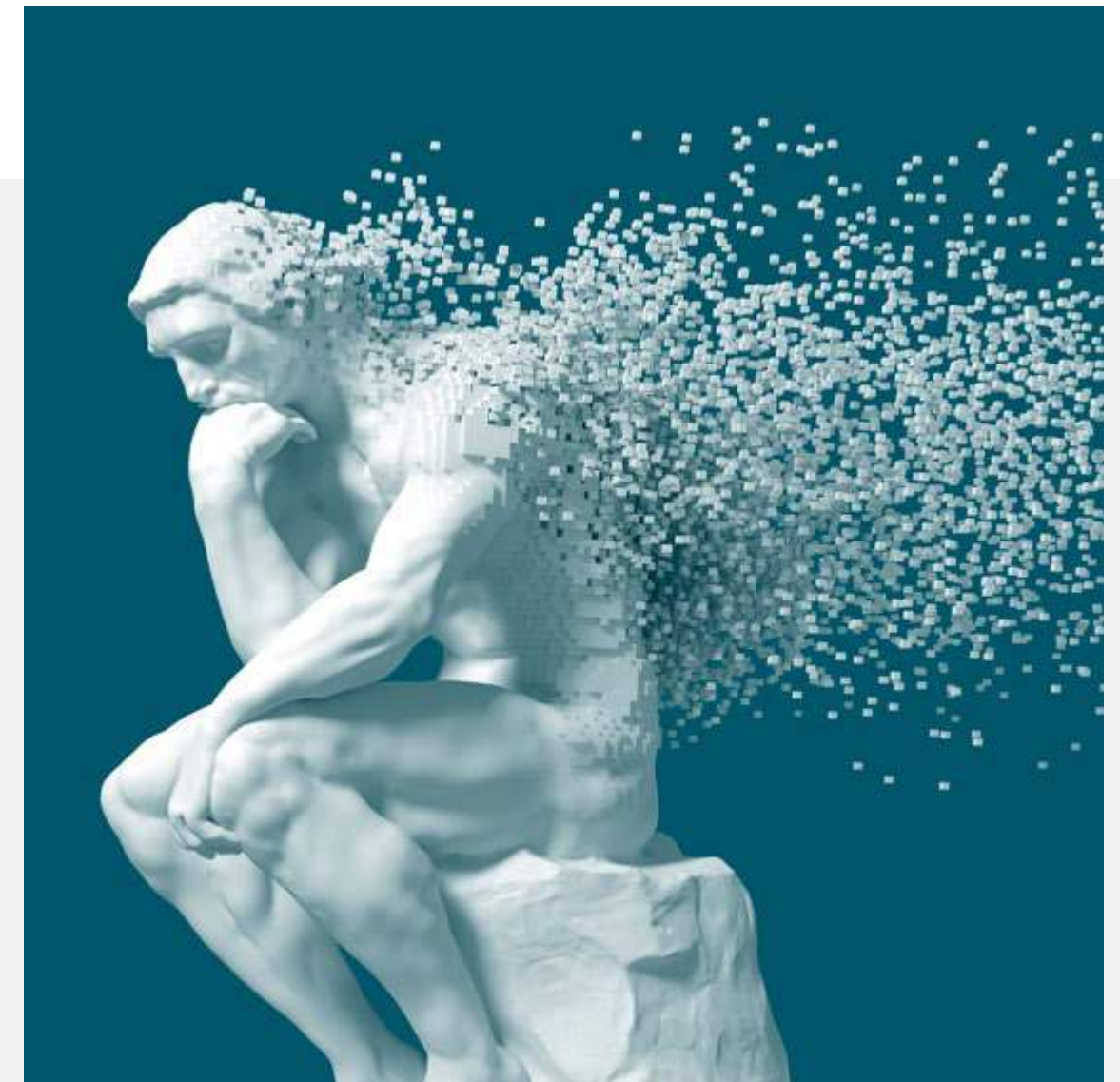
The current availability of resources for structural interventions relating to heritage (*National Recovery and Resilience Plan* amongst others) will prompt Compagnia to focus on strategic projects to implement in conjunction with the institutions, and to offer new forms of support (design, access to credit, provision of specific skills) so as to reap the maximum benefit from the various opportunities available.

In this area and others, Fondazione 1563 will play an increasingly instrumental role in consolidating certain systemic and supporting initiatives for the Goal, as well as launching new ones. Fondazione 1563 will also continue its commitment to research in the *Humanities* in close synergy with Compagnia di San Paolo's Goals.

Digital innovation is still one of the sector's priorities, for which Compagnia will provide specific forms of support. The data shows that cultural institutions still need to strengthen their strategic planning (only one in five institutions has a strategic plan for digital transition) and their skills (only one in two institutions has a specific role dedicated to skills development).

The climate emergency and the importance of environmental sustainability mean that enhancing and showcasing our rich historical and artistic heritage must go hand in hand with developing forms of tourism that safeguard local landscapes and biodiversity, foster green and slow modes of transport , and encourage awareness-raising initiatives.

Collaboration with the institutions – especially council administrations – will be crucial to identifying the specific needs and resources of each geographical area, as in the case of hinterlands and mountainous areas, which, despite accounting for a third of the municipalities in Piedmont and half of those in Liguria, represent only 11% of municipalities that have received at least one grant since 2010. This is why specific action is being taken in these areas.

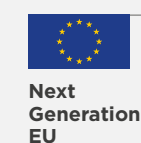
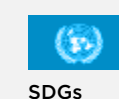


The cross-sectoral nature of the problems we intend to address will prompt us to develop and consolidate projects in conjunction with the other Goals and Auxiliary Bodies on a cross-cutting basis.



Building Capacity to Attract Mission

Alignments



Italy's tourist industry showed signs of recovery in 2022: foreign tourists were back and 58% of Italians reported having taken a summer holiday in Italy (in line with the figures that emerged from previous surveys: 56% in 2021 and 58% in 2020). Liguria ranked third and Piedmont seventh in the league table of summer bookings by region. As in past years, a majority of Italians (52% as against 59% in 2021) opted for holidays involving outdoor activities and natural settings. Meanwhile 22% (as against 29% in the summer of 2021) opted for cultural holidays and visits.

The most attractive destination in Piedmont was Turin. In the first half of 2022, the city and its metropolitan area received more than twice as many visits from tourists as it did in the same period in 2021. Arrivals in May 2022 were as much as 18% higher than in the same period before the pandemic, thanks to the success of attractions such as Eurovision and the Turin Book Fair. Tourism to the Langhe-Monferrato-Roero area has increased by 7% compared with 2021. Visitors to Piedmont have mainly taken part in outdoor activities (58%), but the number of cultural visits has also increased (40% against 35% in 2021).

2021 was an important year for Italy's cultural institutions, which were able to resume their full programme of face-to-face cultural experiences. The numbers reported by Italy's museums, monuments and archaeological sites testify to a marked recovery in revenues from ticket sales (+36%), although 35% still remains to be recovered compared to 2019. There was also an upturn, albeit less marked, in theatre visits (+23%). The number of visits to museums in Piedmont and the Turin metropolitan area were up 37% on 2020 to 2,660,000, but were still well below the figure of 6,000,000 reported in 2019.

As for digital innovation, the pandemic marked a turning point for many cultural institutions, which started using digital channels as a means of offering new services and maintaining stable relations with their audiences. The two main areas of innovation for museums between 2020 and 2021 were online ticketing and the provision of online access to cultural content. The focus on strategic planning and on assigning staff specifically to digital innovation remains weak, with just one in five institutions having a multi-year digital innovation plan in place and one in two having at least one staff member dedicated to digital innovation.



Building Capacity to Attract

Mission

Components of strategy

FOR THE FOUR-YEAR PERIOD

To generate value from the recognised cultural identities of the geographical areas concerned, by positioning them in such a way as to extend the cultural infrastructure of the organisations and foster an integrated relationship between the worlds of culture and tourism.

To enhance and showcase the artistic and cultural heritage located across the geographical areas concerned, to create opportunities for economic, social and cultural development.

To support cultural planning and production and encourage cultural and pioneering research.

Planning framework

2023

■ *In line with the Goal's targets and with an emphasis on developing sustainable tourism, action will be taken to **consolidate the organisations** and their cultural offering, by forging closer **links with the tourist industry**, while fostering and strengthening local identities and vocations.*

■ *As well as guiding and implementing projects developed under the **In Luce** call for proposals, the Mission will be supporting cultural initiatives aimed at promoting **geographical identities within the wider context of local tourism**, with an emphasis on **environmental sustainability** and developing and **strengthening networks and partnerships**, including through **co-design** and the involvement of local people and organisations.*

■ *We will guide the initiatives relating to the second year of the **ART-WAVES** call for proposals through to completion, while at the same time defining and promoting new tools and interventions in the field of **creative research** and **state-of-the-art knowledge**.*

■ *Action will be taken to consolidate **cultural supply chains and relationships between the various actors within the system** (local, national and international) in order to strengthen and position **an appealing, high-quality offering of cultural productions** for the local areas.*

Components of strategy

FOR THE FOUR-YEAR PERIOD

To consolidate the reference role of the production and research entities that make up the recognised platforms of cultural identities.

To support the digital transformation of the cultural sector by means of multi-year innovation plans for the bodies concerned, in order to foster the development of their innovation culture and skills, improve their sustainability and increase levels of hybridisation with the technology sector.

Planning framework

2023

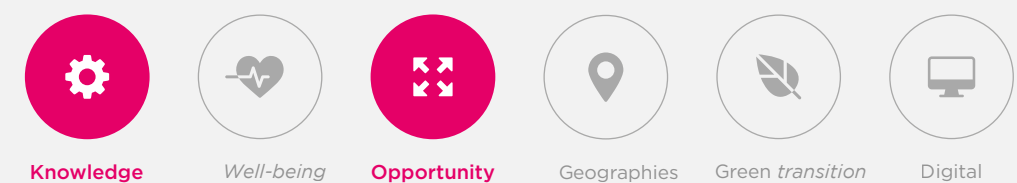
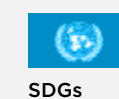
■ *In conjunction with the leading cultural actors in each area, we will design **tools and pathways** shaped around the Mission's objectives, such as **internationalisation, partnerships, cultural production and social impact**, to boost the **recognised platforms** of cultural identities, such as cinema, contemporary art and design.*

■ *On the basis of the results and evidence generated by the **Switch** call for proposals, we will design and promote tools to disseminate the **call for proposals model** and the themes it promotes, such as the **hybridisation between culture and the local technological ecosystem**, the development of **innovation culture and skills** and the **efficiency-enhancement** of organisational processes.*



Developing skills
Mission

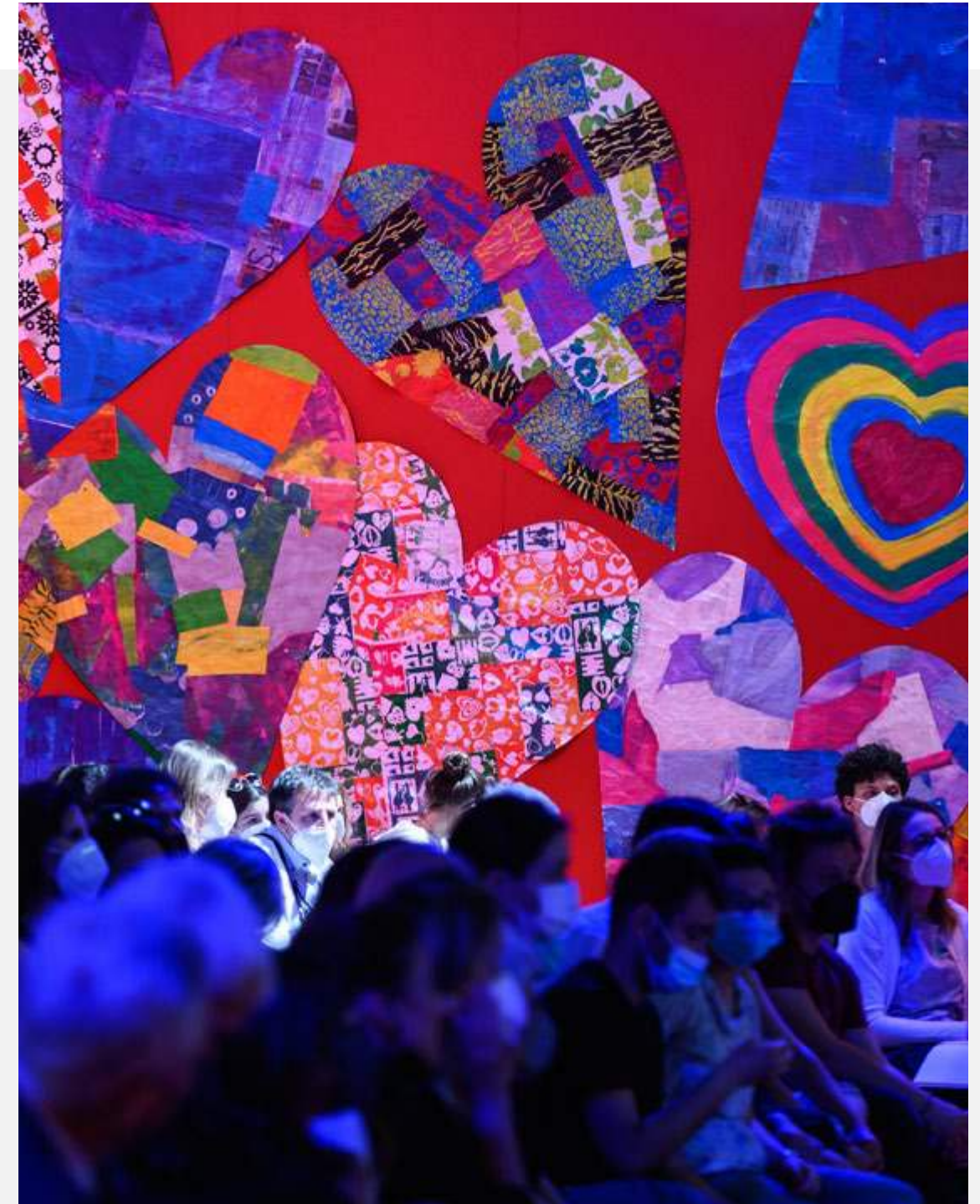
Alignments



The available data shows that, as from birth, cultural experience is an effective tool for enhancing cognitive and relational development and building a sense of self: in Piedmont, it was found that regular reading aloud within the family in the early years of life reduces attainment gaps in Italian (reducing the gap between Italian and non-Italian children in primary schools from 35% to 25%), promotes widespread enjoyment of reading (+19%) and cuts screen time (40% less probability of owning a smartphone between the ages of six and 10). The 12 indicators that make up the educational poverty index, which monitors the progress of practices and services that promote or inhibit the educational development of children and young people, includes reading books, sight-seeing and going to the theatre, concerts and museums. The pandemic adversely affected exposure to cultural experiences, especially for children from underprivileged backgrounds: in 2020, over 70% of children between the ages of 6 and 14 did not go to the theatre, and over 40% did not read a book. 16% of children aged between six and 10 did not visit any traditional cultural venues or read any books.

These figures highlight the need to put cultural experiences back into the regular routines of families, children and young people.

There is also a need to invest in the stability and competence of cultural institutions and people who work in culture, so as to enhance their ability to respond to current and future needs, by investing more in professionals with cross-cutting skills, who can communicate with every sector and achieve high levels of hybridisation in a constantly changing cultural job market. Over 70 new job profiles emerged in North-West Italy in 2021, many of which are hybrid in nature and involve digital, managerial and communication skills; non-cognitive skills, such as empathy, creativity and flexibility, and a solid understanding of sustainable development. However, these workers often struggle to establish themselves or find stable employment, especially if they are under 35 and female: young employees are allocated to low or medium-low job grades in almost a third of cases, and women, on average, are allocated to lower contractual levels than their male counterparts.





Components of strategy
FOR THE FOUR-YEAR PERIOD

Planning framework
2023

To develop initiatives that promote the leading role played by cultural experience in the dissemination of educational communities and multi-dimensional learning contexts, with cultural bodies as value generators.

- *In 2023, the Mission will work on helping **the actions tested in the first two-year period to take root** with a view to stabilising them or relaunching their most significant components. As part of these efforts, delivery of the **Bella Stagione** programme will continue, in conjunction with the Educating for Collective Development Mission and the Group's other auxiliary bodies and consortia, within the framework of the Education Strategy. A range of activities under the **Consonanze** musical education project, developed with Fondazione per la Scuola, will also be launched.*
- *In partnership with Piedmont Regional Council, the Mission will **develop and assess the 1st year of activity under the Cultura per Crescere call for proposals** launched in 2022, which reinforces the effects of Nati per Leggere by supporting **local early-years cultural welfare policy and practices** in Piedmont. All the aforementioned actions **help the Goal achieve its childhood education target** in the form of a 20% increase, over the four-year period, in the number of children and young people involved in initiatives promoted by Compagnia to encourage exposure to cultural experiences as a means of personal development.*

To develop initiatives aimed at supporting young artists and creative talents in building their professional skills and embarking on career paths.

- *The **Guidelines for training and career development in the cultural sector**, first published in 2022, will be revised on the basis of the results achieved in the first year, and re-issued in 2023.*
- *There are also plans to launch an experimental initiative on **national and international mobility for artists and creative talents**, which will complement the above guidelines.*

Components of strategy
FOR THE FOUR-YEAR PERIOD

Planning framework
2023

To promote a composite, interconnected training and incubation system, based on co-responsibility between academies, institutions, independent entities and training providers specialising in artistic/creative, cultural and auxiliary cultural design skills, that meets all of the field's requirements.

