

Fondazione
Compagnia
di San Paolo

Annual
Planning
Document 2026

Contents



Introduction 4

Structure of Fondazione Compagnia di San Paolo 6

Culture 8

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

Building Capacity to Attract Mission 14
Developing Skills Mission 18
Preserving Beauty Mission 22
Auxiliary Body - Fondazione 1563 per l'Arte e la Cultura 26
Encouraging Active Participation Mission 28

People Goal 32

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

Reinventing Dwelling Systems and Regenerating Neighbourhoods Mission 38
Promoting Decent Work Mission 42
Educating for Collective Development Mission 46
Auxiliary and Co-Governed Bodies - Fondazione per la Scuola and Consorzio Xké? ZeroTredici 50
Rediscovering Community Mission 52
Auxiliary Body - Fondazione Ufficio Pio 56
Working Together for Inclusion Mission 58

Planet Goal 62

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

Harnessing the Value of Research Mission 68
Auxiliary Body - Fondazione Collegio Carlo Alberto 72
Boosting Innovation Mission 74
Auxiliary Body - Fondazione LINKS 78
Promoting Well-Being Mission 80
Auxiliary Body - IIGM 84
Local Development Mission 86
Protecting the Environment Mission 90

The cross-cutting functions 94

Finance Department 96
Learning Department 98
 Innovation 98
 Data and Planning 99
 Evaluation 100
Operations Department 102
Governance Department 104
 Secretariat to the Governing Bodies 104
 Communication 105
 Research and Prospects 106

Economic & financial resources allocated for FY 2026 108



Introduction.

This document sets out Fondazione Compagnia di San Paolo's lines of work for 2026. The plans for the year herald the full implementation of the Multi-Year Planning Document 2025-2028 (MYPD 2025-2028), issued in February 2025: the cornerstones of the strategy find expression in a broad portfolio of actions and interventions for each Goal and Mission, including the Foundation's commitment to developing and implementing several major high-impact projects for the benefit of its catchment area.

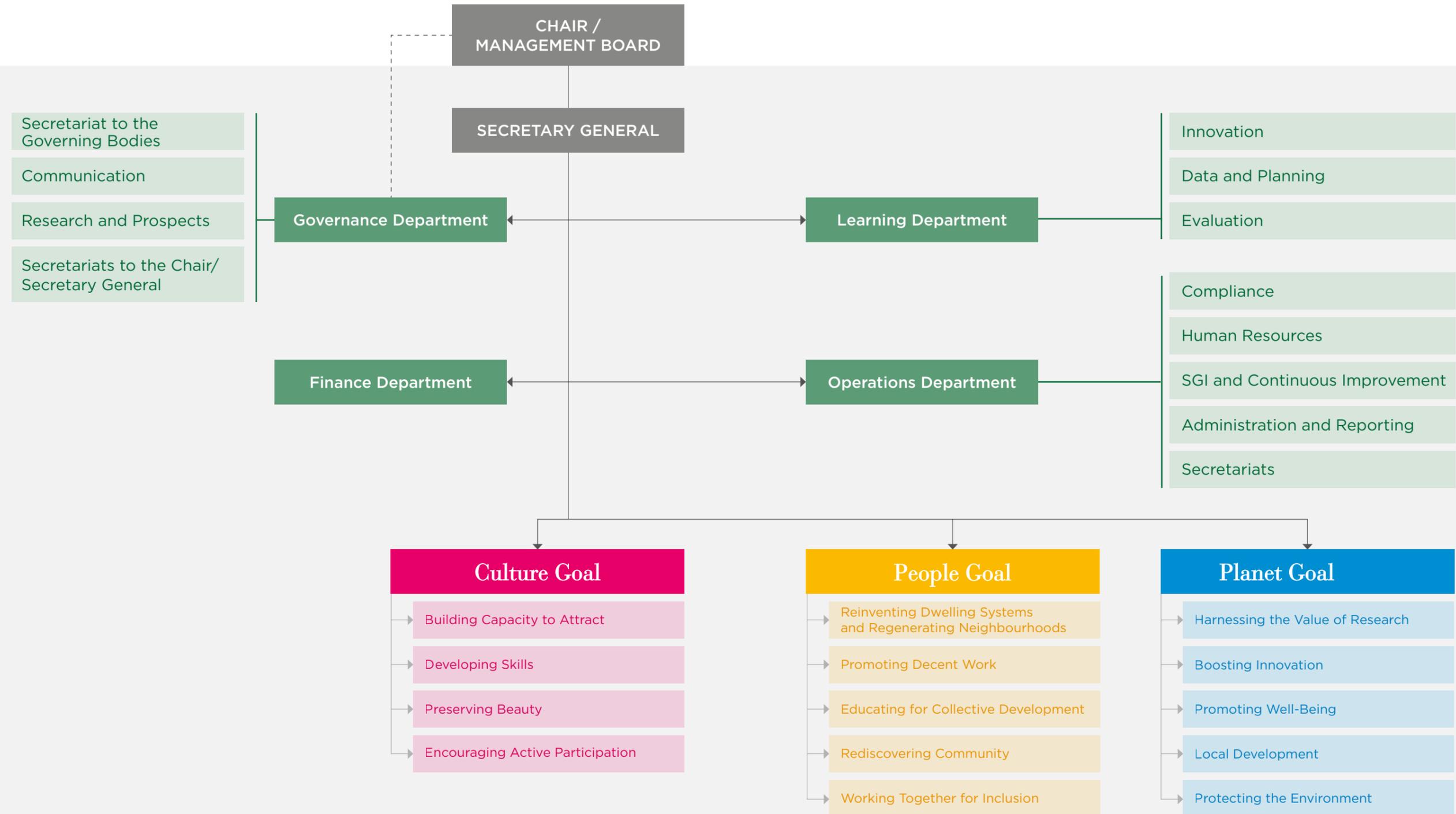
The form in which the contents of this document are presented reflects Fondazione Compagnia di San Paolo's new organisational model. For the institutional area (Culture Goal, People Goal and Planet Goal), the document describes the activities approved by the General Council and its respective Committees, in line with the strategic guidance set down in MYPD 2025-2028.

The document also covers the actions to be taken by the cross-cutting functions (four departments, namely Finance, Learning, Operations and Governance) that help provide a comprehensive picture of the Foundation's internal activity.

By consulting these pages, readers will therefore gain a clearer understanding of the intentions and vision underlying the institutional activity, see clear evidence of the future direction that Fondazione Compagnia di San Paolo will take and the issues it will focus on in the coming months. They will also be able to identify possible opportunities for collaboration and growth.

Structure

of Fondazione Compagnia di San Paolo.





Culture.

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

Culture

Goal

The strategic framework.

Throughout 2026, Fondazione Compagnia di San Paolo will remain committed to promoting and supporting culture in all its dimensions, and the active participation of citizens in the cultural, civic and democratic sphere. Fondazione Compagnia di San Paolo's Multi-year Planning Document 2025-2028 recognises the vital role that each of these areas plays in fostering individual and collective well-being, developing the new generations and strengthening social cohesion. Viewed through this lens, culture represents a strategic resource for the conscious development of local areas and communities, by helping to reduce gaps and improve the quality of democratic life.

Over the course of 2026, action will be taken to develop and support the projects selected under the thematic calls for proposals launched the previous year, such as SparkZ, SWITCH, Starter and Cultura per Crescere (Culture for Growth): Fondazione Compagnia di San Paolo will provide this support and monitoring according to an integrated approach, aimed not only at funding the initiatives concerned, but also at fostering their growth, their ability to generate impact and the construction of collaborative networks between the various actors involved.

At the same time, the confirmed calls for proposals and guidelines will be reviewed and updated, such as in the case of urgent restorations and participatory festivals, with a view to aligning them more closely with Fondazione Compagnia di San Paolo's new overall strategy, changes affecting the sector and the needs of local communities. This process will be guided by an analysis of the results achieved, with a view to maximising the effectiveness of the tools and extending access to the opportunities made available. Furthermore, road-testing will take place on a number of geographically specific, co-designed calls for proposals put forward directly by strategic partners, such as an edition of Space aimed at hinterland and mountainous areas, and an edition of SparkZ focusing exclusively on certain provinces.

A central role will be assigned to developing the research launched in 2025 on strategic issues covered by Multi-Year Planning Document 2025-2028, including cultural professions, the active participation of citizens, the shared management of common goods, and social prescription as a vehicle for promoting well-being and inclusion. These areas will be investigated in depth and translated into new actions for implementation by the various Missions, with a view to generating operational instruments and innovative cultural policies, in conjunction with local actors.

FCSP will also introduce new intervention tools designed to showcase and harness the value of cultural heritage, promote the catchment area's cultural offering with an emphasis on internationalisation, help cultural institutions enhance their use of data management, strengthen cultural and civic centres, support the cultural and artistic professions, and promote the scheduled and preventive maintenance of cultural heritage assets. These tools will be characterised by increased openness, close consideration of the local context and a structured relationship with public policies, with a view to encouraging co-design and achieving systemic impact. In parallel with this, FCSP will continue its efforts to boost the strategic and structural strength of cultural organisations, in their contribution to sustainable development, and in the trajectories highlighted by the experience gained from the Next Generation You call for proposals.



Fondazione Compagnia di San Paolo will step up its interaction with its co-governed bodies, not only by means of the established tool of strategic shares of funding, but also by promoting a common sensitivity towards the cross-cutting dimensions of the plan, such as the green transition, youth dynamism and reducing inequalities.

As far as the catchment area's cultural heritage is concerned, Fondazione Compagnia di San Paolo will take steps to identify – in partnership with the relevant institutions – high-priority and high-impact structural interventions with the ability to generate long-lasting and transformational value for the cultural system. The process of identifying these priorities will take account of these goods' potential to create value for the community and local development.

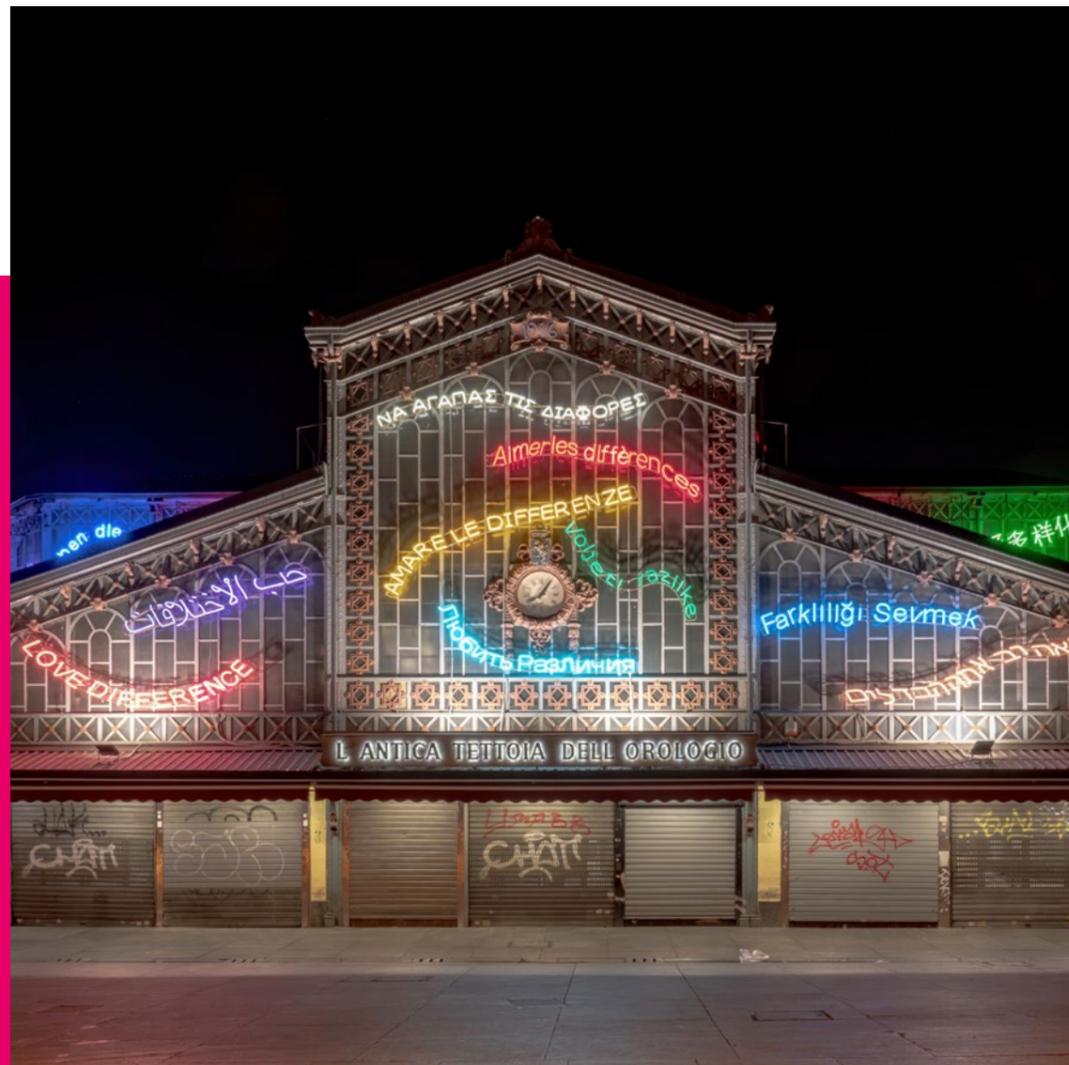
The activities planned under the thematic protocols and agreements launched or renewed in 2025 will move into the implementation phase. These include initiatives relating to the Cinema and Audiovisual Fund, the recovery of confiscated assets, Turin European Capital of Culture 2033 and the City of Turin's City Branding project – all of which will be further developed and integrated into the programme, as a means of helping to build a shared cultural vision.

Action will be taken to boost the international dimension of the Culture Goal, partly by implementing specific projects but also by taking part in thematic projects and networks involving artists, creatives and cultural operators, and collaborating with organisations such as ASEA, Philea and ECF. These connections will help promote intercultural dialogue, circulate skills and build strategic alliances at European and global level.

The activities of Fondazione 1563 will be aligned with Fondazione Compagnia di San Paolo's new strategic planning, so as to make the most of the opportunities that arose in 2025 and help achieve the objectives set down in the Plan, by taking advantage of new opportunities, such as the spaces available in Palazzo D'Azeglio and a closer synergy with Fondazione Bersezio.



In parallel with the ongoing structural works, 2026 will see the completion of the Turin Cavallerizza Reale cultural project, which is set to have a profound impact on the city's cultural landscape and significant knock-on effects at national level. In preparation for the operational launch of the cultural hub that the Cavallerizza Project and its partners intend to establish in the heart of the urban fabric, progress will be made on the vital task of formulating an effective and sustainable management system. At the same time, the Culture Goal's activities will need to be harmonised with the prospects and potential offered by this new hub, so as to facilitate the development of shared projects and a strategic vision capable of reaping maximum benefit from the role of the Cavallerizza as a generative open space for culture, innovation and participation.



Building Capacity to Attract

Mission

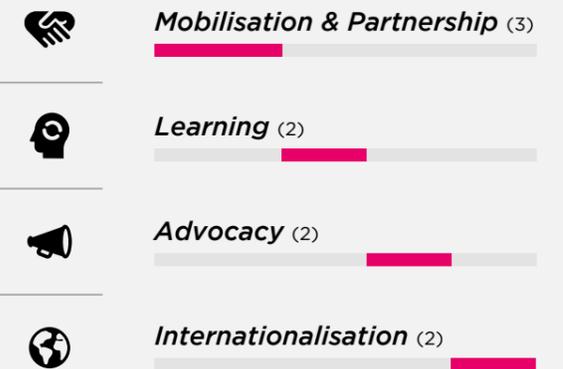
References to MYPD cornerstones

The figures shown next to each heading represent the number of initiatives implemented.

