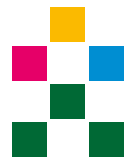


Fondazione
Compagnia
di San Paolo

Annual Planning Document 2025

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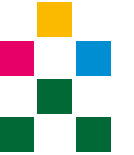
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Introduction

This document presents Fondazione Compagnia di San Paolo's objectives and lines of work for the year 2025.

As usual in years when new governing bodies take office and the Multi-Year Planning Document (MYPD 2025-2028) is subsequently drawn up, the Annual Planning Document (APD) is released before the MYPD in line with the regulations that require it to be sent to the Supervisory Body (MEF – the Italian Ministry of Finance and the Economy) by 31 October of the year preceding the year in which it takes effect.

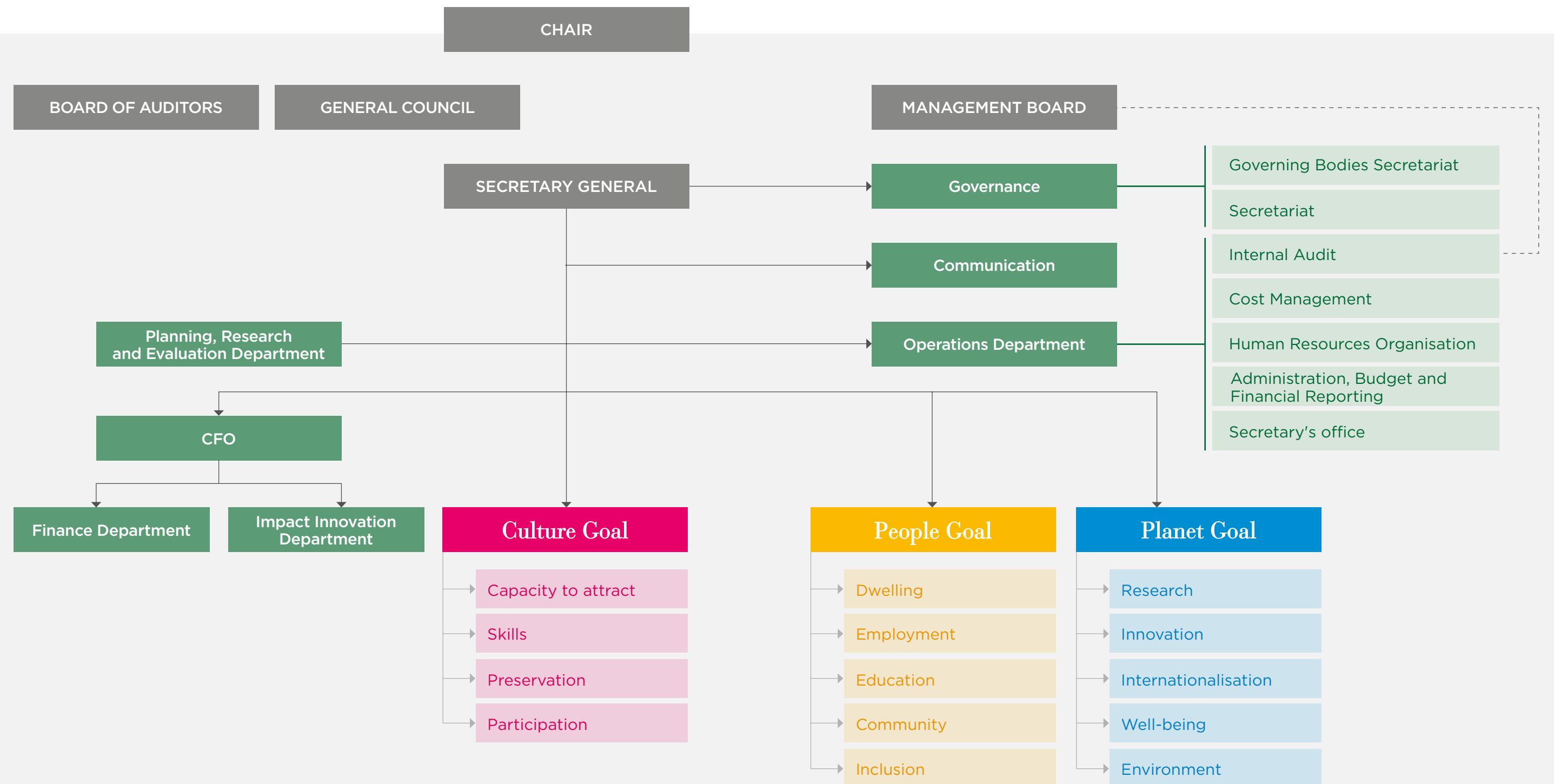
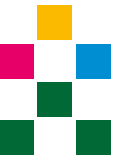
The specific reference framework for this APD 2025 will therefore be the aforementioned MYPD 2025-2028, which will be officially released in January 2025, following approval by Compagnia di San Paolo's General Council. The APD, meanwhile, sets out policy directions and examples that will be transposed into the MYPD.

The Foundation's activity is carried out on a continuous basis, leaving no scope for interruptions in operational flow. As FCSP will remain structured into Goals and subordinate Missions in 2025 and beyond, the contents of this document is presented in a form that reflects that structure. For each Goal (Culture, People and Planet), the document sets out the fields of activity that the Foundation's General Council has approved and that FCSP intends to pursue over the course of the year: these take the form of projects reaching completion, projects in progress and projects due for launch in line with the MYPD 2025-2028, in addition to new domains and sectors of action.

Readers can therefore use this document as a guide to the intents and work purposes that FCSP adopts or proposes and as a means of identifying the subject areas and opportunities in which collaboration with the Foundation is not only possible, but actively promoted by the latter.

Structure

of Fondazione Compagnia di San Paolo.





Culture.

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

Culture

Goal

The strategic framework.

In 2025, FCSP will aim to promote and support art and culture in every form. More specifically, it will support creativity, cultural heritage and active participation in cultural life. All of these aspects are viewed as determining factors in the welfare and personal development of the young generations and the population as a whole. Likewise, they contribute to the conscious development of communities and help build a more equitable and inclusive society.

FCSP will promote the role of cultural institutions (museums, theatres, libraries and others) in social responsibility and foster their potential as dynamic platforms for civic engagement, dialogue and education. Similarly, FCSP will encourage cultural spaces – i.e. formal and

informal places where people experience participation and create, share and consume culture – to raise their awareness of sustainable development goals (migration, the digital challenge, climate change, democracy and rights, safeguarding European culture, while at the same time taking a critical view of colonialism, and risks relating to the manipulation of knowledge, science, facts and history).

Bearing in mind that data is a cross-cutting vehicle of action and control, FCSP will pay the utmost attention to analysing data relating to trends, phenomena and needs in the cultural sector, and monitoring and evaluating the impact of the programmes and initiatives it supports. It will develop specific methodologies to achieve more effective collection of data on cultural activities and assets, skills, the capacity of local cultural resources to attract tourism and the cultural participation of citizens, regardless of age or background. This will require proactive collaboration in building appropriate observation and data collection systems, which are often still incomplete and unstandardised in the catchment area at present.

The statistics on cultural consumption currently available point to significant differences in performance between individual geographical areas. FCSP's initiatives will therefore focus closely on local systems and communities in marginal and peripheral areas, with a view to launching – in cooperation with relevant bodies and actors and in line with public policies, including the PNRR – projects and programmes designed to enhance and showcase tangible and intangible local cultural heritage, and geographical identities. We will promote initiatives capable of generating significant, perceptible effects, by working with the most structured organisations, but also by nudging the most expert and structured organisations to provide coaching and mentoring for younger, emerging organisations and organisations with fewer resources.

Bearing in mind that ever fewer public resources are being allocated to the cultural sector, FCSP will endeavour to provide public bodies with opportunities for access to or alignment with public policies and hence to the currently available funding sources. The focal points of the work concerned are the protection, enhancement and productive use of heritage; the functional relationship between culture, capacity to attract and tourism; the support and development of organisations and the professional development of cultural operators;



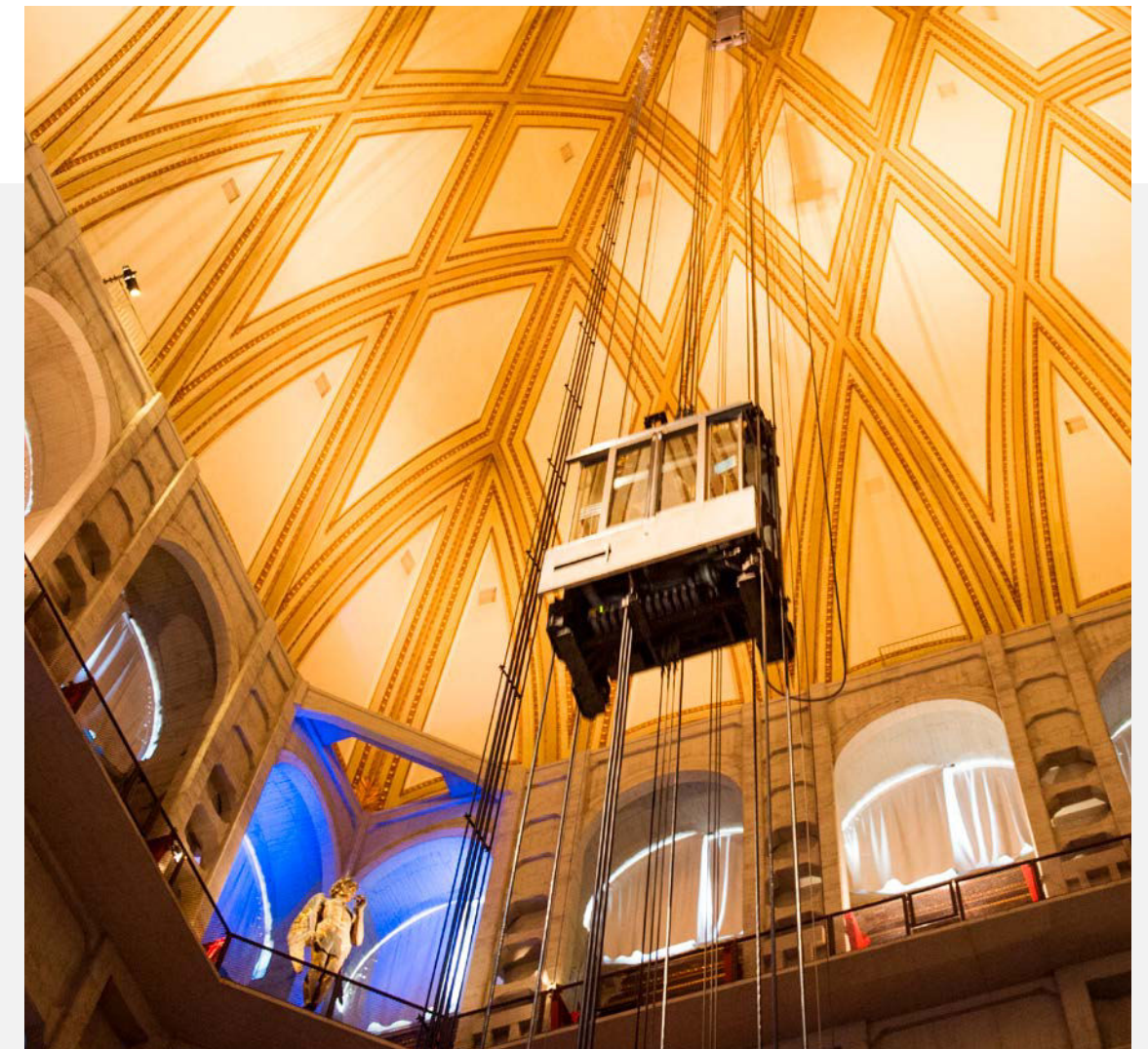
and the encouragement of citizen participation, with a special emphasis on young people, elderly people and people with disabilities. The role of philanthropy as a source of resources for culture is becoming more and more significant, partly because of the above-mentioned reduction in public spending on culture. With its clear understanding of the importance of working as a system and reaping the benefits of operating at scale, FCSP will seek alliances with other foundations for the purpose of implementing shared projects, especially of medium-term duration in the most strategic areas.

Alongside the completion of the cycle of operational projects and calls for proposals described in the Mission sheets below, FCSP's work in 2025 will focus on the "strategic projects" designed in partnership with the cities of Turin and Genoa and the Region of Piedmont, within the framework of the agreements in place with these entities.

Work will also be done on further developing the existing capacity-building actions that accompany the Foundation's interventions, and integrating them into a system.

Matters relating to the Green Transition will be addressed not only by means of specific actions, but also on a cross-cutting basis, by introducing stimuli and incentives into the various interventions (calls for proposals, operational projects, relations with stakeholders and beneficiaries) with a view to raising awareness and developing sustainable practices within each project that FCSP supports.

The project to transform the Cavallerizza Reale in central Turin, part of which is being managed directly by FCSP, will have a major influence on the city's cultural landscape and enrich it with events designed to attract interest from beyond the boundaries of the metropolitan area. The cultural mentoring project associated with the redevelopment will continue and extend to an exploration of similar international cultural hubs and the best practices they have established.



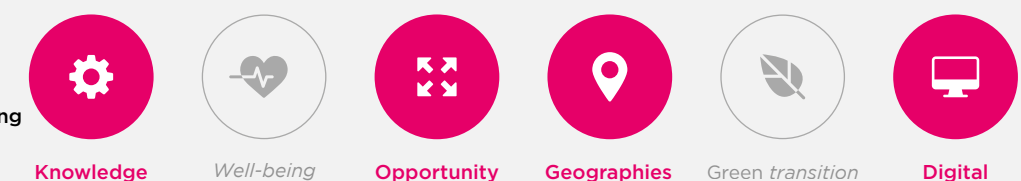
Fondazione 1563, FCSP's auxiliary body devoted to managing its historical archive, raising awareness of the public value of history, and carrying out field-leading programmes in cultural research and the humanities, will be a key partner in the activity of FCSP's Culture Goal and strategic projects, as it has been in recent years.