- *Work will be done to help cultural training providers in Piedmont and Liguria **build a thought exchange and implementation network** aimed at ensuring that the available **training options complement each other** and **at working together to overcome common challenges**, with particular reference to relationships between the worlds of education and employment and the fluidity of transitions between them.*

To kick-start initiatives aimed at making cultural actors more sustainable, interconnected, consistent with their strategic planning and capable of recognising, fostering and embracing the dynamism shown by more advanced, and often flexible and innovative, professionals and entities.

- *We will continue to collaborate with **Fondazione Piemonte dal Vivo** and **ANCI Piemonte in Hangar+** to help organisations gain access to channels of support offered by the European Union and Italy's National Recovery and Resilience Plan by **guiding them towards sustainable development and public-private partnerships, in unison with Compagnia's Next Generation call for proposals** and other projects undertaken in conjunction with other Missions. A capacity-building initiative will also be launched and will focus on the skills needed to **build local public-private ecosystems for early-years cultural welfare**, to be developed in parallel with the **Cultura per Crescere** call for proposals and as **a tool for tackling the cross-cutting challenges facing the Culture Goal** and Compagnia as a whole in the field of education.*
- *Internally, we will continue the task of analysing and rationalising the Culture Goal's capacity-building experiences, to ensure that they **respond effectively to the objectives of the various Missions in relation to the training needs identified at target organisations**. All of the above actions **aim to increase the efficiency and independence of organisations** by investing in skills, which is one of the Culture Goal's targets.*



Preserving beauty
Mission

Alignments



Preserving cultural heritage absorbs a lot of resources, but the current climate presents plenty of opportunities to have an impact in this area. Although it is essential to put in place long-term, pro-active strategies that avoid constant recourse to reactive, emergency interventions, it is equally important to use tools and processes that make use of the resources that are already available. Measure 2 of Italy's *National Recovery and Resilience Plan (NRRP)* – Regeneration of small cultural sites and religious and rural cultural heritage – will provide €2.72 billion of funding. Separately from the *NRRP*, €390 million will be made available under the Italian Ministry of Culture's extraordinary intervention plans for the three-year period 2022-2024, of which about 20 million are earmarked for initiatives in Piedmont.

It is therefore essential to work with the institutions to facilitate the use of these resources and step up the emphasis on maintenance. Cultural assets such as archives and libraries will also be the target of nationwide projects, mainly aimed at large-scale digitalisation. As part of its “Digital strategies and platforms for cultural heritage” and in particular for sub-investment 1.1.5 “Digitalisation of cultural heritage”, the Ministry of Culture has allocated a national total of €70 million, of which over €2 million are for Liguria and about €5.5 million for Piedmont.

For this reason, there will be a significant role for collaboration with all the institutional actors involved at local level, through the support of Fondazione 1563.





Components of strategy

FOR THE FOUR-YEAR PERIOD

To play a proactive role in fostering **dialogue between the institutions** in order to promote strategic use of the available resources through agreements, conventions and the innovative use of all regulatory instruments.

Planning framework

2023

■ *The Preserving Beauty Mission’s main operational instrument is **institutional consultation**, aimed at maximising the impact of spending and design effort. This is exemplified by the activities to be carried out by the Culture Back Office set up at the Centro Conservazione e Restauro della Venaria Reale thanks to the joint effort of the main institutional actors tasked with conserving cultural heritage. Compagnia helped establish the **Culture Back Office** by awarding grants and using two tools from our tool-kit, namely “enhancing relations with local administrations” and “customised skills deployment”. Its work for the local area will get under way in 2023, with a special focus on Piedmont’s unrivalled Baroque heritage, in the form of the **Residenze Sabaude**, which will be the target of a range of research and conservation projects. The Consorzio delle Residenze Reali Sabaude is responsible for developing systemic actions, with particular reference to the pooling of services, while the Back Office will make it possible to act in synergy to conserve these assets. These actions will help achieve the Goal’s targets for the number of agreements and partners involved in our Foundation’s activities and the resources generated overall.*

To promote a culture of **maintenance of cultural heritage**, based on research and design, that takes priority over emergency restoration, and facilitates planning, at least in the medium term, for sustainable heritage management.

■ *Building on the experience gained from the **PRIMA** call for proposals, we will continue to support medium- and long-term conservation and maintenance projects, which play a vital role in cultural heritage management. A second edition of this two-stage calls for proposals will be issued, and trials will begin on assets of particular interest and value, as a starting point.*

Components of strategy

FOR THE FOUR-YEAR PERIOD

Promoting a **culture of maintenance of cultural heritage** (continued)

To promote 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.

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

Planning framework

2023

***research projects with a high degree of innovative input.** Support will be provided for restoration work, including through comparative instruments. Major works, however, will only be supported if they are considered strategic to the development of our catchment area, including in terms of cultural tourism and in conjunction with other institutions, primarily the Ministry of Culture, Piedmont Regional Council and Turin and Genoa city councils, through specific protocols and the Fondo Ambiente Italiano (FAI).*

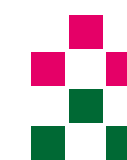
■ *Road-testing will continue on the implementation of the **Regional Landscape Plan in Piedmont**. The plan is the result of an agreement with the Ministry of Culture and Piedmont Regional Council and, in the wake of three years of analysis, it will support the delivery of local development projects based on the value of the landscape, by building upon all the strategic criteria set out in the NRRP. The geographical focus of this road-testing will be the Alta Langa. Here too, a coordinated approach, combined with recourse to ‘targeted geographical division’, will make it possible to bring local energies into play, as well as a targeted and therefore more effective distribution of resources.*

■ *The conservation of cultural heritage and the landscape must also be accompanied by research in the humanities, mainly in relation to the region’s Baroque heritage and its archives and libraries. These initiatives will be taken in close collaboration with **Fondazione 1563**, an auxiliary body that works increasingly with the Culture Goal and is committed to addressing the challenges that the new digital tools and opportunities envisaged in the NRRP may pose in terms of managing and generating value from these types of assets at local level.*

AUXILIARY BODY

Fondazione 1563 per l'Arte e la Cultura.

In 2023, Fondazione 1563 will play an instrumental role in helping Compagnia achieve the objectives set down in its strategic plan. One year on from the approval of its Strategic Plan, on the basis of a joint effort with the Policy-Making and Coordination Committee, Fondazione 1563 will continue to promote research in the envisaged areas, while also developing the contents for Brand Heritage projects and coordinating the work of a technical committee to explore how to conserve and showcase archives in such a way as to avoid fragmentation, create the right conditions for obtaining public funding (*National Recovery and Resilience Plan [NRRP]*, *National Digitalisation Plan [NDP]*) and help overcome the digital innovation deficit. Fondazione 1563 will spend 2023 developing content for the Culture Goal's operational projects and for certain initiatives taken by individual Missions, and developing training programmes in strategic areas, using the Foundation's internal skills. The Foundation will also be a resource for scientific referral and/or consulting on the basis of the vertical expertise in its possession. Fondazione 1563 will also continue working towards gaining accreditation as a humanities research institution, thanks in part to its affiliation with the *CHANGES Project* group of institutions supported at national level by the Ministry of Research, using *NRRP* resources.



Fondazione
1563
Arte e Cultura



Encouraging active participation

Mission

Alignments



Mission

Data reveals that all forms of participation have fallen dramatically in recent years, across the entire population, but especially among young people and seniors. Cultural participation stands at 8.3% (down from 35.1% in 2019), while 62.5% of the population over the age of 14 was involved in political or civic participation in 2020. Young people are still the least passionate group (54.2% do not take part in any kind of political or civic activity, including volunteering).

The figures also indicate that festivals are the most successful form of dissemination of cultural content (this the only indicator that is on an upward trajectory across the board).

Furthermore, the number of people using and taking active part in cultural and civic centres highlights their local importance. In Piedmont in 2021, only 8 out of 100 people (down from 18 in 2019) visited a library at least once, with libraries qualifying as the only public facilities with a uniform, region-wide presence, with the exception of schools and health facilities. As early as 2021, the 100 centres covered by the Space call for proposals had already recovered pre-pandemic participation levels, despite closures and reduced opening hours. They therefore serve as an important complement to civic and cultural centres, which can be seen as the backbone of the catchment area's social life.

A possible interpretation of these figures is that social distancing triggered two polar-opposite reactions: while some people feel the need to regain their previous or higher levels of socialisation (by going to festivals, congregation centres, new cultural centres and other places of human interaction), others have socially isolated themselves and need to be (re) accustomed to socialisation and interaction.



Encouraging active participation

Mission



Components of strategy

FOR THE FOUR-YEAR PERIOD

Planning framework

2023

To develop **alliances** and networks with strategic players.

- The **three-year development plans** of strategic allies, aimed at enhancing their organisational structure, will come to an end with an initial assessment of their effectiveness.
- The co-construction of initiatives and devices deployed by Compagnia will continue, as will the exchanges and **co-production of materials** that are useful to people involved in work in this area.

To strengthen **cultural and civic centres** in North-West Italy.

- The **SPACE** call for proposals is due to deliver its final tranche of support for the 100 cultural and civic centres selected across the 13 provinces of Piedmont, Liguria and Valle d’Aosta.
- The methods of providing support for Turin’s “Case del Quartiere” social housing complexes will be revised.
- The programme of **community of practice** meetings of the managers of 140 new and old cultural and civic centres will continue.
- **KPIs:** No. of centres and centre management or co-management bodies supported with grants and other actions (including capacity building), No. of operators involved in actions, average monthly No. of centre users.

To support **second-tier players** operating within the four strands of participation identified.

- In 2023, particular priority will continue to be given to supporting and creating second-tier players and networks whose main purpose is participation.
- **KPIs:** N° of second-tier networks and players supported.

To identify, test, evaluate and scale up best practices that foster cultural, civic and democratic participation, especially among young people.

- Support will be given to **cultural participation** initiatives, including scientific participation, by continuing to work on developing demand for culture and broadening its social base.
- New initiatives will be taken to focus on plurality, inclusiveness and intercultural exchange.

Components of strategy

FOR THE FOUR-YEAR PERIOD

Planning framework

2023

To identify, test, evaluate and scale up **best practices** (continued)

- The Mission will extend its work to combat inequalities, on the basis of the Cultura dietro l’angolo project run in conjunction with Turin city council. The project uses culture as a relational tool that helps counter isolation and has a positive impact on physical and psychological well-being.
- The **four pilot projects** of Cultura e Salute are being brought to a close. It will then be possible to scale them up on the basis of their **impact assessments**.
- The Mission will continue with the publication of **Guidelines to support projects on collaborative practices and active citizenship**, such as reinterpreting public space, managing and looking after common goods and services, and establishing collaboration agreements, urban allotments, civic imagination and civic innovation.
- There will continue to be a specific focus on the management of assets confiscated from organised crime.
- Trials of democratic participation will be stepped up, with a specific emphasis on gender equity.
- The Mission will also bolster its support for civic education projects and non-partisan schools of politics.
- Youth participation will not only become a priority across all of the Mission’s objectives (alliances, spaces and practices) but will also be the focus of a specific **call for proposals** on active participation for informal groupings of young people, their associations, their social enterprises and student representatives.
- Implementation of **an impact analysis** on universal civil service.
- Efforts will continue to foster dialogue with the under-35s by building relationships with the spaces and communities they habitually frequent and encouraging them to see themselves as agents of change and co-protagonists in solutions to the problems of our time.
- **KPIs:** % of young people (under 35) and women in top management positions within the stakeholder entities supported.

Mission

Components of strategy

FOR THE FOUR-YEAR PERIOD

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

Planning framework

2023

- Following the **research work** carried out in 2021, a plan on participation and hinterlands and mountainous areas was drawn up in 2022. Its implementation will focus on specific initiatives to **strengthen the co-design skills of local actors** in collaboration with regional public policy directorates and their capacity building for more effective use of SNAI funds and increased competitiveness in public calls for proposals.
- Other specific actions will be implemented to instigate and support youth enterprise in these areas.





People.

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

People Goal

The strategic framework.

In 2023, Compagnia is facing challenges relating to rapid change and increased social and educational inequalities, some of which have structural characteristics and others of which stem from the pandemic and the more recent conflict in Ukraine and its global consequences.

Our approach will be increasingly geared towards addressing and identifying appropriate responses to recurrent social and educational emergencies, while at the same time maintaining a long-term strategic perspective aimed at countering the various manifestations of inequality in our society, starting with their root causes.

We will take account of certain issues, confirmed by particularly worrying data, concerning the increase in absolute and relative poverty in Italy, and in Piedmont in particular (where

household relative poverty increased sharply in 2021, to its 2019 levels of 7.5%); the increasing number of people suddenly facing energy poverty (almost 10% of Italian households) and the increasing number of people whose economic situation or difficulties in accessing services have prompted them to forego health tests and checks (according to ISTAT, 60.11% of people in North-West Italy chose to forego medical examinations in 2021). We will also take account of how poverty and inequality are affecting specific population groups, especially children and adolescents (the implicit school drop-out rate in Italian and mathematics in middle schools in Liguria is higher than the national average, and the statistics on distress compiled by the National Council of Psychologists show that one in two children suffers psychological distress and one in 10 manifests a disorder). Young people are one of the worst-affected categories: according to IRES, almost one young person in five in Piedmont was not in education, employment or training (*NEET*) in 2022, and young people who are working are facing increasing job insecurity. Women are facing a very similar situation, with over half not participating in the labour market, either because they are unemployed and seeking work or because they are economically inactive. Lastly, the increase in economic insecurity in recent years is such that there has been an alarming rise in in-work poverty (according to ISTAT's figures for 2021, in-work poverty rose from 2.2% in 2005 to 7% in 2020) and an even more alarming exponential increase in the intensity of absolute poverty among people of non-Italian origin (according to ISTAT, 30.2% of households in northern Italy comprising only people of non-Italian origin are in absolute poverty).

This and other data relating to the rapidly changing and deteriorating situation shows how essential it is to take a cross-sectoral approach to what is happening and to provide multi-dimensional responses, developed within the different Missions of the People Goal and in collaboration with Compagnia's other Goals and auxiliary bodies. We will continue to do this with interventions that enhance the inter-disciplinary nature of our responses: priority will be given to initiatives that promote active employment policy for disadvantaged women and educational pathways for their children, interventions that jointly address the issues of work and housing for particularly vulnerable people from migrant backgrounds, and projects that combine elements of urban regeneration and community engagement, starting with *social housing*.



Communities, networks and systems of local cooperation and neighbourly support are still effective means of tackling emergencies and forms of exclusion, inequality and poverty (food, relational, economic, cultural, social) and tools for engagement, social cohesion and countering forms of socio-spatial segregation. Compagnia intends to help consolidate these networks and integrate the lessons learned, tools tested and practices developed into a system, so as to make them more sustainable, effective and capable of generating policy content.

In 2022, feasibility studies were carried out on various initiatives, which may therefore become operational in 2023 on the basis of these preliminary studies: this applies to various macro-interventions in education, special projects in prisons in our catchment area, programmes linking education with the employment of young people with disabilities, and international cooperation initiatives in Africa.

We will formally cooperate with local public institutions, on the design of data-driven programmes based on rigorous evaluation exercises and thorough co-design, so as to develop innovative and effective joint initiatives. Within this framework, Compagnia intends to offer major public institutions in the catchment area the opportunity to jointly design and develop multi-year interventions in education that have the potential to transform the cities in which they are implemented and prompt radical changes aimed at putting the education of young people at the heart of local policy and using education as a springboard for the development of our cities and provinces. These are also the building-blocks of the strategy that the Compagnia Group established in 2021, alongside its auxiliary and co-governed bodies, to generate value from its expertise and experience in the educational arena. We will continue to pursue this strategy in 2023, by designing new interventions aimed at transforming the way education is delivered and promoted, and involving other stakeholders in it.



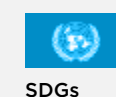
Many of the initiatives we support relate to issues that still cause discrimination and social segregation (mental health, the role of young people, disability, migration, the generation divide, everyday and latent manifestations of racism, etc.). We support these initiatives with information campaigns, awareness-raising, debate and advocacy, in the knowledge that the processes we take part in yield effective, long-term results, thanks in part to profound cultural change in our society.



Reinventing dwelling systems and regenerating neighbourhoods

Mission

Alignments



Mission

A study conducted by Nomisma with Legacoop Abitanti in 2021 shows that North-West Italy (including Lombardy) is the country's worst-affected area in terms of housing hardship, due to the high cost of rent as a proportion of income. ISTAT confirms that Piedmont has the highest number of people living with housing hardship and that 8.7% of households in Piedmont live in a dwelling with structural problems, overcrowding or an absence of certain services. Compagnia helps tackle these manifestations of poverty and marginalisation through initiatives aimed at transforming or re-purposing properties (temporary accommodation, social condominiums, social housing agencies, social co-housing initiatives, emergency housing services, etc.). All these interventions are aimed at road-testing scattered-site social housing options, in order to increase the availability of affordable housing and urban regeneration initiatives with high social and environmental impact.