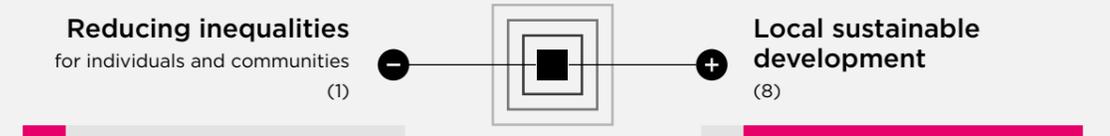
ALIGNMENTS



CROSS-CUTTING METHODOLOGIES



THEMATIC PRIORITIES



INTERVENTION SPEED



Building Capacity to Attract

Mission



Components of Strategy

Activities in 2026

To work alongside local policy-makers on kick-starting processes aimed at formulating and implementing strategies, platforms, programmes and interventions relating to cultural and touristic offering, in order to develop the attractiveness of networks, delivery chains and systems, by means of shared and recognised positioning drivers.

- *Developing partnerships with local stakeholders, both public and private, to create and consolidate systems and supply chains (cinema, dance, photography, etc.) by means of actions aimed at enhancing the attraction of creative talents, internationalising cultural offering and optimising the positioning of local institutions.*

To support local proposals for showcasing and harnessing the value of culture through multi-year development pathways aimed at fostering the opportunities that sustainable tourism can bring to the environment, places and communities.

- *Publishing a multi-year call for proposals for partnerships aimed at harnessing the value of the cultural identities found in Piedmont, Liguria and Valle d'Aosta. By implementing the models spawned by the "In Luce" call for proposals from the last tenure, this will test and activate possible models of sustainable tourism, partly through capacity-building and empowerment initiatives.*
- *Testing calls for proposals for specific regions, based on a range of tools, including regranting, that deploy local enhancement projects in close connection with the identity, potential and specific needs of the places concerned, and in partnership with local policy-makers.*

To support high-quality local cultural offerings by means of actions aimed at fostering cultural and organisational synergies with national and international experiences, and encouraging cultural uptake and consumption, especially among young people.
(continued)

- *Multi-year intervention aimed at supporting the internationalisation of the offering of cultural institutions in Piedmont, Liguria and Valle d'Aosta, by establishing networks with foreign organisations, with a view to designing and deploying proposals that attract national and foreign audiences, and positioning Italian artists and local cultural institutions in international showcase events.*

Components of Strategy

Activities in 2026

(continued)

- *Working with the Developing Skills Mission to implement a supply-chain intervention between independent parties and leading local cultural institutions, aimed at attracting Italian and international artists to Piedmont and Liguria with opportunities for research, professional development, and enhancement and promotion of their skills and creative pathway.*
- *Developing actions, integrated into broader support programmes, aimed at encouraging and supporting cultural consumption by young adults, with a particular emphasis on the 19-34 age group.*

To promote creative and artistic production, especially among young people, and innovative cultural processes aimed at raising awareness of the major challenges of the day.

- *Implementing the Starter call for proposals by deploying and supporting the selected projects, and taking advocacy initiatives aimed at amplifying the role that creativity and culture can play in provoking thought and raising awareness of environmental challenges.*

To help cultural organisations implement multi-year innovation and digital transition plans, with a specific focus on developing data culture in the management, use and showcasing of heritage, and fostering dialogue with the innovation ecosystem.

- *Implementing the SWITCH call for proposals, by deploying and supporting the selected projects, and acting on the monitoring and evaluation plan aimed at establishing and verifying a template for a multi-year Digital Innovation Plan model for cultural institutions.*
- *Conceiving, designing and implementing data management interventions that use capacity-building and testing (including AI-based testing) to enhance cultural institutions' skills, tools and use of data to boost their efficiency and effectiveness.*

Developing Skills

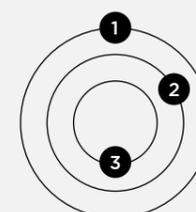
Mission



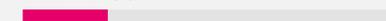
References to MYPD cornerstones

The figures shown next to each heading represent the number of initiatives implemented.

ALIGNMENTS



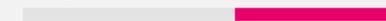
World (2)



Europe/International (3)



Italy (4)



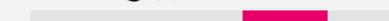
CROSS-CUTTING METHODOLOGIES



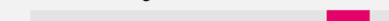
Mobilisation & Partnership (5)



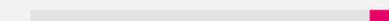
Learning (2)



Advocacy (1)

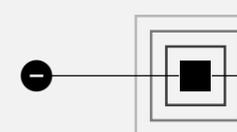
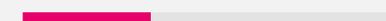


Internationalisation (1)



THEMATIC PRIORITIES

Reducing inequalities
for individuals and communities
(3)



Local sustainable development
(6)



INTERVENTION SPEED

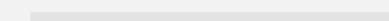
Systemic change
(9)



speed
1

speed
2

High-impact projects
(0)



Developing Skills

Mission



Components of Strategy

Activities in 2026

To encourage the widespread and early penetration of active cultural experience into formal and informal educational contexts and educational communities, to enable it to make a major contribution to personal growth, education and reducing inequalities.

- *Integrating projects, mechanisms and support tools relating to the role of cultural experience in educational challenges, particularly in Turin and within the frameworks of Città dell'Educazione and Education Strategy (such as La Bella Stagione, Ibridi and Famiglie ZeroSei), in conjunction with the People Goal's Educating for Collective Development Mission, Consorzio Xké? ZeroTredici and the Group's other education-focused bodies.*
- *Alongside Fondazione per la Scuola, presenting the results of the Consonanze action/research initiative on music education and using it as a basis for formulating possible lines of intervention on cultural experience in educational settings that leverage its learnings.*
- *Concluding the activities carried out under the two-year Cultura per Crescere call for proposals and the parallel capacity-building process, aimed at enhancing the role of libraries as infrastructures of neighbourly interaction, disseminating skills and consolidating local communities of practice around the challenge of early-years cultural welfare.*

To provide professionals working in and for culture – with a particular focus on women and young people – with training and professional qualification opportunities and career pathways designed to enable them to promote and deliver growth in the cultural sector and its role in the sustainable development of the catchment area. *(continued)*

- *Launching new support tools designed to promote the right conditions – in terms of settings, services, skills and employment-related organisational models – to enable cultural professionals to embark on and consolidate their careers, based on the results of a research initiative in this field scheduled to reach completion in early 2026.*

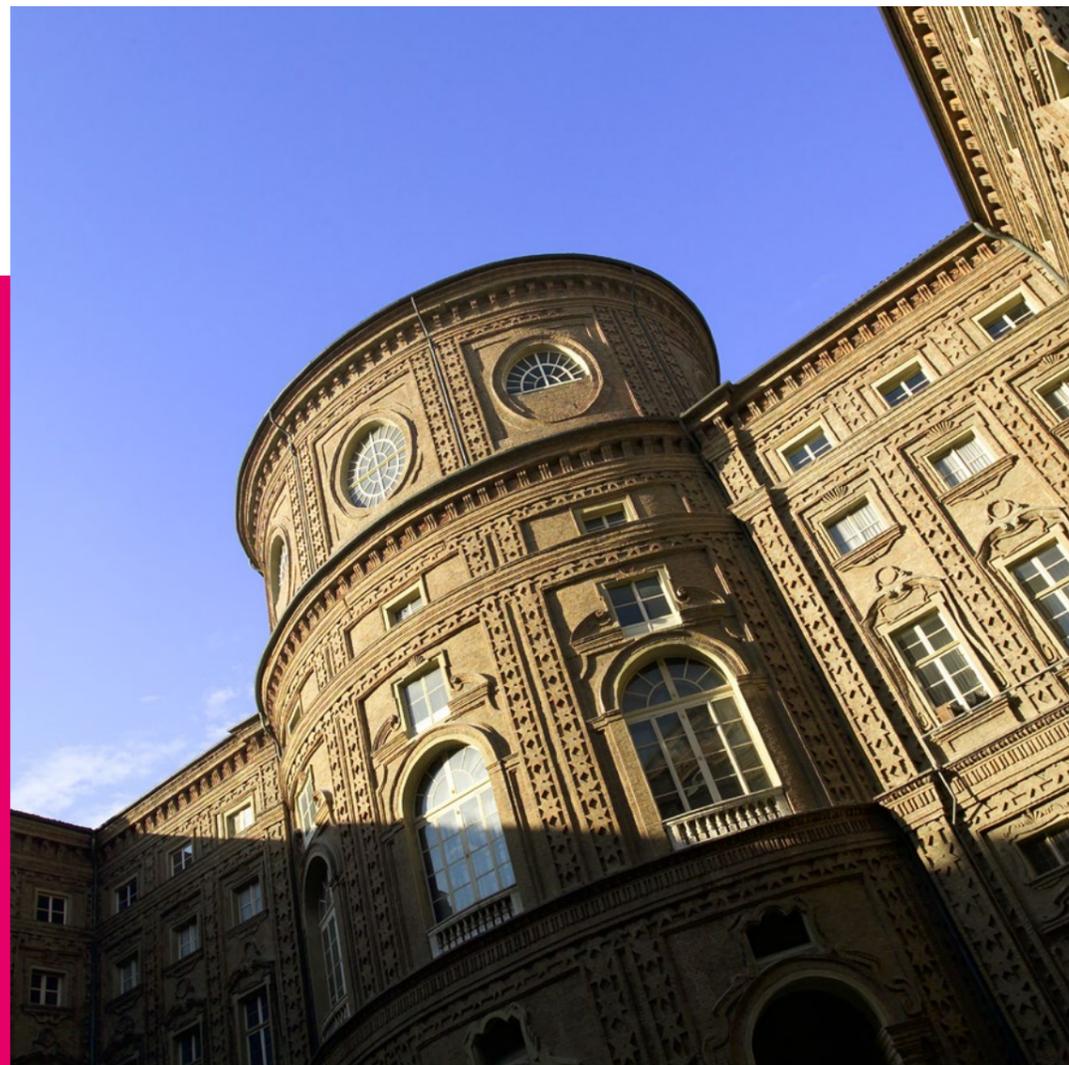
Components of Strategy

Activities in 2026

(continued)

To promote the evolution of cultural bodies according to principles of social responsibility and sustainable development, in line with the Green Transition, with priority to ecosystem-building.

- *Supporting the test phase and initial actions of the training organisation network spawned by the Guidelines for the Training of Cultural Professionals 2022-2025.*
- *Implementing supply-chain interventions, both separately and in conjunction with the Building Capacity to Attract Mission, between independent parties and leading local cultural institutions, aimed at attracting Italian and international artists to Piedmont and Liguria with opportunities for research, professional development, and enhancement and promotion of their skills and creative pathway.*
- *Consolidating the strategic collaboration with Hangar Piemonte, by supporting its role as an agency for cultural change in the catchment area, geared towards sustainable development, and sharing the experimental pathway, which has also been embraced by the Region, under which cultural networks will draw up culture-focused local sustainability reports (the experiment will start with the municipalities of Cuneo and Venaria).*
- *Follow-up to the "TERE - Transizione Ecologica del Terzo Settore" (ecological transition of the third sector) programme, in collaboration with the Planet Goal's Protecting the Environment Mission, aimed at providing Fondazione Santagata with support and guidance on planning and adopting of decarbonisation measures for a group of organisations, which will then serve as a model.*
- *Evaluating and establishing a preliminary strategy for the Goal aimed at developing skills in high-priority cross-cutting domains.*



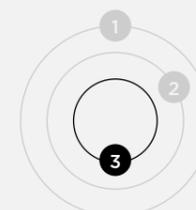
Preserving Beauty

Mission

References to MYPD cornerstones

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ALIGNMENTS



World (0)

Europe/International (0)

Italy (9)

CROSS-CUTTING METHODOLOGIES



Mobilisation & Partnership (6)



Learning (0)



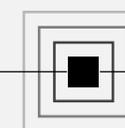
Advocacy (3)



Internationalisation (0)

THEMATIC PRIORITIES

Reducing inequalities
for individuals and communities
(1)



Local sustainable development
(8)



INTERVENTION SPEED

Systemic change
(7)

speed

1

speed

2

High-impact projects
(2)

Preserving Beauty

Mission



Components of Strategy

Activities in 2026

To experiment with forms of public/private partnerships to encourage opportunities for joint investments and to innovate in the field of conservation and management of the most important cultural heritage assets.

- *Supporting architectural heritage refurbishment projects in collaboration with the Ministry of Culture, aimed at joint resource planning and road-testing innovative forms of partnership.*
- *Supporting conservation projects on historically significant cultural heritage assets, within the framework of agreements with the Municipalities of Turin and Genoa, the Region of Piedmont and other institutions responsible for heritage management and conservation, aimed at generating value for the catchment area.*

To promote a culture of conservation of cultural heritage based on knowledge, prevention and research aimed at developing systemic change in the way heritage is protected.

- *Launching the “Prima” project, spawned by reflection on the first two editions of the call for proposals on the preventive conservation and scheduled maintenance of cultural heritage assets: the project will support conservation initiatives in ever closer collaboration with the Ministry of Culture, the bodies responsible for protecting religious cultural heritage and the bodies that conduct research in this field, primarily the Polytechnic University of Turin.*

In its role as a founder member of the most important cultural institutions in North-West Italy, to promote the upgrading of cultural assets into premium attributes of the catchment area, capable of generating development, attracting skills and fostering a fair and dynamic society.

- *As a founder member, Fondazione Compagnia di San Paolo will continue to concentrate on the task of liaising with and providing financial and organisational support for the catchment area’s leading cultural institutions, with a particular focus on activities aimed at boosting the sustainability, independence and growth of the organisations concerned.*

Components of Strategy

Activities in 2026

To contribute to the development of critical thinking about the landscape, by supporting experimental projects that provide good conservation and energy transition practices and effective evaluation models.

- *Completing the test-phase for the implementation of the landscape plan in Piedmont.*
- *In partnership with local institutions and other Missions under the Culture Goal, supporting cultural projects based on the benefits offered by the landscape and the practical implementation of activities in line with the latest planning standards.*

To develop system-oriented projects in the technological, managerial and organisational fields for archives and libraries, to be made available to all the players in the catchment area.

- *In collaboration with Fondazione 1563, one of Fondazione Compagnia di San Paolo’s auxiliary bodies, promoting the adoption and development of replicable models for the effective management of digitised documentary assets, especially following the large-scale digitisation campaigns undertaken with PNRR (national recovery and resilience plan) resources.*
- *Through Fondazione 1563, continuing the project on the research library system in the historic centre of Turin, with the launch of the activities specified in the strategic plan currently being drawn up.*
- *Through Fondazione 1563, implementing operational projects designed to support the strategic activity of the Culture Goal, with particular reference to research on heritage conservation, archives and library science.*



Fondazione
1563
Arte e Cultura



AUXILIARY BODY

Fondazione 1563 per l'Arte e la Cultura.

The new governance board will take office at Fondazione 1563 in 2026 and will launch a new multi-year planning cycle. The Foundation's core activities, as set down in its constitutional goals, will therefore continue with renewed vigour. Collaboration with Fondazione Compagnia di San Paolo's Culture Goal will remain strategic, so as to align the aims of the initiatives to be undertaken, while also taking advantage of the new opportunities for collaboration through Fondazione Bersezio and using the spaces available in Palazzo d'Azeglio.