Mission

Building Capacity to Attract

Alignments



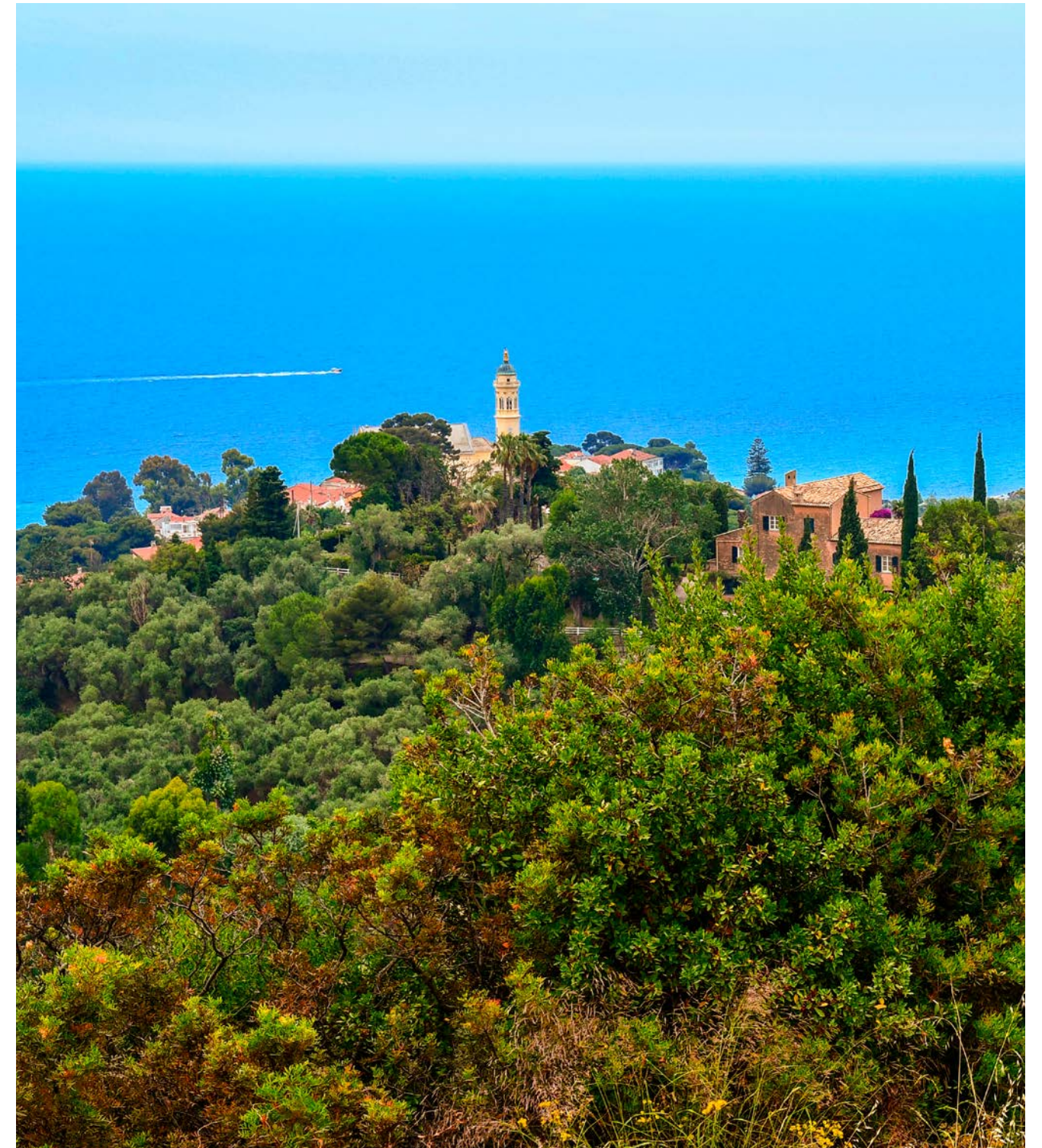
Building Capacity to Attract



Planning framework

2025

- Tools designed to support local networks for **harnessing the value of the cultural heritage and identities** of Piedmont, Liguria and Valle d'Aosta, by strengthening the link with the tourist sector and building action models that interconnect culture, economic development and social capital, and retain a focus on both large and small entities.
- Dialogue with public bodies with a view to developing tools and pathways aimed at boosting **recognised platforms of cultural identities** (Cinema Fund, Photography Festival, Fortifications System, Contemporary Culture System).
- Support for the **cultural and creative offering** by means of tools designed to attract more talent to the area, generate high-quality initiatives capable attracting audiences and enhancing the positioning and impact of the cultural sector on local places and communities that live in them.
- Completion of projects developed under the digital guidelines and, in line with the Switch model, designing tools to support the **digital transformation** of cultural institutions and encourage the development of innovative solutions for culture by means of artificial intelligence and effective data exploitation.

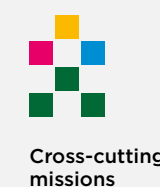
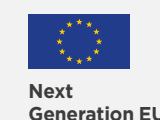




Mission

Developing Skills

Alignments



Developing Skills

Planning framework

2025

- Consolidation of the actions developed in the four-year period 2021-24 for cultural bodies in educational community contexts and harnessing synergies with the Education Strategy and Città dell'Educazione ("La Bella Stagione and "Ibridi" projects).
 - Completion of "Consonanze", a musical education project for primary schools in Piedmont and Valle d'Aosta, with Fondazione per la Scuola.
 - "Cultura per Crescere" (a Piedmont-based call for proposals on early-years cultural welfare, with capacity building): second year of the two-year period 2024-25; dissemination, within the geographical areas concerned, of the capacity-building actions road-tested in the previous edition. Consultation with the Region of Piedmont aimed at reformulating the scope of collaboration.
-
- Cultural professions: on the basis of the results of the Guidelines for Training in the Cultural Sector, review of the instrument designed to strengthen aspects such as partnership, internationalisation and the transition from training to work. Evolution in keeping with the identity of the Cavallerizza cultural hub.



Planning framework

2025

- Analysis, feasibility study and initial experiments to test one of the Goal's cross-cutting actions for developing the skills of relevant organisations; oversight of organisational development actions for relevant organisations (Next Generation You and new Guidelines for the Organisational Development of Third-Sector Bodies calls for proposals). Continued support for Hangar Piemonte.

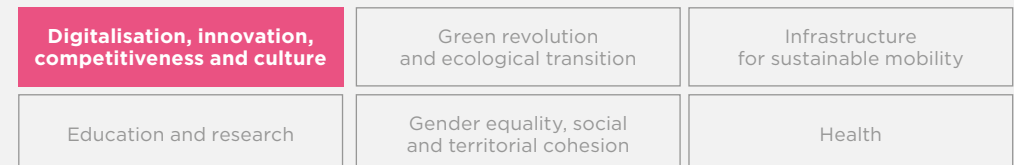
¹ In the wake of the three-year experience and the lessons learned from the Next Generation You call for proposals, the Foundation intends to continue to support the organisational transformation of the third sector. Launched in May 2024, the *Guidelines for the Organisational Development of Third-Sector Bodies 2024* establish a two-year programme of mentoring for beneficiary bodies by organisational development professionals, and a modular training course designed to build both cross-cutting skills and strategic skills in certain specific domains, amounting to a *de facto* intervention tailored to the specific needs of each body.



Mission

Preserving Beauty

Alignments

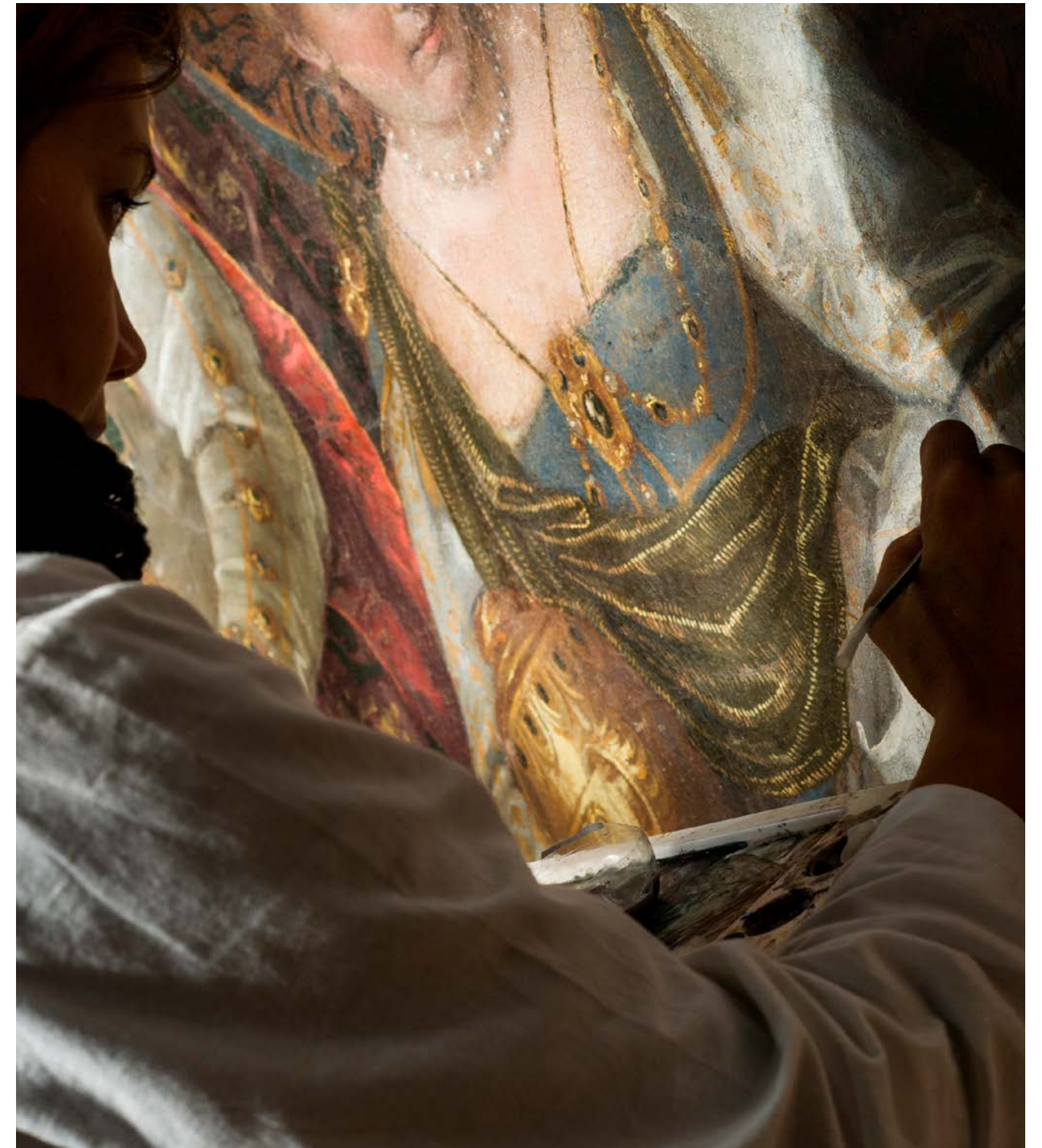


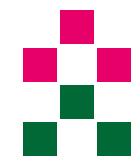


Planning framework

2025

- Conservation interventions on significant assets by means of **institutional consultation** instruments, including Protocols, Conventions and Agreements. The Mission will focus closely on drawing up the experimental works programme for Villa della Regina in Turin in partnership with the Ministry of Culture and with private-sector social organisations and other private bodies, and on interventions of strategic value, such as the planned works at the Giardini Reali in Turin.
- Continuation of all activities aimed at promoting preventive conservation programmes as part of a drive to disseminate a **culture of maintenance**, including the issue of a new revised edition of the “Prima” call for proposals, and the design of new awareness-raising initiatives in the catchment area.
- Delivery of the third and final phase of the trial implementation of the Piedmont Regional **Landscape Plan**, following on from previous years
- In partnership with Fondazione 1563, coordination activities relating to the **research libraries and archives** system in the historic centre of Turin, including for the purposes of implementing the results of previous trials.





Fondazione
1563
Arte e Cultura

AUXILIARY BODIES

Fondazione 1563 per l'Arte e la Cultura.

Fondazione 1563's first task in 2025 will be to set its objectives, partly on the basis of the new multi-year plan of Compagnia di San Paolo's Culture Goal, with which it not only collaborates but for which it increasingly acts as an operational arm in pursuit of shared objectives.

The Foundation's core activity is managing and maximising the value of FCSP's historical archive. In 2025, the Foundation will set to work on a new monograph on the recent history of FCSP with a view to promoting knowledge of the institution to an audience that takes an interest in contemporary philanthropy. For the wider public, a key component of which is the younger generations, further projects will be developed to showcase the stories to which our sources bear witness, by means of digital tools, in close connection with the values that have underpinned the institution's work for almost five centuries.

Under the driving force provided by FCSP, archive and library projects shared with local stakeholders will continue. As part of this work, the Foundation will put itself at the service of partners in order to promote system-building projects. The Foundation will continue working towards gaining accreditation as a humanities research institution, while completing the projects launched with the aid of substantial funding under the national CHANGES project supported by the Ministry of Research, using PNRR resources. One of the most important



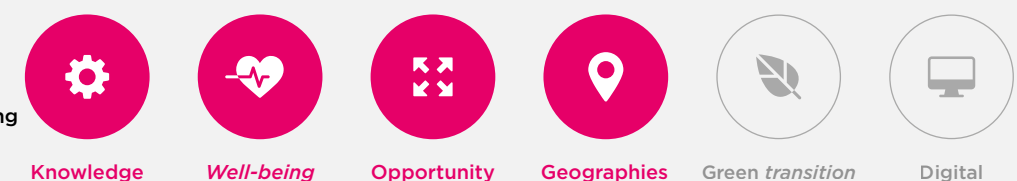
of these is the construction of a repository of knowledge of research sources relating to the Cavallerizza Reale in Turin, in close synergy with the urban transformation work being implemented by FCSP. Efforts are being made to consolidate the Turin Humanities Programme (THP), which is aimed at internationalisation but also has the purpose of establishing fruitful relations with the city's research centres, starting with the University. This will also cover research projects in the history of art and architecture, which generate useful content and ideas that also support FCSP's grant-making.



Mission

Encouraging Active Participation

Alignments



Encouraging Active Participation

Planning framework

2025

- *Bodies with the potential to foster active participation: once the three-year development plans for strategic allies have reached completion, action will be taken to map stakeholders and identify key partners to help achieve the Mission's future objectives.*
- *The spaces that generate participation: with the three-year "Space" call for proposals now closed, two tools are being deployed to strengthen the infrastructure of cultural centres, civic centres and places of aggregation and work on their sustainability: phase II of the "Space_24" call for proposals and the new instrument for new spaces.*
- *Active participation as one of the factors that validate the status of democracy: better access to cultural events, horizontal subsidiarity, a trust-based relationship with the institutions, political literacy, confiscated assets and countering inequalities.*
- *Strengthening activities aimed at ensuring that citizens are better informed and develop their capacity for critical thinking.*
- *Implementing actions designed to encourage young people to become a driving force in society (e.g. the "SparkZ" call for proposals, re-population of hinterland and mountainous areas), including by partnering with informal groupings.*
- *Developing a new focus on active participation among seniors.*
- *Support for participatory processes: collaboration agreements, co-design, co-planning, public/private partnerships.*





People.

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

The strategic framework.