Rising energy prices are set to aggravate economic hardship even further, because energy price increases hit low-income households twice as hard as high-income households. Energy poverty now affects over 10% of households (*National Observatory on Housing Policy and Urban Regeneration*) and carries a social, environmental and health-related cost. The *COOP Report 2022* reveals that there has been a cost increase of over 90% for electricity and 70% for gas in the past year, and estimates an overall household cost increase of almost 300% in 2023 compared with 2019. This is why we will continue, throughout 2023, to support the third sector's efforts to boost energy efficiency and upgrade buildings, including for religious organisations, social housing owners and operators and social spaces, while also taking action to combat energy poverty and support the establishment of renewable energy communities.



Mission



Components of strategy

FOR THE FOUR-YEAR PERIOD

Planning framework

2023

Scattered-site social housing.

- *With the aid of Compagnia's auxiliary bodies, the Mission will continue to support the development of scattered-site social housing systems, with a view to increasing the availability of affordable housing, using economically sustainable and socially inclusive models.*
- **The Goal's target:** *to give at least 12,000 people/families access to suitable housing solutions and/or ways of life and access to sustainable and inclusive spaces and services thanks to the social housing and/or urban regeneration initiatives promoted by Compagnia.*

Urban regeneration.

- *Using co-design and other processes, the Mission will develop urban regeneration initiatives as an extension of its existing social housing interventions, with a high social impact on the catchment area.*
- *Compagnia will design and promote regeneration initiatives aimed at fostering social inclusion and having a social, economic and environmental impact on urban areas that have lost their original function and are now in a state of neglect, and urban areas that still have their original function, but are nonetheless suffering from poor-quality urban fabric, outdated buildings and inadequate structure in terms of town planning.*
- *The Foundation will also assess the merits of supporting the implementation of valuable new interventions emerging from Compagnia-sponsored feasibility studies.*

Components of strategy

FOR THE FOUR-YEAR PERIOD

Planning framework

2023

Urban regeneration. (continued)

- *The Mission will continue to assist the development of Piedmont's commercial clusters in their capacity as new multi-stakeholder systems aimed at the economic development and regeneration of the urban fabric, with a view to neighbourly support, innovation, social cohesion and local development.*
- **The Goal's target:** *to give at least 12,000 people/families access to suitable housing solutions and/or ways of life and access to sustainable and inclusive spaces and services thanks to the social housing and/or urban regeneration initiatives promoted by Compagnia.*

Environmental sustainability.

- *Action will be taken, in conjunction with other Missions where appropriate, to promote environmental sustainability in urban settings.*
- *We will support energy-efficiency programmes and building upgrades by religious organisations and third-sector bodies that own or manage social housing facilities and social spaces, while also running awareness-raising campaigns on environmental sustainability (development of the initiative launched in 2022).*
- *We will also support the implementation of initiatives to combat energy poverty and facilitate the establishment of renewable energy communities with social impact (development of the initiative launched in 2022).*
- **The Goal's target:** *to implement at least five initiatives aimed at promoting environmental sustainability and social inclusion in the urban areas in which the interventions sponsored by Compagnia will be implemented.*

Mission



Components of strategy

FOR THE FOUR-YEAR PERIOD

Active housing services.

Planning framework

2023

- *The Mission will continue to support active housing services (temporary accommodation, social condominiums, social housing agencies, social co-housing initiatives, emergency housing services, etc.).*
- *Compagnia will also promote new models and instruments of housing-related inclusion for target groups with specific needs relating to inequality and/or poverty, such as young people, seniors and people from migrant backgrounds.*
- **The Goal's target:** *to give at least 12,000 people/families access to suitable housing solutions and/or ways of life and access to sustainable and inclusive spaces and services thanks to the social housing and/or urban regeneration initiatives promoted by Compagnia.*

Social housing culture.

- *Through the National Committee for social housing, of which Compagnia is a member, and by running/taking part in dedicated seminars and events, we will support actions aimed at:*
 - cultural promotion on social housing, urban regeneration and innovative, collaborative models,
 - and awareness-raising on energy saving and environmental sustainability.

Components of strategy

FOR THE FOUR-YEAR PERIOD

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

Planning framework

2023

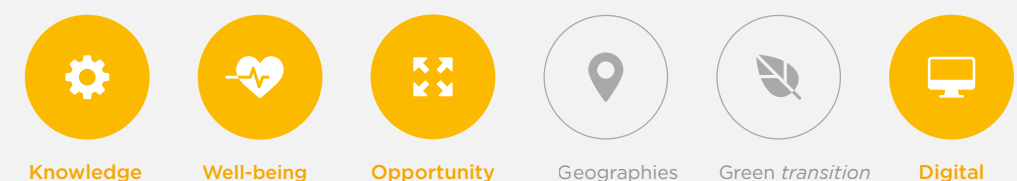
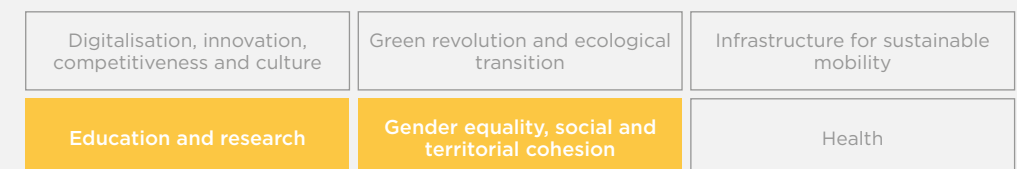
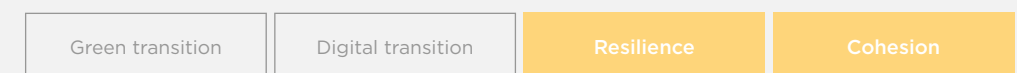
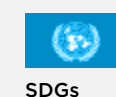
- *The Mission will continue to implement the calls for proposals launched in the previous two years to support public and private bodies and regional initiatives in connection with the opportunities offered by regional, national and European resources, with particular reference to:*
 - new interventions that will emerge from the feasibility studies supported by Compagnia,
 - assistance with the implementation of projects for the construction and energy efficiency of buildings for social use,
 - support for the establishment of renewable energy communities with social impact.



Promoting decent work

Mission

Alignments



Mission

In response to profound changes in the labour market, Compagnia will focus on measures aimed at fragile or vulnerable individuals and families in 2023.

In Italy as a whole, over half of women aged between 20 and 64 are unemployed and seeking work or economically inactive. In Piedmont, the employment rate is 62.4% for women compared with 77.3% for men (ISTAT 2022). In 2023, Compagnia will launch an initiative to promote active employment policies aimed at women facing difficulties in reconciling work with parenting, by supporting local systems and road-testing innovative models to encourage women to join or remain in the labour market, reconcile work and family commitments and provide quality education for their children.

On average, about 20% of young people have training that is not suited to the demands of the labour market and 40% do not have enough experience to join it. Moreover, 30% of job opportunities are not taken, partly because young people are unable to access them (Excelsior, August 2022). To reduce this gap, action must be taken to prepare young people for the job market through induction, upskilling or reskilling programmes, job mentoring and work experience. This will be done by the projects that Compagnia will support in 2023 to reduce the number of young people not in employment, education or training (*NEETs*).

The reduction in demand for labour in the wake of the pandemic has mainly affected less skilled and less protected lines of work, which account for over 40% of the total number of jobs filled by people of foreign origin and often provide the first work experience for migrants, who are at risk of marginalisation. Work will be the focal point of numerous local partnerships that Compagnia will continue to support in Piedmont and Liguria in 2023 to counter the marginalisation of vulnerable people and migrants.



Mission

Components of strategy

FOR THE FOUR-YEAR PERIOD

Employability and employment.

Planning framework

2023

- *The Mission will focus its attention on **young people** not in employment, education or training (**NEETs**) through prevention, support, engagement, socio-educational mentoring, active employment policy and inclusion, based on the lessons learned from major multi-year interventions undertaken in previous years (Articolo + 1), especially within the framework of a **macro-intervention** in this field, involving close collaboration with local public bodies from the Turin area, training agencies and third-sector bodies, to help establish the idea of “**educational cities**”, which invest primarily in the education, employment and well-being of young people as a vehicle for the development of the catchment area as a whole.*
- *The Mission will also monitor labour market trends and the recovery of employment levels, while **remodulating its interventions aimed at vulnerable people** on the basis of the reforms envisaged under the NRRP and other national and regional programmes.*
- ***The Goal's target:** to ensure that at least 40% of the permanent job placements achieved within the framework of Compagnia-supported initiatives in the field of active employment policy go to particularly vulnerable categories of people (e.g. young NEETs, women in situations of vulnerability or at risk of vulnerability with care burdens, people from migrant backgrounds and/or who have been out of work for more than 24 months).*

Skills for work.

- *The Mission will continue to focus on training activities aimed at getting people back into the job market (**upskilling and reskilling**), across all of its projects.*



Components of strategy

FOR THE FOUR-YEAR PERIOD

Social inclusion and combating in-work poverty.

Local synergies and alliances for employment.

Planning framework

2023

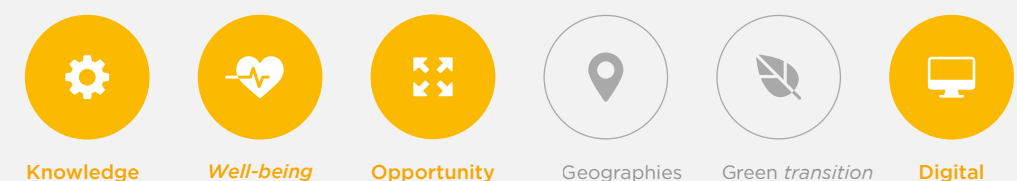
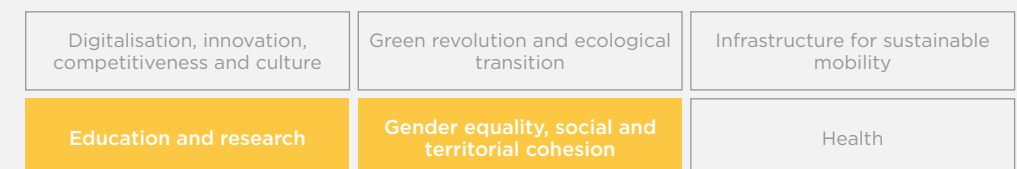
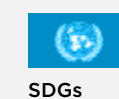
- *In 2023, in partnership with the Educating for Collective Development Mission, we will implement the initiative launched in 2022 to strengthen **local welfare networks**, meet the employment needs and work/parenthood reconciliation needs of **women** who are under-employed or excluded from the labour market, and promote **quality educational services** for their children.*
- *We will continue to support pathways towards the social and employment-related inclusion of **people from migrant backgrounds** and people at high **risk of social exclusion** (people with disabilities, people serving custodial sentences, people at risk of poverty, etc.) to encourage their full and active participation in the labour market. Along the same lines, we will step up our work with **young people with disabilities**, in conjunction with other Missions reporting to the People Goal.*
- *We will continue to support – albeit decreasingly – programme for **women serving custodial sentences** in Turin prison, to promote their social and employment-related inclusion both in and out of prison. We will also capitalise on the results of the pan-European tests aimed at designing and evaluating **innovative training modules** to boost the employability of prisoners and former prisoners. The intervention schemes identified in 2022 in relation to the social and labour-market integration of people serving custodial sentences will come into operation, alongside actions to improve quality of life in prisons.*
- *Work will also continue on **strengthening local systems** and building alliances between public and private, profit and non-profit actors in order to **reduce unemployment among people in or at risk of falling into vulnerable situations**.*
- ***The Goal's target:** to ensure that at least 40% of the permanent job placements achieved within the framework of Compagnia-supported initiatives in the field of active employment policy go to particularly vulnerable categories of people (e.g. young NEETs, women in situations of vulnerability or at risk of vulnerability with care burdens, people from migrant backgrounds and/or who have been out of work for more than 24 months).*
- ***The Goal's target:** to support up to 15 local systems in Piedmont and Liguria made up of public and private employers and actors from the social and solidarity economy engaged in **active labour policy** and social inclusion initiatives aimed in particular at people in situations of vulnerability or at risk of vulnerability.*



Educating for collective development

Mission

Alignments



Mission

Across Italy, including the regions of the North-West, there is a **worrying fall in the birth rate**. The first nine months of 2021 saw 12,500 fewer births than the same period of the previous year, and the trend is critical in several of Piedmont and Liguria's provincial capitals, including Turin and Genoa (ISTAT, 2022). Supporting educational policies for early childhood and adolescence is crucial, especially by means of integrated, systemic approaches designed to prevent and combat social and educational inequalities. These are the objectives that Compagnia will pursue through interventions aimed at helping to create “educational cities”, where education is treated as an essential priority for the development of the entire catchment area.

In Piedmont and Liguria, **the potential coverage of public and private pre-school places and supplementary early childhood services**, although higher than the national average (26.9%), has not yet reached the European target of 33 pre-school places per 100 children. Action is needed to strengthen the early-years system for the benefit of children and their families: Compagnia will support the construction of organisational systems that optimise the use of the available resources, within the framework of a shared, proactive culture in relation to the new generations. *Advocacy* and communities of practice form part of this approach.

In Piedmont and Liguria there is still a worryingly high **implicit school drop-out rate**, resulting in a higher loss of student skills than was occurring before the pandemic (INVALSI, 2022). Compagnia intends to elicit complex, multi-dimensional responses that help increase access to educational opportunities and improve the content thereof, on a local basis.

Italy's school buildings and infrastructure suffer from major shortcomings that *NRRP* measures will help alleviate: while 17.9% of school buildings are functionally old at national level, the figure is twice as high in Liguria and three times higher in Piedmont. Under **Next Generation WE**, Compagnia will strive to increase the catchment area's ability to attract available resources by developing good projects, thanks in part to co-design.



Mission



Components of strategy

FOR THE FOUR-YEAR PERIOD

To introduce initiatives that road-test an effective, widespread hybrid educational model, which incorporates face-to-face teaching, use of digital media and formal and informal experiences, thereby making productive use of the skills available within the Compagnia system in synergy with local institutional actors, and taking a leadership position at national and international level.

To promote multi-dimensional, multi-actor experimental initiatives capable of developing a competent, innovative and inclusive educational ecosystem, to reduce inequalities and provide quality educational options.

Planning framework

2023

- *The Mission will continue to coordinate and implement the **Compagnia Group's shared education strategy** (with an emphasis on cross-fertilisation/integration between existing projects and opportunities for launching new joint trials), partly in line with the suggestions put forward by the Young Advisory Board.*
- *We will launch **medium-term macro-interventions for the 0-6 and 6-16 age groups** and take part in the macro-initiative aimed at reducing the number of young people not in employment, education or training (NEETs), by taking an integrated, universal and participatory approach designed to help create "educational cities" tailored to the needs of children, teenagers and their families.*
- ***The Goal's target:** to involve at least 200,000 children and/or teenagers and 35,000 teachers/educators in at least 100 initiatives that road-test, at local and regional level, an effective, widespread hybrid educational model that integrates face-to-face teaching, use of digital media and formal and informal experiences.*

- *We will continue to take action to **develop competent, generative educational communities** in the most vulnerable geographical areas, where school drop-out rates and educational poverty are high, in synergy with the various national and local measures.*
- ***Technical and scientific mentoring programmes and initiatives to promote communities of practice** relating to education and the alleviation of educational poverty will be continued and consolidated.*
- ***The Goal's target:** to involve at least 200,000 children and/or teenagers and 35,000 teachers/educators in at least 100 initiatives that road-test, at local and regional level, an effective, widespread hybrid educational model that integrates face-to-face teaching, use of digital media and formal and informal experiences.*

Components of strategy

FOR THE FOUR-YEAR PERIOD

To introduce initiatives that promote leadership and dynamism among families and the younger generations.

To contribute to the development of cognitive, cultural, social, emotional and personal skills in children, teenagers and young people of both genders to develop their potential, support continuous learning and proactively shape their future in a changing national and European context.

To support initiatives of advocacy, value enhancement and capitalisation of *early years and adolescence culture and practices*, based on rigorous evidence and development processes.

Planning framework

2023

- *Actions designed to support the **dynamism of families** by various means, including new forms of intergenerational solidarity and mutuality will be strengthened and implemented.*
- *An **interdisciplinary trial** focusing on the relationship between education, training, guidance and employment **for young people with disabilities** will be launched in synergy with other Missions reporting to the People Goal.*
- ***The Goal's target:** To involve at least 200,000 children and/or teenagers and 35,000 teachers/educators in at least 100 initiatives that road-test, at local and regional level, an effective, widespread hybrid educational model that integrates face-to-face teaching, use of digital media and formal and informal experiences.*

- *As part of the mission to promote the empowerment and dynamism of young people, at both national and European level within the Group's education strategy, we will consolidate a line of action aimed at **enhancing the ability of stakeholders to accurately assess the situation facing young people, including at European and global level**, while at the same time launching a range of experimental projects.*
- ***The Goal's target:** to involve at least 200,000 children and/or teenagers and 35,000 teachers/educators in at least 100 initiatives that road-test, at local and regional level, an effective, widespread hybrid educational model that integrates face-to-face teaching, use of digital media and formal and informal experiences.*

- *Action will be taken to support and **facilitate the development of early-years advocacy initiatives** in Piedmont and Liguria.*

AUXILIARY AND CO-GOVERNED BODIES

Fondazione per la Scuola e Consorzio Xké? ZeroTredici.

A close bond of cooperation connects Fondazione Compagnia di San Paolo with Fondazione per la Scuola, the auxiliary body dedicated to inclusion and innovation in the school system, and with Consorzio Xké? ZeroTredici, a co-governed body jointly founded by Compagnia and Fondazione per la Scuola to road-test highly innovative approaches involving informal and workshop-based education.