Work will focus primarily on managing and enhancing Fondazione Compagnia di San Paolo's historical archive, with a particular emphasis on continuing the activity in partnership with Intesa Sanpaolo. With regard to the history of Fondazione Compagnia di San Paolo, work will continue on developing content for Brand Heritage projects and on the Cavallerizza Reale complex.

On the recommendation of Fondazione Compagnia di San Paolo, work will also continue on archives and libraries, by means of coordination of two subject-specific round-tables set up with local actors and aimed at concentrating and optimising the efforts to address systemic problems.

The Foundation will continue the process of obtaining accreditation as a humanities research body, on the basis of Turin Humanities Programme (THP), which will continue to adhere to the roadmap, in the wake of the particularly satisfactory results achieved thus far. The THP is a historical research programme with an international perspective.

There will be a specific focus on a new strand of research into the history of philanthropy and philanthropic institutions. Drawing upon archive sources and their preservation, the aim is to put in place a project that is wide-ranging enough to involve other institutions at both national and international level.



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Encouraging Active Participation

Mission

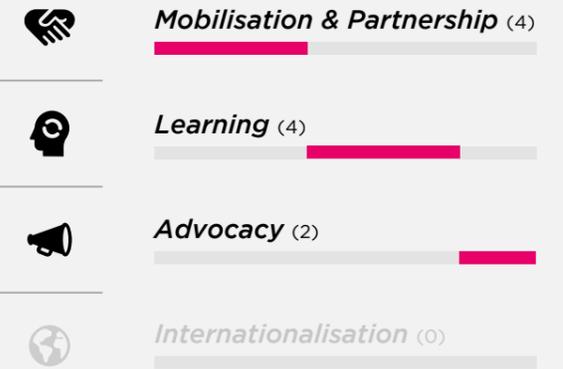
References to MYPD cornerstones

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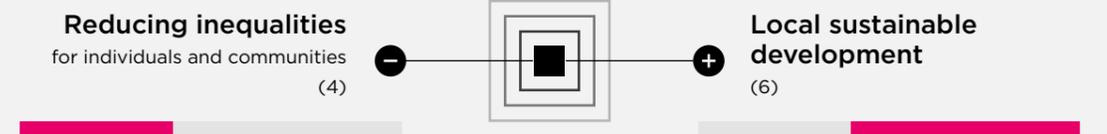
ALIGNMENTS



CROSS-CUTTING METHODOLOGIES



THEMATIC PRIORITIES



INTERVENTION SPEED



Encouraging Active Participation

Mission



Components of Strategy

Activities in 2026

To study and disseminate knowledge on the characteristics of participation: analysing and disseminating data on participation, exclusion and disengagement; providing skills and actions on participatory design (citizen engagement, shared administration, co-design/ planning, public-private partnerships, collaboration agreements).

- Throughout 2026, developing and analysing the research launched in 2025, by integrating surveys and mapping with additional data to gain a deeper understanding of the characteristics of participation, with a particular emphasis on exclusion and disengagement, partly in preparation for future actions.
- Experimentally launching a skills centre, for the use of the catchment area, for the conception, implementation and evaluation of participatory design. The centre's role will be to foster the development of the right collaborative processes between policy-makers, third-sector actors and active citizens.

To expand cultural demand and participation and diversify its social base by promoting greater access to cultural experiences and encouraging community welfare characterised by the interaction between culture, health and well-being, with specific attention to people over 65.

- Continuing the work on increasing cultural demand and participation, by encouraging better access to cultural experiences, including by continuing the "Cultura dietro l'angolo" (culture round the corner) project developed with the City of Turin. The specific focus on people over 65 will play a leading role in the community welfare programme built around the interaction between culture, health and well-being.
- Providing specific support for participatory experiences outside the home: the Guidelines for Participatory Festivals will remain in place and public space will be given a central role in new initiatives.

To encourage active participation as one of the key elements of democracy: expanding political literacy, encouraging more people to want to keep informed and to know how to do so, expanding scientific citizenship and active citizenship more generally. (continued)

- Encouraging active participation as one of the key elements of democracy, by continuing to promote political literacy initiatives, designed in particular for young people, with a call for proposals aimed at municipalities.

Components of Strategy

Activities in 2026

(continued)

To boost participation throughout the catchment area: strengthening the infrastructure and sustainability of cultural and congregation centres, in line with the principle of geographical rebalancing (not only urban areas/ mountain areas, city centres/suburbs but also taking into account municipal fragility) for local regeneration, including with targeted uses of public space. To support primarily free cultural experiences outside the home and outside the confines of conventional cultural venues.

- Launching partnerships selected on the basis of a 2025 public call for proposals on boosting interest in wanting to keep informed and knowing how to do so, and boosting scientific citizenship. By means of that co-design with the Foundation, these partnerships will finalise new interventions.

To equip under-35s to feel like a driving force in society and its development, including via inter-generational dialogue: encouraging their social and civic commitment, their dynamism in democratic life, facilitating their participation in governance in third-sector and public bodies and strengthening youth organisations.

- Consolidating collaboration with the Region of Piedmont on confiscated assets, within the framework of the regional call for proposals designed to encourage knowledge, recovery and the reuse thereof, as common goods for stimulating participation, inclusion and development.
- Continuing the major efforts on enhancing the infrastructure and sustainability of cultural and congregation centres (Space 24 and Case del Quartiere in Turin and Genoa), in line with the principle of geographical rebalancing, using two new tools: one dedicated to hinterland and mountain areas and one to centres due to open in the near future.
- Stepping up interventions to encourage social and civic engagement among people under 35. As the projects selected through SparkZ get under way, a new call for proposals will be launched for the provinces from which fewer applications were received.
- Pursuing further actions on youth participation: a cultural participation programme undertaken with EDISU, an initiative to disseminate civil service in sport with TESC and the continuation of the APICE programme aimed at encouraging youth entrepreneurship in hinterland and mountainous areas.



People.

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

People

Goal

The strategic framework.

For the People Goal, 2026 will see the operational launch of initiatives that were prepared over the course of 2025 or that constitute the progression of previous trials that have proved effective in terms of the significance of the issue they address, the approaches they have adopted and the results they have achieved. These initiatives will address major, urgent issues in the current social and educational context, such as: combating gender-based violence, combating food poverty, promoting the development of local food systems, sustainable housing for population groups who are vulnerable or at risk of disadvantage, urban regeneration, helping elderly people remain healthy in old age and continue to play

an active role, inclusion of people from migrant backgrounds, supporting dynamism among migrants, establishing safe migration channels, promoting better conditions for people serving or nearing release from custodial sentences, especially young people and women.

The common thread running through these initiatives, many of which will be implemented not only in cities but also in hinterland areas of the regions served by Fondazione Compagnia di San Paolo, will be the approach taken and shared with the participating communities. This is based on identifying the diverse underlying causes of the issues addressed and formulating long-term systemic solutions designed to forge strong alliances between public institutions and the various organisations working in the areas where the interventions are carried out. All of the above will be done with a special focus on maximising the role that businesses will be able to play in the processes thus supported, and taking account of their size and consequent potential for interaction with FCSP.

Further steps will be taken to leverage tools and practices that have recently proved highly effective at broadening and strengthening Fondazione Compagnia di San Paolo's social and educational programmes. These will include consolidating and fine-tuning financial instruments designed to support social and educational actions (instruments for lease facilitation, asset building and guarantee funds for housing and for advancing resources to bodies working with Fondazione Compagnia di San Paolo). They will also include developing digital tools for use in major initiatives, for matching-making between supply and demand, facilitating access to and use of services, and collecting, analysing and managing data, with the possibility of producing accurate snapshots of conditions, needs, prospects and projections of specific age-groups of the population.

Actions in the social and educational arena in 2026 will be accompanied by an increase in communication activities, in order to respond to information needs, tell people about the good results and successes achieved and contribute to the cultural recognition of welfare as a strategic asset in the formulation of policies for boosting local development and capacity to attract. This will be done by continuing to use the right kind of messaging to reach the beneficiaries of FCSP-promoted interventions and the target audiences of the related



communication initiatives. We will also continue to step up the role that our Foundation increasingly plays in facilitating processes of cultural debate and forums of exchange, both for sector professionals and the general public.

Efforts to help young people will continue: many of the major initiatives launched or further developed by the People Goal in 2026 will be aimed at young people, with particular reference to access to housing and employment, mental health, dynamism and empowerment, and the important role they can play as “peers” to children and adolescents. There will also be a specific focus on the most vulnerable population-groups, such as people with difficulty in making choices about their educational and employment pathways, people with criminal convictions, young people from migrant backgrounds, unaccompanied minors arriving in Italy, young people with disabilities and young people with care burdens. These interventions, like the many others undertaken by all of Fondazione Compagnia di San Paolo’s Goals, will be carefully integrated into a coherent system, leading to the formulation of an overall strategy of pulling together the many strands of FCSP’s commitment to young people. Consideration will also be given to the possibility of developing new activities, projects and pathways to complement FCSP’s investment in this specific age-group, while sharing and aligning it, where possible, with the plans of other local institutions in order to maximise its impact.

In close connection with these interventions and other systematic efforts aimed at young people, FCSP will continue to support the Città dell’Educazione initiative that has been implemented in four cities (Turin, Genoa, Savona and Vercelli) in previous years, in collaboration with Fondazione per la Scuola, local and regional administrations, the Ministry of Education and numerous public, private and philanthropic stakeholders. The initiative set itself the ambitious challenge of demonstrating the lasting and sustainable value that accrues

when cities give high priority to investing in effective educational processes, involving early intervention, early-years care and education, reducing school drop-out rates, promoting the social and emotional skills and dynamism of children, teenagers and young people, enhancing the skills of teachers and other adults within the education system, and building inclusive, competent and cohesive educational eco-systems.

In 2026, FCSP will continue to support actions aimed at developing and promoting educational and social services and programmes at times of the year – especially the summer – when the usual services are absent or insufficient. These gaps have negative effects on the well-being and education of disadvantaged groups, such as homeless people, seniors, people serving custodial sentences and children, especially those with disabilities or from disadvantaged families.

The systemic change initiatives promoted by Fondazione Compagnia di San Paolo are increasingly highlighting the need for new professions with up-to-date, hybrid, cross-sectoral skills and an openness to continuous learning in order to respond to the multi-causal, cross-sectoral and inter-institutional nature of issues and policies. To this end, new professional roles in education and social care will continue to be supported and enhanced, including through collaboration with other institutions.

Lastly, as from 2026, new forms of support will be launched for third-sector organisations with experience, a local presence and relevant expertise in social and educational issues. The aim is to consolidate these organisations’ strategic collaboration with Fondazione Compagnia di San Paolo and foster a more continuous, fluid and trust-based relationship, the ability to identify initial or clearer signs of emerging issues, and the possibility of long-term responses to build more inclusive, cohesive, and supportive communities.



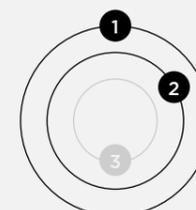
Reinventing Dwelling Systems and Regenerating Neighbourhoods

Mission

References to MYPD cornerstones

The figures shown next to each heading represent the number of initiatives implemented.

ALIGNMENTS



World (7)

Europe/International (1)

Italy (0)

CROSS-CUTTING METHODOLOGIES



Mobilisation & Partnership (3)



Learning (1)



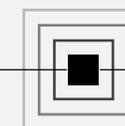
Advocacy (3)



Internationalisation (1)

THEMATIC PRIORITIES

Reducing inequalities
for individuals and communities
(4)



Local sustainable development
(4)



INTERVENTION SPEED

Systemic change
(7)

speed

1

speed

2

High-impact projects
(0)

Reinventing Dwelling Systems and Regenerating Neighbourhoods

Mission



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Components of Strategy

To support the development of new models and initiatives of housing-related inclusion and well-being and affordable housing aimed in particular at people in vulnerable conditions (e.g. young people, seniors, homeless people, people from migrant backgrounds), in terms of the supply, tools, types, methods of use and forms of ownership of dwelling spaces.

Activities in 2026

- *Launching the projects selected under the CAP 18-35 Call for Action aimed at promoting innovative and experimental local processes, on a medium-to-long-term strategic basis, in response to the emerging housing needs of the 18 to 35 age-group (in collaboration with the Working Together for Inclusion and the Rediscovering Community Missions). Also in relation to housing for young people, initiatives will be formulated for the City of Turin aimed at integrating existing services into a system and launching new services where needed.*
- *Supporting and monitoring the launch of the first Community Land Trust in Italy, to road-test an economically sustainable and socially inclusive model of affordable housing for young families with low incomes.*
- *Supporting the development and monitoring of senior housing initiatives (Villa Mater and the Debouché social condominium) aimed at promoting active longevity and combating loneliness among elderly people.*
- *Exploring and promoting financial instruments and support measures focusing on affordable housing for people in vulnerable housing situations, in collaboration with local stakeholders.*
- *Launching explorations and forging relationships for potential connections with European housing programmes being drawn up.*

Components of Strategy

To promote urban regeneration initiatives that integrate the fundamental dimensions of an inclusive, welcoming and efficient city.

Studies and experimental actions that develop tools, practices and processes for planning and transforming local areas, while also combining local development and social cohesion, including through innovative technologies.

Activities in 2026

- *Launching a call for proposals for developing integrated urban regeneration initiatives aimed at improving overall quality of life in urban and peri-urban environments, with particular reference to complementary and synergistic actions intended to achieve full completion of urban regeneration projects already supported by local, national and European funds.*
- *Continuing to support the consolidation of the Piedmont Commercial Clusters as local systems for regenerating the urban fabric in such a way as to foster neighbourly support, innovation, social cohesion and local development, with a possible experimental focus on certain significant specific cases and with a systemic approach.*
- *Activities involving the analysis and testing of applied technological tools designed to support complex processes of urban-space management aimed at creating liveable, inclusive and sustainable spaces.*



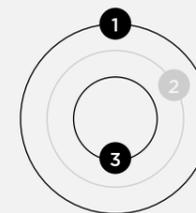
Promoting Decent Work

Mission

References to MYPD cornerstones

The figures shown next to each heading represent the number of initiatives implemented.

ALIGNMENTS



World (6)

Europe/International (0)

Italy (1)

CROSS-CUTTING METHODOLOGIES



Mobilisation & Partnership (4)



Learning (3)



Advocacy (0)

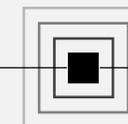


Internationalisation (0)

THEMATIC PRIORITIES

Reducing inequalities

for individuals and communities
(4)



Local sustainable development

(3)



INTERVENTION SPEED

Systemic change

(3)

speed

1

speed

2

High-impact projects

(3)

Promoting Decent Work

Mission



Components of Strategy

Activities in 2026

To support initiatives aimed at equipping the new generations with the necessary skills to plan their life pathways and respond to the changes and transitions that will affect the labour market, by enhancing and supporting their talents, promoting a positive work culture and awareness of rights, with particular reference to occupational health and safety, and taking account of the uncertainty, anxiety and fear of failure that often characterise their vision of the future.