Throughout 2025, the work of the People Goal will remain focused on the social and educational issues facing our communities, and their causes, as multiple, interconnected crises are clearly leading to growing inequality. These crises have a higher impact on specific population groups (women with care burdens, young people, under-18s, people from migrant backgrounds, gig-economy workers and people with disabilities or in situations of extreme marginalisation), resulting in various types of segregation, along educational, cultural, socio-spatial, gender-based and ethnicity-based lines. An inter-sectional approach is therefore needed. By working in connection with public bodies, local administrations, third-sector bodies and civil-society organisations, and in close collaboration with FCSP's

auxiliary bodies (Fondazione per la Scuola, l'Ufficio Pio and Consorzio Xké ZeroTredici in particular), we will therefore continue to develop integrated, multi-dimensional interventions, with a constant eye on the different needs and perspectives of each individual, taking account of work, housing, health, education and social relations. Launched in 2022, the "Equilibri" initiative, which supports integrated processes to promote employment among women with care burdens, by means of interventions designed to help them reconcile their work and parenting commitments and provide effective educational pathways for their children, is now drawing to a close. Having brought direct benefits to hundreds of women in Piedmont, the initiative will now provide useful tools, methodologies, guidance and evidence to help design other measures and programmes to counter the low rate of female participation in Italy's labour market. This is a central issue, which, according to the scientific evidence, also has a negative impact on demographic dynamics.

The Foundation has long been taking an approach aimed at developing and consolidating medium- to long-term local processes, in which the various actors (local administrations, public institutions, third-sector and civil-society bodies, schools, businesses and their trade associations, and organised grouping of citizens) take part in co-planning and co-designing responses to a variety of social and educational phenomena, thus building and integrating a new range of opportunities, protections and services. System-building of this type requires professional co-ordinators to act as an interface between the parties involved. Such figures have proved crucial in generating transformative, medium-to-long-term systems-change. The local projects that have received support to provide integrated responses to people living in situations of marginalisation, particularly those from migrant backgrounds, apply this approach. The international cooperation initiatives supported by the Foundation operate in a similar way, being designed to strengthen the links between partnerships from our catchment area and those from various African countries, with which stable connections and collaborations already exist.



2025 will see the full ramp-up of the project at Genoa's Marassi prison. Going by the name "Maestranze", the project involves vocational training and work for people serving custodial sentences, based on a network of actors. These local system-building efforts also include the Goal's support and mentoring for community foundations in Piedmont and Liguria, in their capacity as philanthropic units capable of providing neighbourly support, bringing people together and stimulating participation, reciprocity and the exchange of skills, giving-based resources and social responsibility in urban and rural communities alike.

The interventions in Turin, Genoa, Savona and Vercelli, under the multi-year "Città dell'Educazione" system-building programme, carried out in collaboration with Fondazione per la Scuola, the four municipalities concerned and key local stakeholders, warrant a special mention. Part of the financial support for the initiative will be provided by means of additional dedicated allocations, originating from specific provisions, on top of the ordinary budget, in line with the fundamental value that the Foundation attributes to schooling and the educational arena, whether formal or informal.

FCSP's policy towards the young generations will find tangible expression in interventions dedicated to the specific needs of children, with a view to setting up trial initiatives to counter and prevent – from the earliest stages of life – the conditions of inequality of education, housing, work, health and social status that risk having a negative impact on individuals' entire lives, as is now proven by social science. In 2025, a specific initiative on independent housing opportunities for young people will road-test integrated, local tools, measures and organisational processes, and address the issue of affordable housing.

As it reaches completion, the set of interventions aimed at young people's mental health – one of the long post-pandemic emergencies – will yield evidence that can be used in the design of new projects or the review existing models. The inter-professional think-tank on the transition to adulthood of young people with disabilities, which is already operational,

will contribute knowledge and project-design know-how to assist the Foundation's planning in this area. The projects to combat food poverty that we are supporting will reach full maturity in 2025 and their results will be made available as a starting point for the design of local, sustainable food policies that the Foundation will be able to support over time. Actions aimed at young people from migrant backgrounds and unaccompanied minors who have recently arrived in Italy, including those serving custodial sentences, will join the framework of interventions designed to counter the growing levels of distress among young people and the deviance this can cause, in what seems to be a rapidly evolving situation.

Dialogue with the young generations and the role of Compagnia di San Paolo's Young Advisory Board will further boost the Foundation's contribution to cultural change operations, which closely concern young people and relate to issues such as disability, migration, stereotypes and stigmas, explicit or implicit racism and the right to mental health: for FCSP, contributing to this overarching purpose will also mean promoting an active, participatory role for young people and strengthening inter-generational dialogue.

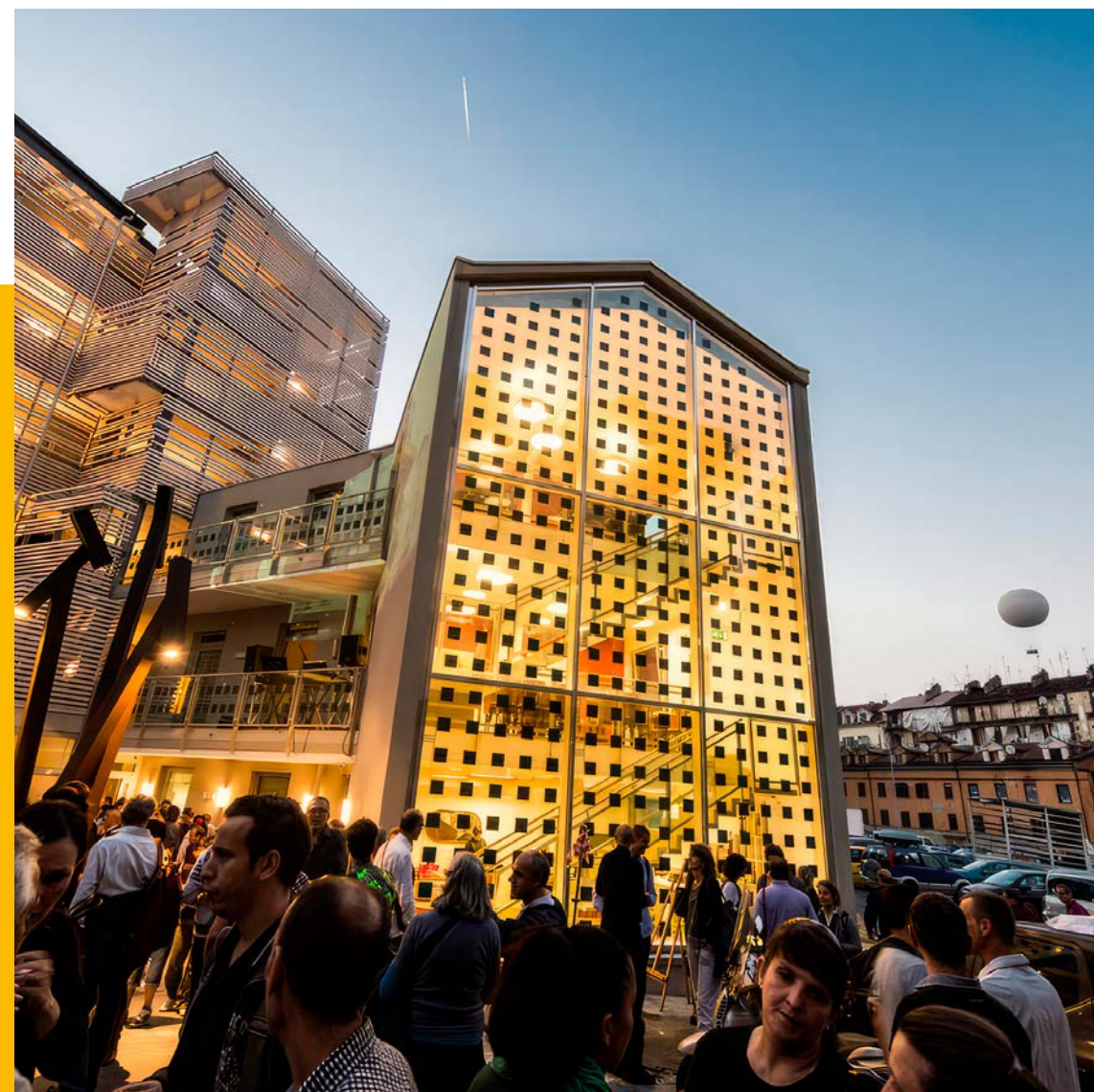
Lastly, as FCSP transitions from one planning period to the next in 2025, we aim to further explore, develop and test instruments, measures and actions that look particularly innovative, underused or as yet non-existent in the catchment area, such as micro-credentials and micro-learning pathways serving skills and employment, including for the most vulnerable population groups; Community Land Trust and scattered-site housing models as innovative vehicles for providing affordable housing; legal routes into employment for people intending to immigrate permanently to our country; and urban regeneration initiatives designed and undertaken by young people. The common denominator behind this varied range of dimensions is the desire to open up new opportunities for people at risk of exclusion, and since such opportunities are not yet fully developed in Italy, they require closely monitored, carefully evaluated experimentation in our social and institutional context.



In general, all interventions and initiatives will be accompanied by adequate pre- and post-intervention data collection, feasibility studies, exploratory investigation and careful evaluation of the expected changes and effects. At the same time, training, capacity-building and experience- exchange pathways will be stepped up, and will extend to all actors involved in the activities supported and promoted.

Collaboration with FCSP's other two Goals, for a cross-cutting, multi-sectoral approach; support for our projects from FCSP's various departments; and close exchange with FCSP's auxiliary bodies are all factors that deliver tangible benefits for our organisational and knowledge system, and will therefore be key aspects of the People Goal's work.





Mission

Reinventing Dwelling Systems and Regenerating Neighbourhoods

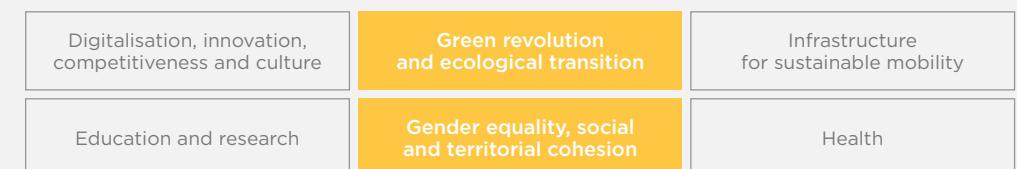
Alignments



Next
Generation EU



National
Recovery &
Resilience
Plan



Cross-cutting
missions



Reinventing Dwelling Systems and Regenerating Neighbourhoods

Planning framework

2025

- Supporting and monitoring the development of **experimental scattered-site housing and Community Land Trust initiatives**, including through the involvement of the auxiliary bodies and in conjunction with urban regeneration interventions. Promoting instruments and measures to support affordable housing.
- Designing a small number of significant **urban regeneration initiatives** with high social and environmental impact and the ability to engender positive dynamics of neighbourly support.
- Developing an initial experiment in Turin's Barriera di Milano district, focusing on the relationship between school and participatory urban regeneration in peripheral areas, in collaboration with the Educating for Collective Development Mission.
- Monitoring the development and early outcomes of the social-impact **Renewable Energy Communities**, supported under the Sinergie II call for proposals, in collaboration with the Protecting the Environment Mission.
- Supporting the development of **new inclusive housing models and instruments for specific target groups** (seniors; people from migrant backgrounds facing marginalisation; young students and workers).



Planning framework

2025

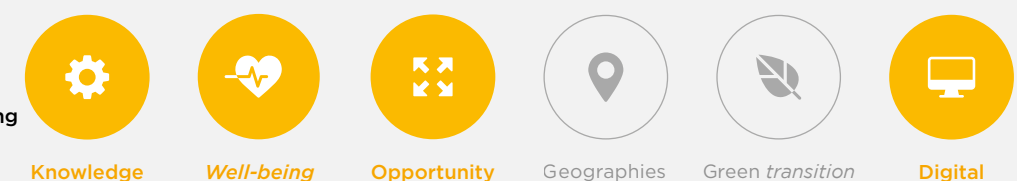
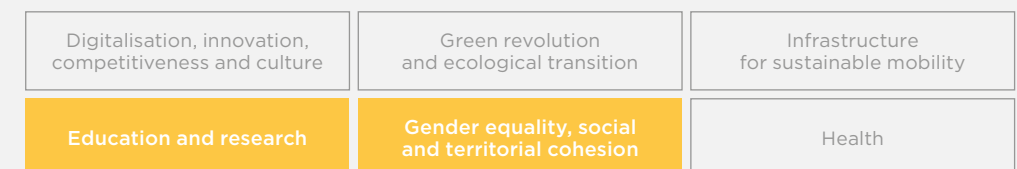
- Monitoring the initiatives supported and launched with a view to complementing state support measures, namely the "benEfficientiamo" call for proposals (energy-efficiency programmes and building upgrades) and the "Prospettive Urbane" call for proposals (feasibility studies and grants for urban regeneration programmes).
- Developing and consolidating **Piedmont's 77 commercial clusters** in their capacity as new local systems for the regeneration of the urban fabric, with an emphasis on neighbourly support, innovation, social cohesion and local development.



Mission

Promoting Decent Work

Alignments



Promoting Decent Work

Planning framework

2025

- Completion of the Turin and Verbano-Cusio-Ossola editions of the Articolo+1 programme of active employment policy and socio-educational mentoring for young people not in education, employment or training (NEET). Continuation of the second edition in Genoa.
- Launch of the operational phase of the “Città dell’Educazione 16+” intervention in Turin, aimed at identifying young people “on the threshold” and involving them, catalysing their development and preparing them for employment and training, within collaborative networks of local public and private actors, whose work skills with this target group will be strengthened and consolidated.
- Support for the Digital Republic Fund and access to digital and STEM training pathways for young people and adults (especially women).
- Transition in the labour market for young people and adults (upskilling, reskilling): studying needs and opportunities.



Planning framework

2025

- Continuation of the “Equilibri” initiative (local systems that promote opportunities for decent work for women with care burdens), while at the same time facilitating access to quality educational services for their children and instruments designed to help reconcile work and family commitments.
- Prisons and people serving custodial and non-custodial sentences: in Genoa, the “Maestranze” project; in Turin, interventions for minors and young adults serving custodial sentences, in collaboration with civil society and local institutions.
- Experimentation of innovative practices in the **transition of young people with disabilities from school to work and adult life in general**, in collaboration with the Educating for Collective Development and Rediscovering Community Missions.
- 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 situations of vulnerability.
- Formulation of initial awareness-raising, information and cultural debate on employment rights and safety at work.