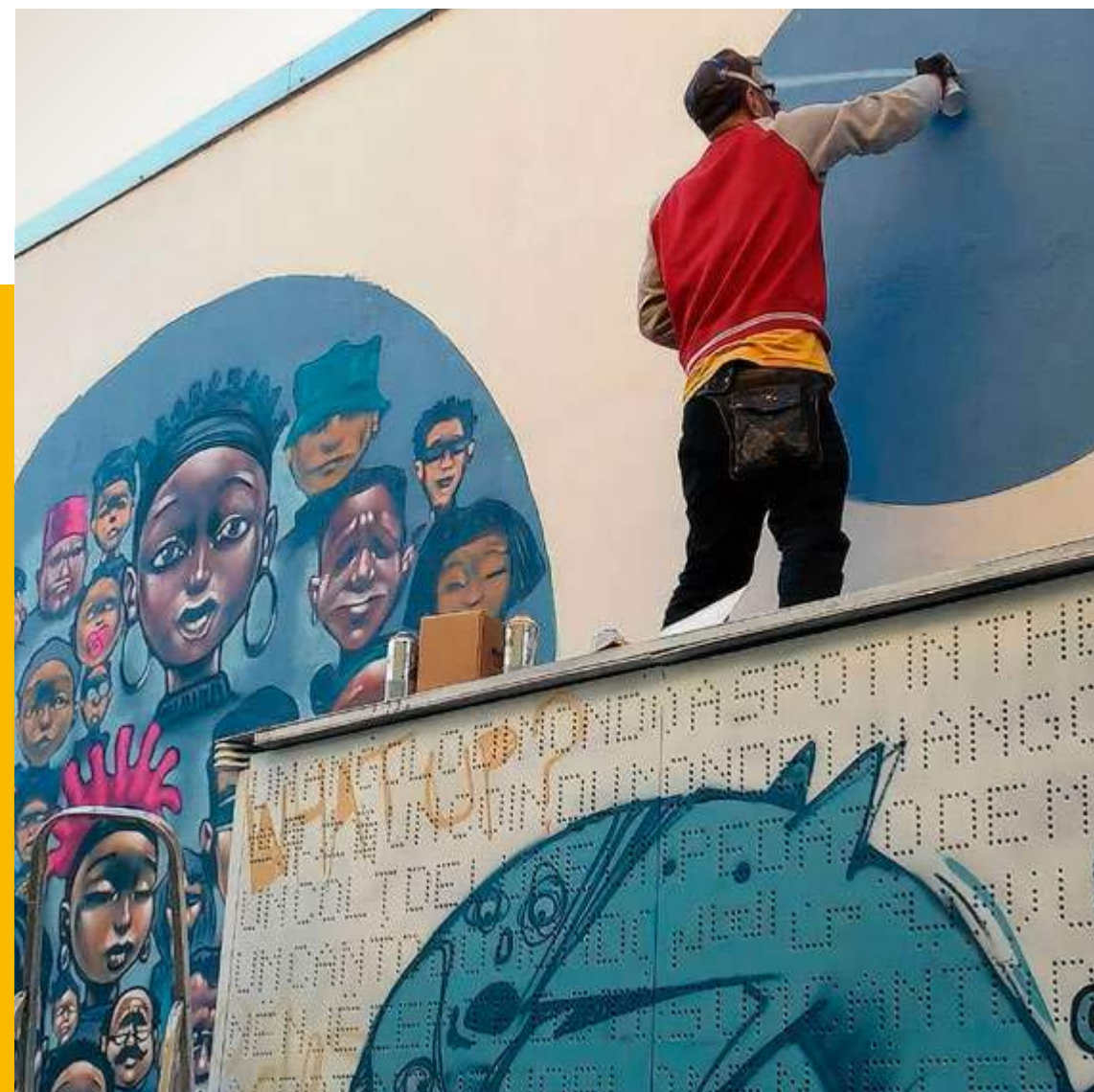
The collaboration with Fondazione per la Scuola will therefore revolve around rethinking the educational model in light of the pandemic and other factors; technological, organisational and educational innovation; renewing the physical and virtual spaces used in education, by implementing the Torino fa Scuola model; personalising learning, and promoting social skills and emotional intelligence. Innovating in the field of informal education, promoting early-years care and educational interventions, developing educational communities and strengthening the dynamism of families are the main areas in which our Foundation will collaborate with Consorzio Xké? ZeroTredici. All of the above will, of course, take place within the framework of the “Compagnia Group’s” coordinated initiative on Education.



Fondazione
per la
Scuola

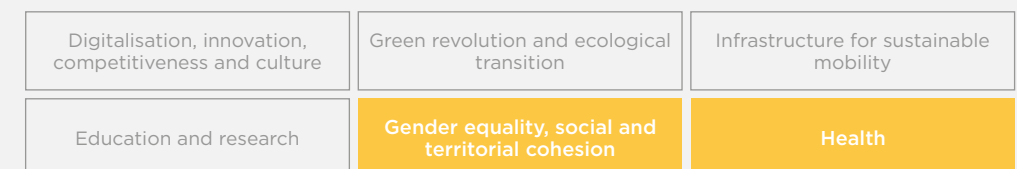
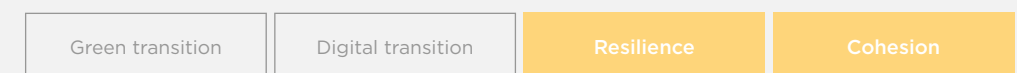
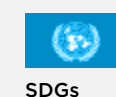
Inclusione e Innovazione.





Rediscovering community Mission

Alignments



Mission

We are witnessing major social and economic changes, which are causing a rise in **poverty and inequality**. The ISTAT Report 2022 reveals that absolute poverty reached an all-time high in 2020, while relative poverty rose to 11.1% and exceeds that figure in families with the highest number of members. In 2021, 11% of people who needed specialist examinations or diagnostic procedures reported that they had forgone them for economic reasons or due to difficulties in accessing the service (BES Report 2021). Certain segments of the population are not only becoming economically poorer, but socially and relationally poorer too. The role of communities has the potential to stem and sometimes remedy these negative dynamics, and that is why Compagnia will continue to promote local collaboration and neighbourly support networks and systems, in order to tackle the various forms of inequality and poverty, according to a multi-level, multi-dimensional approach.

Since the outbreak of the pandemic, there has also been an increase in psychological distress among young people and adolescents: *the Telefono Azzurro telephone support centre* reported a 46% increase in requests for psychological support for irrational fears, depression, self-harm, suicidal thoughts and attempted suicide in 2020 compared with the previous year. In response to this, we are committed to helping local bodies promote mental health, mainly among young people and especially at community level.

Several studies show that **neighbourly support networks are unevenly distributed in Italy** (BES Report 2021) and that there is a strong correlation between socio-economic situation and the weakness of these networks. Compagnia will therefore support the growth of neighbourly support networks in 2023, with a particular emphasis on food poverty and poverty of basic necessities.



Components of strategy

FOR THE FOUR-YEAR PERIOD

To introduce **community health promotion initiatives** that impact positively on the organisation of local services, in synergy with the measures implemented at public level.

Planning framework

2023

- *Compagnia will step up its commitment to promoting **mental health** and raising awareness of the importance of mental health to the general health and well-being of individuals and communities, by various means, including a **new edition of the call for proposals to promote community mental health**. On the one hand, we will bring fresh impetus to our trials of life plans, with the collaboration of public bodies, the third sector and civil society, using various means, including health budgets. On the other hand, we will elicit the construction of innovative, integrated responses to **mental distress** with a specific focus on **young people and adolescents**. We will also continue to facilitate access to health services by vulnerable people.*
- ***Community health** remains a high priority and lies at the heart of the lessons learned and experience gained over the past four years through innovative initiatives promoted by Compagnia on Integrated Community Care and home care, with reference to key concepts such as the local nature of services and responses, co-production, participation and the resilience of local communities. With this in mind, and in light of the experience of the pandemic, local groupings of public, third-sector and civil-society bodies will be offered support in promoting community health, within a framework of innovation and effective use of **local care systems**, with a particular emphasis on promoting mental health.*

Mission

Components of strategy

FOR THE FOUR-YEAR PERIOD

To help strengthen the **social capital of communities** and combat the rising levels of poverty and inequality, by establishing neighbourly support networks.

Planning framework

2023

- *We will provide support aimed at boosting the social capital and dynamism of local communities, with an emphasis on inclusion, to help them play their vital role in building collective well-being and innovative responses to the needs of people, especially the most vulnerable.*
- *The aim will be to develop and consolidate initiatives designed to support **local cooperation systems** for collecting and redistributing essential goods, which, over time, have proved to be an effective way of identifying and combating old and new forms of poverty, strengthening multi-level networks between local actors, integrating different support measures and developing alliances between social justice and environmental sustainability bodies. These initiatives will not only focus on the economic and social dimension, but also on the relational dimension. In view of the important role that neighbourly support networks can play in tackling loneliness and helping people through difficult times, efforts will be made to promote conviviality and the **cultural benefits of neighbourly support** as tools for engagement, social cohesion and countering forms of socio-spatial segregation.*
- ***The Goal's target:** to support at least 20 local systems for combating food poverty and poverty of basic necessities in Piedmont and Liguria, capable of serving a total of at least 25,000 families.*

Components of strategy

FOR THE FOUR-YEAR PERIOD

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

To help orchestrate local resources into a system by **consolidating networks** that include public institutions, the third sector and civil society in order to build multi-dimensional, multi-level responses aimed at people in situations of vulnerability.

Planning framework

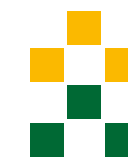
2023

- *We will promote the **development of the role of community foundations** in Piedmont, Liguria and Valle d'Aosta, by facilitating the growth, recognition and independence of foundations by various means, including targeted guidance and continuous dialogue with organisations in possession of relevant experience in the local area. We will promote gift culture, the culture of solidarity and volunteering, especially in more innovative and advanced forms, in order to increase the capacity to meet a range of needs, by enhancing the skills made available by volunteers.*
 - ***The Goal's target:** to exert measurable leverage amounting to 60% for fund-raising actions carried out by community foundations in Valle d'Aosta, Piedmont and Liguria supported by Compagnia.*
-
- *Work will be done to consolidate and extend effective partnerships between the various local actors. By cooperating with the Mirafiori community foundation and local public bodies, and with the help of other entities operating in the area, we will conduct a **feasibility study for a possible programme of re-population of the southern district of Turin** in response to clear signs of gradual depopulation and the rapid ageing of the population of that specific part of the city.*
 - *With regard to the prison system, the results of feasibility studies will form the basis for implementing initiatives relating to social and labour-market integration and improving the quality of life of people serving custodial sentences, by launching projects designed to foster **a closer connection between communities, local agencies and prisons.***

AUXILIARY BODY

Fondazione Ufficio Pio.

Fondazione Compagnia di San Paolo and Fondazione Ufficio Pio will continue to pool and coordinated their efforts to counter the various forms of poverty and inequality and to promote the inclusion of disadvantaged people. In 2023, Fondazione Ufficio Pio will continue to implement its multi-year plan 2021-2023, which involves designing interventions aimed at promoting a fairer, more sustainable and more resilient society, where people are able to fully exercise their rights of citizenship; focusing on various priority issues (education and promotion of digital skills, countering relational poverty and boosting the role of volunteering); and designing innovative pilot projects that include systematic impact assessments.



Fondazione
Ufficio Pio

Solidarietà e Cambiamento sociale



Working together for inclusion
Mission

Alignments



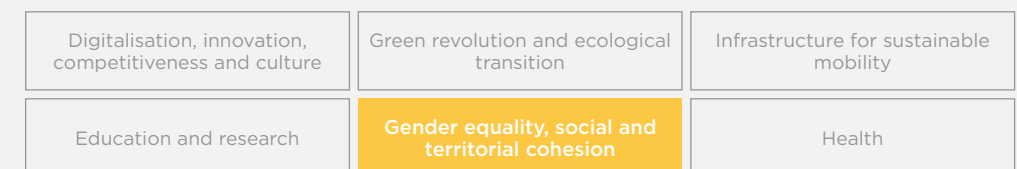
SDGs



Next
Generation
EU



National
Recovery &
Resilience
Plan



Cross-
cutting
missions



Mission

ISTAT data for Italy as a whole shows that while **families made up entirely of foreign nationals** accounted for **24.4% of the total number of families living in absolute poverty in 2019**, by **2021 they accounted for 30.6% of this total**. 28.9% of **non-EU nationals** live in conditions of material deprivation.

In view of these trends and the increasing inequalities exacerbated by the recent crises, not least the war in Ukraine, Compagnia will support interventions promoted by local systems in 2023 to meet the needs of people living in precarious situations and facing the risk of marginalisation, especially from migrant backgrounds, while enhancing the skills of organisations whose mission is to provide foreign nationals with effective access to services and opportunities.

At a global level, the highest levels of **inequality** are found in **Africa**, where average Gini coefficients (concentration of wealth) exceed 0.50. That is why we will remain involved in international cooperation, especially in Africa.

The **protracted pandemic** - with the limitations and difficulties it imposed upon school, work, relationships and personal choices - **has taken a heavy toll on young people**. Numerous indicators that show that their situation is deteriorating. In a survey conducted by Demos (Demos & Pi Survey 2021), over two-thirds of respondents expressed the view that “in the near future, the social position of young people will be worse than that of their parents”. Compagnia will continue to invest in the younger generations and their *empowerment* at every level of society.

The public utility telephone service promoted and managed by the Italian government's Department for Equal Opportunities, which monitors violence in **Piedmont**, has reported a rise in the number of calls from **1,496 in 2019 to 1,780 in 2021**, of which **988** were from victims. On the basis of this and other input, in 2023 we will be promoting initiatives for victims of crime, especially gender-based violence, as well as *advocacy*.



Mission

Components of strategy

FOR THE FOUR-YEAR PERIOD

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

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

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

Planning framework

2023

■ *We will support the integration of initiatives for victims of crime, especially gender-based violence, with local, national and European public programmes, and take stock of the opportunities for advocacy initiatives on these issues.*

■ *The Working Together for Inclusion Mission and its initiatives to promote the empowerment and independence of young people will benefit from changes in the Compagnia Group's education strategy, and Compagnia will formulate an overall strategy on the participation of young people in its own decision-making processes and those of other organisations, partly as a result of the intensive work carried out with the Young Advisory Board.*

■ *The Goal's target: to promote at least 30 projects conceived and developed by young people across Piedmont and Liguria, aimed at empowering them, fostering their independence and making them active protagonists and recognised drivers of change within their communities; the initiatives promoted achieve an average of at least 70% of the outcomes defined at the start of the project.*

■ *Building on recent achievements, we will assess the merit of adding a final phase to the initiative, with a focus on technological and organisational innovation aimed at third-sector bodies in the field of international cooperation.*

■ *We will launch a new edition of the initiative designed to support the agro-ecological transition of farmers' organisations in West Africa and the gender policies of the organisations involved.*

■ *The Goal's target: to support up to 50 local partnerships between Italy and Africa, aimed at promoting sustainable development.*



Components of strategy

FOR THE FOUR-YEAR PERIOD

To help 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.

To support the launch of a new sustainable development initiative in Africa, in conjunction with institutional and civil-society actors.

Planning framework

2023

■ *We will launch and consolidate interventions promoted by local systems for the purpose of responding more effectively to the needs of people in precarious situations and facing the risk of marginalisation, especially people from migrant backgrounds, by enhancing the skills of the parties involved, evaluating the results of the initiatives carried out, capitalising on tools and practices developed through projects in progress under the **Territori Inclusivi** call for proposals, launching new trials in specific subject-areas (housing independence, employment independence, new reception models, etc.) and making the processes in place sustainable over time. The initiatives will complement existing and nascent interventions at local level and may have the effect of attracting other additional funding.*

■ *The Goal's target: to support at least 30 local systems in Piedmont, Liguria and Italy as a whole for the networking of services and solutions for the basic and complex needs of vulnerable people and people at risk of marginalisation, especially from migrant backgrounds.*

■ *We will launch a national narrative-change initiative designed to help overcome divisive narratives through the dynamism of educating communities and, above all, young people.*

■ *We will launch and consolidate a new system initiative in Africa in collaboration with other Italian foundations, ACRI and other Italian actors involved in the same geographical areas. Further Italo-African partnerships will also be developed in conjunction with local public agencies and other European and international foundations.*

■ *The Goal's target: to support up to 50 local partnerships between Italy and Africa, aimed at promoting sustainable development.*



Planet.

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

The strategic framework.

The Planet Goal's work for 2023 remains aligned with European multi-year planning (e.g. actions designed to strengthen EIC programmes), and national and international recovery and resilience instruments (e.g. consolidation projects relating to hospitals included in the *NRRP*), as set down in Compagnia's multi-year planning document.

The Goal takes a **systematic and data-driven approach**, which makes it possible to evaluate interventions in terms of **impact budgets**, by estimating the impact potential of the Planet Goal's KPIs for each of the interventions supported. This adds a strategic element to the evaluation of the projects, making it possible to link the required funding with **adherence to the KPIs**.

The Goal intends to address the current socio-economic challenges, which are clearly outlined by contextual data, through initiatives designed to support the environmental, climate-related and digital transition, the social economy ecosystem, innovation and the productive use of research results.