- *Launching the operational phase of Città dell'Educazione 16+ in Turin for the benefit of young people aged 16-29 in the City of Turin, and consolidating the local networks promoted by means of the UNLOCK call for proposals. Completing the research on the meaning of work for young people and disseminating its findings across the catchment area. Designing and developing innovative solutions to support young people with career decision-making and actively seeking work. Launching awareness-raising actions on rights and occupational health and safety within the framework of other Fondazione Compagnia di San Paolo initiatives.*
- *Completing the 2nd edition of Articolo+1 Genoa, aimed at increasing employment and reducing the number of young people (aged 15-29) not in education, employment or training (NEET) in the Metropolitan City of Genoa. Launching the re-planning phase of a new intervention under the framework protocol in place with the Municipality of Genoa.*

To experiment with integrated interventions to help people achieve the greatest possible independence, including people with disabilities, people from migrant backgrounds and people in the criminal justice system, to address in a personalised and innovative way the different forms of poverty and hardship (low-paid work, unemployment, low level of education and training, housing insecurity, weakness of personal and social networks, health and well-being).
(continued)

- *Continuing the Training for Professional Mobility programme for adults facing disadvantage in the labour market in the Metropolitan City of Turin, and conducting a feasibility analysis for a new initiative to tackle in-work poverty.*
- *Continuing the special Maestranze project in the Marassi prison in Genoa, aimed at increasing training and employment opportunities within the facility and strengthening strategic partnerships to create job opportunities outside of prison. Fully ramping up the production and sale of goods from the carpentry workshop re-opened as part of the project.*

Components of Strategy

Activities in 2026

(continued)

To promote strategic alliances between public, private social and for-profit actors to help identify and build innovative and systemic responses that boost equal participation in the labour market, especially of women. This commitment includes promoting a different narrative around gender stereotypes, and pursuing experimentation in work-life balance solutions, flexibility of new forms of welfare and work organisation.

- *Consolidating the intervention model introduced by the L.E.I (Lavoro, Emancipazione, Inclusione) project aimed at women serving custodial sentences at the Lo Russo Cutugno Institute in Turin, with a view to enhancing the training and employability opportunities made available both inside and outside the prison, and integrating them into a system.*
- *Completing the "Equilibri" initiative that promoted opportunities for decent work for women with care burdens in three areas of Piedmont between 2023 and 2025, while at the same time facilitating access to quality educational services for their children, and instruments designed to help reconcile work and family commitments. Drawing up an initial approach to the possible future development of the intervention. Continuing to liaise with employers' representative bodies and the institutions/public administrations involved in employment issues.*
- *In collaboration with the Planet Goal, supporting the Digital Republic Fund to facilitate access to digital and STEM training pathways for young people and adults (especially women). Continuing to provide third-sector bodies with guidance on submitting projects in response to calls for proposals promoted by the Fund, and testing a specific support instrument, designed by the Foundation, for projects relating to its catchment area and selected by the Fund but not supported due to resource constraints; starting work on designing measures to support the digital skills required by communities within FCSP's catchment area.*



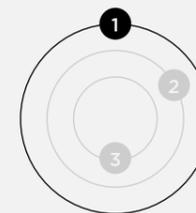
Educating for Collective Development

Mission

References to MYPD cornerstones

The figures shown next to each heading represent the number of initiatives implemented.

ALIGNMENTS



World (9)

Europe/International (0)

Italy (0)

CROSS-CUTTING METHODOLOGIES



Mobilisation & Partnership (2)



Learning (5)



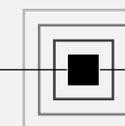
Advocacy (2)



Internationalisation (0)

THEMATIC PRIORITIES

Reduction of inequalities
for individuals and communities (5)



Local sustainable development
(4)

INTERVENTION SPEED

Systemic change
(8)

speed

1

speed

2

High-impact projects
(1)

Educating for Collective Development

Mission



Components of Strategy

To support projects aimed at the well-being of minors and contribute to the strengthening of their cognitive, cultural, digital, social and emotional skills, so that everyone can freely fulfil their potential and aspirations, while actively participating, with respect, awareness and critical spirit, in the transition towards a more sustainable and equitable future, and becoming responsible adults and citizens.

To adopt innovative approaches to support the empowerment, continuous updating and participation of the adults involved in educational communities (families, teachers, educators, social, cultural, sports and health workers, new entities, etc.), who have care and education responsibilities.

Activities in 2026

- *Continuing and consolidating the interventions carried out under the Città dell'Educazione initiative in Turin and Savona (0-6 and 6-19 age groups) and in Genoa and Vercelli (6-19 age group), co-designed and co-implemented with local institutions and stakeholders to generate impacts on minors, systemic change subject to rigorous monitoring and evaluation, and advocacy actions based on solid evidence.*
- *Implementation of an initiative on high cognitive potential and giftedness, through a network of schools that keep a close focus on bespoke learning pathways, training for teachers and parents, experimentation with screening tools and enhancement of the educational community.*
- *Consolidating the provision of summer activities (6-10 age group) and extending it to different age groups (3-5 and 11-14), with a wider range of opportunities that also take account of special educational needs.*
- *Continuing and consolidating interventions aimed at developing young people's critical thinking skills, from a European and global perspective, including in collaboration with the Culture Goal's Working Together for Inclusion Mission and Encouraging Active Participation Mission, and strengthening the network of players involved.*

- *Conducting a feasibility study on initial actions aimed at enhancing the skills of early-years education professionals, with initiatives to raise cultural awareness of their social role, provide guidance and training and establish strategic alliances between the main stakeholders, also for the purposes of local and national advocacy.*

Components of Strategy

To reduce inequalities and child educational poverty, thanks to competent educational ecosystems, capable of operating according to a collaborative, multidimensional, multi-stakeholder, cross-sectoral and personalised approach, based on conscious use of data and technologies, geared towards the educational quality of opportunities (formal, non-formal and informal) and the innovation of methods, processes and contexts in an inclusive manner, including through the skills of the Fondazione Compagnia di San Paolo Group.

To promote the culture of children's and adolescents' rights, through awareness-raising, capitalisation of policy practices, as well as advocacy actions, including in relation to the educational professions.

Activities in 2026

- *Continuing to support communities of practice engaged in combating educational inequalities, along with actions designed to complement the Fund to Combat Juvenile Educational Poverty, with a particular focus on areas that have benefited less from the fund.*
- *Evolving the Equilibri initiative, with a stronger emphasis on developing interventions that safeguard children's and teenagers' rights to learning, leisure and opportunities.*
- *Completing the experimental Passaggi project carried out by the inter-professional, inter-institutional working group on disability, while defining, developing and consolidating the working group itself, including in collaboration with the Promoting Decent Work Mission and the Rediscovering Community Mission, as well as exploring its potential integration into regional planning on disability-related issues.*

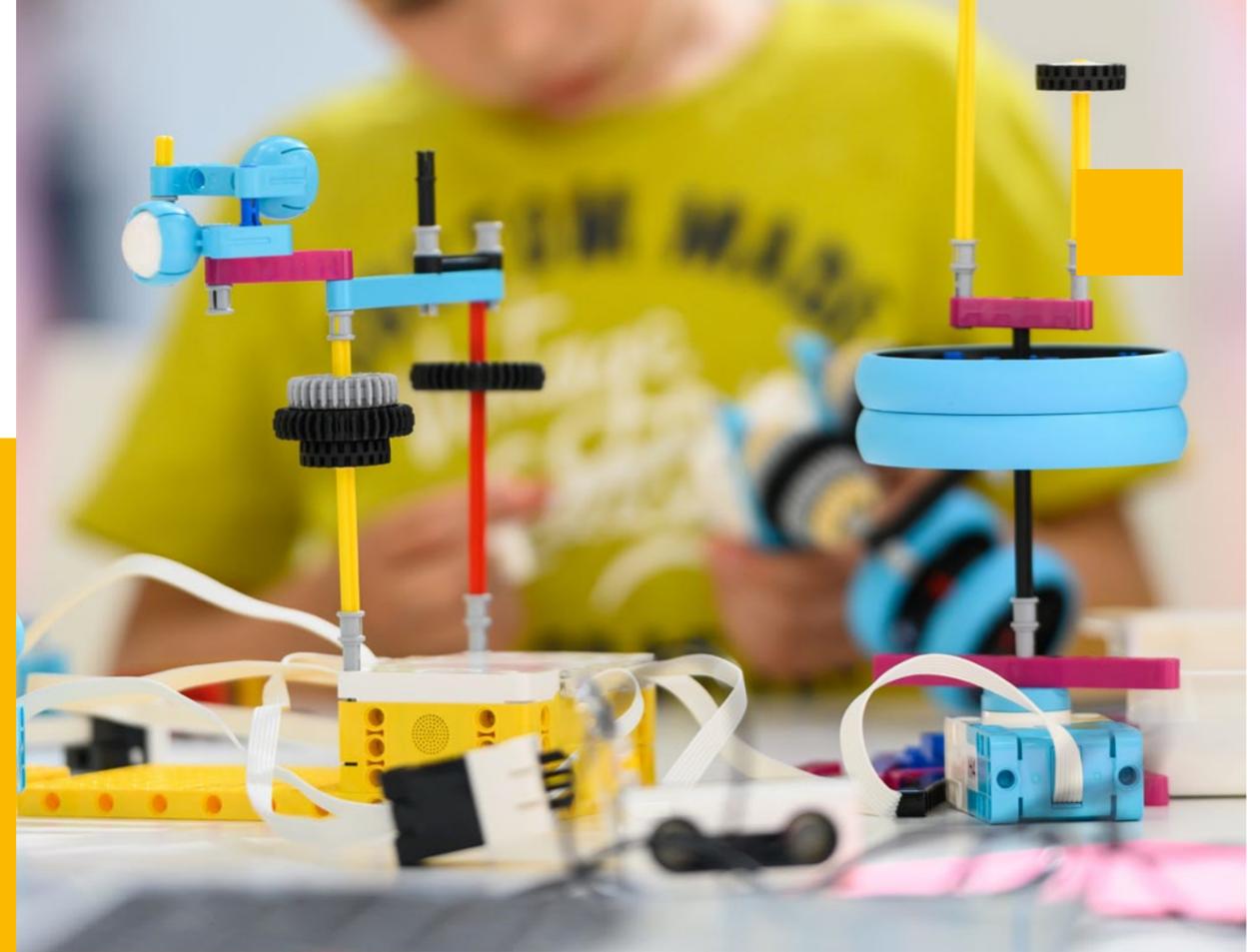
- *Continuing and completing the projects carried out under the Fondazione Compagnia di San Paolo Group's education strategy and implementing a Child Safeguarding Policy within Fondazione Compagnia di San Paolo and its auxiliary and co-governed bodies, together with activities aimed at raising awareness and disseminating Child Safeguarding Policy practices at other FCSP stakeholders and partner bodies.*

AUXILIARY AND CO-GOVERNED BODIES

Fondazione per la Scuola and Consorzio Xké? ZeroTredici.

The collaboration with Fondazione per la Scuola will be very important in 2026, due to the work carried out under the FCSP Group's coordinated education strategy and the many actions undertaken together in the Città dell'Educazione initiative in Turin, Genoa, Savona and Vercelli for children and young people in the 6-19 age group. The themes on which joint efforts will continue include innovation in teaching and school organisation, the potential of data to enable timely, tailored interventions for everyone, career guidance and the development of basic and socio-emotional skills.

FCSP 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. This is one of the areas where Consorzio Xké? ZeroTredici is making a valuable contribution to the Città dell'Educazione initiative.



Fondazione
per la
Scuola

Inclusione e Innovazione.





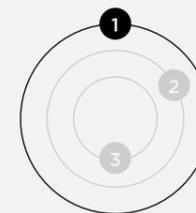
Rediscovering Community

Mission

References to MYPD cornerstones

The figures shown next to each heading represent the number of initiatives implemented.

ALIGNMENTS



World (9)

Europe/International (0)

Italy (0)

CROSS-CUTTING METHODOLOGIES



Mobilisation & Partnership (6)



Learning (1)



Advocacy (2)

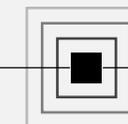


Internationalisation (0)

THEMATIC PRIORITIES

Reduction of inequalities

for individuals and communities (8)



Local sustainable development

(1)



INTERVENTION SPEED

Systemic change

(9)

speed

1

speed

2

High-impact projects

(0)

Rediscovering Community

Mission



Components of Strategy

Activities in 2026

To promote the mental health and well-being of the younger generations, through the dynamism of young people in building effective responses and advocacy work for a new culture of mental health and well-being, which takes into account the root causes of what constitutes a global crisis.

- *Promoting community mental health for teenagers and young people, through the launch of a new three-year call for proposals in Piedmont and Liguria, aimed at implementing bespoke interventions and initiatives for health promotion and ill-health prevention, while fostering the dynamism of the young generations in building a new culture of mental health.*
- *Further developing the existing projects in the City of Turin focused on the mental health of young people.*
- *Continuing work on strengthening the associations operating in these fields, to ensure that they are competent, proactive interlocutors in shaping mental health policies; undertaking cultural, awareness-raising and advocacy actions.*

To support local communities in dealing with the demographic transition and changes to the social fabric, starting by promoting healthy ageing, facilitating an active role for older people within the community, combating relational poverty, leveraging the opportunities presented by the technological and digital transition and promoting neighbourly support practices.

- *Launching a two-year call for proposals covering Piedmont and Liguria to support initiatives that promote healthy ageing and facilitate an active role for older people within their communities, as part of efforts to reduce inequalities, make valuable use of older people's skills and enhance their life pathways.*
- *Continuing the "Cultura dietro l'angolo" (culture round the corner) programme aimed at combating social isolation and promoting cultural participation as a tool for personal engagement and social cohesion, in collaboration with the Culture Goal's Encouraging Active Participation Mission; consolidating similar interventions, including in collaboration with Fondazione Ufficio Pio.*

Components of Strategy

Activities in 2026

To promote the quality of life and well-being of people who carry out both professional and informal care work, developing an approach focused on gender perspectives and inequalities, within the framework of promoting broad cultural reflection on the politics, economics and ethics of care.

- *Carrying out analysis and in-depth study for the design of an intervention strategy for the well-being of people involved in both professional and informal care work, to be implemented with effect from the two-year period 2027-2028.*

To support local collaboration systems for the supply and distribution of foodstuffs, in line with local food policies, designed to address a combination of needs, such as combating food poverty, continuous and sustainable access to healthy food, environmental impact/mitigation and adaptation to climate change.

- *Consolidating the projects undertaken by local networks under the B2 = Il Bene x Bene call for proposals, and launching the projects arising from the new call for proposals on local food policies: local systems and sustainability for combating food poverty. Carried out in collaboration with the Planet Goal's Protecting the Environment Mission, the initiative represents the systemic evolution of the previous measure and is aimed at promoting continuous, dignified, sustainable access to suitable, healthy food for everyone, with particular reference to vulnerable people, by identifying emerging local food policies as a strategic framework for combining social inclusion, the green transition and local development.*

To strengthen the catalytic role of community foundations and consolidate and extend strategic local partnerships with the various stakeholders in the area, to launch innovative projects that promote local development and provide integrated and multilevel responses for people with disabilities and in conditions of vulnerability and social exclusion, including people serving custodial sentences and homeless people.

- *Continuing the three-year programme of support for Community Foundations in North-West Italy and promoting dynamics for their development and recognition, including through targeted guidance initiatives.*
- *Consolidating actions to promote theatre and culture more generally within prisons; supporting local interventions aimed at building pathways to inclusion and gradual independence for minors and young adults with criminal convictions.*



AUXILIARY BODY

Fondazione Ufficio Pio.