Mission

Educating for Collective Development

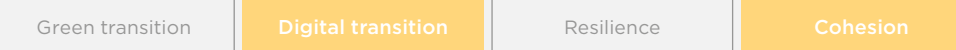
Alignments



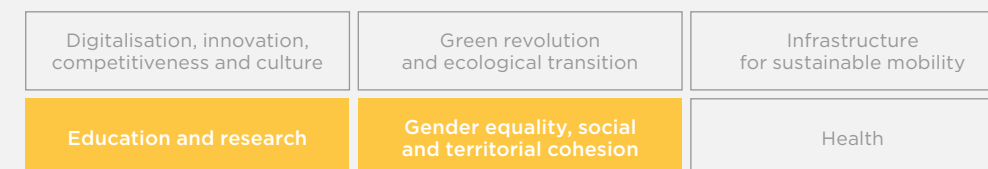
SDGs



Next Generation EU



National Recovery & Resilience Plan



Cross-cutting missions



Educating for Collective Development

Planning framework

2025

- Continuation of the work of coordinating new interventions launched in 2024 as part of the FCSP Group's education strategy. This includes drawing up and implementing the FCSP Group's Child Safeguarding Policy.
- Continuation of the experimental interventions launched in 2024 in Turin and Genoa under the "Città dell'Educazione" initiative. Launch and development of the first operations in Savona and Vercelli.
- Continuation and consolidation of **technical and scientific mentoring programmes for communities of practice** relating to education and the alleviation of educational poverty, with a view to establishing strategic lines and priority areas of intervention aimed at **geographical areas that have benefited less from the fund to combat educational poverty and are not involved in the "Città dell'Educazione" intervention.**



Planning framework

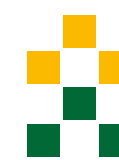
2025

- Continuation of the "Equilibri" initiative.
- Continuation of the coordinated action on disability within the framework the inter-sectoral, inter-institutional panel, and completion of the trial on the transition between education, training, guidance and employment for young people with disabilities.
- Consolidation of projects designed to boost the empowerment and dynamism of children and young people, with a focus on European issues and resources.
- As part of the "Città dell'educazione" initiative, verification of the feasibility of strategic actions for initial and in-service training for educators, to be defined on the basis of the positive results of the professional refresher course on the integrated system for the 0-6 age-group carried out by the University of Turin in collaboration with FCSP, and completed in 2024.
- Design of initial cultural promotion actions, aimed at supporting the educational value chain concept and promoting accessibility to educational opportunities, including opportunities in higher education.

AUXILIARY BODIES

Fondazione per la Scuola e Consorzio Xké? ZeroTredici.

The collaboration with Fondazione per la Scuola will be stepped up in 2025 due to the shared work developed under the FCSP Group's coordinated education strategy and as part of the numerous actions carried out together under the "Città dell'Educazione" initiative in Turin, Genoa, Savona and Vercelli. The latter is aimed at children and teenagers in the 6-19 age group and is mainly focused on innovation in teaching methods and the organisation of schooling, the potential of data to help put in place timely, personalised interventions for everyone, guidance on pathways forward and the development of social, emotional and foundational skills. Under the same frameworks, we will continue to work alongside Consorzio Xké ZeroTredici, drawing upon its innovative input on informal education, promoting educational and care interventions in early childhood and the active role of families in educational processes.



Fondazione
per la
Scuola

Inclusione e Innovazione.

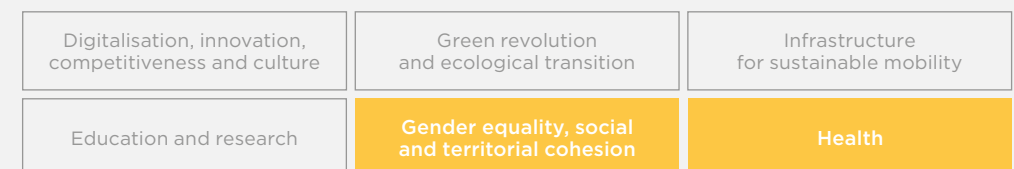




Mission

Rediscovering Community

Alignments



Cross-cutting missions



Rediscovering Community

Planning framework

2025

- A continuing emphasis on community health as an overarching concept, with reference to home care, the local nature of services, co-production, participation and empowerment of local communities; initiatives designed to **promote mental health, especially among the young generations**.
 - Continuation of the work embarked upon by the interdisciplinary technical committee on assisting young people with **disabilities** with the transition to adult life, in synergy with the People Goal's education and employment missions.
-
- Development of an initiative following in the footsteps of the B2 call for proposals aimed at supporting **local cooperation systems** for collecting and redistributing essential goods, in relation to nascent **local food policies** capable of addressing multiple issues such as food poverty, access to healthy, sustainable food, and environmental impact.
 - Continuation of the "La cultura dietro l'angolo" initiative to promote **neighbourly cultural participation** in cooperation with the Culture Goal's Active Participation Mission and within the framework of a new city-wide policy on **cultural welfare**.



Planning framework

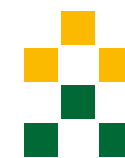
2025

- Development of a new multi-annual strategy to **support community foundations** in their capacity as philanthropic units capable of driving social change and **promoting the culture of giving, solidarity and volunteering**.
-
- **Consolidation and extension of effective partnerships** between the various local actors, in order to launch innovative projects, with multi-dimensional, multi-level responses for people facing vulnerability and social exclusion (people serving custodial sentences, homeless people, etc.), also in relation to emerging challenges that need to be addressed by means of an inter-sectoral approach.

AUXILIARY BODIES

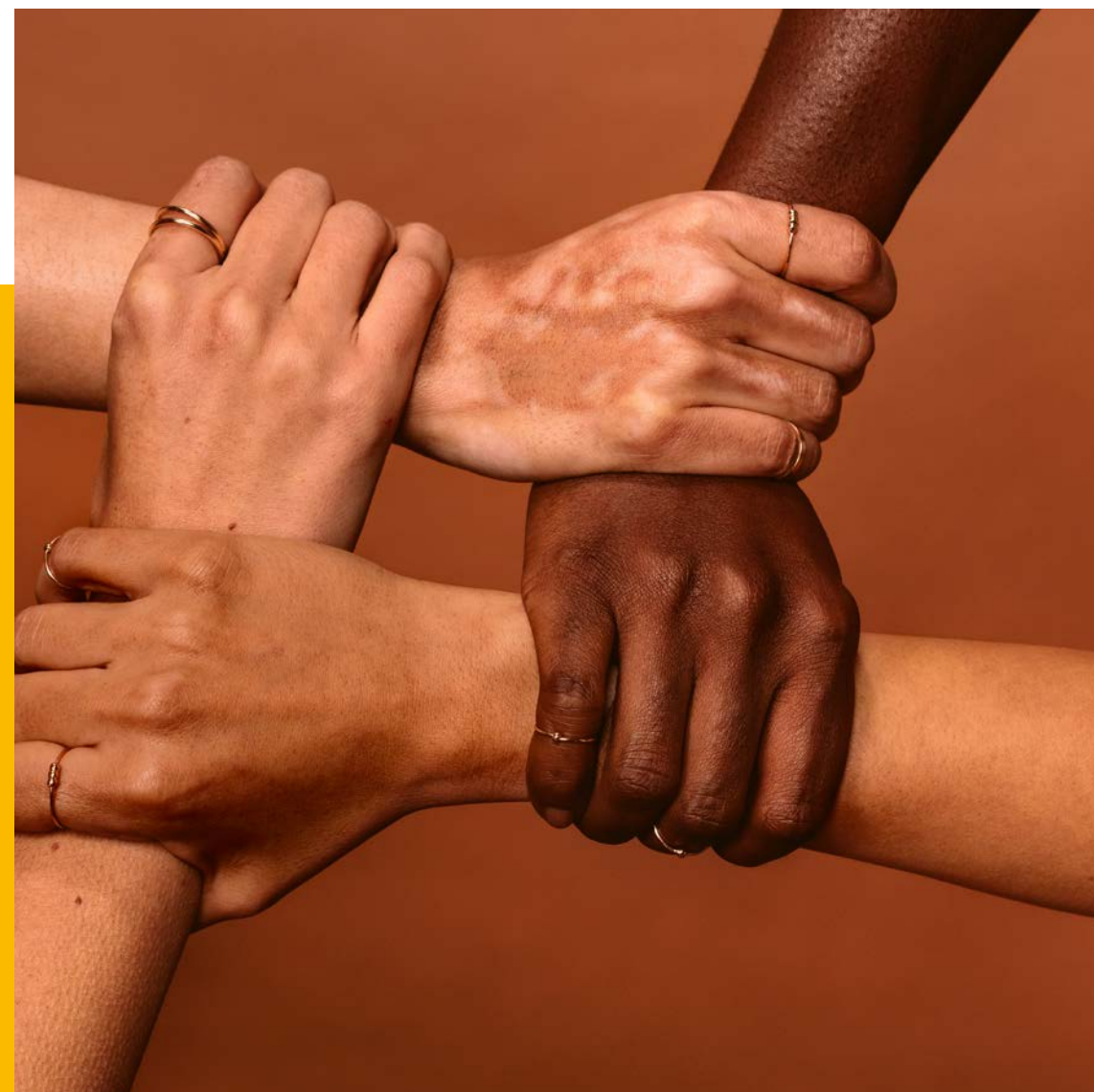
Fondazione Ufficio Pio.

14 May 2025 marks the 430th anniversary of Compagnia di San Paolo's founding of Ufficio Pio, whose uninterrupted history of service warrants memory and celebration. Collaboration with Ufficio Pio will be stepped up over the year, with a firm emphasis on supporting interventions for a fairer, more resilient and more sustainable society, where people can exercise their human and citizenship rights to the full, combating educational inequalities and relational poverty, and promoting initiatives aimed at fostering active longevity, developing inclusive, sustainable housing and implementing actions in the prison sector.



Fondazione
Ufficio Pio

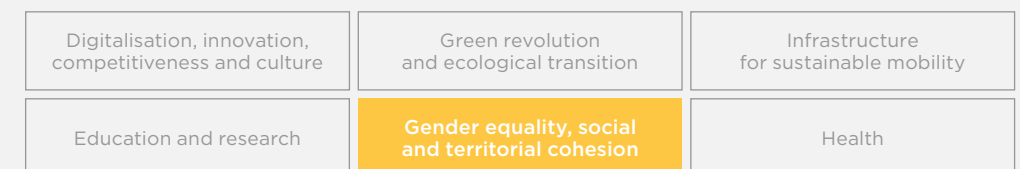
Solidarietà e Cambiamento sociale



Mission

Working Together for Inclusion

Alignments



Working Together for Inclusion

Planning framework

2025

- Initiatives aimed at victims of crime, with a particular focus on gender-based violence and stepping up actions in this field, in the wake of a feasibility study.
- Facilitating the sustainability of the projects selected under the “Giovani per i Giovani – GxG” call for proposals, which paved the way for the Sparkz call for proposals (2024) on youth participation.
- Actions promoted by the Nomis network, aimed at foreign minors, and by the YEPP programme, aimed at youth empowerment and dynamism, both of which are supported by FCSP.
- New phase of the “Never Alone” initiative aimed at foreign minors arriving in Italy unaccompanied, promoted by nine Italian foundations (Compagnia di San Paolo is the lead-foundation) and continuation of actions to promote a new, more realistic and less divisive narrative around migration.
- Development and extension of actions to support legal migration channels, which are needed in order to build non-emergency responses to the issue of migration.
- Completion of the “Territori Inclusivi” initiative, which supports local systems capable of building integrated, multi-dimensional responses for people facing vulnerability and risk of marginalisation, with particular reference to people from migrant backgrounds.



Planning framework

2025

- Continuation of support for migrant and refugee associations as key players in local civil society.
- Design of a new system initiative in Africa in collaboration with other Italian foundations, ACRI and other Italian actors involved in the same geographical areas.
- Italy-Africa local partnership interventions in collaboration with the Region of Piedmont, other local public bodies and other Italian, European and international foundations.

A hand holding a glowing globe with various icons floating around it, set against a blue background. The icons include a dollar sign, Bitcoin symbol, bar chart, cloud, play button, books, graduation cap, globe with cursor, headphones, and a group of people. The background is a blurred image of a person's face and hands.

Planet.

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

Goal

Planet

The strategic framework.

The initiatives launched by the Planet Goal in 2025 will include both experimental interventions geared towards initial alignment with Compagnia di San Paolo's multi-year planning for 2025-2028, and consolidation of the most impactful initiatives launched under the previous plan, which will be selectively relaunched in the light of the lessons learned.

The Goal's Missions will continue to take a cross-cutting approach to the Twin Transitions (technological and green) and climate neutrality – especially the Climate-Neutral & Smart City 2030 programmes in Turin and Genoa – in line with recent developments in European planning. In connection with this, we will issue calls for proposals and measures designed jointly with the People and Culture Goals, with a view to maximising impact and pooling skills.

This year will see the launch of a new initiative to analyse and monitor post-PNRR scenarios, with particular reference to Mission 2 (Environment) and Mission 4 (Research), partly with a view to providing medium-term support for projects that dovetail with those funded by the PNRR, with a specific focus on projects that have already received support under FCSP's "Next Generation We" programme.

We will continue to implement existing measures to support competitiveness in the process of applying for European funding for scientific research projects developed in centres within the catchment area, and measures aimed at attracting members of the early-stage finance community to the Turin ecosystem (a crucial factor in supporting technology transfer policies) and generating new opportunities that help attract national and international talent. Also within the Technology Transfer arena, we will enhance the PoC (Proof-of-Concepts) call for proposals that targets research centres at Universities with which FCSP collaborates, and aims to promote and spread a culture of entrepreneurship among scholars and academics. We will continue to support applied research in data science with a focus on promoting "data culture" as a building block for the use of artificial intelligence tools. In these areas, FCSP intends to build a structured collaboration with Fondazione AI4Industry, the new national artificial intelligence centre recently established in Turin.

The capacity-building programmes designed to help research centres tap into European Innovation Council opportunities will be stepped up, on a shared basis with other Italian foundations, as previously.

2025 will see the continuation of action to support the innovation ecosystem: efforts will be made to promote the establishment of platforms designed to connect local actors, while also raising their international profile, and at least two major accelerators will be consolidated in areas with high social, environmental and technological impact. Action will be taken to support the development and the reliable, standardised recognition of skills and training in youth entrepreneurship. There will continue to be a central focus on facilitating the technological transition of the third sector (by developing existing calls for proposals in this field, which have attracted a high response), widespread digitalisation across Italy (through participation in the Digital Republic Fund), and upskilling and reskilling geared towards the needs of emerging professional roles (mainly of a technological and organisational nature).



As the focal point of the Promoting Well-being Mission, Piedmont's regional health system will continue to attract support. 2025 marks the third year of the Framework Protocol with the Region of Piedmont for the implementation of development programmes spanning the period 2023-2026: organisational/managerial innovation and the digitalisation of the health system will form the cornerstones of the Foundation's interventions. Against this backdrop, specific attention will be paid to system-building projects in remote health monitoring. The Region of Piedmont will play a governance role in relation to this process, so as to avoid the proliferation of custom tools developed in different geographical areas.

On the other side of the health equation, initiatives to promote physical activity as a significant input to individual well-being will be stepped up. The Planet Goal will therefore continue its support for amateur sport as an area of social intervention. In synergy with the Protecting the Environment Mission, the concept of Circular Health will be explored, by facilitating the implementation of experimental actions on healthy and sustainable nutrition and the launch of training/awareness-raising initiatives on the impact of environmental degradation and climate change on human health, from a One Health perspective.