The indicators relating to SDG 9 (Industry, innovation and infrastructure) have improved in North-West Italy in recent years, as a result of investments in Research & Development that exceed the Italian average (Piedmont is the top-ranked region in terms of R&D spending as a percentage of regional GDP, with about 2.3% compared to the national figure of 1.46%). Despite two years of growth, however, the Regional Innovation Index is still below the EU27 average, represented by the benchmark figure of 100 (97.8 for Piedmont; 88.3 for Liguria and 67.4 for Valle d'Aosta). The European Commission's *Digital Economy and Society Index* (DESI 2021) confirms the same trend, ranking Piedmont 18th in the EU, with a score that has risen to 51.5 and exceeds the national average of 49.3.

In view of the region's appetite for innovation, the Planet Goal intends to consolidate its programmes aimed at making productive use of **research results**, partly through campaigns to help entities tap into European opportunities, with an emphasis on *EIC - Accelerator* and ex-post calls for proposals/talent attraction, and partly through capacity-building initiatives (digital and data) with specific reference to **the third sector** and **the innovative start-up ecosystem**. The aim is to consolidate the progress of digital skills (and hence the region's growth indicators) and to use digital means to support the catchment area's "impact" ambitions. Italy ranks 25th in the Human Capital section of the DESI index, with a score of 35.1 compared to the EU average of 47.1. This is Italy's worst score across the four sections of the DESI. It means that the country lags a long way behind other EU countries in basic and advanced digital skills. Furthermore, despite performing above than the national average for most of the indicators (achieving excellence in terms of integrating the most advanced technologies, namely *cloud computing*, big data and IoT systems, into businesses, as enablers of the digitalisation process), Piedmont has the lowest level of digital skills out of all the regions of North-West Italy. It is therefore appropriate for the Planet Goal (and for Compagnia as a whole, on a cross-cutting basis) to channel effort into the *Digital Republic* initiative, which will start publishing calls for proposals in 2023 aimed at institutions in the catchment area to promote rapid progress in digital upskilling.



With the implementation of agreements with Compagnia's five partner universities, its efforts will focus on making productive use of research results – an area in which Italy lags behind its European counterparts. €1.4 billion was invested in start-ups in Italy in 2021. This is a record compared to the figure of €700 million for the previous two years, but remains low compared with France and Germany (where Munich alone attracted investments worth €1.4 billion). The launch of the **new Proof of Concept (PoC) calls for proposals**, combined with the **Accelerators Platform** (e.g. Techstars) links research more closely to the market, creates new business opportunities, attracts the early-stage finance community and generates new opportunities for the national and international talent that we intend to attract and embed in the catchment area.

Health and well-being remain central to the projects to be pursued in 2023, which will involve supporting the **digitalisation of Italy's national health system** and **remote health monitoring**

(including the advanced management of health data), while also promoting healthy lifestyles. The importance of this commitment is corroborated by the upward trend in annual hospital spending on care services (which has risen by €962 million in Compagnia's target regions over the past decade) and by the rise in sedentary life-styles in Piedmont in the last two years before the pandemic (+3.2%), which ran counter to the national trend. Remote health monitoring initiatives, coordinated at regional level, optimise access to healthcare facilities and rebuild the relationship between patients and doctors, especially in cases of chronic disease.

Protecting the environment and natural capital will take on an even more central role in the Planet Goal's programme for 2023, and will also involve integrating projects relating to citizens' well-being into a circular vision of human health (e.g. **Sport and Natural Capital**). It is imperative that the €70 billion earmarked for the green transition under the *NRRP* finds high-quality projects and hence a widespread environmental culture across the catchment area. North-West Italy suffers from excessive fragmentation in terms of its non-profit institutions dedicated to environmental issues (of which there are about 900). The region would therefore benefit from a programme of capacity-building designed to foster closer relations with public institutions (regional and municipal councils) for the purpose of drawing up economically sustainable impact projects, such as the **Energy Communities** (extension and implementation of Renewable energy Community [REC] Guidelines). About 100 RECs are currently being ramped up in Italy, Compagnia supported 38 projects of this type in 2022 and intends to step up this action in 2023.

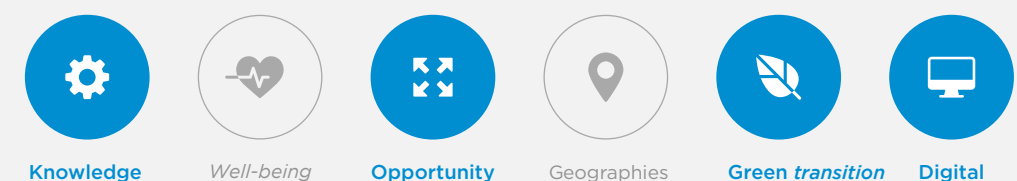
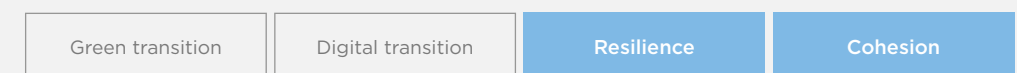
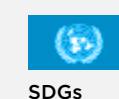
The Goal intends to promote *lighthouse* initiatives relating to environmental protection, adaptation to climate change (including actions designed to build resilience to extreme weather events: 1,118 extreme weather events were recorded in Italy from 2010 to 2021, 133 of which occurred in the last year, representing a 17.2% rise compared with 2020) and the informed use of natural capital.

In view of the cross-cutting quality of the issues it addresses, the Planet Goal promotes **collaborations** with the Culture and People Goals, while also involving the skills system made available by the auxiliary bodies and **consolidating national, international and private institutional partnerships** (e.g. UN-ILO, F. Cariplo, F. Accenture, CDP Venture, Fondazione CDP, Exor Seed, LIFTT, IAI, etc.) that facilitate ecosystem actions, the involvement of talented young people in international issues and the attainment of the Goal's targets.



Harnessing the value of research
Mission

Alignments



Mission

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. *We therefore propose projects aimed at supporting universities in European competition; we promote the attraction and retention of talent by means of a variety of integrated actions; we promote innovation in teaching and study programmes with a view to reducing the mismatch between skills learned and skills needed by the market; we foster advanced strategies for managing, protecting and making productive use of the intellectual property generated by universities; we help deliver a fair, inclusive education system that values people's potential and helps them fulfil it; and we support scientific research with calls for proposals aligned with European planning.*

The European Innovation Scoreboard 2021 rates Italy as being among the Moderate Innovators in the European research and innovation landscape, part of an intermediate cluster of countries that are below the continental average according to a wide spectrum of 32 reference indicators. The gap between Italy and the leading countries is corroborated by two fundamental indicators relating respectively to the economic resources allocated to this area and the personnel employed. The strength of a national research system, however, can also be measured by its ability to win grants - and therefore financial resources - awarded internationally on a competitive basis. The European Commission's data on Horizon 2020 (H2020) indicates that Italy is an active country, ranking 5th by financial contribution and 4th in terms of participation in the programme (behind Germany, Spain and the United Kingdom). The ratio of proposals eligible for funding to total proposals submitted, however, shows that Italy's success rate is below the European average (-2.5 points). Although this figure is improving (+1.2 points on the 11.9% scored in the period 2014-2016), it still leaves Italy some way behind its main direct competitors. But the data relating to European Research Council grants, which support scientific excellence through a pan-European competition between pioneering projects submitted by individual researchers, suggests a high level of unfulfilled potential among Italian research organisations, which struggle to capitalise on their own talents and attract others from abroad, as shown by the figures for the latest *ERC Starting and Advanced Grants for 2021*.



We therefore believe it is important to keep training local institutions to compete on the European stage, so as to boost their long-term competitiveness, reputation and economic sustainability. To help achieve this, we will draw up a capacity-building programme in 2023 to enhance the drafting of applications for *European Innovation Council* calls for proposals, which are the core part of a unique programme aimed at boosting research into emerging technologies and transferring innovation to the market, by involving businesses, start-ups and financiers. This will be backed up by a new edition of the **PoC Instrument Call for Proposals**, which was originally launched to disseminate a culture of innovation and entrepreneurship within universities, and is now a major driver of technology transfer from the laboratory to the market, in line with Mission 3 of the NRRP.

Mission



Components of strategy

FOR THE FOUR-YEAR PERIOD

To support universities

in European competition and foster attraction and retention by means of a variety of integrated actions.

To promote advanced strategies for managing and protecting the intellectual property generated by universities, and reaping value from it.

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

Planning framework

2023

- *Implementing the projects outlined in the 2022-2024 agreements with our 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.*
- *Alignment with the policies designed to support regional research programmes (structural funds, S3 strategy and NRRP), talent enhancement and attraction (**TRAPEZIO call for proposals** – Paving the way to research excellence and talent attraction).*
- *Drawing up a capacity-building programme to enhance the drafting of applications for European Innovation Council calls for proposals.*

- *PoC Instrument, support for proofs of concept by means of three lines of application (PoC Launchpad, PoC Transition and PoC EIC).*
- *Dissemination of best practices among universities, venture studio/building and organising Investor Days.*

- *Support for higher education courses (scholarships) and skills enhancement initiatives, including for the Foundation's stakeholders.*
- *Support for university construction and services by deploying specific instruments from the "tool-kit".*

Components of strategy

FOR THE FOUR-YEAR PERIOD

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

To support research by means of **calls for proposals in line with European planning.**

Planning framework

2023

- *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.*
- *Thematic/strategic actions associated with the research eco-system (e.g. **Intelligenza Artificiale call for proposals**) in partnership with major national institutions.*

AUXILIARY BODY

Fondazione Collegio Carlo Alberto.

Throughout 2023, Collegio Carlo Alberto will focus on attracting talent in scientific research in economics, developing the Data Lab, stepping up its work on competitive projects and other initiatives for attracting external resources. 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. More specifically, with a view to aligning its work with the objectives of the Compagnia di San Paolo "Group", Collegio Carlo Alberto will press ahead with new lines of research, training and dissemination, based on the principle of combining scientific excellence with the ability to contribute to the organisation's sustainability and to the transfer of innovative skills to other actors in the catchment area.



Research
Education
Outreach

CCA



Harnessing the value of research
Mission

Alignments



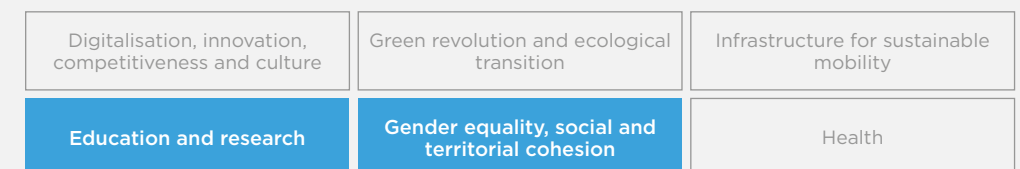
SDGs



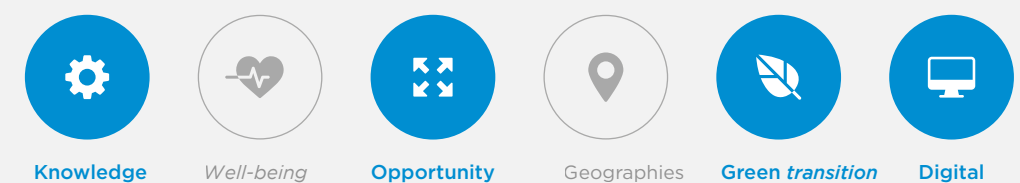
Next
Generation
EU



National
Recovery &
Resilience
Plan



Cross-
cutting
missions



Although Italy's performance compared with other EU countries has improved considerably in recent years, the **Regional Innovation Scoreboard 2021** still classifies the country as a “moderate innovator”. As for North-West Italy, the index is still below the EU27 average, represented by the benchmark figure of 100: Piedmont is ranked 115th, with a score of 97.8; Liguria is 136th with 88.3 and Valle d'Aosta is 179th with 67.4, with Piedmont lagging behind on university, lifelong learning and public-sector R&D expenditure.

In the 2022 edition of the **Digital Economy and Society Index (DESI)**, Italy is ranked 18th out of the 27 EU Member States. Despite the work done to bridge the gap with the European average, only 46% of Italian citizens have basic digital skills (ranking third-last, against a European average of 54% and a target of at least 80% by 2030), and only 1.4% of Italian graduates study ICT programmes (the lowest figure in the EU).

These trends show that, despite the efforts made and the upward trajectory, North-West Italy and the country as a whole need to **consolidate initiatives designed to increase the digital skills of citizens and professionals and boost the digital transition of public and private organisations**.

According to estimates made by StartupItalia in its paper “**Startup&Technology Trends**”, almost €1.4 billion was invested in start-ups in Italy as at 30 December 2021, which is significantly higher than the figure of €700 billion reported in 2019 and 2020. But despite the positive trend, there is still much to be done: in Germany, Munich alone is home to nine unicorns and 1,689 start-ups, which attracted investment of over €1.4 billion in 2020.

According to a *Report on Incubators and Accelerators* in Europe's start-up ecosystem published by the Polytechnic University of Turin's “Social Innovation Monitor” team, France, Germany, Italy, Spain and the United Kingdom have a combined total of over 1,200 business incubators and accelerators, employing 7,165 people. France tops this ranking, with 284, while Italy is the lowest-ranked of the five, with 197.

In the light of this situation at national level, the Mission could help the catchment area fulfil its potential by **supporting acceleration and venture building programmes** that generate business opportunities, attract world-class skills and consolidate the innovation ecosystem as a whole.

A research paper entitled “**Demand for innovation in the third sector**” reveals that 96% of the organisations surveyed feel the need to innovate, and over than 70% say they invest in innovation. However, 61% report that they face barriers to innovation, in the form of lack of funds (64%) and insufficient internal skills (34%).



To overcome these barriers, the Mission expects to support **interventions that trigger and sustain transformation processes, including by using mediators** to bring together representatives of separate worlds, such as digital experts and third-sector operators. In this respect, the Social Economy Action Plan presented by the European Commission in December 2021 is an essential document with which to align.

According to the **Global Entrepreneurship Monitor (GEM) 2021-2022** survey, there was an upturn in indicators of entrepreneurship in 2021 compared with the values recorded in the previous two years. For some years, Italy has had one of the lowest TEA rates (*Total Early-stage Entrepreneurial Activity*).

This highlights the importance of supporting **academic training and entrepreneurship education initiatives** aimed at a new generation of innovators and entrepreneurs with the ability to develop the right aptitudes, knowledge, skills and expertise to become successful entrepreneurs in any field of work or active citizenship.

Components of strategy

FOR THE FOUR-YEAR PERIOD

To promote 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.

Planning framework

2023

- *Strategic interventions promoted by **Torino Social Impact** and **Genova Blue District**, partly as a means of empowering ecosystems to benefit from European Commission initiatives.*
- ***Incubation and acceleration programmes** and the study of incubation models in sectors with high social, environmental and technological impact: welfare tech, aerospace, IoT and artificial intelligence, including in relation to initiatives proposed at national level by CDP Venture, with a focus on facilitating national and international partnerships (KPI: to launch two major accelerators of innovative enterprises).*
- *Venture building initiatives in Turin and Genoa (KPI: to increase the number of innovative start-ups by 25%).*

- *Initiatives designed to **develop the potential of the social economy**, in line with the Social Economy Action Plan, including as a follow-on to existing pathways: organisational and skills development, digital transition and digital skills (**Evoluzioni call for proposals**), social procurement and market positioning (KPI: to improve the digital skills of at least 1,000 employees and social cooperatives and enterprises).*
- *Initiatives designed to facilitate access to finance and **innovative financial instruments** with blending mechanisms, in collaboration with Finance and in line with the Compagnia too-kit: support to complement innovation finance, recoverable grants, Social Impact Exchange (KPI: to achieve three-fold leverage over the two-year period, rising to a final aggregate effect of five-fold leverage).*
- *An initiative designed to **develop youth enterprises with social impact in hinterlands and mountainous areas**.*