Close collaboration with Ufficio Pio will continue in 2026, leading to the completion of its three-year programme 2024-2026, in accordance with the strategic lines identified, in collaboration with Fondazione Compagnia di San Paolo, to tackle the various forms of poverty in a coordinated and complementary manner and to promote the inclusion of disadvantaged people. In particular, work will continue on opening new spaces for citizen participation, offering training and skills development opportunities designed to foster fuller involvement in community life, putting fundamental human rights at the centre of programmes and vigorously combating the inequalities that prevent people from exercising them in full.

The Foundation will continue to focus on a number of priority issues, such as education, enhancing the role of volunteering in social and second-welfare actions, combating relational poverty, promoting longevity and senior housing, while striving to disseminate new knowledge on the extent of the problems, the intervention models adopted and the impact of the possible solutions.



Fondazione
Ufficio Pio

Solidarietà e Cambiamento sociale



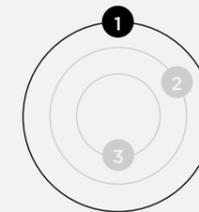
Working Together for Inclusion

Mission

References to MYPD cornerstones

The figures shown next to each heading represent the number of initiatives implemented.

ALIGNMENTS



World (10)

Europe/International (0)

Italy (0)

CROSS-CUTTING METHODOLOGIES



Mobilisation & Partnership (6)



Learning (1)



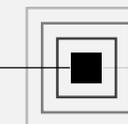
Advocacy (1)



Internationalisation (2)

THEMATIC PRIORITIES

Reduction of inequalities -
for individuals and communities (10)



Local sustainable development +
(0)

INTERVENTION SPEED

Systemic change
(10)

speed
1

speed
2

High-impact projects
(0)

Working Together for Inclusion

Mission



Components of Strategy

Activities in 2026

To promote the empowerment and independence of young people, so that their important contribution to society is recognised and valued. To build, including by involving individuals at risk or in difficult situations, processes shared with local areas to make young people stakeholders in change.

- *Formulating widespread support mechanisms designed to foster the dynamism and empowerment of young people, continuing to support local initiatives for the inclusion, dynamism and independence of young people, including people who are at risk, in difficulty or have juvenile criminal convictions, through co-design, co-management and direct engagement of young people with local actors, to improve quality of life in the places where they live. Continuing the Nomis and YEPP programmes.*

To support inter-institutional local alliances that build integrated and multidimensional response systems, participatory local planning and narratives geared towards social cohesion to promote full access to opportunities and rights, enhance local potential and combat forms of exclusion of people from migrant backgrounds, while encouraging their dynamism. *(continued)*

- *Completing the Territori Inclusivi initiative, which supported 20 public-private partnerships in Liguria and Piedmont to create, develop and consolidate social protection networks for vulnerable people, especially from migrant backgrounds. Launching the re-design and evolution of the initiative aimed at supporting local alliances for the construction of systems of services and responses to complex needs, with a focus on the groups most affected by inequality, on a cross-sectoral basis.*
- *Promoting the Never Alone initiative, in collaboration with other Italian foundations, aimed at supporting systems for the reception of people from migrant backgrounds, especially unaccompanied minors, improving the system of protection, reception and support into adulthood, and supporting advocacy actions.*
- *Consolidating support mechanisms for legal migration channels, such as humanitarian, university and employment corridors, on which there will be a special focus through transnational public-private partnerships aimed at fostering conditions for effective inclusion and links with businesses and job vacancies, to meet local employment needs.*

Components of Strategy

Activities in 2026

(continued)

To support local areas and regions in their ability to offer support, guidance and assistance to people who are victims of crime (mainly crimes against the person) and violence, in particular to female victims of gender-based violence, by contributing to support for and experimentation in interventions aimed at countering and preventing this phenomenon.

- *Promoting the dynamism and active participation of diaspora associations, with reference to new generations, representing the diaspora in cultural, social and educational actions.*
- *Building upon efforts to change the narrative and perceptions around migration, and replace polarising and divisive narratives with narratives to foster more cohesive societies.*

To promote local/regional partnership initiatives between different areas of the world, in collaboration with specialist stakeholders in our catchment area and other foundations, by supporting the strengthening skills and knowledge aimed at promoting sustainable development with a systemic, multidimensional and multi-location approach, by leveraging active citizenship and global citizenship education interventions, with a special emphasis on peace and solidarity.

- *Launching an integrated programme of actions to combat gender-based violence, stemming from the positioning and feasibility study conducted in 2025.*
- *Continuing the initiative aimed at supporting agro-ecological transition and innovation, with other foundations, in certain countries of Sub-Saharan Africa, and participating in international debate and awareness-raising initiatives to support locally led development.*
- *Promoting partnerships between Piedmont and West Africa and education interventions in global citizenship in collaboration with the Region of Piedmont, and supporting actions aimed at promoting sustainable development and dialogue between countries as a means of fostering a culture of peace.*
- *International cooperation initiative coordinated by ACRI in Africa, to promote systemic action.*



Planet.

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

The strategic framework.

The Planet Goal's activities in 2026 will continue along the lines set out in the Multi-Year Planning Document 2025-2028, by progressing the work on the thematic priorities of sustainable local development and combating inequality, in accordance with the four cross-cutting methodologies.

This will involve not only continuing and strengthening the projects launched in 2025, but also exploring new intervention opportunities, in line with the Goal's innovative spirit and the evolution required by the changing context.

The Goal recognises the systemic and interdependent nature of its catchment area. Benchmarking against the national, European and international dimensions will therefore remain a cross-cutting guidance tool for all the Missions, particularly in the fields of research, innovation and local development. The Goal will continue to leverage internationalisation, not only as means of keeping the catchment area connected with the global debate, but also as a magnet for attracting skills and investment.

With this in mind, efforts to invigorate the system of international relations and make effective use of it will be stepped up, with a view to supporting the growth of North-West Italy's research, industry and innovation ecosystems, by fostering connections between entrepreneurs, investors, researchers and professionals, and providing the necessary tools and resources to open up new opportunities.

These sectors will be given further stimulus through increased efforts to attract and retain national and international talent, in line with the Choose Europe initiative. More specifically, the Harnessing the Value of Research Mission will refocus its intervention on projects with the Seal of Excellence within the MSCA Postdoctoral Fellowships programme to enhance the catchment area's capacity to attract. Using a similar method, the Boosting Innovation Mission will take action to support valuable projects in the field of technological transition, selected by means of competitive calls for proposals issued by third parties.

Efforts to help talents fulfil their potential and apply it to the benefit of the local ecosystem will be stepped up. An innovative Talent Matching programme will therefore be launched, to bring the best recent graduates into contact with the innovation ecosystem by means of the InnoNext platform, a flagship project of the European Innovation Council (EIC). Efforts to support entrepreneurship will also continue, through tried-and-tested programmes and new initiatives designed to address the structural weakness in the dissemination of entrepreneurial skills.



Activities supporting technology transfer will continue, with a view to building bridges between research results and actual opportunities to exploit them. On the strength of the experience gained from managing two editions of the PoC Instrument call for proposals, the Goal will propose a new edition of the initiative. Considerable effort will also be channelled into technology transfer in the Artificial Intelligence domain. While the Harnessing the Value of Research Mission will unleash multiple integrated actions in synergy with Fondazione AI4Industry and a strategic project on the topic, the Local Development and Boosting Innovation Missions will launch a series of trials of the use of reliable AI and emerging technologies in public administration and the third sector. With particular reference to technological transition in the third sector, action will be taken to launch the Impact Equity Loan, an impact finance project geared towards blended support at national level. Lastly, the Promoting Well-Being Mission will also address the technological transition in its activities, with particular reference to healthcare, in line with projects supported in the past, but enhanced with a renewed focus on supporting the spread of remote health monitoring.

The Goal views the technological transition not as an isolated process, but as an integral part of the broader Twin Transition. As a result, commitment to the ecological transition and to valuing the natural capital of FCSP's catchment area will remain common to all the Missions. With this in mind, efforts to support Energy Communities will continue, and proven instruments will be complemented by targeted new actions designed to meet the needs that have emerged from the current stages of consolidation and development of these models. Drawing upon the lessons learned from previous editions, furthermore, the well-known Simbiosi call for proposals will be developed, this time with a focus on water resources.

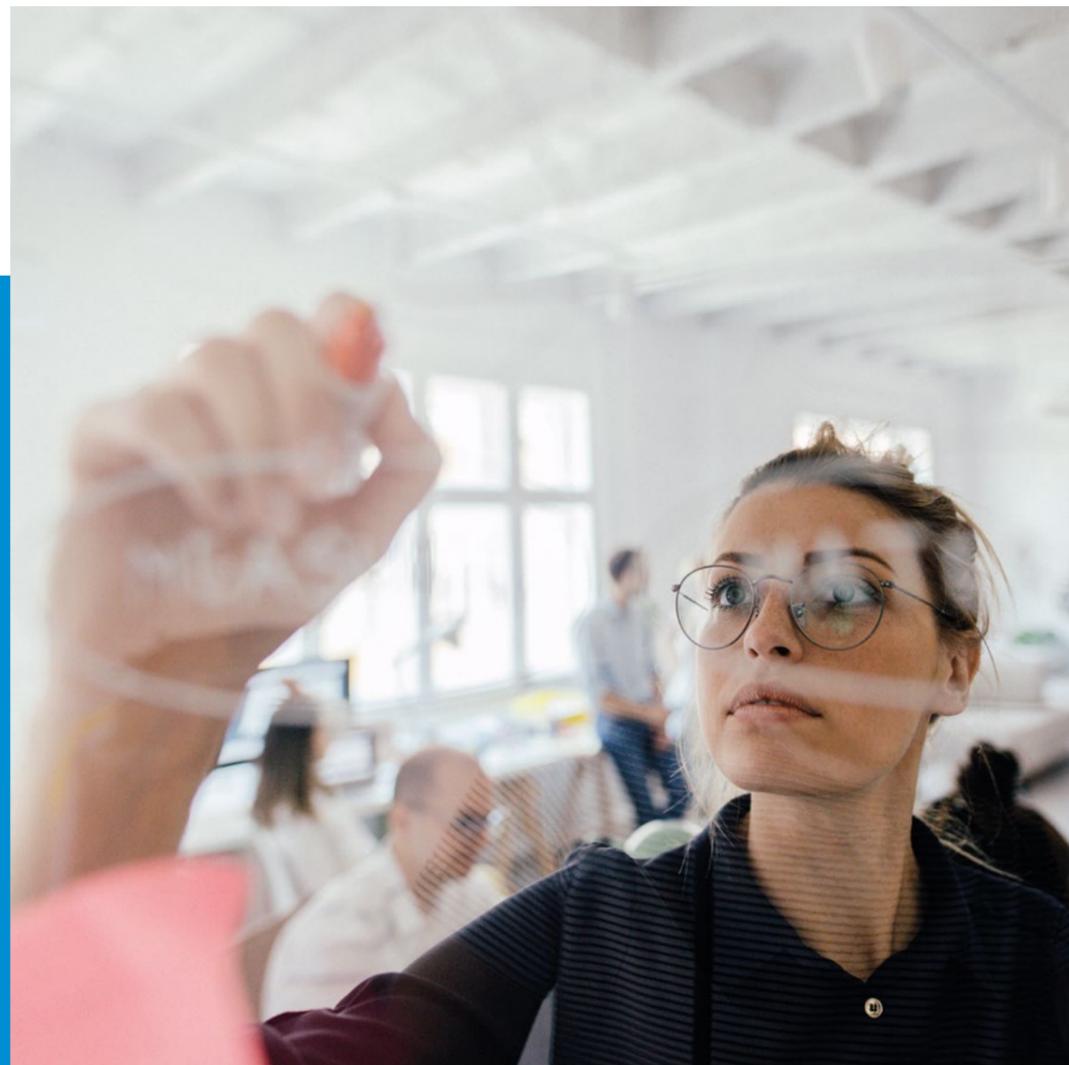
The Goal recognises that the green transition is based on two inextricably linked underpinnings, namely innovation in processes and tools, and awareness-raising and active involvement of citizens, which play a key role in generating profound and consensual cultural change. This is why, after careful study, the Protecting the Environment Mission will launch a range of new experimental initiatives aimed at strengthening the various forms of environmental volunteering, which is a valuable resource in terms of protecting natural heritage, while fostering resilience and social cohesion. In order to underpin a widespread

culture of sustainability, furthermore, efforts to support the ecological transition and decarbonisation of the third sector will continue, with a specific commitment to supporting local food systems and the establishment of local food policies.

The Protecting the Environment Mission and the Promoting Well-Being Mission will continue to make joint efforts to support circular health initiatives, including the major experimental project on antibiotic resistance. The two Missions will also continue to collaborate in order to maintain and step up FCSP's commitment to promoting healthy lifestyles, with projects designed to address the main behavioural determinants of health. The Boosting Innovation Mission will also contribute to this, by launching an innovative acceleration programme focusing on Health & Sport.

An array of instruments will be introduced to support the activities and innovation of the local health system, starting with the major strategic and operational support project for the health enterprises going through the process of obtaining recognition as in-patient treatment facilities with a scientific research role (IRCCS) in Piedmont and Liguria. This will be backed up by the fourth annual framework protocol (2023-2026) between the Region of Piedmont and Fondazione Compagnia di San Paolo. Significant effort will also be channelled into launching the first regional network of hospital foundations and other non-profit bodies committed to supporting hospitals.

Summing up, all the activities planned for 2026 will take on-board and implement the principles of trust, risk and flexibility. As a result, the Planet Goal will not only foster innovation processes in the catchment area, but will also constitute responsible innovation laboratory in itself, with the ability to leverage its own internal skills to translate the sector's most important topics of debate and research into everyday practice. In view of the cross-cutting nature of the strategic lines, furthermore, the Planet Goal will continue to work alongside the Culture Goal and the People Goal to complement the interventions with common elements, and encourage the involvement of the auxiliary bodies and the strengthening of institutional partnerships.



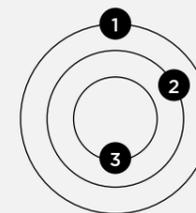
Harnessing the Value of Research

Mission

References to MYPD cornerstones

The figures shown next to each heading represent the number of initiatives implemented.

ALIGNMENTS



World (1)

Europe/International (4)

Italy (1)

CROSS-CUTTING METHODOLOGIES



Mobilisation & Partnership (2)



Learning (2)



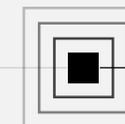
Advocacy (1)



Internationalisation (1)

THEMATIC PRIORITIES

Reduction of inequalities
for individuals and communities (0)



Local sustainable development (6)



INTERVENTION SPEED

Systemic change (5)

speed

1

speed

2

High-impact projects (1)

Harnessing the Value of Research

Mission



Components of Strategy

To promote and carry out actions aimed at strengthening the competitiveness of North-West Italy in a framework of European and non-EU competitiveness: support for the research ecosystem in accessing European opportunities, including in the field of disruptive innovation.

Activities in 2026

- *In line with previous planning, the intervention aimed at making effective use of the best project proposals endorsed with a Seal of Excellence will be stepped up, especially within the framework of the MSCA Postdoctoral Fellowship programme, which is increasingly attractive at European level. In keeping with the aims of the Choose Europe initiative, the instrument will be refocused on helping to attract and retain talent in North-West Italy. Pending the finalisation of the new Framework Programme (FP10), moreover, the measure will be gradually adapted to meet the new priorities defined at European level.*
- *The Mission will maintain its commitment to strengthening the local research ecosystem, by promoting pluralism and leveraging existing skills. In line with FCSP's role as an agent of local development, the Research Guidelines will represent an empowering tool for unleashing synergies between research institutions, disciplines and local communities.*

To bridge the gap between research results and market opportunities, using advanced technology transfer tools, including those that offer results-based incentives, and by attracting specific skills and early-stage finance. To focus, according to a post-PNRR rationale, on the results of both ongoing and completed projects.