The theoretical frameworks supporting environmental interventions will be based on the concept of Circular Health and the importance of a safe, physically stable environment in which to operate, as necessary conditions for the well-being of humans and the biosphere alike. Instruments aimed at creating and fostering the sustainability of social-impact energy communities will be put into practice. Trial initiatives for the active protection of natural capital and the regeneration of ecosystems will be promoted, and steps will be taken to encourage the environmental transition of third sector organisations. The Goal will also support Fondazione Compagnia di San Paolo's efforts to achieve climate neutrality, on a non-grant basis, and will continue to raise the profile of environmental awareness in the work of the three Goals.



In view of the cross-cutting nature of the strategic lines, the Planet Goal will continue its project collaboration with the Culture and People Goals aimed at integrating interventions that share common features, and will maintain its involvement in the skills system of the auxiliary bodies and in consolidating institutional partnerships. In the international arena, the Goal will continue its efforts to involve talented young people in international training and experience initiatives, and to boost synergies between the research bodies that emerged as winners of the "Geopolitica e Tecnologia" call for proposals.

Lastly, all the Missions will share the cross-cutting ambition of testing, developing and evaluating new ideas and approaches by means of experimental initiatives such as the "Data Space for Torino 2030" project, the Proof of Concept (PoC) and Proof-of-Value projects, both within and outside the academic world, the "One-Health Challenge" in the sporting arena and an initiative on the digital food environment. Efforts will be made to consolidate data culture, both internally and externally, with training and promotion actions targeted at relevant parties, including beneficiary bodies. This will give data an increasingly central role in the work of a data-driven, evidence-based Foundation.

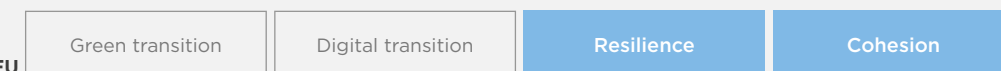


Mission

Harnessing the Value of Research



Alignments



Planning framework

2025

- In line with previous planning, work will be done to make effective use of the best project proposals awarded a Seal of Excellence by the European Commission.
- In collaboration with other Italian foundations, action will be taken to step up capacity-building programmes involving training and mentoring designed around the funding opportunities made available by the European Innovation Council, thus consolidating an activity that was launched on an experimental basis in the previous planning cycle. In preparation for the completion of activities supported with PNRR funds, efforts will be made to design a tool for evaluating the results of Mission 4 initiatives, in such a way as to identify future lines of intervention to support the best projects.
- The aim of the new planning is to bring basic research into contact with industry more efficiently. The PoC Instrument call for proposals (backed up by Proof-of-Value initiatives), which has helped raise the Technology Readiness Level (TRL) of patented technologies, so as to make it easier to connect them with opportunities for industrial exploitation, will be implemented alongside activities designed to strengthen the technology transfer departments of universities and research centres and to foster a culture of entrepreneurship among researchers.
- Support for applied research in artificial intelligence will continue, with a firm emphasis on data quality and accessibility, which are priorities for the development of transparent, secure, reliable artificial intelligence in accordance with the AI Act. Consideration will also be given to actions that complement the work of Fondazione AI4Industry, the new national artificial intelligence centre based in Turin.



Planning framework

2025

- In addition to artificial intelligence, the challenges of the “twin transitions” (environmental and social) that lie at the heart of European planning will also be the subject of new thematic-strategic actions associated with the research ecosystem.
- As part of our continued commitment to making effective use of the Seal of Excellence as a means of attracting and retaining talented researchers, we will step up our efforts to reshape services to research in such a way as to facilitate the achievement of this objective, in line with the most efficient European benchmarks. We also intend experimentally to establish channels of interaction between the best recent graduates and the production ecosystem (talent-matching) by borrowing specific experiences developed by the auxiliary bodies at European level and transferring them to local level. This action may also be complementary to thematic calls for proposals or to the PNRR projects under development in the catchment area. These initiatives will also be carried out in collaboration with the Promoting Decent Work Mission.
- In line with the Foundation’s role as an agent of development for its catchment area, the Mission will continue its efforts to foster pluralism in research, to enhance and make effective use of existing skills – including in relation to FCSP stakeholders – and to enable synergies aimed at strengthening the local ecosystem. We will continue to support the university system in the geographical areas that the Foundation targets, with a particular focus on the new strategic challenges facing each university.
- In line with the collaboration with Collegio Carlo Alberto, relations with the Foundation’s other auxiliary bodies will be extended, with a view to boosting their skills in specific fields.

AUXILIARY BODIES

Fondazione Collegio Carlo Alberto.

Collegio Carlo Alberto will consolidate its positioning as a beacon of attraction for talented social-science researchers in 2025, and as a centre of higher education and scientific dissemination. More specifically, new partnerships with nationally and internationally recognised organisations will enable the College to maximise its opportunities for collaboration and attract resources to support and develop its strategic projects. These initiatives include a new collaboration with ESCP Business School, framework agreements with private-sector partners within the framework of DataLab, such as Cerved and Satispay, and the presentation of the first project proposals to emerge from the joint efforts of CCA's Behavioural Development Unit and the CSBC of Ashoka University (India). Furthermore, the Impact Evaluation Unit will continue its policy-assessment work and new initiatives will get under way with European institutions to promote opportunities for international mobility and training.



Research
Education
Outreach
CCA



Mission Boosting Innovation

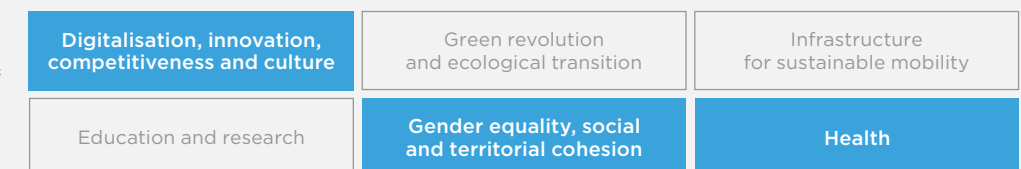
Alignments



Next
Generation EU



National
Recovery &
Resilience
Plan



Cross-cutting
missions



Boosting Innovation

Planning framework

2025

- **Venture-building interventions** in Turin and Genoa to turn the creativity of young talents to account and develop business ideas with social and environmental impact and **projects to facilitate access to impact finance** in partnership with the banking system.
- **Incubation and acceleration programmes and local connection and international visibility platforms** to consolidate at least two major social-impact accelerators and to boost local innovation ecosystems, endorse their services and increase opportunities. **New narratives** and stories of innovation by social enterprises.
- **Operational projects on procurement**, with a focus on organisational development, market positioning, activation of sustainable supply chains based on European Union ESG regulations, and collaborations with representative bodies and for-profit businesses.
- **Guidelines for social enterprises on technical and managerial skills**, in line with the three priorities set down in the Social Economy Action Plan, namely “creating an appropriate framework, generating development opportunities and increasing recognition of potential, and a **call for proposals for the digital transition of the third sector and the social economy**, aimed at boosting digital skills and developing a culture of strategic planning.



Planning framework

2025

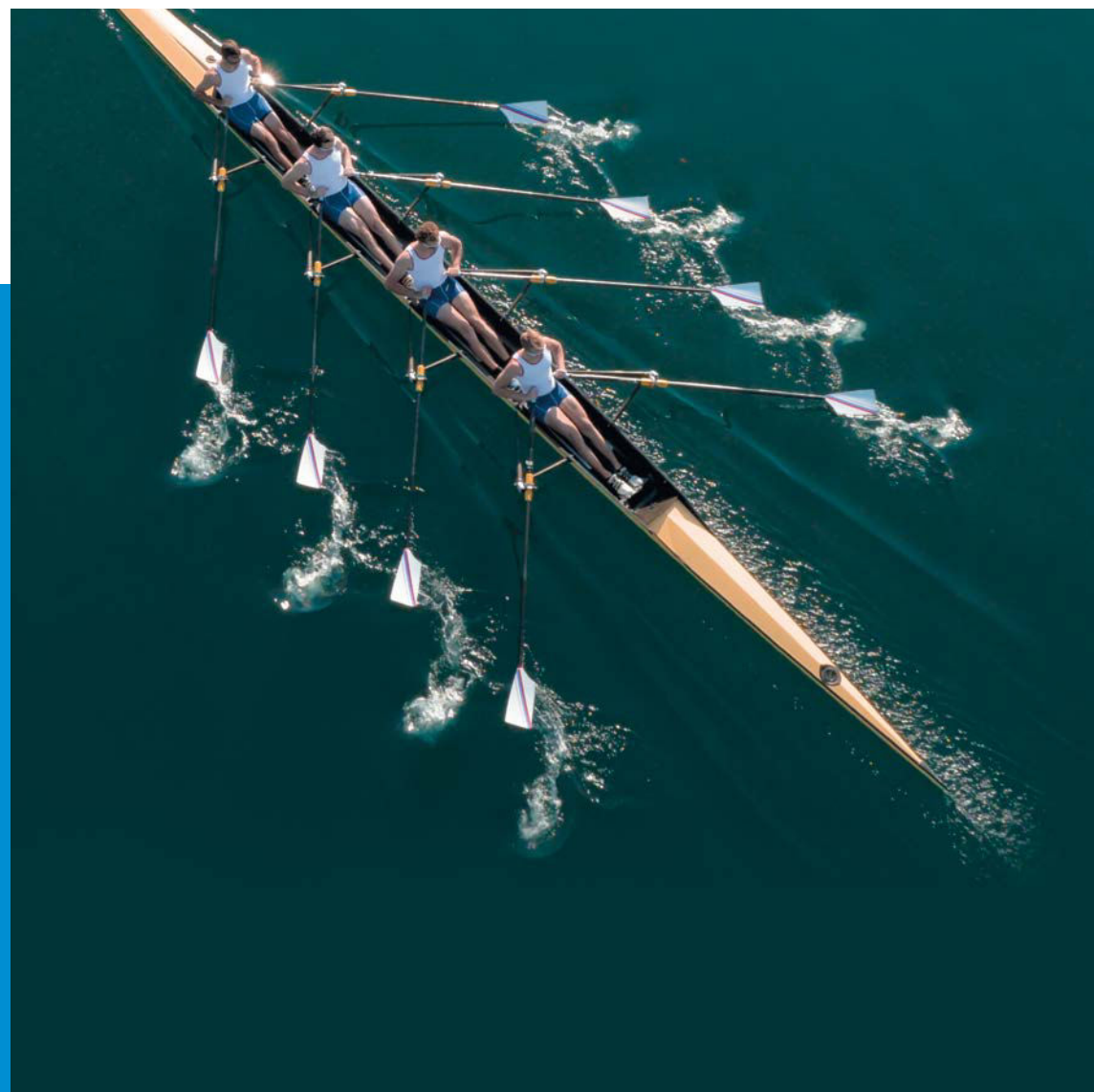
- **Support-actions to increase access to European resources on social innovation and the social economy open-data platform** (in line with the European Strategy for Data and the EU Data Governance Act), within the framework of the “Open Data for the Common Good” platform.
- **Serious-gaming initiatives, training and entrepreneurship education for young people and experimental interventions on participation and active involvement of students** in second- and third-cycle education. Co-design pathways and opportunities for interaction between talented students and third-sector bodies, start-ups and SMEs.
- **Operational project for product and service innovations** (Proof of Concept / Proof of Value for the common good) in vertical sectors.
- **Digital and technological upskilling and reskilling** actions aimed at workers at risk of replacement or demotion.

AUXILIARY BODIES

Fondazione LINKS.

Operating within the framework of the multi-year collaboration between FCSP and the Polytechnic University of Turin, Fondazione LINKS, which is co-governed by the two organisations, will pursue its vocation for promoting and strengthening innovation programmes and processes, also in line with the Polytechnic University's third-mission work. LINKS will therefore engage in instrumental actions for both FCSP and the university, by channelling its skills into boosting the innovation ecosystem.

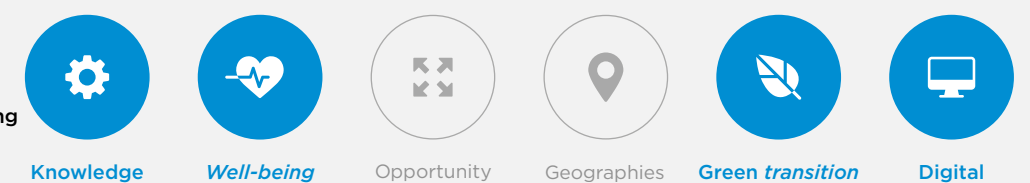
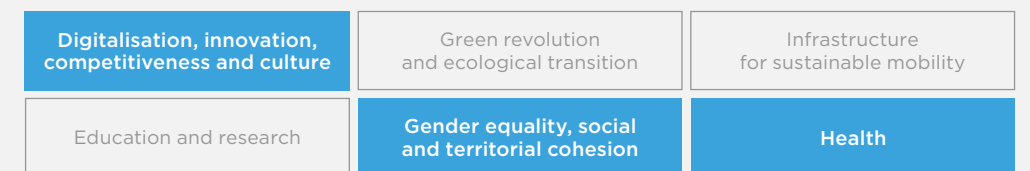




Mission

Promoting Well-Being

Alignments



Promoting Well-Being



Planning framework

2025

- The Mission will continue to **support the regional health system**, especially with a view to facilitating the efficient and effective use of funds made available to health authorities under Mission 6 of the PNRR.
- 2025 marks the third year of the **framework protocol** entered into with the Region of Piedmont for the implementation of development programmes for the years 2023-2026 in the field of health and well-being. In 2023 and 2024, the interventions focused mainly on supporting the testing of advanced neonatal diagnostic methodologies, the acquisition of large items of medical equipment and the adoption of **models for the organisation and/or management** of resources and services, based on data management and with the potential for subsequent transfer to the health system. The plan for 2025 is to continue the actions embarked upon in previous years.
- Support for the **digital transition of the health system** will continue in 2025, in line with the work done over the previous two years, with regard to:
 - Stepping up activities in the field of remote health monitoring, especially in the light of the planned update of the chronic disease management plan and boosting local medical provision.
 - Data management (e.g. analysis of health data to facilitate processes of system innovation and support for decision-making).
- **Support for scientific research:**
 - Collaborating with the Harnessing the Value of Research Mission, on specific calls for proposals
- Helping strengthen **IIGM - Italian Institute for Genomic Medicine** by consolidating collaborations with Istituto di Candiolo - Fondazione del Piemonte per l'Oncologia and the University of Turin