Components of strategy

FOR THE FOUR-YEAR PERIOD

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

To promote 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

2023

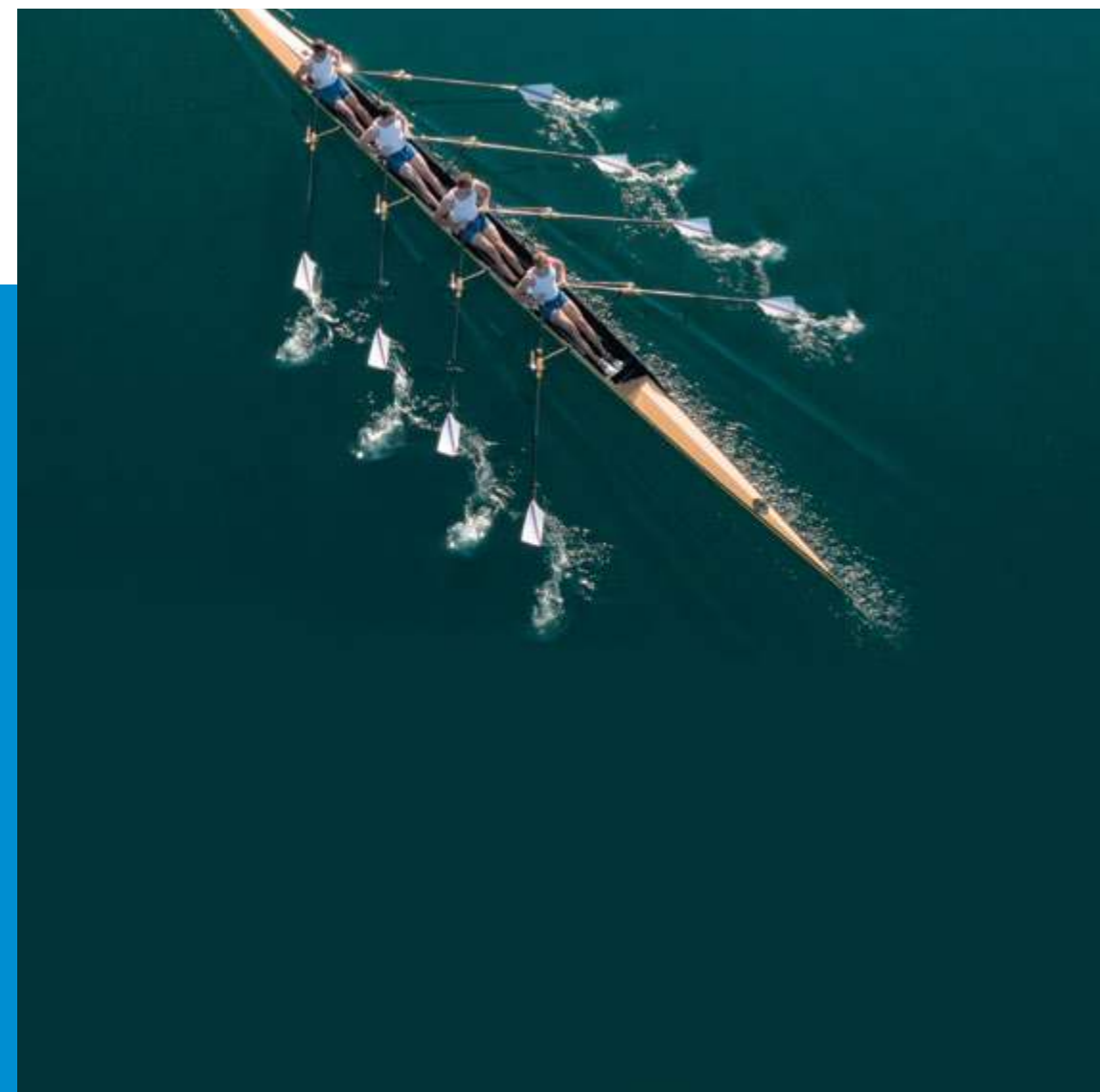
- ***Academic training, serious gaming and youth entrepreneurship education**, in collaboration with Italian institutions and universities, aimed at a generation of innovators and entrepreneurs with an appetite for social and environmental impact, with reference to ESG principles and new forms of enterprise, to be grafted onto university pathways and incubation and acceleration programmes.*
- ***Open Innovation Collective Projects** designed to attract talented students and connect them with third-sector organisations, start-ups and SMEs.*
- *Systemic actions aimed at facilitating the country's digitalisation: **Digital Republic** initiative (KPI: to achieve a 20% increase in the DESI digitalisation index in the catchment area).*
- ***Data collaboration platform**, a shared data exploitation infrastructure intended to facilitate the design and evaluation of social and cultural interventions and to spawn innovation and social-impact entrepreneurship, in line with the European Strategy for Data laid down in the EU Data Governance Act (KPI: to develop the Social Data Warehouse initiative on a national scale).*
- *Consolidation and expansion of **institutional and private partnerships with international networks and European foundations** (EVPA European Venture Philanthropy Association, The Grameen Creative Lab).*
- *Local promotion of interventions designed to implement **European Social Innovation plans**, such as the European Social Catalyst Fund (ESCF), and support aimed at increasing access, fostering successful participation and boosting the impact of interventions (KPI: to achieve three-fold leverage over the two-year period, rising to a final aggregate effect of five-fold leverage).*

AUXILIARY BODY

Fondazione LINKS.

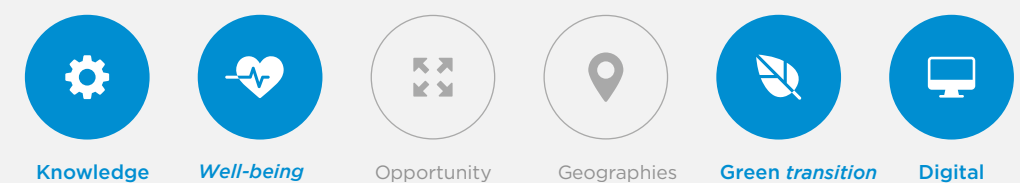
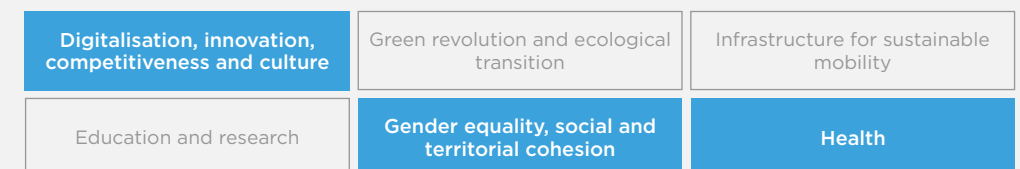
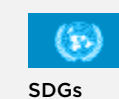
Over the course of 2023, LINKS will implement its strategic plan for the four-year period 2021-2024 and play an instrumental role in facilitating the Foundation's progress towards its goals. The three pillars of the strategic plan are to bring innovation into business and encourage dialogue between businesses and research bodies; to generate impact by using technology and innovation to enhance processes in public administration, education, the third sector and culture; *and to create a hub* for generating ideas, vision and talent.





Promoting well-being
Mission

Alignments



The aim of the Promoting Well-Being Mission is to encourage actions that help people adopt healthy lifestyles and 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. Our approach to prevention involves actions aimed at sport, physical activity and healthy lifestyles for every age group, all of which impact positively on quality of life.

According to ISTAT, **the incidence of patients travelling beyond their home region to receive hospital treatment** (an indicator of local availability or unavailability of specialist treatment centres) has fallen slightly but steadily over the past five years, both nationally and in Compagnia's catchment area, with Liguria and Valle d'Aosta reporting scores above the national average. Digitalisation plays a key role in this trend, by reducing the need for patients and family members to physically travel to specific medical facilities. However, a lack of digital skills has been identified as one of the main barriers to innovation (IRES, PoliMI¹). In view of the above, **digital healthcare** (in the broad sense of collecting patient care data and integrating it into regional and/or national platforms and providing remote health monitoring to ensure continuity of care between hospitals and local units, with a particular emphasis on chronic patients) will play a central role in the way that the Promoting Well-Being Mission plans its interventions in 2023, both with regard to infrastructures and organisational models and with regard to staff training.

Compagnia's support in this area, in line with the Planet Goal's KPIs (for **chronic disease management and digital health services**) set out in the 2021-2024 strategic document, and in line with regional health planning, will be aimed at enabling the health system to make more rational and effective use of the funds made available to it under Mission 6 of the *NRRP*.

1. The Polytechnic University of Milan's Observatory on Digital Innovation in Healthcare – Digital healthcare: figures, trends and future prospects. May 2022



In line with the national trend, Piedmont saw a decrease in **sedentary life-styles** from 35.4% to 28.9% between 2005 and 2020. This trend went into reverse in the two-year period 2018-2020, however, indicating a deterioration. There is also a marked imbalance between the genders on this front, with the female population some 6 percentage points behind their male counterparts.

The aim of the Mission's initiatives to **promote motor activity**, well-being and **healthy-lifestyles** is to restore the previous upward trend and increase awareness of the benefits of sport and physical activity.

As part of its multi-year planning and in line with its *modus operandi* in 2022, the Mission intends to keep integrating actions relating to well-being with other approaches relating to cross-cutting dimensions such as the environment and digitalisation, in the quest for Circular Health. Synergies with other areas, such as research, education and culture, will also continue.

Promoting well-being

Mission



Components of strategy

FOR THE FOUR-YEAR PERIOD

To encourage **organisational and management** innovation, especially if associated with a digital and technological dimension.

To support the implementation of the **chronic disease management plan**, partly by means of digital transformation, under the Agreement with Piedmont Regional Council.

To forge **links between research and practical healthcare applications**.

Planning framework

2023

- **Support for the health system** intended to complement NRRP funding and the initiatives undertaken by the new “Azienda Zero”, including in relation to capacity building interventions in fields of common interest (e.g. remote health monitoring):
 - Renewal of the Agreement with Piedmont Regional Council.
 - Call for proposals for healthcare technologies.
 - Digital evolution of hospital departments.
 - Reorganisation of the health system in the wake of COVID.

- **Extension/deployment of the regional remote health monitoring platform** with a particular focus on chronic disease management.

- **Support for scientific research:**
 - Collaboration with the Harnessing the Value of Research Mission on the Trapezio and Intelligenza Artificiale calls for proposals (with a focus on healthcare and well-being).
 - Helping to strengthen IIGM by launching specific strategic projects.

Components of strategy

FOR THE FOUR-YEAR PERIOD

To support actions aimed at **promoting healthy lifestyles**.

Planning framework

2023

- **Sport and life-style:**
 - Sports data management.
 - Initiatives on physical activity and well-being (call for proposals on sport as a training ground for life).
 - Support for sporting events in relation to prevention and inclusion.
- **Circular Health:** *the relationship between natural capital and healthy life-styles, with a new edition of the **Sportivi per Natura** call for proposals and training/awareness-raising initiatives on the impact of environmental degradation and climate change on human health.*

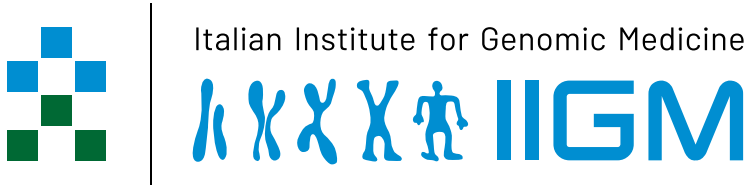


AUXILIARY BODY

IIGM

(Italian Institute for Genomic Medicine).

As outlined in the 2021-2024 Strategic Plan, the Foundation will continue to pursue the goal of positioning IIGM as a class-leading research body in various sectors of biomedical research, mainly relating to oncology, that 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; and enhances the work of the genome facility serving the catchment area.





Promoting well-being

Fostering international opportunities

Alignments



SDGs



Next
Generation
EU



National
Recovery
&
Resilience
Plan



Cross-
cutting
missions



Mission

The work of the Fostering International Opportunities Mission in 2023 will contribute to the **overall international activity of the “Compagnia Group”**, in line with 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 Compagnia’s catchment area**.

International openness is an essential feature of Compagnia’s development work, and the European dimension is the natural habitat in which we shall continue to act, in our worldwide search for best practices that connect the local and global spheres. In line with the overall positioning of our national system, the Mission’s activities will focus on European policy areas, transatlantic relations and the Mediterranean: **to relaunch the process of European integration**, partly in response to the new international tensions and the conflict in Ukraine; **to consolidate transatlantic relations** against the backdrop of recent changes in the international climate; to foster **cooperation and prosperity in the Mediterranean region**.

In 2023, the Mission will collaborate with some of the international organisations with which it has long-standing partnerships, focusing its action on the geo-economic and geo-political areas of relevance to Compagnia’s work, both in terms of their importance to the national context, and in terms of the existence of substantial amounts of “local” skills, thereby accelerating the learning curve of the many institutional actors with which Compagnia interacts, both in and outside the academic and research sphere.



Components of strategy

FOR THE FOUR-YEAR PERIOD

To promote the impact of initiatives on the strengthening of local system actors involved in Compagnia’s network of international partners.

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

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

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

To help **boost and diversify revenue streams**, thereby supporting the gradual economic independence of the beneficiary bodies and reducing their dependence on Compagnia.

Planning framework

2023

■ **International knowledge** as a crucial factor in every field of policy-making.

■ Initiatives to support the ability of the network of international organisations supported by Compagnia for various reasons to **involve a wider and more diversified public** through multiple channels.

■ 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.

■ Creating serious **opportunities for training** and international experience for young people, whether still students or already in employment, generated by the bodies supported by Compagnia.

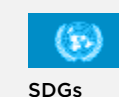
■ Enhancing the **quality and independence of local centres** by promoting operational relations with the Compagnia’s international network.
 ■ Delivering projects that provide the supported centres with **bespoke technical and organisational guidance** on how to build more sustainable, more independent operating and funding models.



Protecting the environment

Mission

Alignments



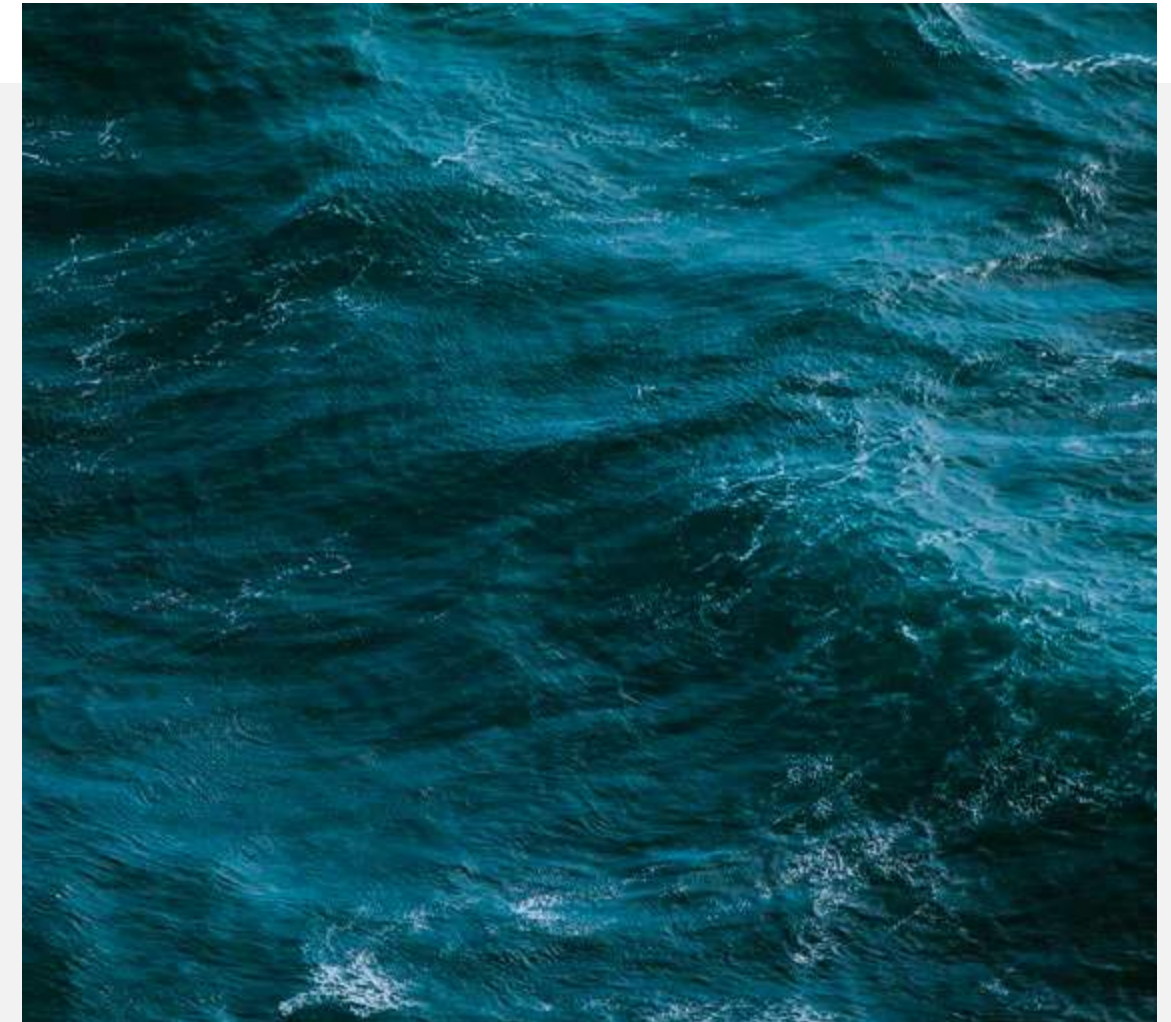
Mission

As set out in the Multi-Year Planning Document 2021-2024, the Protecting the Environment Mission gives practical expression to Compagnia's commitment to the climate, environment and natural ecosystems, in order to hand our natural capital down to future generations intact and undiminished, and ensure their health and prosperity. This is an increasingly urgent priority, in view of the growing number of warning signs presaging a global environmental and climate crisis. The situation also has clear impacts on the local dimension and highlights the need for appropriate, rapid and flexible intervention at regional level, in coordination with national and international policies.

The Protecting the Environment Mission therefore intends to act on the basis of context-specific evidence, starting with the loss of ecosystem services caused by the erosion of natural capital, which costs about 100,000 euros per year for every hectare of natural landscape lost (source: Ispra). In Piedmont alone, land consumption increased by 630 hectares in 2021 (source: Ispra), so measures aimed at protecting, increasing and enhancing the natural capital of broad swathes of land will be central to the Mission's work. The figures for North-West Italy are alarming: the average temperature is 2.1°C higher than it was 30 years ago and 9% of the population lives in areas at risk of land-slides, which cumulatively account for 17.4% of the total land area (source: Ispra).