- *Building on the experience gained from managing two editions of the PoC Instrument call for proposals, the Goal will propose a new edition of the initiative, aimed at supporting academic Proofs of Concept, with a view to helping raise the Technology Readiness Level (TRL) of patented technologies, so as to make it easier to connect them with opportunities for industrial exploitation.*

Components of Strategy

To support the consolidation of the catchment area in the field of Artificial Intelligence through complementary programmes to AI4Industry (AI4I) and exploratory initiatives targeting the "next big thing", such as robotics and aerospace, and promoting connections with innovation epicentres worldwide.

Activities in 2026

- *A number of integrated actions will be launched over the course of the year to strengthen the catchment area's role in Artificial Intelligence, in synergy with Fondazione AI4Industry (AI4I). The activities will focus on attracting international talent and researchers, providing advanced training and fostering structured relationships between the worlds of research and business, while promoting technology transfer and helping build a competitive local and global innovation ecosystem.*

To promote the attraction and retention of young innovators, entrepreneurial talents and students from Italy and the rest of the world by offering training opportunities and experiences spanning businesses and academia.

- *In collaboration with the Boosting Innovation Mission, we will launch a scheme to bring the best recent graduates into contact with the local innovation ecosystem by means of a talent-matching programme implemented by means of the InnoNext platform, a flagship initiative of the European Innovation Council.*

To support North-West Italy's universities on their journey of continuous improvement, by means of programmes designed to serve their three fundamental missions (research, teaching with new training models, third mission). To work towards greater synergy between North-West Italy's universities, including with regard to research infrastructure.

- *Over the course of 2026, the strategic projects supported under multi-year collaboration agreements in place with the University of Turin, the Polytechnic University of Turin, the University of Eastern Piedmont and the University of Genoa, will get under way. The interventions include the construction of a new teaching wing for the Polytechnic, a campus in Alessandria for the University of Eastern Piedmont, a cultural and creative industries hub at the Cavallerizza complex, and the Butterfly Area at the Città delle Scienze in Grugliasco for the University of Turin, as well as the development of a Data Governance strategy for the University of Genoa.*

AUXILIARY BODY

Fondazione Collegio Carlo Alberto.

Collegio Carlo Alberto will work on the development of new projects in 2026, sticking to the same path it has followed in previous years. The College's development plans are aimed at capturing trends and opportunities that are rewriting the rules of social science research and training, with a particular focus on AI skills and projects.

These activities will be pursued through partnerships with prestigious institutions at global level, which will maximise the impact of research and opportunities to acquire resources to support the institution's strategic projects, in line with the goals of internationalising and attracting talent that lie at the heart of the College's mission.

Existing collaborations and synergies with academic, private and institutional organisations will continue, and will include, by way of example, ESCP and LSE for Education and Cerved and INAPP for the DataLab. At the same time, key programmes for attracting human and financial resources will be stepped up. These include the Chair Endowment Programme, the activities of the Impact Evaluation Unit and the Behavioural Development Unit, and the CCA Exchange Programme.

Lastly, the 5th edition of the International Festival of Economics, of which the College is a coordinator and organiser, will be held in October 2026.



Research
Education
Outreach
CCA



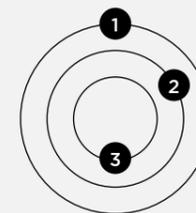
Boosting Innovation

Mission

References to MYPD cornerstones

The figures shown next to each heading represent the number of initiatives implemented.

ALIGNMENTS



World (5)

Europe/International (2)

Italy (3)

CROSS-CUTTING METHODOLOGIES



Mobilisation & Partnership (3)



Learning (3)



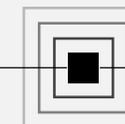
Advocacy (1)



Internationalisation (3)

THEMATIC PRIORITIES

Reduction of inequalities
for individuals and communities (2)



Local sustainable development
(8)



INTERVENTION SPEED

Systemic change
(9)

speed
1

speed
2

High-impact projects
(1)

Boosting Innovation

Mission



Components of Strategy

Activities in 2026

To support projects that enhance and complete the innovation ecosystem in North-West Italy. To support physical and digital hubs, new directions for incubators and accelerators, new ways of accessing and entering the ecosystem of talent. To enhance collaborations with ecosystem builders.

- *Launching the WeSportUp acceleration programme in Turin, dedicated to the Health & Sport sector and based on the model of the Cassa Depositi e Prestiti (CDP) national accelerators network. To set this up, FCSP will forge an operational relationship with an international acceleration player and local institutional actors.*
- *Developing the auxiliary bodies model, with particular reference to Fondazione LINKS.*

To act on the design and implementation of initiatives geared towards technological transition in the third sector and public administration, supporting the culture of continuous innovation. To enable technological upskilling and reskilling with specific reference to the impact of AI on the jobs of the future, and to leverage the initiatives developed under the Digital Republic Fund according to a Seal of Excellence approach. To support the process of innovation and introduction of emerging technologies within the framework of Torino Neutral City 2030.

- *Analysing opportunities for PoC and trial usage of reliable and secure AI and emerging technologies in the public administration and third sector, in collaboration with the Local Development Mission, with a view to supporting the process of rapid technological transition, in close coordination with ISPIC, Cariplo Factory and the Polytechnic University of Turin.*
- *Creating structured opportunities to support technology transition projects deemed to be of high value but that did not receive funding through highly competitive third-party calls for proposals (Digital Republic Fund, European Commission) because their budgets ran out.*

To turn transformational procurement pathways into a tangible reality by supporting projects for competitiveness in the social economy. Innovation in organisational, product and business model processes. Access to European and national investments and public financial resources. *(continued)*

- *Launching the Impact Equity Loan, a national impact finance project for the third sector geared towards blended support, which is designed to simultaneously provide investment in capital and a bank loan, for entrepreneurial entities with a focus on development and innovation.*

Components of Strategy

Activities in 2026

(continued)

- *Transformational procurement intervention, aimed at increasing the economic sustainability of social-economy organisations, by means of initiatives designed to facilitate the implementation of transformational processes towards better market positioning and sustainable supply chains, with the involvement of for-profit companies and national and local partners.*

Innovation and entrepreneurship: opportunities for the professional and personal fulfilment of young people through training courses on entrepreneurship, risk appetite and failure management. To create opportunities to meet and engage with start-ups and businesses, thereby making the most effective use of knowledge, in line with the European approach to micro-credentials for lifelong learning.

- *Launching and providing multi-year support for the School of Entrepreneurship, which was established to inspire the next generation of entrepreneurs and incorporates academic learning, in collaboration with universities at national level, to facilitate the development of new ideas and turn them into high-potential businesses.*
- *Launching a talent-matching programme for the local innovation ecosystem in collaboration with the Harnessing the Value of Research Mission, by leveraging the experience of the InnoNext platform, a flagship initiative of the EIC coordinated by Fondazione LINKS.*
- *Opening an intensive, residential campus in Turin and Bardonecchia dedicated to the civil economy and social entrepreneurship, for young people aged 16 to 19, and launching the From Zero to Startup intervention, aimed at developing entrepreneurial skills.*

To promote innovation between impact infrastructures and systemic change. To help the public administration test Proofs of Concept (PoCs) that encompass elements of sustainable transformation of the catchment area, thereby contributing to the modernisation of innovation policies and the formulation of replicable action models.

- *Taking action to invigorate the system of international relations and make effective use of it, to support the growth of innovation ecosystems in Turin and Genoa, in collaboration with the Learning Department, using physical and digital environments designed to foster connections between entrepreneurs, investors and professionals and providing the necessary tools and resources to open up new opportunities.*



AUXILIARY BODY

Fondazione LINKS.

Fondazione LINKS will play its role as an organisation geared towards promoting and enhancing innovation programmes and processes, including on the basis of third-mission polytechnic action. LINKS will also embark on a process of evolution towards becoming a university auxiliary foundation whose object is to operate for the benefit of the Polytechnic University of Turin.





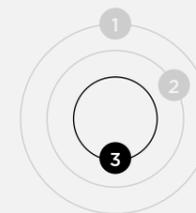
Promoting Well-Being

Mission

References to MYPD cornerstones

The figures shown next to each heading represent the number of initiatives implemented.

ALIGNMENTS



World (0)

Europe/International (0)

Italy (7)

CROSS-CUTTING METHODOLOGIES



Mobilisation & Partnership (2)



Learning (2)

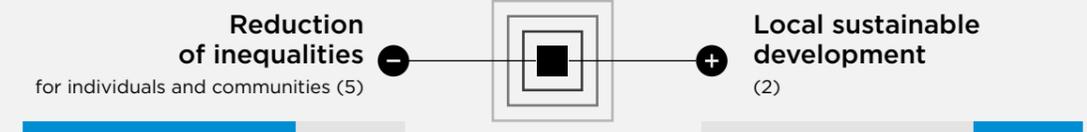


Advocacy (3)



Internationalisation (0)

THEMATIC PRIORITIES



INTERVENTION SPEED



Promoting Well-Being

Mission



Components of Strategy

Activities in 2026

To support innovation actions in the health system, within the framework of regional planning, through contributions for large equipment and new operating models that offer greater intensity of use, flexibility and sustainability. Support for the development of networks of non-profit organisations whose mission is to support hospitals, including with a view to experimentation and scalability in a renewed trust agreement.

- *Implementing the fourth-year agenda envisaged in the 2023-2026 framework protocol between the Region of Piedmont and Fondazione Compagnia di San Paolo in the field of health and well-being. This will see the continuation of shared initiatives aimed at raising the quality of the regional health service.*
- *Launching the first regional network of hospital foundations and other non-profit bodies that support hospitals, with a view to centralising coordination in partnership with the Region of Piedmont's Health Department. The aim is to support innovation actions in the health system, within the framework of regional planning, through contributions for large equipment and new operating models that offer greater intensity of use, flexibility and sustainability.*

To support projects that enable the technological transition of healthcare in its various forms, thus contributing to making health services more reliable, accessible, efficient and patient-centred, by exploiting the transformational potential of databases to generate systemic changes.

- *Renewal of the Digital Pathology Laboratory of Istituto di Anatomia Patologica at AOU Città della Salute e della Scienza, in line with the strategy of facilitating the technological transition of healthcare as a means of making health services more efficient, while enhancing the region's top-class facilities.*
- *Continuing and strengthening the technological transition projects for the health system supported by FCSP in previous years (e.g. digitalisation of Cottolengo Hospital, application of Artificial Intelligence to support diagnostics and operating models), with particular reference to supporting the spread of remote health monitoring so as to make health services more reliable, accessible, efficient and patient-centred.*

Components of Strategy

Activities in 2026

To facilitate the process of recognising new in-patient treatment facilities with a scientific research role (IRCCS) in the region, as an opportunity to combine outstanding scientific research with innovative clinical practice.

- *Providing strategic and operational support to health enterprises going through the process of obtaining recognition as in-patient treatment facilities with a scientific research role (IRCCS) in Piedmont and Liguria, to help them meet the specified requirements, with a view to boosting integration between top-class scientific research, clinical innovation and the development of the regional health system.*

To adopt a Circular Health approach that acknowledges that health is influenced by a multitude of interconnected external factors that transcend the biomedical dimension. Particular focus on the impacts of environmental degradation, climate change and the effects of nutrition on health.

- *Supporting circular health initiatives, including in collaboration with the Protecting the Environment Mission, both through projects that integrate environment, health and well-being, and by implementing the major experimental project on combating antibiotic resistance, in collaboration with the City of Turin health enterprise.*

To promote the active participation in physical activity and sport and the adoption of healthy lifestyles, with specific reference to nutrition education, through actions aimed at health determinants and integration with the school system.

- *Stepping up FCSP's commitment to promoting healthy lifestyles, including through physical activity and sport, which play a key role in psycho-physical well-being, with projects that address the main behavioural determinants of health.*



AUXILIARY BODY

IIGM (Italian Institute for Genomic Medicine).

The Italian Institute for Genomic Medicine - IIGM is a research centre specialising in genomic studies on translational and personalised medicine, mainly relating to oncology.

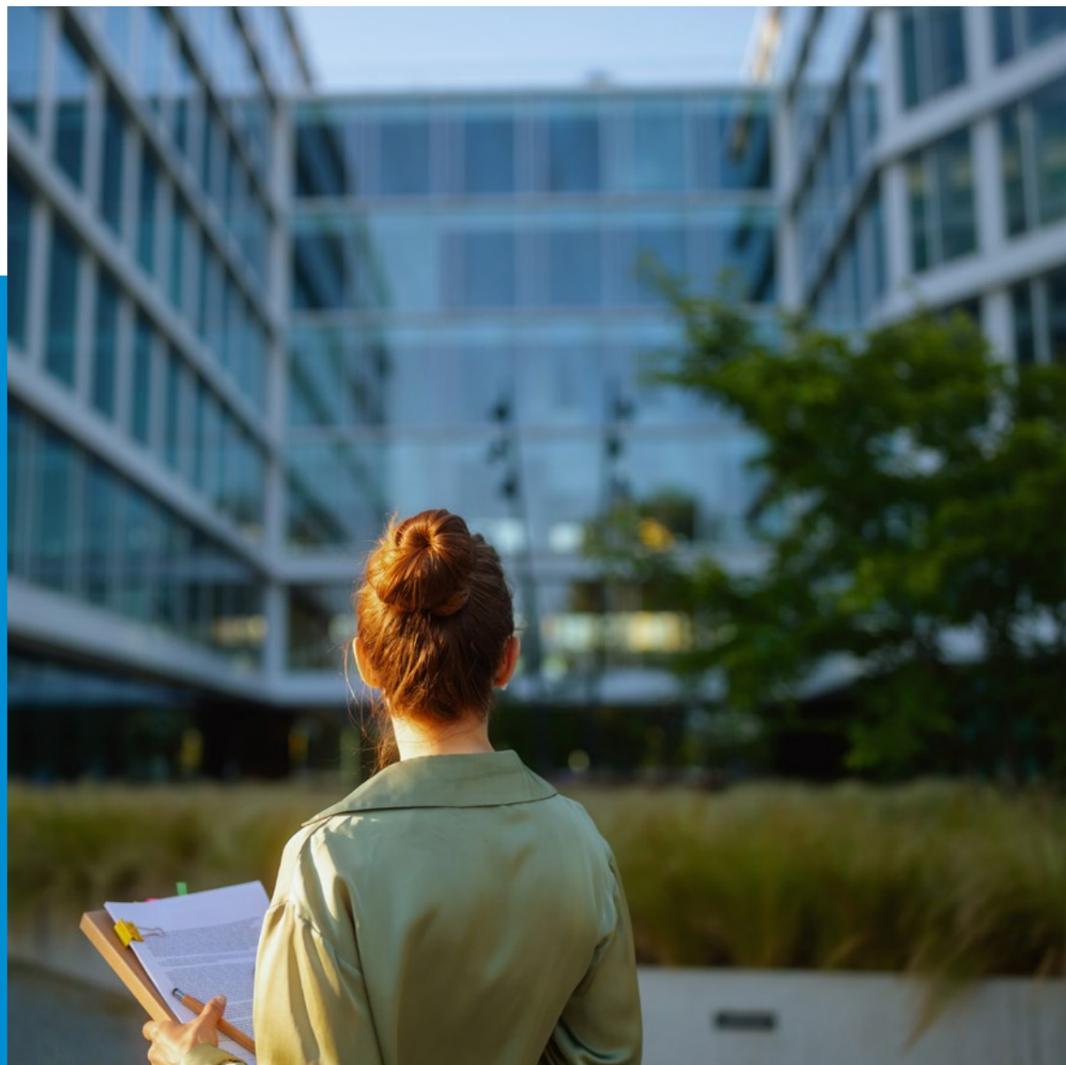
In 2026, it will continue to pursue its goal of achieving excellence in scientific research, by fostering the development of young researchers and increasing the initiatives carried out in the catchment area. To this end, the institute will fully ramp up its plan to boost its connection, computing and archiving capacities, so as to make it an active partner of high-performing local health units, in genomics services for the catchment area.