Planning framework

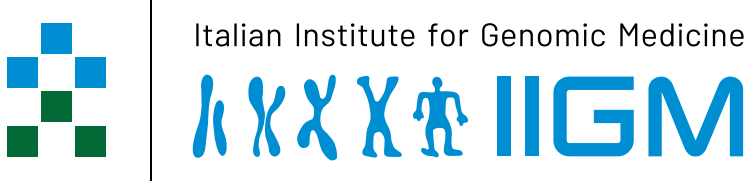
2025

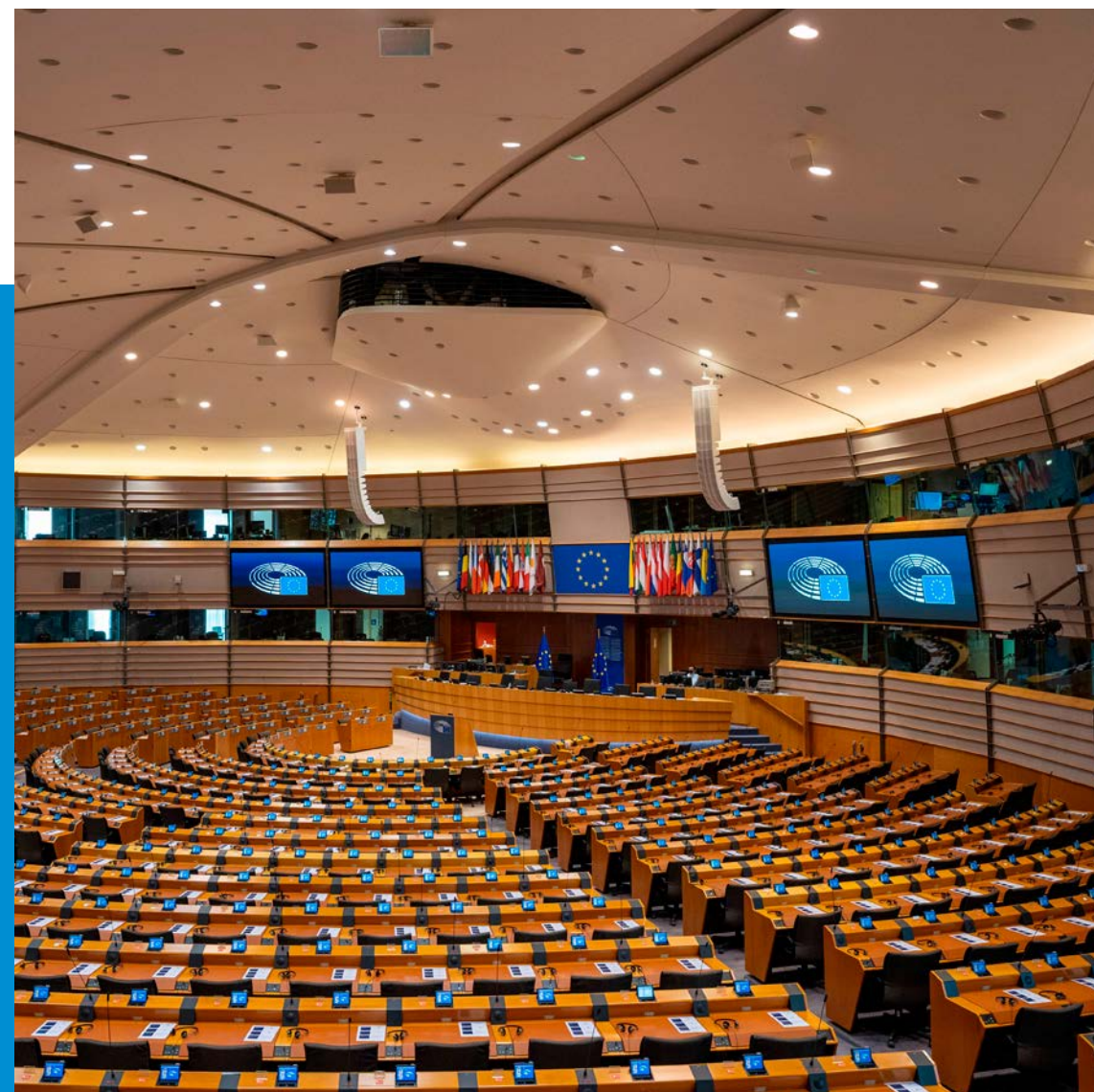
- The aim of the initiatives on **promoting physical activity, well-being** and the adoption of **healthy life-styles** is to increase public awareness of the importance of ill-health prevention and health promotion, as reiterated and reinforced by the recent draft laws on the prescription of physical exercise by Italy's national health service.
- Experimental calls for proposals will be launched in 2025 to support sports clubs and associations that help boost public uptake of non-competitive **sport**, in line with models of economic and environmental sustainability. The main new feature will be the building of networks and partnerships, including between bodies with different focuses (e.g. sport versus environment).
- Further efforts will be channelled into **Circular Health**, as a systemic approach to health that is based on the continuously evolving interpretation of the "One Health" principle and views health as a cornerstone of sustainability policies. In close collaboration with the Protecting the Environment Mission, steps will be taken to apply this approach to healthy, sustainable food and support for awareness-raising/training initiatives on the impact of environmental degradation and climate change on human health, thus addressing the global trends highlighted by research organisations supporting the European Commission (e.g. antibiotic resistance).
- Hospital foundations network. An experimental initiative will be launched to build a coordinated network of major hospital foundations, starting from an analysis of the characteristics of this cluster.

AUXILIARY BODIES

IIGM.

The Italian Institute for Genomic Medicine - IIGM is a research centre specialising in genomic studies on translational, personalised and regenerative medicine, mainly relating to oncology. In 2025, the institute will continue to pursue excellence in scientific research, promote the development of young researchers and step up the activity carried out in the catchment area, on the strength of its experience of delivering the NeoGen programme of neonatal screening, under which 4,000 newborn babies underwent Whole Exome Sequencing (WES) at the Sant'Anna Hospital in Turin to identify a large number of paediatric diseases whose early or pre-symptomatic identification can affect clinical evolution of the baby concerned. To this end, a plan will also be launched to boost the institute's connection, computing and archiving capacities, so as to make it an active partner of high-performing local health units, in genomics services for the catchment area. Lastly, IIGM will continue to develop projects with high potential for practical application and economic value generation, in order to boost its medium- to long-term sustainability.





Mission

Fostering International Opportunities

Alignments



Fostering International Opportunities

Planning framework

2025

- *Implementing the projects selected under the second edition of the “Geopolitica e Tecnologia” call for proposals, establishing synergies in the form of subject-specific clusters and undertaking communication campaigns both on digital channels and on a face-to-face basis in Turin.*
 - *Taking special initiatives to promote international knowledge as a crucial factor in every field of policy-making.*
-
- *Taking initiatives to support the ability of the network of internationalist organisations supported by FCSP to involve a wider and more diversified public.*
-
- *Enhancing 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.*
 - *In line with the positioning of Italy's national system, these 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; and to foster cooperation and stability in the Mediterranean region.*



Planning framework

2025

- *Creating opportunities for training and international experience for young people, whether still studying or in employment, generated by the supported entities, with a focus on multi-lateralism, respect for the rule of law and the protection of human rights.*
-
- *Enhancing the quality and independence of local research centres by promoting operational relations with FCSP'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.*



Mission

Protecting the Environment

Alignments



SDGs



Next
Generation EU



National
Recovery &
Resilience
Plan



Cross-cutting
missions



Protecting the Environment



Planning framework

2025

- Actions following up on past work and complementing the Region of Piedmont and national/international funds, by way of gap-filling to cover costs/actions that are often excluded from public spending (e.g. the "Simbiosi" call for proposals).
 - Road-testing of awareness-raising/training initiatives on climate change adaptation, in collaboration with local actors.
 - Road-testing of initiatives focusing on natural capital and the regeneration of natural ecosystems, by promoting collaboration with the innovation ecosystem (businesses/start-ups/artificial intelligence) and the application of practical solutions to environmental problems.
-
- Consolidation and development of social-impact energy communities, through public institutions, PNRR instruments and other banks and financial backers.
 - Initiatives to support the promotion of sustainable mobility, partly in collaboration with the Region of Piedmont and other policy-makers in this field.
 - Support for the cities of Turin and Genoa on the Mission Climate Neutral and Smart Cities and in line with the Climate City Contract.
 - An observatory on the progress of PNRR projects will be set up on an experimental basis, with specific reference to Missions 2 and 4. The aim is to provide an up-to-date view that will be useful for both FCSP projects that complement the PNRR and FCSP's future positioning on the post-PNRR phase.

Planning framework

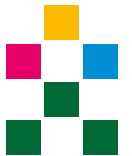
2025

- Operating in close collaboration with the Promoting Well-Being Mission to promote initiatives that apply this approach to physical activity and healthy, sustainable food.
 - Awareness-raising/training initiatives on the impact of environmental degradation and climate change on human health, thus addressing the global trends highlighted by research organisations supporting the European Commission (e.g. antibiotic resistance).
 - Digital Food Environment Initiative.
-
- Citizen engagement and awareness-raising actions by means of a call for proposals and operational projects ("Re:azioni", follow-on of the third-sector decarbonisation initiative).
 - Study and analysis of the role of technology and digital tools to provide access to services and instruments that facilitate sustainability initiatives.
 - Actions to promote climate neutrality of Fondazione Compagnia di San Paolo.
 - Boosting environmental concerns and awareness across all FCSP Goals and Missions.



The cross-cutting functions

Finance Department and Impact Innovation Department



The Finance Department (FD) and Impact Innovation Department (IID) intend to continue and consolidate their synergistic action within the CFO area in 2025.

The integrated, coordinated action between the Finance dimension and the Innovation dimension underpins the Foundation's capacity for oversight, interaction and synthesis across every component of the Foundation's philanthropic work, from grant-making to investment, with a clear focus on maximising impact.

The departments will therefore continue to operate in two directions: externally, in relation to stakeholders, with a view to supporting economic development and boosting the ecosystem, and internally, as a driver of innovation and permanent organisational change.

In 2025, the Finance Department will focus on transposing the new content introduced by the review of the "Regulations governing asset management methods and criteria" and the "Implementing Document of the Regulations", as approved by the General Council in 2024 and in line with the rules and principles of the ACRI-MEF Protocol. More specifically, the Regulations set out guidelines for managing the shareholding in the transferee bank and the diversified assets, while the Implementing Document outlines its operational and management aspects, establishing targets and responsibilities and identifying a new Strategic Asset Allocation (SAA) for the next three years.

The SAA review process, launched in 2024 and divided into a series of technical steps that benefited from the involvement of external advisors and qualified experts, led to the introduction of various methodological innovations: in view of the evolution of the macroeconomic and geopolitical situation, currently marked by a high degree of uncertainty, it was deemed advisable to adopt the formulation of medium-term macroeconomic scenarios in order to be able make portfolio management interventions more promptly and effectively and monitor the SAA and the assumptions on which it is based in relation to changes in market fundamentals.

Steps will therefore be taken in 2025 to ensure that the new points introduced by the review of the two documents are fully reflected in the investment process, in terms of the possible adjustment of the diversified portfolio allocation in line with the indications arising from the new Strategic Asset Allocation, and the scheduling of periodic checks to assess how far the SAA is consistent with the market environment.

Now that three years have passed since the Responsible Investment Policy was approved, furthermore, the time has come to assess and potentially review it, in order to take account of the Foundation's goal of making its action more effective and coherent in terms of sustainability.

At the same time, the Impact Innovation Department will be engaged in supervising and consolidating the innovation ecosystem with a view to turning Turin and Genoa, as well as Piedmont and Liguria as a whole, into recognised international innovation hubs. In other words, places capable of attracting high-performing human capital and fostering the conception and development of new entrepreneurial initiatives, including those with social and environmental impact, that can settle and grow in the catchment area.

Against this backdrop, the need to complement and diversify the portfolio of instruments along the various stages of the innovation chain has been identified as a strategic priority for 2025: support for research and the consolidation of the Accelerators Platform – which has so far supported 159 start-ups from 19 countries thanks to five programmes, namely Techstars Transformative World Torino, ESA BIC Turin, Personae, Magic Spectrum and Magic Mind – is now being complemented by a specific focus on the Venture Building (VB) model, in the wake of the success achieved by Vento – Venture Originator, because the most authoritative international research identifies Venture Building as the new, and most promising, frontier of innovation.

Two major Venture Building programmes are due to be launched in the Foundation's catchment area in the months to come. In Turin, the first quarter of 2025 will see the inauguration of "Launch Studios", an optimum synthesis of a "physical" dimension and a project-design dimension, which harnesses the value of the entrepreneurial community, focused on spawning and building innovative businesses, in line with European Union policies and in connection with other local, national and European ecosystems.

In Genoa, the system-oriented "Maritime Ventures" project will become fully operational. Aimed at the digital transition and innovation of the nautical and port-logistics supply chains based at Genoa Blue District, the project involves multiple institutional, financial and industrial players (CDP Venture Capital, the Municipality of Genoa, the Region of Friuli-Venezia Giulia, Friulia, Confindustria Genova, Intesa Sanpaolo, Bridgemaker, Cariplo Factory, Fincantieri and Psa Italy). The aim of the intervention is to set up 10 new business in three years, with an estimated total funding target of about 70 million euros.



Other efforts to strengthen and diversify origination channels will see the launch of the “From Zero to Start-up” programme in Turin in 2025, managed by ESCP Blue Factory and supported by the Foundation. The aim of the initiative is to offer ambitious founders at the pre-incorporation stage an all-round mentoring programme drawing upon the know-how and relational assets of the business school.

As a result of a joint-endeavour by the two departments, the development ecosystem will receive a further boost in 2025, when the Foundation joins Galaxia, the National Technology Transfer Hub established under CDP Venture Capital SGR’s Technology Transfer Fund and dedicated entirely to generating value from research results in the space economy sector.

At the same time, the Impact Innovation Department will continue to act as a technical advisor on projects relating to the implementation of physical hubs for innovation (Cavallerizza Reale and Palazzo del Lavoro in Turin, Fabbrica delle Idee/Waterfront di Levante in Genoa) and provide project-management support for certain highly complex “beacon projects” in the grant-making arena (“Città dell’Educazione” and CLICC Project - Climate City Contract Torino 2030, in collaboration with the Polytechnic University of Turin’s Energy Centre).

The Agreement with the “Fund for the Preservation and Enhancement of Cultural Heritage” managed by Istituto per il Credito Sportivo will be developed. Its aim is to facilitate access to credit by cultural institutions while containing the overall cost of the loan.

Also in relation to collaborations with the credit system and public administration, each body will take action within its own sphere of competence to explore instruments for making it quicker and/or easier for third-sector organisations to use the service designed to provide advances on public funding or similar financial schemes.

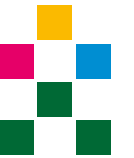
The IID will continue to be engaged in the co-design of specific financial instruments in 2025, to facilitate the growth of third-sector bodies, starting with strategic interventions pertaining to “Futuro aggiunto. Credito, supporto, competenze per l’economia sociale”, an initiative established in collaboration with Intesa Sanpaolo, Cooperfidi Italia and Fondazione Social Venture Giordano dell’Amore.