Against this backdrop, the increase in extreme weather events, aggravated by climate change, highlights a scenario in which Compagnia can intervene, by eliciting strategies and actions to adapt to climate change, promoting the dissemination of knowledge and taking action to ensure that people's growing environmental concerns are translated into projects and policies aimed at achieving sustainability.

The Mission also intends to keep supporting energy transition processes in the catchment area, which need to be accelerated in order to help achieve the ambitious and binding targets set down in Europe's "Fit for 55" strategy for achieving carbon neutrality by 2050. To this end, the commitment to support the emergence of renewable energy communities with social impact and the dissemination of information and knowledge on the subject is strategically important.



Lastly, the macro-areas to which the Mission's commitment applies – 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, complementary way, because they are interconnected. The Mission's methodological approach will be based on partnerships and cross-cutting collaborations within the Compagnia Group, as well as collaboration with specialist scientific skills centres (Fondazione CMCC – Euro-Mediterranean Centre on Climate Change and the Polytechnic University of Turin's Energy Centre) and local bodies.

Protecting the environment

Mission



Components of strategy

FOR THE FOUR-YEAR PERIOD

To protect, improve and harness the value of **natural capital** through specific interventions.

Planning framework

2023

- **Natural capital and biodiversity.** *Actions aimed at increasing the resilience of ecosystems to the changes taking place, through nature-based approaches (new edition of **the Symbiosis call for proposals**); promotion of biodiversity protection models capable of fostering the enhancement of ecosystem services and the sourcing of other funds from institutions or private parties, by means of innovative tools at the disposal of philanthropic bodies to increase the impact of grants (“challenge prizes”, “fund-raising”, “targeted training”, “co-funding alongside European calls for proposals”).*
- **Natural capital and promoting healthy lifestyles.** *Actions to support the promotion of physical activity in natural settings, and initiatives designed to raise awareness and provide training on the impact of environmental degradation and climate change on human health, in collaboration with the Promoting Well-Being Mission.*
- **KPIs:** *to increase the surface area of green spaces in urban areas by 5%; to carry out environmental reclamation and safeguarding initiatives on at least 1.5 million square metres of open space; to involve at least 2 million citizens in actions relating to environmental sustainability.*

To support processes designed to accelerate the **energy transition** to renewable sources.

- *Follow-on from the Synergies initiative on **Renewable Energy Communities**; support for projects designed to facilitate the **energy transition of organisations and institutions**, while promoting social inclusion and tackling energy poverty, including through technical support services or building European design partnerships within the framework of regional and European policies.*

Components of strategy

FOR THE FOUR-YEAR PERIOD

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

To support activities aimed at improving understanding of the risks associated with **climate change**.

Planning framework

2023

- *Initiatives to promote **dietary models that are healthy for people and sustainable for the planet**; continuation of the pilot initiatives supported in previous years and identification of the most effective areas in which to **road-test innovation and change** in agricultural production, especially in hinterland areas.*
- **Continuation of the *Mutamenti* call for proposals and support for climate-resilience actions and strategies at local level; vertical initiative to determine the opportunities and impacts of digital solutions on the environment; initiatives of civic engagement and awareness-raising of privileged stakeholders** (citizens, especially young people and schools in connection with the Foundation’s education strategy, public administrations, institutions, the production system), including through “targeted training and assistance with accessing funding” and “enhancing relations with local administrations”.
- **KPIs:** *to involve at least 2 million citizens in actions relating to environmental sustainability.*



The cross-cutting functions.

Planning, Research and Evaluation Department



The role of the Planning, Research and Evaluation Department is to help enrich, distil, integrate and disseminate the knowledge that emerges from, or becomes necessary to, the work of Compagnia, as a complex, knowledge-based organisation. It is worth emphasising that the work of the Planning, Research and Evaluation Department takes place within the Foundation, in the form of service and support for the Governance, Goals and Missions, and the other cross-cutting functions, such as Communication. The Department's grant-making activity is of limited size and is aimed at the above purposes. The newsletter it produces – *Numeri & Filantropia* – is aimed at the governing bodies and staff. On the basis of this mission, the role of the Planning, Research and Evaluation Department finds expression in multiple lines of work, which will have a quadripartite configuration in 2023.

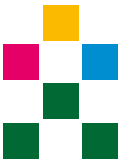
1. The work of formulating and drafting **institutional documents** – whether plans, such as the Annual Planning Framework, or reports, such as the Annual Report – plays a key role in the life of the Foundation, whose constitutional framework and driving force lie in the General Council and the Secretary General. For an entity such as Compagnia, the drafting of these documents, aimed at the Supervisory Authority and/or the general public, involves managing and marshalling substantial volumes of data and information about the Foundation's work. On the advice of the governing bodies, the Planning, Research and Evaluation Department will carry out a stylistic review of the format of official documents in 2023, with a view to making them as concise, direct and accessible as possible.
2. Institutional documents are built upon the everyday work of **monitoring the Strategic Plan** (Multi-year Planning Document 2021-2024), which involves collecting, organising and processing the data and indicators that emerge from the implementation of the Plan, both annually and cumulatively, in collaboration with the Compagnia Group. Compagnia's database, which is continuously updated, is used for various purposes, such as monitoring the progress of the Plan and alignment with the Sustainable Development Goals and the policy directions of Italy's *National Recovery and Resilience Plan*, compiling statistics, including on a multi-year basis, and institutional communication.
3. The requirement of **project evaluation** will be extended to a higher percentage of initiatives and a broader range of funding values in 2023. General objectives are set by the end of November each year. Evaluation is designed and developed alongside the projects themselves, so as to identify the most reasonable way of evaluating each one, partly on the basis of their cost/benefit ratio. The Planning, Research and Evaluation Department aims



to apply rigorous, counterfactual methods to all innovative and experimental initiatives. However, the increasing complexity of many of the projects supported by Compagnia, especially the ones which it shapes and directs itself, gives rise to “systemic” operations – targeting an entire context, often on a geographical basis – which allow only partial use of strictly counterfactual techniques. Implementation analysis and developmental evaluation models can be useful and implemented in these cases, provided this is done with due critical attention. In 2023, we will make in-depth studies of the economic impact of grant-making.

4. **Applied research** will continue to be carried out in response to the needs of the Goals and Missions (especially through mapping and context reconnaissance) and as a means of helping open or redefine areas of institutional operation. Work programmes will continue in 2023 on “macro-projects relating to education and family life”; ongoing reconnaissance focused on best practices and the future of institutional philanthropy; and the promotion of financial literacy in education and training. In addition to these programmes, subject-specific research and training will be carried out for the benefit of the staff managed by the Planning, Research and Evaluation Department in response to in-house requests. There is a growing link between this and the grant-making activity carried out in support of research projects conducted independently by third-party bodies, whose implications are considered to be of direct use to Compagnia's planning. Emigration and urban and local studies are an example of this, as are in-depth examinations of the third sector, common goods and innovative models for the governance of local economic development.

Finance Department and Impact Innovation Department



The Finance Department and the Impact Innovation Department will step up the synergy between them in 2023. This combined action, which revolves around innovation finance, reflects Compagnia's intention to leverage its role as a "sustainability-oriented patient investor" to accelerate the dynamics of ecosystem development at both local and national level. This effort is driven by the desire to increase local competitiveness, especially in view of the need to make efficient use of the resources made available by the *NRRP*.

The Finance Department will consolidate the implementation of its responsible investment policy, which is underpinned by the belief that environmental, social and governance factors (*ESG*) have a significant effect on the long-term performance of investments. As well as continuing to apply the principles of ESG-based inclusion and exclusion to the listed portfolio, Compagnia has also set itself the target of aligning its listed investments, in 2023, with the United Nations 2030 Agenda and Sustainable Development Goals. As such, Compagnia will be able to improve the social and environmental results of its investments, which in turn are fully aligned with its philanthropic mission and purpose. In particular, Compagnia initially intends to align its listed investments with four specific SDGs (SDG 5 - gender equality, SDG 8 - decent work and economic growth, SDG 10 - reduced inequalities and SDG 13 - climate action). The aim is to achieve higher non-financial performance than the baseline initial investment landscape as a whole in relation to the following indicators: gender-diversity of the Board of Directors (SDG 5 - gender equality), whistle-blower protection (SDG 8 - decent work and economic growth), corruption-prevention policies (SDG 8 - decent work and economic growth), human rights policy (SDG 10 - reducing inequalities), and CO₂ emissions and water consumption (SDG 13 - climate action).

With regard to mission-related investments, the Department will continue to explore new opportunities in the three investment lines currently in the portfolio (innovation and research, urban regeneration and infrastructure, and social impact), with a particular focus on investment in innovation. Capital support may be given, especially to vehicles that provide seed capital to start-ups accelerated by Compagnia-sponsored acceleration programmes.

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

- the Impact Innovation Department backs up the Finance Department on *finance for innovation* aimed at *ecosystem development* and the creation of *blended instruments*;

- the Impact Innovation Department formulates the Foundation's and the Compagnia Group's **information asset management** policies;
- the Impact Innovation Department acts as a **cross-cutting strategic function** at the service of the Foundation's grant-making arm, with particular reference to managing initiatives of an extraordinary nature due to their highly innovative approach.

For 2023, the Impact Innovation Department intends to focus its efforts on the following strategic priorities:

Developing innovation ecosystems

In the first half of 2022, according to data from *StartupItalia*, Italian start-ups raised €992 million in venture capital investments, representing a rise of over 50% on the first half of 2021, which itself was a record year. This supply of "oxygen" to the Italian ecosystem translates into an opportunity to increase the deal-flow of innovative projects on a laboratory-to-market basis. On the back of this stimulus, throughout 2023 the Impact Innovation Department will continue its commitment to fostering an innovation ecosystem capable of driving entrepreneurship in Turin (which is exceptionally lively but still emerging, if we consider the average size of investments - €1.7 million per series-A round vs. a global average of €4.7 million, as illustrated in the *Startup Genome* report), while at the same time attracting the most talented people from all over the world to settle and grow here, on the basis of favourable factors such as access to talent (thanks to the city's two universities with a total of over 110,000 students) and testing infrastructure. In light of this, 2023 is a pivotal year for *Compagnia's Accelerators Platform*. Alongside existing programmes that are set to continue - such as *Torino Cities of The Future*, *Techstars Accelerator*, *Magic Spectrum* and *ESA BIC Turin - Personae*, a welfare accelerator developed by the *CDP National Accelerators Network* and managed, in Turin, by *SocialFare*. In parallel with the above, we will be laying the foundations for new acceleration programmes dedicated to sectors of strategic importance to the country. Furthermore, in view of the fact that *origination* could represent a possible bottleneck (although Turin is now Italy's leading city in terms of the number and quality of incubators, hubs and accelerators based there, Piedmont as a region lags behind in sixth place by number of *innovative start-ups* registered in the special section of the Companies Register, with 777 *active start-ups* as against 3,855 in Lombardy), we will place special emphasis on *venture building*: as well as continuing its support for *VENTO*, the Impact Innovation Department is on the verge of launching another initiative of this type in the *Blue Economy*, this time with a geographical focus on the Genoa ecosystem. Cutting across



all these initiatives is the Impact Innovation Department's commitment to expanding the community of national and international mentors, who constitute the outstanding human capital that inspires and supports entrepreneurial projects throughout their journey.

Providing a link between the catchment area and the *EIC* ecosystem

The Impact Innovation Department sees the *EIC* as an unprecedented attempt to connect scientific excellence with investment and industrial development opportunities (thanks to a budget of over 10 billion euros for *MFF 2021-2027*, equating to over 10% of *Horizon Europe* funding). It also believes that the *Italian system* is hampered by weaknesses in this recently opened “competitive arena”, especially in the stages closest to the market (out of a total of 245 start-ups currently attracting equity investments under the *EIC Accelerator*, only four are Italian). It has therefore taken on the task of organising and coordinating a cross-cutting working team, open to both technical/scientific and market expertise, specifically dedicated to the *EIC*. The Impact Innovation Department intends to provide effective coverage of this area, while also offering capacity-building programmes that Compagnia can deliver to local and national actors - including universities, under the **PoC Instrument** call for proposals and other schemes - in order to strengthen the *deep tech* technology transfer chain.

Orchestrating the effort to make Compagnia a data-driven Foundation

On the premise that data plays a vital role in the governance of complex organisations, the Impact Innovation Department will again be channelling considerable energy, in 2023, into the evolution of the *CSP Data Hub project*, in line with the principles set out in the Multi-Year Planning Document 2021-2024. In view of the broad spectrum of initiatives associated with data management and exploitation, the aim is to consolidate the public platform of local open data by insourcing and scouting for new sources, including through its own and new data generation initiatives, in order to broaden the scope of information available to

the catchment area and to gain a deeper understanding of it. Compagnia and the entire Compagnia Group also plans to adopt a data policy as a strategic tool for making more efficient and coordinated use of data.

Advising the Goals and Missions

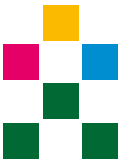
In keeping with multi-year planning, *the Impact Innovation Department will step up its role as a specialist* advisor to the Compagnia's grant-making units in 2023, especially in relation to highly complex projects, which require skills associated with the European dimension, digital transition and new management paradigms. Alongside the “lighthouse” work programmes that the Impact Innovation Department manages (e.g. the *International Festival of Economics*) or supports (e.g. the *ESCP Collective Projects* as well as a nascent strategic initiative on climate change), 2023 will see a continuous focus on road-testing innovative financial instruments, especially blended instruments,, to be gradually added to Compagnia's tool-kit.

Supporting *Management and Governance*

As in previous years, the Impact Innovation Department will consolidate its advisory and scouting role in relation to top managers in 2023, by producing subject-specific dossiers and drawing upon specific expertise in the possession of the auxiliary bodies.

Contributing to the development of the Compagnia Group

Completing the picture, an important strand of the Impact Innovation Department's work will involve providing methodological and operational support for the implementation of Compagnia Group initiatives, in keeping with the guidelines set down by the Policy-Making and Coordination Committee. Within this framework, the Impact Innovation Department's work will focus on the standardised management control process and on the automated acquisition of Group data.



The Operations Department's initiatives for 2023 will be shaped by the medium-term strategic goal, set out in the Multi-Year Planning Document 2021-2024, of continuously improving and sharing Compagnia's organisational processes and making them sustainable, with a view to promoting well-being, equity, equality – including gender equality – sustainable consumption and production systems, and care for the environment in which Compagnia works, including its overall environmental impact.

Following on from the work it has done over the past two years, the Operations Department will continue to take initiatives aimed at increasing well-being at work and a sense of belonging to the Compagnia Group, including by sharing values, behaviours and training input aimed at recognising the trends taking shape within the organisation, with a view to welcoming, including and strengthening field-specific technical skills.

As far as equity, equality and inclusion within the organisation are concerned, the Operations Department will continue its efforts on *diversity* and *inclusion*, by means of training and briefing, as well reviewing and updating its processes and procedures in order to start the process of working towards UNI 125/2022 gender certification. The remuneration benchmarking project forms part of this process.

Also in relation to well-being at work and the work/life balance, with agile work patterns now established beyond the emergency context of Covid-19 and the logistical and functional redesign of the work places reaching completion, the project to upgrade and modernise our IT systems (network, security systems, hardware, software, etc.) will progress towards its final stages.

We will continue to extend our policies, tools and methods for managing and empowering people to the Compagnia Group as a whole, on the basis of equity, diversity and inclusion, by facilitating internal mobility and establishing multidisciplinary working teams.

Our link with the Goals will be further strengthened by stepping up legal support and co-design work with them in order to finalise the tools that make up the "tool-kit". In relation to this, we will carry on with the continuous improvement programme embarked upon in 2021, aimed at simplifying the administrative monitoring tools and management practices put in place with beneficiary bodies.



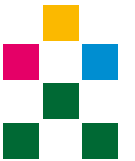
Having achieved ISO 9001 quality certification in 2022, Compagnia will now direct its efforts towards continuous improvement, in order to remain compliant with the quality requirements imposed by the standard. The Operations Department, which is responsible for the Quality Management System, will therefore take the necessary preliminary action to ensure that this system works effectively in 2023, including staff training, internal audits and the implementation of an improvement plan, in conjunction with the various functions of the organisation. As part of this work, the Operations Department will complete the task of updating its process-mapping, which began in the second half of 2022.

Lastly, the Operations Department will oversee the completion of the work on obtaining other certifications, which will be integrated into the framework already developed for quality certification and coordinated with the preliminary activities involved in obtaining of UNI 125/2022 gender certification.

As part of the process of updating Model 231 carried out in the second part of 2022, the Operations Department will monitor the correct implementation of the updates incorporated into the Model, while also coordinating the delivery of the related staff training and briefing activities. The Operations Department will also help the auxiliary bodies carry out the same activities, as part of a group-approach based on shared rules and principles.

The Cross-Cutting Functions

Communication



The Communication Function will continue to build upon the pillars of the 2021-2024 Strategic Plan in 2023, by focusing on *Next Generation EU*, the *NRRP* and the *UN Agenda 2030*. But the transition to a new year also involves observing and organising in order to keep pace with an increasingly challenging outlook.

According to an established team of market research experts, **Order**, **Sacrifice** and **Mendacity** are the trends/challenges of 2023, in relation to the three fundamental feelings experienced by individuals in an age of uncertainty and threats: uniqueness, spirituality and fear. **Order** expresses the need to rebuild a stable social, economic, organisational and ethical structure. In the immediate post-Covid era, **sacrifice**, pertaining to spirituality, expresses the desire to act for the common good, whereas **mendacity**, connected with fear, in the current age of *faking it*, is the syndrome that needs to be addressed in relational, organisational and communicative dynamics.