Over the course of the year, the institute will issue international calls for proposals for the recruitment of new research groups, aimed at updating the lines of activity so that they meet the catchment area's needs and complement the skills already in place at the Istituto di Candiolo IRCCS, with which collaboration will be stepped up by establishing a joint genomics facility.



Italian Institute for Genomic Medicine





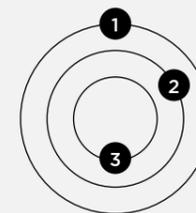
Developing the Catchment Area Sustainably

Mission

References to MYPD cornerstones

The figures shown next to each heading represent the number of initiatives implemented.

ALIGNMENTS



World (2)

Europe/International (2)

Italy (5)

CROSS-CUTTING METHODOLOGIES



Mobilisation & Partnership (1)



Learning (3)



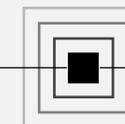
Advocacy (2)



Internationalisation (3)

THEMATIC PRIORITIES

Reduction of inequalities
for individuals and communities (2)



Local sustainable development
(7)

INTERVENTION SPEED

Systemic change
(9)

speed
1

speed
2

High-impact projects
(0)

Developing the Catchment Area Sustainably

Mission



Components of Strategy

Activities in 2026

To provide tools designed to create vehicles for capacity building, specialist training and the sharing of best practices, partly with a view to facilitating access to the opportunities made available by direct and indirect regional, national and European planning.

- *Facilitating and assisting public-administration and third-sector bodies in processes of organisational and managerial development by means of technological transition. Carried out in coordination with the other Missions and with the involvement of qualified partners, the activities will include analysing opportunities, designing Proofs of Concept and testing advanced technological and reliable AI solutions.*
- *Launching an initial phase of study and discussion with local stakeholders to gain a fuller understanding of the implementation process and impact of a potential innovative model for a professional technical skills institute, offering a highly specialised, international pathway to prepare people for employment in the manufacturing and industrial sectors. Launching pilot actions by way of Proofs of Concept, to field-test the design solutions identified.*

Helping to replace PNRR support by contributing to the upgrading and regeneration of local tangible and intangible strategic assets, both by assisting institutions with the co-design and implementation of local sustainable development strategies, and by means of pilot projects and public-private partnerships geared towards generating shared value, growth and sustainability.

- *Launching pilot projects and public-private partnerships to support initiatives aimed at upgrading and regenerating tangible and intangible assets of strategic value to the catchment area, including by surveying potential locations for establishing businesses, with a view to analysing specific areas that may generate development and investment opportunities.*
- *Supporting local institutions in the design and updating of local planning tools, by promoting and enhancing a systemic, proactive, sustainable and inclusive approach to local development.*

Components of Strategy

Activities in 2026

To deploy the necessary skills to continue to help local organisations boost their economic sustainability and independence. To provide support on preparing sustainability plans and robust business models, and to help organisations attract blended finance for local development, by promoting innovative social and local investment models.

- *Closely examining the operational aspects and economic sustainability plans of Energy Communities, with a view to implementing new actions and instruments that complement those already in place and meet the needs arising from the current growth and consolidation of these models.*
- *Providing specialist support to local bodies in enhancing their long-term sustainability, by rigorous analysis of sustainability plans and business models, through recourse to specialist expertise where appropriate, with a view to fostering future independence.*

To promote internationalisation as a means of familiarising the catchment area with international best practices and attracting the necessary capital, skills and talent to boost the competitive and sustainable growth of North-West Italy. Harnessing FCSP's network of relationships, to help connect local experiences with each other and with international networks, learn from the most effective models and develop joint initiatives targeting shared goals.

- *Supporting and facilitating actions aimed at harnessing the system of international relations to boost the growth and development of North-West Italy's industrial, manufacturing and innovation ecosystems. Studying international models and facilitating opportunities for meeting, discussion and sharing best practices, connecting the catchment area to global knowledge and experimentation networks and leveraging the opportunities they generate to attract skills and investment.*
- *Under the Multi-Year Plan 2025-2028, the Fostering International Opportunities Mission has migrated to the Local Development Mission, but will continue in 2026 to provide the same volume of interventions in support of international network organisations as it did in 2025.*

To support the emergence and development of generative local leaderships, including among women and young people, for the benefit of flagship local development initiatives.

- *Launching talent-matching initiatives in conjunction with the Boosting Innovation Mission and the Harnessing the Value of Research Mission, to support and leverage emerging talent, by stepping up its generative role in the socio-economic development of the catchment area, with a specific focus on Artificial Intelligence and in synergy with the opportunities generated by AI4I and academic institutions.*



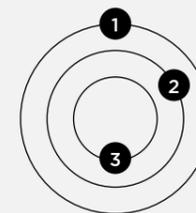
Protecting the Environment

Mission

References to MYPD cornerstones

The figures shown next to each heading represent the number of initiatives implemented.

ALIGNMENTS



World (2)

Europe/International (6)

Italy (2)

CROSS-CUTTING METHODOLOGIES



Mobilisation & Partnership (4)



Learning (2)



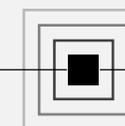
Advocacy (3)



Internationalisation (1)

THEMATIC PRIORITIES

Reduction of inequalities
for individuals and communities (5)



Local sustainable development
(5)



INTERVENTION SPEED

Systemic change
(10)

speed
1

speed
2

High-impact projects
(0)

Protecting the Environment

Mission



Components of Strategy

Activities in 2026

To promote initiatives that favour the regeneration of ecosystems, the increase and/or restoration of natural capital and the protection of biodiversity, acting in compliance with safe and fair planetary limits. To co-design selected flagship projects in this field.

- *Launching a new edition of the Guidelines for Supporting Green Transition Projects, to support environmental initiatives, by means of a permanently open, more flexible and more effective instrument to meet the needs of associations, with higher impact in terms of time-frames and better coverage of the catchment area.*
- *Project support, co-design and a call for proposals aimed at protecting the natural capital and resilience of the catchment area, with a particular focus on managing and safeguarding water resources (evolution of the Simbiosi call for proposals based on lessons learned from previous editions, with a view to strengthening the Foundation's identity as a learning institution).*

To promote an integrated approach between environmental sustainability and circular health that acknowledges the interconnections between human, animal and environmental health, in particular with regard to the issue of eco-anxiety, food systems and antibiotic resistance.

- *Circular health initiatives, including some in collaboration with the Promoting Well-Being Mission (support for projects that incorporate environment, health, well-being, sustainable development; an experimental project on antibiotic resistance; design and support for projects relating to eco-anxiety/eco-fatigue).*
- *Supporting local food systems and the formulation of local food policies, in collaboration with the People Goal, with a focus on promoting environmentally sound choices and supporting healthy and sustainable eating habits.*
- *Promoting and supporting cross-cutting initiatives on environmental sustainability, based on collaboration with other institutions and other FCSP Goals, to maximise the effectiveness of interventions and to foster the spread of environmental culture across the board, alongside pathways to climate neutrality for Fondazione Compagnia di San Paolo.*

Components of Strategy

Activities in 2026

To promote a culture of environmental sustainability, environmental volunteering and protection against the risks of extreme weather events. To encourage the participation and involvement of communities, the third sector and institutions, in environmental sustainability practices and behaviours, including with respect to the behaviours to be adopted in the event of crises and emergencies.

- *Launching experimental initiatives aimed at strengthening and leveraging the role and different forms of environmental volunteering, as a valuable resource for the resilience, protection and safeguarding of natural heritage.*
- *Follow-up of the "TERE - Transizione Ecologica del Terzo Settore" (ecological transition of the third sector) programme, in collaboration with the Planet Goal's Protecting the Environment Mission.*

To promote actions to support the effort to adapt to climate change and adopt measures to prevent extreme weather events, strengthening the resilience of local areas, including in the socio-economic sphere and on a cross-sectoral basis.

- *Analysing intervention and support models aimed at ensuring continued care for and enhancement of green heritage, as a strategic ecological infrastructure for environmental well-being, public health and social cohesion.*

To We provide public and private stakeholders with guidance on energy transition processes, to help make them fair and socio-economically sustainable.

- *Follow-up of the initiatives designed to support the fair and sustainable energy transition of the catchment area, with particular reference to supporting Renewable Energy Communities, and fostering the evolution of the Sinergie II call for proposals and the sinergiecondivise.it platform.*
- *In accordance with the European alignment of the Foundation's work, as outlined in the Multi-Year Planning Document (MYPD) 2025-2028, supporting the City of Turin (and Genoa as its twin city) in the European Climate Neutral and Smart Cities Mission and in implementing the Turin Climate City Contract.*



The cross-cutting functions.

The cross-cutting functions.

Finance Department



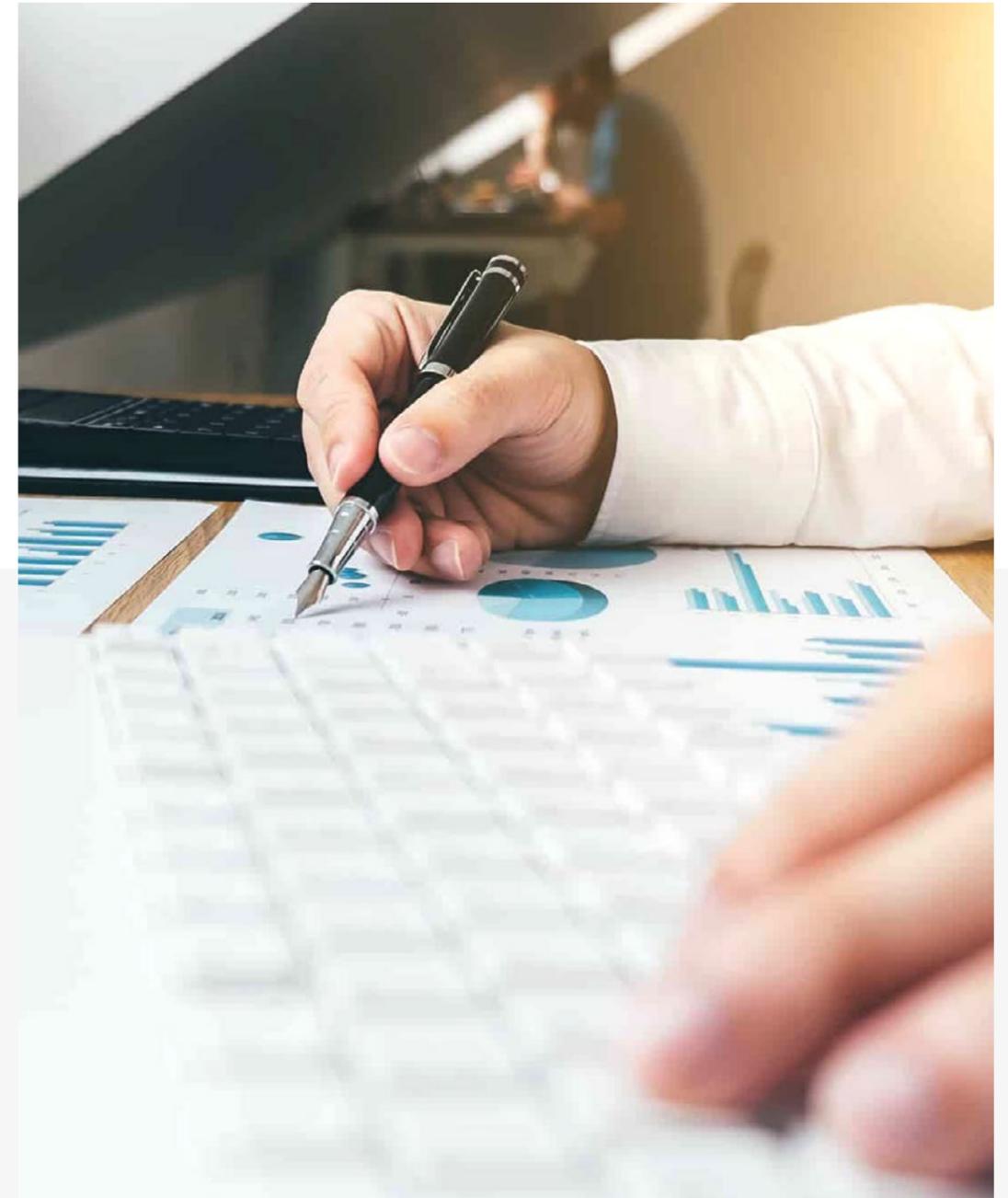
The Finance Department provides technical expertise in the economic and financial domain, to support the Foundation's other departments whenever proposed interventions involving the use of capital resources are evaluated, or when it is necessary to assess opportunities in relation to the state of financial markets.

Within the framework of the projects identified in the Multi-Year Planning Document 2025-28, the Finance Department will continue in 2026 to work in collaboration with the other departments in the working teams set up for the development and implementation phases of major high-impact projects.

Against this backdrop, the Finance Department will assist in assessing and formulating the financial structure of projects requiring capital investments – such as real estate funds or similar investment vehicles – in order to ensure that capital resources are used in accordance with the guidelines set down in the Implementing Document of the regulations governing asset management with regard to Mission Related Investments (MRI).

As well as in major high-impact projects, the close working partnership between the Finance and Learning Departments may continue in the process of analysing and subsequently investing capital in acceleration programmes. This represents an interesting example of a blended investment made by Fondazione Compagnia di San Paolo and could still be replicated, including through the mapping of actors operating in the Venture Capital (VC) sector.

Another of the Finance Department's cross-cutting roles is to inform and support the Governance Department and the various functions involved in PhaaS projects, with regard to the most appropriate way to structure investment choices, both in relation to the projects planned or desired by the donors themselves and, more especially, in relation to the market conditions of the moment.



The cross-cutting functions.

Learning Department



2026 is the first year in which the Learning Department has been fully operational under the new multi-year planning cycle.

The Department intends to contribute to the positioning of Fondazione Compagnia di San Paolo by pursuing its various missions in a pioneering spirit of experimentation. These missions include strengthening the innovation ecosystem on an international basis, consolidating internal data management processes through the use of latest-generation technologies and Artificial Intelligence, monitoring the implementation of strategic planning, producing institutional reports, and designing and implementing impact assessments to support philanthropic policies.

Innovation

On the innovation front, the Learning Department will deploy a structured intervention model in 2026, aimed at exploiting, under an ecosystem approach, the results generated thus far by the Techstars programme: in fact, a new “startup factory” is due to be formed in Turin, which will provide international startups with direct support, connections to the local ecosystem, and early-stage investment. In parallel with the above, Fondazione Compagnia di San Paolo intends to take on a leadership role in one of the clusters of the new Cassa Depositi e Prestiti (CDP) Accelerator Fund and, likewise, help attract a leading global startup accelerator. In terms of origination, action will be taken to strengthen the available technology transfer tools, with a view to fostering the emergence of deep-tech startups from North-West Italy’s leading “crucibles of knowledge”, including the PoC Instrument with the catchment area’s universities and initiatives linked with Fondazione AI4Industry in the field of Artificial Intelligence.