Lastly, the IID will work in close synergy with the Foundation’s Goals and Missions to design instruments aimed at facilitating access to energy transition for beneficiary bodies, thus generating positive effects on the community and local area in combating climate change, combating energy poverty and improving the economic sustainability of the organisations concerned. In particular, the IID will provide a technical advisory service to help identify the most suitable credit partners to facilitate the formulation and establishment of a proper economic sustainability model for Renewable Energy Communities.

Alongside this, the Department will operate as a centre of data-related expertise on behalf of the Foundation, with the launch of new experimental projects in Artificial Intelligence (AI) and in pursuance of Compagnia di San Paolo’s Data Strategy 2023-2030. More specifically, the experimental initiatives in AI will be based on two data assets: 1) a technical infrastructure (EDWH), which hosts FCSP’s grant-making history from 1985 to the present; and 2) an open data platform (Open Data For Citizen Engagement), which integrates contextual data that can help put Compagnia di San Paolo’s data-driven strategy into practice. On the basis of these premises, three operational projects are planned for 2025: 1)

“Open data AI (r)evolution”, to integrate AI functions into FCSP’s open data platform; 2) the development and implementation of a voice assistant for accessing and querying FCSP’s information assets; and 3) the development of a chatbot for intelligent interaction with the Management Board’s documentation.

Planning, Research and Evaluation Department



2025 marks the start of a new strategic planning cycle, bringing with it a heightened effort to collect empirical evidence on the new initiatives and projects that will be launched in the first year and to ensure that lessons learned from evaluations carried out over the last four-year period are used in the new planning cycle and disseminated among the relevant actors. The impact evaluation will be applied to the most significant projects (in terms of scale, originality and level of risk) and an approach will be gradually developed to enable the Foundation not only to set out the practical outcomes of the projects it supports, but also to assess their operation, differential value and efficiency, as well as their applicability and “scalability” in other contexts – with particular reference to public-sector policies. The lines of work of the three areas – planning, research and evaluation – are set out below. Although closely connected, the three areas are independent of each other: this organisational solution involves bringing them together in a single office.

Planning

2025 will see the publication of the Multi-Year Planning Document (MYPD) 2025-2028, FCSP’s key strategic plan. This document has a major impact on all of the Foundation’s institutional communication, and more especially on the direction of its work. As such, it will require ongoing attention. The documents that illustrate and report on this work will require coordination and in-depth study, in line with the deployment of FCSP’s Data Strategy. We will collaborate on the fine-tuning and implementation of the new data collection system for data from the routine monitoring of FCSP’s grant-making and project activities, originating from the review of the data collection model.

Research

- Studies and in-depth investigations directly connected with project work, as required by the Secretariat General or the Missions:
- Background and prospective studies connected with the needs of the new multi-year planning cycle. More specifically, a quantitative and qualitative research initiative on the evolving meaning of work for young people is due for launch in 2025 and will provide input for the planning of the “Città dell’Educazione”. The continuation of the line of work on “common goods” is also undergoing study.
- Analyses of FCSP data (on types of grant-making, own projects, non-financial support for organisations, etc.) and surveys/research on the relationship with FCSP’s beneficiary bodies.

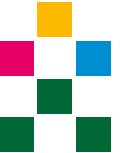
- Identification of databases and processes that might contribute to the integration of databases on employment and education, starting with those relating to the Turin area, with a view to enhancing our ability to measure and understand the evolution of supply and demand in Piedmont’s labour market.
- Management of grant-making to qualified research centres that are not strictly academic, and management of research projects associated with them.
- Development of a line of study on contemporary philanthropy, at a national and European level.
- Initiatives for the dissemination of data, trends and research results within FCSP by publishing the newsletter “Numeri&Filantropia” and other means (seminars, webinars, meetings).

Evaluation

Monitoring and evaluation play a vital role in acquiring solid empirical evidence for the purpose of pursuing continuous improvement on the basis of the Deming cycle (plan, do, check, act).

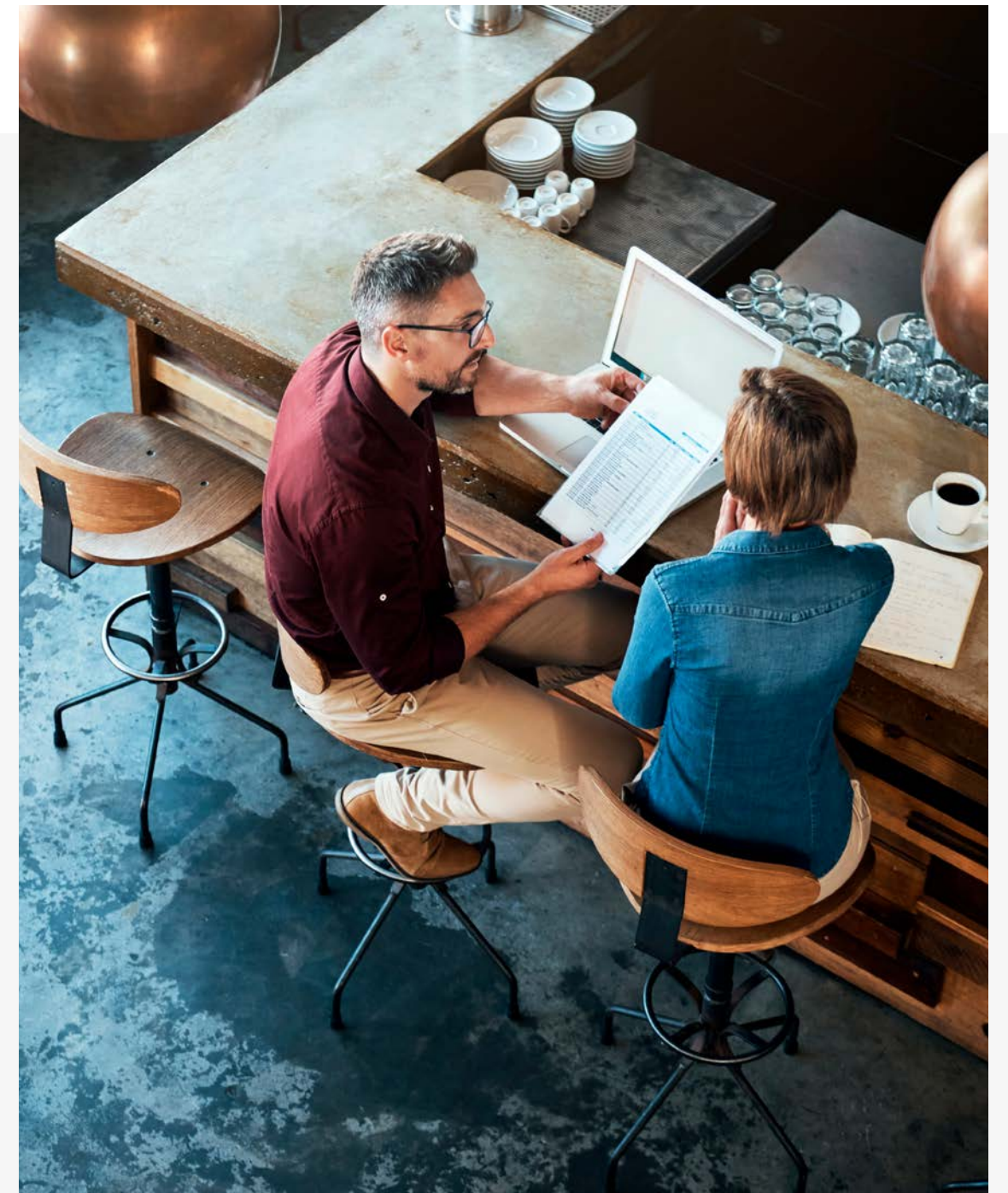
FCSP currently monitors all projects to collect progress and outcome indicators for the projects it supports. It also carries out in-depth research to evaluate processes, outcomes and impact on a subset of particularly significant initiatives. These are selected on the basis of two main criteria: the scale of the project and FCSP’s support for it and the degree of innovation and experimentation involved in the initiative concerned. Our internal resources are sufficient to undertake about 15-20 evaluation studies per year, which enables us to analyse the outcome of an average of 250 projects. About three-quarters of these studies are conducted by external professionals or research bodies, so as to ensure a third-party approach to the analysis of the data. The internal function is responsible for identifying and selecting evaluators whose experience and expertise ensure that the interpretation and methodology of the evaluation are of high quality. Rotation and collaboration with numerous research teams enables us to field-test different methodological approaches to evaluation and to assess their effectiveness in different contexts, and we intend to expand our pool of research partners in the year ahead.

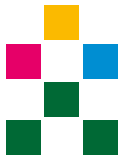
About 20 monitoring and evaluation studies will be launched in 2025. The exact number will depend on the lines of work due to be defined by the end of January 2025. These will be in addition to the 31 evaluations in progress, which will continue in 2025. The reasons for this are structural, because monitoring and evaluation depend on the launch and completion



dates of projects and programmes, rather than on annual plans. This means that about 51 evaluation studies will be followed over the course of 2025.

Evaluation results will continue to be shared for critical appraisal, both internally and externally, so as to contribute to the continuous-improvement approach that the Foundation has adopted. Internal sharing will take place by means of seminars, “CSP Academy” webinars and the publication of reports and datasets of evaluations in the “Evaluation Bookshop”, by agreement with internal communication and human resources. External sharing will take place by publishing summaries of evaluation results in the “Evaluation Library” on the FCSP website, and each evaluation will generate one or more external dissemination events aimed at interested parties (from project partners, to institutional stakeholders, specialist researchers and the general public).





The interventions defined by the Operations Department for 2025 originate from the objectives set in the Multi-Year Planning Document 2025-2028. It is also worth noting that some of these projects, i.e. those due to get under way in 2025, follow on from initiatives that the Foundation has already consolidated and learned from in previous years, because they are based on the permanent framework of values and concepts of the 2030 Agenda and the evolutionary principle of continuous improvement, in terms of welfare, equity, equality, including gender equality, and efficient, effective, sustainable management tools and, more generally, contribution to the building of increasingly strong and stable collaborations and partnerships.

In light of the above and with a view to continuous improvement, the Department will launch new measures aimed at strengthening the sustainable management model on the basis of the relevant frameworks (UN Agenda and CSRD) and international standards (ISO). These efforts include continuing to pursue the ISO 9001 certification pathway as a means of keeping the quality of activities and processes at high levels, while extending coverage of aspects pertaining to sustainability, environmental and social responsibility and governance.

The Department will launch a medium-term review of processes and procedures relating to the institutional sector, while stepping up its efforts to fine-tune and standardise tools and project approaches and simplify the relationship with beneficiary bodies.

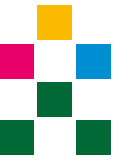
There are also plans to review the operating flows connected with the accounts payable cycle, following the introduction of a new business software application. As a result, the Department will be heavily involved in providing information and training to colleagues so as to facilitate the roll-out of the new operating procedures. In this respect, several short-term interventions are also in place, to extend and complete various services, improving their efficiency and internal effectiveness, while also enhancing the value perceived by internal users (e.g. computerisation of the privacy management process, redesign of the privacy management model, completion and expansion of the reception service, formulation of rules for the use of electronic signatures, extension of the functions of the suppliers' register, etc.).

The department will continue its efforts aimed at the personal development of staff, by designing and deploying structured training initiatives on cross-cutting soft skills, including those linked with well-being, equity and inclusion, and on maintaining and expanding specialist skills.

The Department will continue to strengthen its internal communication with a view to boosting team-spirit and a sense of belonging to the institution, while raising staff awareness of the full value of the institutions and services that the Foundation makes available to them in various capacities. This will involve holding events and initiatives aimed at staff, in line with the major themes covered by the Foundation, organised into in Goals and Missions, and implementing specific internal communication actions, such as active, continuous participation in the project to develop a new intranet and the launch of an initiative aimed at providing employees with additional personal services linked with the extension of the scope of activities of the reception. In pursuit of the same goal of creating a work environment that promotes well-being and fosters a sense of belonging, new activities will be launched to familiarise the Foundation's personnel with the Cavallerizza and enhance their understanding of its redevelopment by means of guided tours at the various project stages and by providing the internal Cavallerizza working team with assistance in organising and defining the spaces, layouts and fittings, while also involving staff in dedicated focus groups.

With a view to building a new model for managing, developing and valuing personnel, the department will also launch an experimental benchmarking exercise involving both foundations and for-profit companies with high awareness of and a close focus on developing and valuing people.

As far as strengthening the system of internal controls is concerned, work will be done on short-term interventions such upgrading the IT security infrastructure by drawing up a two-year security assessment plan and on redesigning and streamlining the training courses relating to Legislative Decree 231/2001, while in the medium term, work will start on developing a centralised, cross-cutting risk assessment system (from an ESG perspective) integrated with the Foundation's management and internal control systems.



Fondazione Compagnia di San Paolo's communication in 2025 will be based on a combination of different channels, with a keen eye on social and cultural changes and keeping a central focus on authenticity and human relationships. A set of tools will be made available to ensure that the new strategic plan is communicated in the most effective and, we hope, interesting way. Here are the highlights.

Advanced digitalisation. To manage and promote activities, we will use advanced digital tools, including integrated content management platforms, data analysis tools, and artificial intelligence. This will enable us to target our communication more effectively, optimise our resources and improve our ability to adapt to audience needs. Where there is an opportunity to do so, we will also experiment with the metaverse and augmented reality in connection with high-impact projects.

Transparency and Accountability. Communication is geared towards ensuring transparency and involves providing timely reports and data on project impacts and all institutional activity. We will use digital channels to keep the public honestly and constantly informed of results achieved and challenges faced, thereby building trust and credibility. "Ethical communication" will include practices of inclusivity, diversity, and a critical and analytical approach to the most significant social issues.

Stakeholder involvement. Relationships and involvement will be key words in this chapter: the aim is to foster an open dialogue that boosts the sense of community in the first stage of implementation of the strategic plan (MYPD 2025-2028).

Data-driven approach. We will plan and optimise communications on the basis of data. We will work on advanced CRM systems to segment our audience, analyse their information expectations, and personalise messages. The use of predictive analytics tools will enable us to anticipate trends and respond quickly to changes.

Sustainability and Social Impact. Communication focuses on highlighting the social impact of initiatives, situating them within the overall framework of the Foundation's actions and establishing appropriate references to the Sustainable Development Goals. The Foundation will highlight how its programmes contribute to addressing global challenges such as climate change, social equity and inclusive development, using engaging narratives and hard data.



Engaging Storytelling. We will focus on visual and narrative storytelling strategies, using videos, infographics and testimonials to tell our story. The aim is to create an emotional connection with our audience and convey the value of the activities the Foundation undertakes.

Strategic Partnerships and Advocacy. We will step up our collaboration with other non-profit organisations, the institutions and also the business sector, while communicating the value of partnerships to maximise collective impact. We will deploy advocacy campaigns to promote important causes, draw public attention to key issues and contribute to overcoming prejudice, stigma and stereotyping.