Using data to illustrate the impact of the Compagnia di San Paolo Group's work will be the leitmotif of the Foundation's communication. We will strive to build more accurate profiles of our target audiences so as to reach, engage with and raise the awareness of local "communities," organisations, institutions and individuals. Keeping our reputation high, raising awareness, forging relationships with established influencers, exploring new ways of opening and benefiting from communication channels with people and stakeholders, and striving to make the information we produce more accessible, are the objectives that the Communication Function will continue to guide, coordinate and implement, so that the reasoned narrative of the experiences of the Compagnia Group and its partners is both orchestrated and enriched by the voices of all concerned. As regards direct support for the work of Compagnia's Goals and Missions, our focus will be on various priority areas.

For the **Culture** Goal, 2023 will see the completion of several major calls for proposals launched at the beginning of the four-year period in line with the strategic plan. Launched in 2021 with a multi-channel communication campaign that explained their objectives, the strategic calls for proposals continued for a second year, involving the deployment of philanthropy tools from Compagnia's "tool-kit" and in-depth coverage using a range of media (video, video animation, podcasts, publications and events) to spread the knowledge beyond the audience of call winners. 2023 will be the year in which we can share the experiences and the effectiveness of the above actions, in both qualitative and quantitative terms.



The strategic messages of the **People** Goal's communication in 2023 will focus on the promotion of "educational cities" underpinned by the conviction that education is a life-long commitment, a powerful tool for social inclusion and a vehicle for local development and combating the inequalities that adversely affect the most vulnerable segments of the population, with a special emphasis on work, on reducing the number of people not in education, employment or training (NEET)) and on the social and human dimension of dwelling, including as a building block of local regeneration. We will also focus on the situation of women for whom cultural paradigms, social practices and care burdens present barriers to building independence and dynamism; as well as on the well-being and mental health of the youngest and most vulnerable members of society.

The 2023 communication strategy for the **Planet** Goal will revolve around quantitative data relating to both project design and impact. The various parts of the story of the work programmes put together by the Goal (environmental, digital and climate transition; social economy ecosystem, innovation and making productive use of research results, with an emphasis on talent attraction) will be joined by the common thread of European multi-year planning and national and international recovery and resilience plans.



Resources allocated for FY 2023.

Resources allocated for FY 2023



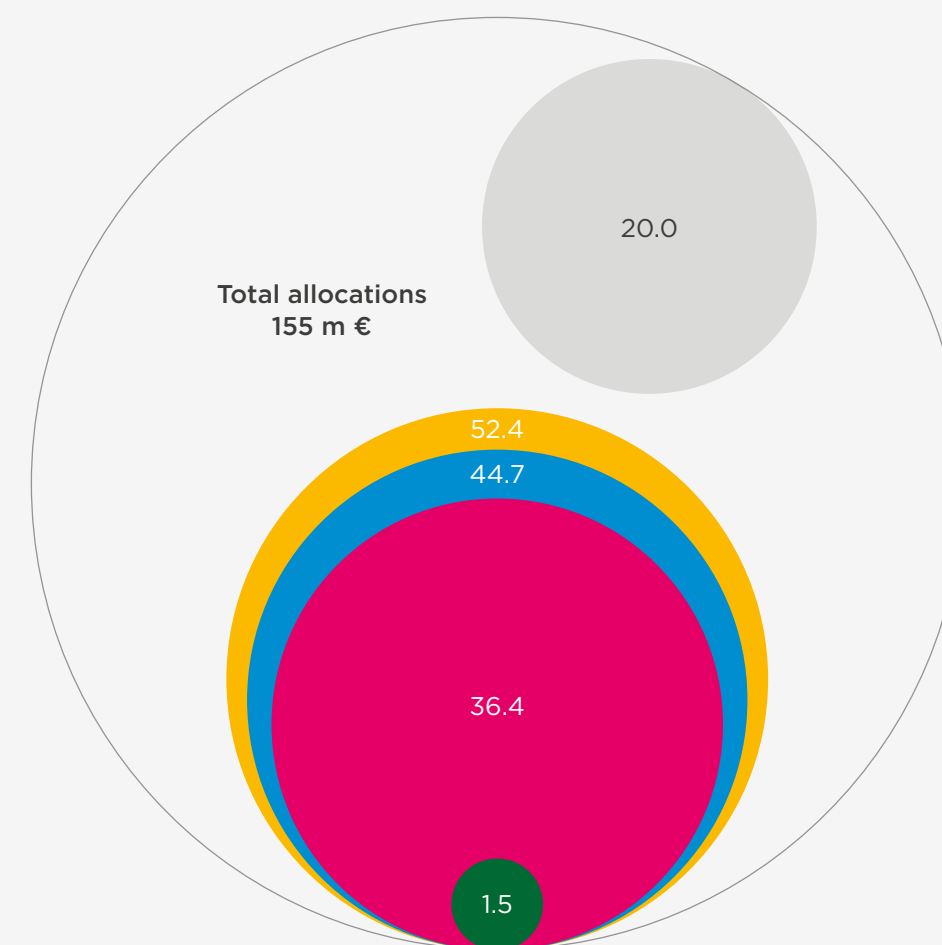
For financial year 2023, interventions for institutional purposes relating to resolutions to be adopted have an estimated total value of €135 million on the basis of the 2022 preliminary statement, to be drawn from funds for grants in the relevant sectors (Operational Planning 2023). There is also an assumed additional figure of €20 million for resolutions to be drawn from funds for institutional activities.

On the basis of the assumptions made for the end of financial year 2022, funds for institutional activities, with particular reference to funds pending earmarking and the grant-making fund specified in art. 1, para. 47 of Italian law 178/2020, net of commitments and usage, would reach the approximate amounts of €30 million and €58.7 million respectively.

The hypothetical allocation of resources for institutional activities for financial year 2023 between the major constitutional areas is set out below. This allocation – with reference to the figure of €135 million – remains subject to change as a result of cases of major grant-making still being finalised.

ALLOCATIONS	AMOUNT (€)
Major areas (under art. 3.1 of the constitution)	
Culture (Art, cultural heritage and cultural activities)	36,400,000
People (Social policy)	52,400,000
Planet (Research and education, health)	44,700,000
Planning, Research and Evaluation Department	1,500,000
Total for major areas	135,000,000
Additional interventions within the framework of the major areas to be drawn from funds for institutional activity	20,000,000
Total	155,000,000

The resources for institutional activities for financial year 2023 are supplemented by the allocation to special funds for voluntary work envisaged in Italian legislative decree 117/2017 and the allocation to the national foundations' joint initiatives fund.



- Culture (Art, cultural heritage and cultural activities)
- People (Social policy)
- Planet (Research and education, health)
- Planning, Research and Evaluation Department
- Additional interventions within the framework of the major areas to be drawn from funds for institutional activity



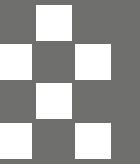
Reclassification of operational sectors according to the terms used by Fondazione Compagnia di San Paolo and according to the categories laid down in art. 11 of Italian Law 448/2001

(Figures in thousands of €)

Major areas envisaged in Fondazione Compagnia di San Paolo's constitution and availability of resources as per the Planning Document 2023

Sectors indicated in Art. 11 of the law of 28 December 2001	Major areas envisaged in Fondazione Compagnia di San Paolo's constitution and availability of resources as per the Planning Document 2023				Total	Proportion %
	Culture (Art, cultural heritage and cultural activities)	People (Social policy)	Planet (Research and education, health)	Planning, Research and Evaluation Department		
Art, cultural heritage and cultural activities*	36,400				36,400	26.96
Scientific research and technological innovation*			28,800	700	29,500	21.85
Education and training*		2,500	10,600		13,100	9.70
Public health, preventive medicine*			5,300		5,300	3.93
Voluntary work, philanthropy, charity*		29,300			29,300	21.70
Care for seniors		2,400			2,400	1.78
Youth training and development*		6,400			6,400	4.74
Psychological and mental illnesses and disorders		2,400			2,400	1.78
Family		3,200		300	3,500	2.59
Crime prevention		1,600			1,600	1.19
Prevention of and rehabilitation from drug addiction		800			800	0.59
Local development and local social housing		3,800		500	4,300	3.19
Total	36,400	52,400	44,700	1,500	135,000	100.00

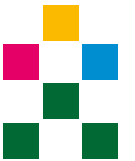
*The five sectors as defined in Art. 11 of Law 448/2001 account for approximately 84.9% of the total resources allocated to the pursuit of Fondazione Compagnia di San Paolo's institutional purposes.



Appendix A

The Fondazione
Compagnia di San Paolo
Tool-Kit.

The Fondazione Compagnia di San Paolo Tool-Kit



The award of cash grants has long been viewed as a key means of achieving philanthropic goals, and as such it lives on. If we look at how contemporary foundations have evolved, however, it becomes clear that the range of resources they provide is much wider. Interesting cases of loans and integrations between different sectors have emerged in recent years, in the light of a “theory of organisations” that has started taking a closer look at the organisational needs of non-profit bodies and public agencies, rather than just the ideal aims they aspire to. Along with internal dynamics, the need for efficiency (i.e. maximising the impact-to-resources ratio) and long-term sustainability have prompted philanthropic bodies to look beyond the mission of beneficiary bodies and study how they actually operate. In other words, they have divided their attention more equally between products and processes, and started taking a more interventionist approach to the latter, in order to enhance overall impact. This is the approach that Fondazione Compagnia di San Paolo intends to take, by deploying multiple instruments, some of which are tried and tested, others of which are entirely new, and taking advantage of the best experience of the most advanced forms of philanthropy. Collectively, these instruments make up our “tool-kit”, and the main examples of them are shown below.

Organisational development



With the aid of external consultants, we fund an initial analysis of the body, aimed at identifying its structural weaknesses (management control, financial structure, generational transition, low-resilience sustainability model, etc.) and development opportunities (new areas of work to engage in, scalable models, material investments, skills injections, etc.), and drawing up an improvement plan. At a second stage, we help the body implement the plan by providing appropriate resources, such as capacity building, support with selection processes, etc.

Financial/managerial efficiency enhancement



On the basis of profiling and other in-depth knowledge of bodies, we draw up targeted, complex measures to enhance financial efficiency (e.g. debt restructuring) and/or managerial efficiency (e.g. introduction of cost-centre accounting or efficiency enhancement) processes. These measures are shared with the body, starting from the expected results in terms of efficiency gains, and implemented by strengthening the specialist skills at its disposal.

Quasi-recoverable grants



Where a body meets the requirements of solidity and reliability – including in terms of 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, a grant is awarded, which 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 within a defined time span. These resources are set aside in a special capital fund held by the beneficiary body, and the body then uses them in place of future grants from Compagnia. If necessary, the strategic planning phase can also be funded, by appointing external parties.

Maximising the performance of existing assets



For financial assets, Compagnia offers access to professionally managed funds of funds with investment scales and consulting services that would be otherwise unattainable by individual organisations: the expected result is better portfolio performance and safer risk control (operational, reputational and market risk). For property assets, Compagnia offers to support active, strategic portfolio management by means of block valuation (in conjunction with a financial broker) or by means of estimates/consulting that yield efficiency gains in terms of increased revenues and/or lower costs (in conjunction with property management and energy efficiency specialists).

Performance bonuses



Challenging targets are set for supported projects, in terms of results/impact rather than simply process, and a significant share of the grants in question only become payable when those targets are reached, with a view to increasing the effectiveness and impact of the project, for the same input of resources.



Complex projects



For highly complex projects – both in terms of the amounts involved and the spatial and/or temporal scope of the intervention (e.g. urban regeneration, renovation/restoration of large building complexes) – Compagnia supports the body in three successive project phases: design, management and reporting. The temporary concession method can be applied.

Fund-raising



Compagnia helps organisations invest in fund-raising skills (in-house or outsourced) and communication skills or in implementing a fund-raising campaign. Support is therefore provided with the presentation, management and reporting of competitive projects at national and European level. Crowdfunding is a prime example of this, but there are also others.

Challenge prizes



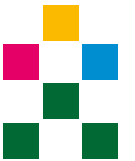
These are prizes awarded for “ideas”, “models”, “solutions” and “products”, chosen on the basis of rigorously selective competitions, that make a tangible contribution to solving a specific social problem. Either directly or indirectly, Compagnia defines challenges relating to specific problems analysed by the Missions, and manages the corresponding calls for proposals with a view to mobilising the creative and innovative forces that society has to offer.

Customised skills deployment



Since support for bodies will increasingly take the form of skills provision, Fondazione Compagnia di San Paolo will structure forms of collaboration with partner bodies, starting – for matters within its own sphere of competence – from the contribution that the Compagnia Group is capable of making, for example by means of scientific or technical support or consulting.





Thematic platforms



In certain homogeneous areas of intervention (regardless of the form of support adopted), Fondazione Compagnia di San Paolo promotes the establishment of common platforms on which to develop non-grant forms of support and selectively identify their main partner bodies for the strategic goals of the Missions, in order to optimise Compagnia's intervention and integrate it more effectively into a system.

Multi-year calls for proposals



On the one hand, multi-year calls for proposals enable organisations to plan and operate according to time-frames that are more appropriate to their social objectives. On the other, they enable Compagnia to optimise internal work time-tables and resource planning over several years, even within the framework of cautious contraction.

Vertical (thematic) calls for proposals



Vertical calls for proposals are designed to serve a defined, ambitious purpose, with a view to fostering precise lines of high-impact development or specific sectors.

Two-stage calls for proposals



Two-stage calls for proposals help focus the detailed projects submitted in response to the call more closely on Compagnia's priority subject areas. They also make it easier to back up the detailed design phase with capacity building, training, hands-on support and the exchange of experiences and practices between pre-selected bodies, and to facilitate – between the first and second stage, where possible – alliances and convergence between multiple proponents. They are especially well suited to the purpose of defining development plans in stage one, and then funding the implementation of them in stage two.

Contribution to feasibility analysis and initial experimentation



Under this type of intervention, Compagnia provides support in the form of a “*starting grant*”, in order to test and endorse a model of effectiveness and sustainability for a project idea conceived by the partner body, on the basis of the *ERC Starting Grant* model.

Calls for proposals to cover the co-funding share envisaged in calls issued by EU bodies or other financial backers

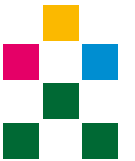


This form of support could be scheduled ahead of major European calls for proposals relating to issues of particular interest to Compagnia. It involves guiding organisations through the process of submitting projects and covering a share of the co-funding required for a defined number of proposals if the call is won by bodies/institutions in Compagnia's catchment area (on the basis of the European league table). The aim is to encourage diversification of funding sources and reduce future dependence on Compagnia.

Targeted training in accessing funding



This measure includes helping organisations design projects to European criteria and gain access to European funds established under the new European plans for 2021-2027. Fondazione Compagnia di San Paolo thus helps local organisations and institutions make more active and efficient use of the opportunities for experimentation and funding made available by EU institutions and other institutions that allocate resources on the basis of competitive selection procedures.



Enhancing relations with local administrations



The aim of this approach is to foster a more strategic relationship between Fondazione Compagnia di San Paolo and local administrations on the basis of a positive-sum paradigm involving focused use of resources, efficiency gains and road-testing of innovative solutions. This may involve Compagnia's agreements, but also involves its relationships with the co-governed bodies in which public representation is central. Fondazione Compagnia di San Paolo can build and provide the organisational framework for implementing practical trials of innovations and rigorously evaluating their impact, in fields where there is an overlap between Compagnia's interest and that of the public administration. This could prove particularly useful when it comes to allocating funds under Italy's *National Recovery and Resilience Plan*, where road-tested, evidence-based programmes may be better received.

Context and scenario analysis, formulation of sustainability plans and models



Using its in-house expertise, with particular reference to the **CSP Data Hub** project, which is now fully up and running, Fondazione Compagnia di San Paolo collects, analyses and shares data, especially with local public institutions, on policies of common interest, in order to help build forecasting scenarios based on data-driven analysis, and formulate more coherent and up-to-date policies.

Targeted geographical division



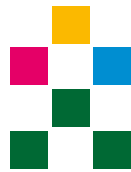
On the basis of targeted geographical division, Fondazione Compagnia di San Paolo intends to modulate the geographical application of calls for proposals, so that as well as targeting the three Regions of North-West Italy, as it has traditionally done, it will also select a number of smaller, more uniform and more specific geographical areas, in which to deploy ad hoc initiatives. In a further effort to achieve geographical coherence, Compagnia will endeavour to link and explain the framework of interventions that the Missions carry out independently, but jointly, within a given geographical context.

Philanthropic funds



Fondazione Compagnia di San Paolo is designed to be an open philanthropic infrastructure for the management of philanthropic funds deriving from donations and legacies. Three thematic funds (Culture, People and Planet) have been established as receptacles for these contributions, with the yield on these funds being channelled into Compagnia's projects on an annual basis. In the case of substantial amounts, furthermore, Fondazione Compagnia di San Paolo is willing to set up dedicated funds, whose purposes and means of management are agreed with the donor. The resulting philanthropic funds boost impact from the point of view of both the Foundation (more resources from which to award funding, higher volume of philanthropic assets) and the donor (no bureaucratic complications, full assistance with information and the donation process, a wide range of projects to take part in, high-quality management, assured continuity of the philanthropic action concerned).





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