Cross-cutting efforts will be channelled into internationalisation. On the inward front, work will be done on building a new structure designed to attract startup founders, established tech companies and VC investors and facilitate their relocation to the catchment area. On a parallel track, outward internationalisation pathways to the United States will be built, through partnerships with strategic actors such as – by way of example – SMAU, Startup Genome and the Italian Embassy in Washington.

Another key component of FCSP’s innovation promotion strategy will be the establishment of a Foresight and Future Thinking Centre, linked with international bodies such as the Science and Diplomacy Anticipator in Geneva (GESDA) and the UN Scientific Advisory Board.

In terms of finance to support third-sector bodies, the Department will continue to provide a technical advisory service to support the three Goals, by means of innovative intervention schemes co-designed with proven banking partners such as Intesa Sanpaolo, Istituto per il Credito Sportivo e Culturale and Banca Etica, with a special focus on major cultural interventions, new sport and welfare initiatives and new social housing projects. The Department will also continue to provide non-profit organisations with guidance on efficiency enhancement and energy transition initiatives.

Another significant line of work will be the testing of a new financial instrument, designed to combine credit, equity and a guarantee fund to support the growth of third-sector bodies with entrepreneurial projects with high social impact (e.g. social enterprises and social cooperatives).

Data and planning

Alongside its work on innovation, the Learning Department will continue to provide internal oversight of data governance and strategic planning.

In this area, Fondazione Compagnia di San Paolo is set to consolidate its leadership as a data-driven organisation on the national and international philanthropic stage in 2026. From an operational point of view, the Learning Department intends to launch technological experiments in data management and in exploiting FCSP’s information assets, both internally and in relation to the main external stakeholders. More specifically, new Artificial Intelligence capabilities will be developed in the portfolio of tools currently used by FCSP’s departments and governance; data insourcing processes will be further enhanced, and new generative AI tools (“Chat CSP” and “Open data for citizen engagement”) will be released for quicker, easier access to information originating from institutional activity. In 2026, the Department will also undertake an analysis of internal processes to identify potential areas for automation, using state-of-the-art technologies, starting with training machine learning models.



On the planning front, testing and engineering will be carried out on the automated production of institutional documents (Annual Planning Documents, Annual Reports, etc.). The Department will also continue to develop and produce systems for collecting the monitoring metrics of the strategic cornerstones set down in the Multi-Year Planning Document 2025-2028, with a particular emphasis on trust (in keeping with the principle of “trust-based philanthropy”) and risk.

Lastly, there will be a specific focus on the city of Genoa, where FCSP will be involved in the initiative to set up the “Fabbrica delle Idee” (ideas factory), the major innovation hub located in the Waterfront di Levante complex, dedicated to young people, startups, the university, research centres and businesses, and intended to generate opportunities and cross-pollination processes along the entire innovation chain. The Learning Department will put its skills at the disposal of the municipal administration of Genoa, to identify and develop a strategic and executive proposal (design of the physical layout of the space, drafting of the business plan) that is simultaneously attractive, in harmony with the setting and sustainable from an economic and financial point of view.

Evaluation

The Learning Department’s third line of work is evaluation. In 2026, this work will focus on monitoring the progress of FCSP’s strategic planning for 2025-2028, while continuing and extending its evaluation actions.

With regard to monitoring the strategic plan, once the indicators, processes and data collection methods have been put in place, the system will be brought into full operation in 2026 and will then undergo fine-tuning.

The evaluation work will continue to consist of rigorous intra- and post-project studies of the most relevant allocations, both in terms of the scale of intervention and the level of innovation. The Department will continue to apply robust methodologies and, where possible, counterfactual impact assessments, so as to keep collecting useful evidence for the continuous improvement of FCSP’s grant-making activity. Specific effort will go into designing a nuanced evaluation plan for the Città dell’Educazione programme.

Three priorities have been set for FCSP’s evaluation work in 2026.

- Strategic rationalisation of evaluation activities in order to focus resources on new projects, thereby increasing their overall effectiveness and producing studies with high scientific value.
- Development of foresight evaluation, with an increase in the number of studies and research initiatives aimed at guiding FCSP’s future choices. As well as extending the use of randomised controlled trials, studies and evaluations of the catchment area’s needs will be carried out, and research will be commissioned to estimate the ex-ante impact of FCSP’s major projects.
- Communication and dissemination of evaluation practices and results, and promotion of data culture in general. This will be done both by enhancing internal training – with monthly meetings of the new “CSP Learning Lab” on data, evaluation and results interpretation – and by boosting external advocacy, disseminating evaluation results in the form of white-papers, taking part in scientific conferences and contributing to scientific publications. Collaboration with the Communication function will be stepped up in this area, to maximise the visibility and public recognition of evaluation activities.

The cross-cutting functions.

Operations Department



The interventions defined by the Operations Department for 2026 originate from the goals the Department set itself in the Multi-Year Planning Document 2025-2028. Some of the projects outlined below follow on from initiatives that Fondazione Compagnia di San Paolo has already consolidated and learned from in previous years, because they are based on the permanent framework of values and concepts set down in Agenda 2030 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, efficient and effective collaborations and partnerships.

Following completion of the process of integrating the Quality Management System with the areas of Environment and Occupational Health and Safety, obtaining the respective ISO certifications, and bringing the new Integrated Management System (IMS) into fully operation in late 2025, the Department will work towards the full consolidation of the IMS within the organisation in 2026, to ensure the effective integration of processes and continuous improvement. To this end, the programme of improvement targets set down in the IMS will be monitored, and the process matrix will be updated in line with the changes made to the organisational structure in 2025.

The Administration, Budget and Financial Reporting Department will continue to work on the task of updating the 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. In this area, in keeping with the adoption of a model of collaboration with beneficiary bodies that fosters a “trust-based” approach, the testing of this approach – embarked upon in the second half of 2025 – will be continued, alongside the consequent fine-tuning, in order to bring the model into full operation for all of FCSP’s beneficiary bodies. Furthermore, some of the operating and control functions of the management application used for grant administration will be integrated and streamlined. These include integrating the ex-ante evaluation form into the system, further automating some of the activities relating to presenting information and documentation to the Governance Bodies, so as to facilitate their use, and taking further steps to centralise the management of operational planning and the related management of funds allocated by Fondazione Compagnia di San Paolo.

Still in the administrative domain, the Department will launch a project for the creation of an integrated system for identifying, measuring, managing and controlling fiscal risks, so as to facilitate the establishment of a collaborative and preventive relationship between Italy’s revenue service and Fondazione Compagnia di San Paolo.

In terms of human resources, a project will be launched for the purpose of aligning and, if appropriate, revising internal processes and policies in relation to the obligations set down in EU Directive 970/2023 on remuneration policy, pay transparency and the principle of equal pay for equal work or work of equal value between men and women (article 3 of the Directive). At the same time, action will be taken to obtain UNI PDR 125 certification, which also promotes equal pay and gender equality in organisations.

Work will also continue on devising and organising training initiatives aimed at enhancing soft skills, with particular reference to newly appointed and specialist managers, thus continuing the process launched in 2025 aimed at equipping personnel with a fuller understanding of Artificial Intelligence and its practical applications in everyday life.

With regard to internal communication, the department will continue its work on drawing up a structured plan of initiatives and events for staff under the “Insieme & in Compagnia” programme, and holding initiatives, such as training and information webinars, aimed at involving and informing staff about specific FCSP projects and activities.

Staff will continue to be offered guided tours of the Manica del Mosca and the outdoor areas around the Cavallerizza complex in 2026.

As far as internal control processes are concerned, there will be a special focus on cybersecurity in 2026. This follows on from the risk monitoring actions put in place in previous audit plans, and runs in parallel with the process of technological upgrading of FCSP’s complex of networks and systems in recent years.

Regarding compliance with Italian legislative decree 231 on corporate liability, in line with the draft review of legislative decree 231/2001 currently being carried out by the committee appointed by the Ministry of Justice, FCSP’s legislative decree 231 training courses will be streamlined, as planned in 2025.

The cross-cutting functions.

Governance Department



The Governance Department coordinates the Secretariat to the Governing Bodies, Communication, the Research and Prospects Department and the Secretariats to the Chair and to the Secretary General.

Over the course of the year, the Governance Department will continue to support the management of institutional relations and ensure continued engagement with public and private stakeholders.

The strategic projects assigned to the governance area include:

- the Cavallerizza Reale major redevelopment project;
- the development and promotion of philanthropy services for private donors (Philanthropy as a Service - PhaaS), with a view to strengthening FCSP's role as an enabler of civic giving.

The Department will work in synergy with the Foundation's other departments to ensure that the planned actions are effective, thereby helping to achieve the objectives set down in the Multi-Year Planning Document and to make productive use of the organisation's relational and project-driven capital.

Secretariat to the Governing Bodies

The Secretariat to the Governing Bodies manages relations and information flows with Fondazione Compagnia di San Paolo's Governing Bodies, and also maintains a close relationship with FCSP Group organisations and with the Supervisory Authorities.

In particular, the Secretariat oversees the necessary activities to ensure the smooth operation of Fondazione Compagnia di San Paolo's policy-making, management and supervisory bodies. It also provides organisational support for the activities of the Committees of the General Council, the Investment Committee, the Appointments and LTI Committee and the Policy-Making and Coordination Committee of the member bodies of the Fondazione Compagnia di San Paolo Group.

It oversees the procedure for identifying candidates to hold positions in bodies/companies upon appointment/designation by Fondazione Compagnia di San Paolo.

In 2026, the Secretariat to the Governing Bodies will continue the process review work it started in 2025, with a view to combining lean operation with efficiency. In particular, it intends to adopt a system for keeping digital records of the meetings of the General Council, the Management Board and the Board of Auditors, and to organise its digital document archive according to state-of-the-art archiving standards, by drawing upon the expertise of Fondazione 1563 per l'Arte e la Cultura.

Lastly, the Secretariat will consolidate the trial, launched in 2025 with the support of the Learning Department, of Artificial Intelligence tools for drafting sections of the minutes of Management Board meetings and automatically generating statements of attendance fees/tokens for members of FCSP's governance.

Communication

Over the course of the new strategic cycle, Fondazione Compagnia di San Paolo will communicate trust, risk and flexibility. Trust will be built through transparency, simplification and effective use of objective indicators. Risk will be presented as a natural component of philanthropic activity, with high-impact projects and the possibility of failure. Flexibility will guide our openness to partnerships and ability to adapt in crisis situations.

Communication will take a cross-cutting approach, fostering co-branding and synergies with stakeholders. We will no longer focus only on process, but on impact, in accordance with the "start with why" approach set out by Simon Sinek. This is based on the idea that the most effective communication does not start with what we do or how we do it, but the underlying reason for doing it (the why). Applied to Fondazione Compagnia di San Paolo, this approach means that communication will not be confined to describing calls for proposals, procedures and operating instruments, but will focus on the reasoning behind them: the vision, values and social impact that shape every choice.

There will be four main goals: to communicate the results of our philanthropic action with accessible, transparent data; to widen our generalist audience and integrate our relationship with beneficiaries into a system, including through empowerment pathways; to present Fondazione Compagnia di San Paolo as a unitary entity, by highlighting the role of the Governance; to disseminate, internationally, Fondazione Compagnia di San Paolo's credentials as an authoritative player in the world of philanthropy, by combining history with data.



The Communication function will evolve as a strategic engine, geared towards mission, impact and a cross-cutting approach. Digital tools and innovative technologies will be introduced, with a particular focus on Data Analysis and Artificial Intelligence. The Cavallerizza Reale complex will become a relational ecosystem and experiential space, capable of translating Fondazione Compagnia di San Paolo's values into tangible, measurable bonds.

Fondazione Compagnia di San Paolo will reinforce its communication strategy in the period 2025-2028, starting by analysing the work of the past two years. The FCSP website attracts around 10,000 unique visits per month, mainly focusing on calls for proposals and projects. With over 18,000 recipients, the newsletter regularly scores above-average opening rates, especially for calls for proposals and webinars. Our aim is to keep our social media following consistently growing: LinkedIn will focus on articles and calls for proposals, Facebook on local events, and Instagram on testimonials and stories of social impact. The press office will also consolidate the positive reputation of Fondazione Compagnia di San Paolo, in the wake of more than 11,000 citations in 2025. The budget allocation will give priority to dissemination activities, which will continue to account for the predominant share.

Measurement will be fully data-driven. Dashboards integrated into the CSP Data Hub will make it possible to monitor online and offline activity in real time. Quantitative and qualitative KPIs will be formulated, thus transforming reporting from a numerical exercise into a dynamic process of understanding. Communication will be evidence-based, personalised, interactive and automated.

Research and Prospects

The Research and Prospects Department provides analytical and informative support for the strategic processes of Fondazione Compagnia di San Paolo in the institutional sphere. It works to support the governing bodies, with a particular focus on analysing changes in the context in which Fondazione Compagnia di San Paolo operates. It takes care of preparing materials to support communication activities by the governing bodies, with particular reference to the Chair and Secretary-General.



As far as its work within FCSP's departments is concerned, Research and Prospects produces in-depth content about the projects and interventions carried out by Fondazione Compagnia di San Paolo. Its aim is to analyse and highlight new trends and changes taking place in the world of philanthropy, with a special focus on the leading European and American foundations. In this capacity, it also acts as an interlocutor, alongside other functions, of supranational philanthropic organisations (e.g. Philea).

In 2026, the Department will continue its research on best practices – at national, European and international level – in cross-cutting fields of particular interest to Fondazione Compagnia di San Paolo, starting with “young people” and “peripheries”. This is always combined with providing support functions to the Missions directly involved in the individual projects identified.

The Department produces a fortnightly internal newsletter called “Numeri & Filantropia” (N&F), which covers topics, research papers, initiatives and publications of particular interest to the world of foundations and non-profit organisations. N&F will be gradually integrated into the FCSP newsletter in 2026, and made available to the other Piedmont-based foundations. The Department also produces internal information material outlining the key points of interventions and papers of the most relevance to Fondazione Compagnia di San Paolo and the fields it operates in.



Economic & financial resources allocated for FY 2026.

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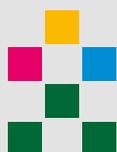


For financial year 2026, interventions for institutional purposes relating to resolutions to be adopted have an estimated total value of 135 million euros, to be drawn from funds for grants in the key sectors (Operational Planning 2026). An additional sum of 20 million euros is assumed for resolutions to be covered by funds for institutional activity pending earmarking, alongside an additional sum of up to 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 2026 between the major constitutional areas is set out below. This allocation – within the framework of the 135 million euros – remains subject to change as a result of major grant-making interventions still being finalised.

ALLOCATIONS	AMOUNT (€)
Major areas (under art. 3.1 of the constitution)	
Culture (Art, cultural heritage and cultural activities)	36,220,000
People (Social policy)	52,016,000
Planet (Research and education, health)	46,764,000
Total for major areas	135,000,000
Additional interventions within the major areas	
Funds for institutional activity pending earmarking	20,000,000
Funds for grant-making as per art. 1, para. 47 of Law 178/2020	25,000,000
Total	180,000,000





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