Cavallerizza Reale.

The launch
of the construction phase.

Cavallerizza Reale

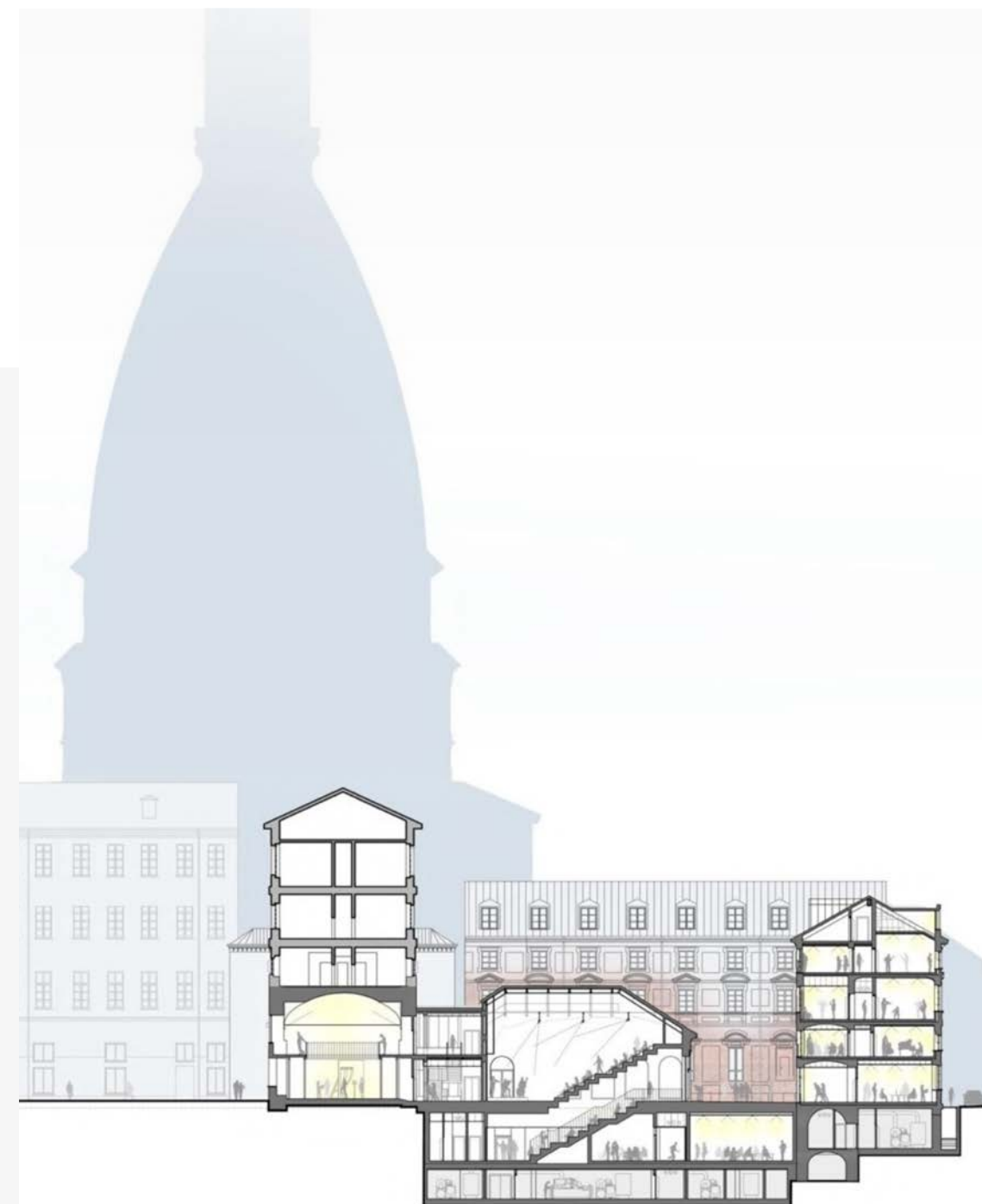
The launch of the construction phase



Fondazione Compagnia di San Paolo acquired the Manica del Mosca and Pagliere buildings in the Cavallerizza Reale complex in Turin in February 2022. An international design competition was held in the same year, resulting in the selection of the grouping consisting of Cino Zucchi Architetti and Politecnica Ingegneria in early 2023. The project design, by CZA Architetti and Politecnica, strikes a well-judged balance between respecting the historic and monumental fabric of Turin and introducing contemporary interventions.

The project proceeded in step with the planned time-line in 2024: the building permit was issued (thus bringing the delicate permitting phase to a close), the project presentation phase, offering a preview of some of the general works, reached completion, the engineering and architectural design phase moved into the executive phase, and the tender for selecting the construction company was completed. High priority was given to the energy-efficiency and eco-sustainability of the project as a whole.

General construction work is due to start by the end of 2024: according to estimates, the redevelopment work on the buildings owned by the Foundation should be completed within 24 months of hand-over of the areas concerned to the company that won the tender. Once the actual construction work gets going, our communication and presentation efforts in relation to the project will be stepped up, partly by setting up a visitor centre and other citizen engagement initiatives.



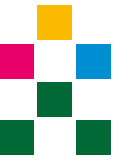


PAAS (Philanthropy As A Service)

The philanthropy of ideas
at the service of donors.

PAAS (Philanthropy As A Service)

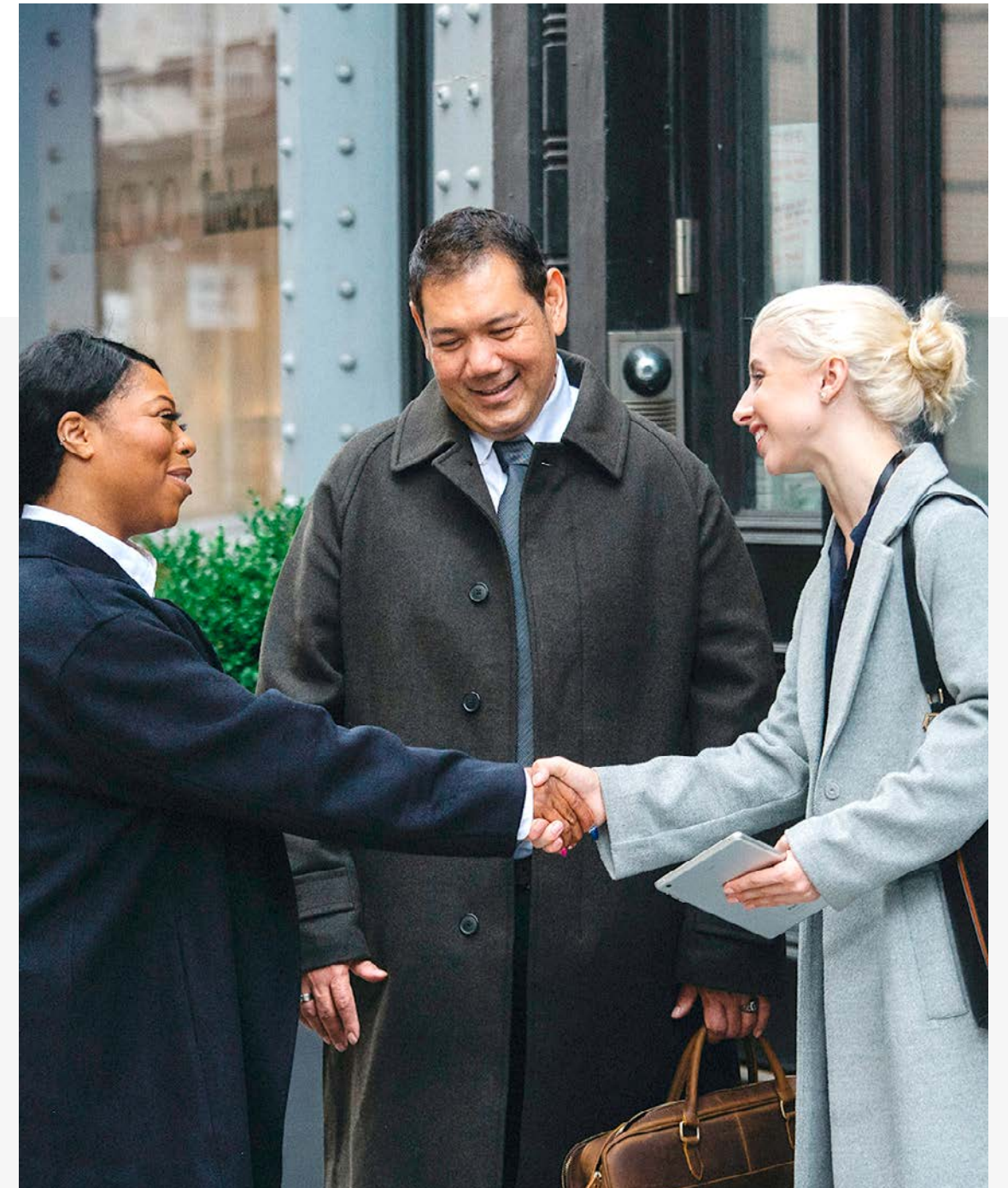
The philanthropy of ideas at the service of donors



By launching the PhaaS project, the Foundation is positioning itself as an open philanthropic infrastructure for the management of philanthropic funds deriving from donations and legacies.

Over the years, cooperation between the Foundation and private citizens has led to the establishment of 11 philanthropic funds with a total endowment of 48 million euros. The work of the philanthropic funds is consistent with the thematic areas defined in our Constitution, and the specific projects of individual funds are the result of discussions between donors and Foundation staff.

After a four-year trial period, the PhaaS project will define its management procedures more clearly and generate more opportunities to present its operating model over the course of 2025.





Economic & financial resources allocated for FY 2025

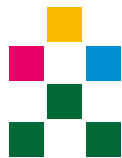
Economic & Financial resources allocated for fy 2025.

Cultura

Persone.

Pianeta.

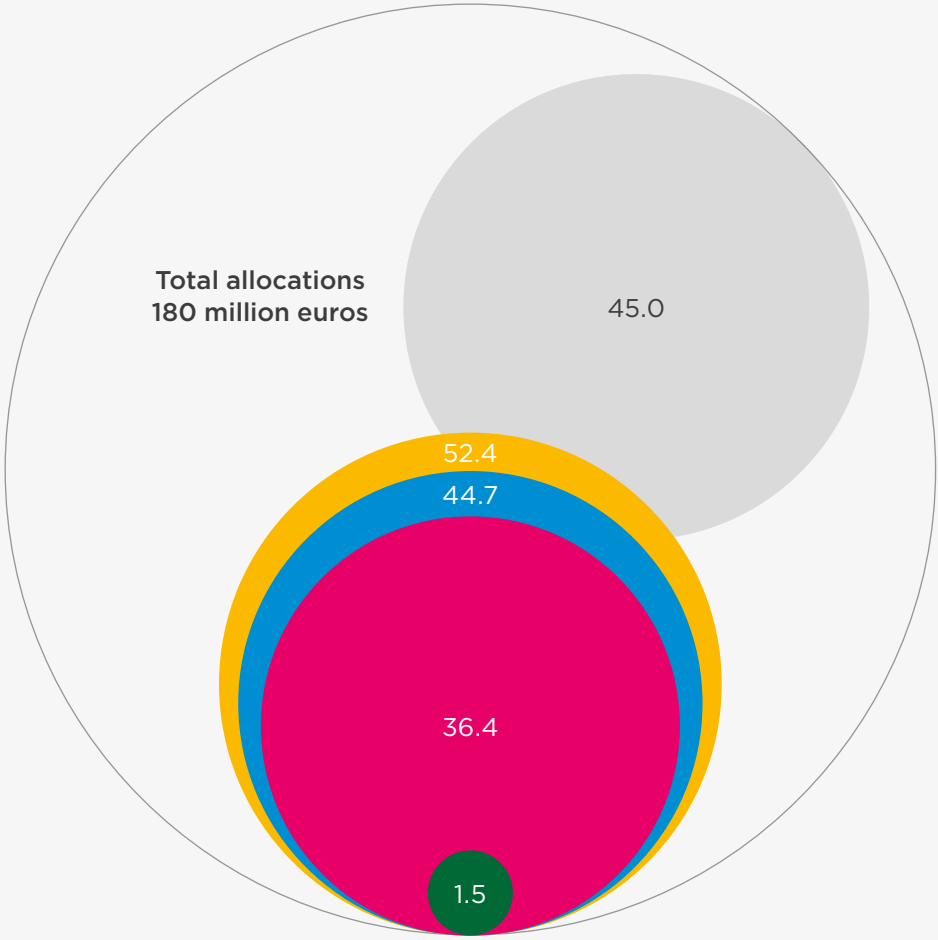
Economic & Financial resources allocated for fy 2025



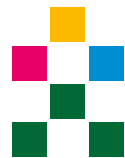
For financial year 2025, interventions for institutional purposes relating to resolutions to be adopted have an estimated total value of 135 million euros on the basis of the 2024 preliminary statement, to be drawn from funds for grants in the key sectors (Operational Planning 2025). An additional sum of up to 20 million euros is assumed for resolutions to be covered by funds for institutional activity pending earmarking, alongside an additional 25 million euros from funds for grant-making as per art. 1, para. 47 of Law 178/2020.

The hypothetical allocation of resources for institutional activities for financial year 2025 between the major constitutional areas is set out below.

STANZIAMENTI	IMPORTO (€)
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 strategic interventions and/or interventions in response to opportunities and/or new scenarios within the framework of the major areas, to be drawn from funds for institutional activity including funds for grant-making as per art. 1, para. 47 of Law 178/2020	45,000,000
Total	180,000,000



- 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 2025

↓ Sectors indicated in Art. 11 of law 448 of 28 December 2001					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	<div><div></div></div> 26.96
Scientific research and technological innovation*			28,800	700	29,500	<div><div></div></div> 21.85
Education and training*		2,500	10,600		13,100	<div><div></div></div> 9.70
Public health, preventive medicine*			5,300		5,300	<div><div></div></div> 3.93
Voluntary work, philanthropy, charity*		29,300			29,300	<div><div></div></div> 21.70
Care for seniors		2,400			2,400	<div><div></div></div> 1.78
Youth training and development*		6,400			6,400	<div><div></div></div> 4.74
Psychological and mental illnesses and disorders		2,400			2,400	<div><div></div></div> 1.78
Family		3,200		300	3,500	<div><div></div></div> 2.59
Crime prevention		1,600			1,600	<div><div></div></div> 1.19
Prevention of and rehabilitation from drug addiction		800			800	<div><div></div></div> 0.59
Local development and local social housing		3,800		500	4,300	<div><div></div></div> 3.19
Total	36,400	52,400	44,700	1,500	135,000	<div><div></div></div> 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.*



Fondazione
Compagnia
di San Paolo



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